

	<b>High D</b>	<b>High I</b>	<b>High S</b>	<b>High C</b>
<b>Descriptors</b>	Dominant, Driver, Choleric, Direct, Daring, Forceful, Blunt, Innovative, Decisive, Competitive, Strong-willed, Bold, Results-Oriented, Domineering, Aggressive, Strong Ego, Strength, Goal-Oriented, Problem Solver, Quick, Challenge-Oriented, Persistent, Inquisitive, Demanding, Impatient, Authoritative, Adventurous, Responsible, Risk-Taker, Power, Self-Starter	Expressive, Sanguine, Enthusiastic, Trusting, Affable, Charming, Popular, Gregarious, Influential, Confident, Open-Minded, Persuasive, Convincing, Inspiring, Spontaneous, Sociable, Effusive, Talkative, Emotional, Generous, Personable, Optimistic, Self-Promoting, Poised, Good Mixer	Relater, Phlegmatic, Passive, Possessive, Amiable, Steady, Predictable, Understanding, Mild, Inactive, Friendly, Systematic, Serene, Good Listener, Sincere, Non-demonstrative, Team player, Patient, Stable	Compliance, Analytical, Melancholic, Perfectionist, Courteous, Mature, Accurate, Conscientious, Evasive, Fact-finder, Restrained, Precise, Diplomatic, High standards, Patient, Systematic, Analytical, Methodical, Conventional, Sensitive, Exacting

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<b>Value to the team of...</b>	Bottom-line Organizer, Self-starter, Forward Looking, Places high value on time, Challenge-oriented, Competitive, Initiates Activity, Challenges the Status Quo, Innovative, Tenacious	Optimism, Enthusiasm, Creative problem solving, Motivates others toward goals, Positive sense of humor, Team player, Negotiates conflict, Verbalizes with articulateness	Dependable team worker, Work hard for a leader & cause, Great listener, Patient & empathetic, Good at reconciling factions, Calming & stabilizing, Logical & Step-wise thinker, Will finish tasks, Loyal, Long-term relationships	Objective thinker, Conscientious, Maintains high standards, Defines, Clarifies, Gets Information, Criticizes & tests, Task-oriented, Asks the right questions, Diplomatic, Pays attention to small details



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<b>Ideal environment for.....</b>	<ul style="list-style-type: none"> <li>• Freedom from controls, supervision and details.</li> <li>• Evaluation based on results, not process or method.</li> <li>• An innovative and futuristic-oriented environment.</li> <li>• Non-routine work with challenge and opportunity.</li> <li>• A forum for them to express their ideas and viewpoints.</li> </ul>	<ul style="list-style-type: none"> <li>• Assignments with a high degree of people contact.</li> <li>• Tasks involving motivating groups and establishing a network of contacts.</li> <li>• Democratic supervisor with whom they can associate.</li> <li>• Freedom from control and detail.</li> <li>• Freedom of movement.</li> <li>• Multi-changing work tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Jobs for which standards and methods are established.</li> <li>• Environment where long standing relationships can be or are developed.</li> <li>• Personal attention and recognition for tasks completed and well done.</li> <li>• Stable and predictable environment.</li> <li>• Environment that allows time for change.</li> <li>• Environment where people can be dealt with on a personal, intimate basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Where critical thinking is needed and rewarded.</li> <li>• Assignments can be followed through to completion.</li> <li>• Technical, task-oriented work, specialized area</li> <li>• Noise and people are at a minimum.</li> <li>• Close relationship with small group of people</li> <li>• Environment where quality and/or standards are important.</li> </ul>

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<b>Motivation – High of this style wants...</b>	<ul style="list-style-type: none"> <li>• To control their own destiny and the destiny of others.</li> <li>• The power and authority to achieve results.</li> <li>• Prestige, position and titles.</li> <li>• A vehicle to obtain money and material things that indicate success.</li> <li>• An opportunity for rapid advancement.</li> <li>• To maintain their focus on the bottom line.</li> </ul>	<ul style="list-style-type: none"> <li>• An environment free from control data.</li> <li>• Popularity and social recognition.</li> <li>• Freedom of speech, people to talk to.</li> <li>• Favorable working conditions.</li> <li>• Group activities outside the job.</li> <li>• Identification with the</li> </ul>	<ul style="list-style-type: none"> <li>• Logical reasons for change.</li> <li>• Identification with team members.</li> <li>• Harmony. A happy home and work life.</li> <li>• Procedures that have been proven.</li> <li>• A road map to follow.</li> <li>• Closure on tasks.</li> <li>• Time to adjust to change.</li> </ul>	<ul style="list-style-type: none"> <li>• Operating procedures in writing.</li> <li>• Safety procedures.</li> <li>• To be part of a quality-oriented team.</li> <li>• No sudden or abrupt changes.</li> <li>• Reassurance that the job is being done correctly.</li> <li>• Information and data available.</li> </ul>

	<ul style="list-style-type: none"> <li>To follow communication tips listed above, always.</li> <li>Freedom from controls, supervision and details.</li> <li>Efficiency in people and equipment.</li> <li>New and varied experiences.</li> <li>Challenges with each task.</li> <li>A forum for verbalizing.</li> </ul>	<ul style="list-style-type: none"> <li>team.</li> <li>Public recognition of their ability.</li> <li>Monetary rewards.</li> </ul>	<ul style="list-style-type: none"> <li>Appreciation.</li> <li>Recognition for loyalty and service.</li> <li>To know you care.</li> <li>To work with a small group of people, develop relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Time to think.</li> <li>Objective, tough problems to solve.</li> <li>Manager who follows company policy.</li> </ul>
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<b>Managing</b>	<ul style="list-style-type: none"> <li>Clearly explain results expected.</li> <li>Negotiate commitments one-on-one.</li> <li>Define rules.</li> <li>Confront fact-to-face in all disagreements.</li> <li>Provide challenging assignments.</li> <li>Show them the benefits understanding and being easier on people.</li> <li>Assist them in learning to pace self and relax.</li> <li>Show them the benefits understanding teamwork and participation.</li> <li>Show them the benefits listening skills.</li> <li>Make sure their emotional intensity fits the situation.</li> <li>Plan advancement and a career path.</li> </ul>	<ul style="list-style-type: none"> <li>Assist in setting realistic goals.</li> <li>Work with on-time management.</li> <li>Develop a friendship and make time for interaction daily.</li> <li>Open door policy for High I's to discuss any issues.</li> <li>Train on behavioral styles to increase effectiveness of people interactions.</li> <li>Station them in a people area where they can interact and get the job done.</li> <li>Allow them freedom of movement, without control</li> <li>Set clear objectives of task to be accomplished.</li> <li>Look for opportunities for them to utilize their verbal skills.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly explain upcoming changes in order to prepare them.</li> <li>Give rewards in terms of things.</li> <li>Make an effort to get to know them and their needs.</li> <li>Allow them the opportunity to finish the tasks started.</li> <li>Assign them fewer, larger projects.</li> <li>Encourage their contribution in meetings.</li> <li>Involve them in the long-term planning.</li> <li>Work to stretch them carefully to new heights.</li> <li>Create a non-threatening environment, allowing disagreement.</li> <li>Reward them for good work habits.</li> <li>Clearly define parameters and requirements of the</li> </ul>	<ul style="list-style-type: none"> <li>Involve them in defining standards that are undefined.</li> <li>Involve them in implementation of the standards.</li> <li>Clearly define requirements of the job and expectations.</li> <li>Allow them the opportunity to finish the tasks started.</li> <li>Set goals that have "reach" in them.</li> <li>Encourage their contribution in meetings.</li> <li>Involve them in the long-term planning.</li> <li>Train them in people skills and negotiating.</li> <li>Respect their personal nature.</li> <li>Allow them to work with a small group of people, in a less active area.</li> <li>Do not criticize their work unless you can prove a better way.</li> </ul>

			task. <ul style="list-style-type: none"> <li>• Assign them to work with a small group of people.</li> <li>• Do not switch them from team to team.</li> <li>• Praise in public, rebuke gently I private.</li> </ul>	
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<b>Possible Limitations</b>	<ul style="list-style-type: none"> <li>• Overstep authority.</li> <li>• Be too direct.</li> <li>• Be impatient with others.</li> <li>• Be argumentative.</li> <li>• Not listen well; be a one-way communicator.</li> <li>• Take on too many tasks.</li> <li>• Push people rather than lead them.</li> <li>• Lack tact and diplomacy.</li> <li>• Focus too heavily on task.</li> </ul>	<ul style="list-style-type: none"> <li>• Oversell.</li> <li>• Act impulsively, heart over mind.</li> <li>• Trust people indiscriminately.</li> <li>• Be inattentive to detail.</li> <li>• Have difficulty planning and controlling time.</li> <li>• Overestimate their ability to motivate others of change behavior.</li> <li>• Under instruct and over delegate.</li> <li>• Tend to listen only situationally.</li> <li>• Overuse hand motions and facial expressions when talking.</li> <li>• Rely too heavily on verbal ability.</li> </ul>	<ul style="list-style-type: none"> <li>• Take criticism of work as a personal affront.</li> <li>• Resist change just for change sake.</li> <li>• Need help getting started on new assignments.</li> <li>• Have difficulty establishing priorities.</li> <li>• Internalize feelings when they should be discussed.</li> <li>• Wait for orders before acting.</li> <li>• Give false sense of compliance.</li> <li>• Be too hard on themselves.</li> <li>• May stay involved in a situation too long.</li> <li>• Not project a sense of urgency.</li> </ul>	<ul style="list-style-type: none"> <li>• Hesitate to act without precedent.</li> <li>• Overanalyze: analysis paralysis.</li> <li>• Be too critical of others.</li> <li>• Get bogged down in details.</li> <li>• Not verbalize feelings, but internalize them.</li> <li>• Be defensive when criticized.</li> <li>• Yield position to avoid controversy.</li> <li>• Select people much like themselves.</li> <li>• Be too hard on themselves.</li> <li>• Tell ideas as opposed to sell ideas.</li> </ul>

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<b>Communicating with...</b>	<ul style="list-style-type: none"> <li>• Be clear, specific and to the point.</li> <li>• Don't ramble on or waste their time.</li> <li>• Stick to business.</li> <li>• Don't try to build personal relationships or chitchat.</li> <li>• Come prepared with all requirements, objectives and support material in a well-organized package.</li> <li>• Don't forget or lose things, be unprepared, disorganized or messy.</li> <li>• Present the facts logically; plan your presentation efficiently.</li> <li>• Don't leave loopholes or cloudy issues if you don't want to be zapped!</li> <li>• Ask specific questions.</li> <li>• Don't ask rhetorical or useless questions.</li> <li>• Provide alternatives and choices for making their own decisions.</li> <li>• Don't come with the decision made or make it for them.</li> <li>• Provide facts and figures about probability of success or the effectiveness of options.</li> <li>• Don't speculate wildly or offer guarantees and assurances where there is a risk in meeting them.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan interaction that supports their dreams and intentions.</li> <li>• Don't legislate or muffle.</li> <li>• Allow time for relating and socializing.</li> <li>• Don't be curt, cold or tight-lipped.</li> <li>• Talk about people and their goals.</li> <li>• Don't drive to facts, figures and alternatives.</li> <li>• Focus on people and action items. Put details in writing.</li> <li>• Don't leave decisions up in the air.</li> <li>• Ask for their opinion.</li> <li>• Don't be impersonal or task-oriented.</li> <li>• Provide ideas for implementing action.</li> <li>• Don't waste time in "dreaming."</li> <li>• Use enough time to be stimulating, fun, fast moving.</li> <li>• Don't cut the meeting short of be too businesslike.</li> <li>• Provide testimonials from people they see as important or prominent.</li> <li>• Don't talk down to them.</li> <li>• Offer special immediate and extra incentives for their willingness to take risks.</li> <li>• Don't take too much time. Get to action items.</li> </ul>	<ul style="list-style-type: none"> <li>• Start with personal comments. Break the ice.</li> <li>• Don't rush headlong into business or the agenda.</li> <li>• Show sincere interest in them as people.</li> <li>• Don't stick coldly or harshly to business.</li> <li>• Patiently draw out their personal goals and ideas. Listen and be responsive.</li> <li>• Don't force a quick response to your objectives.</li> <li>• Present your case logically, softly, non-threateningly.</li> <li>• Don't threaten with positional power or be demanding.</li> <li>• Ask specific questions. (How?)</li> <li>• Don't interrupt as they speak. Listen carefully.</li> <li>• Move casually, informally.</li> <li>• Don't be abrupt and rapid.</li> <li>• If the situation impacts them personally, look for hurt feelings.</li> <li>• Don't mistake their willingness to go along for satisfaction.</li> <li>• Provide personal assurances and guarantees.</li> <li>• Don't promise something</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare your case in advance.</li> <li>• Don't be disorganized or messy.</li> <li>• Approach them in a straightforward, direct way.</li> <li>• Don't be casual, informal or personal.</li> <li>• Use a thoughtful approach. Build credibility by looking at all sides of each issue.</li> <li>• Don't force a quick decision.</li> <li>• Present specifics, and do what you say you can do.</li> <li>• Don't be vague about expectations or fail to follow through.</li> <li>• Draw up an "action plan" with scheduled dates and milestones.</li> <li>• Don't overpromise results, be conservative.</li> <li>• Take your time, but be persistent.</li> <li>• Don't be abrupt and rapid.</li> <li>• If you disagree, prove it with data and facts or testimonials from trusted people.</li> <li>• Don't appeal to opinion or feelings as evidence.</li> <li>• Allow them their space.</li> <li>• Don't touch them.</li> <li>• Provide them with information and the time they need to make a decision.</li> </ul>

	<ul style="list-style-type: none"><li>If you disagree, take issue with the facts, not the High D's personality.</li></ul>		you can't deliver.	
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