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Flexing Behavioral Styles

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All styles have their strong points. By flexing your own style to matching your customer's style you are helping them better understand the concepts you are attempting to present to them. Individuals are more easily influenced by others they perceive as similar to themselves. The bottom line about presenting to people is to watch them and present to them as they are presenting themselves.

Most personality inventories or surveys available today fall into two categories:

A. Those based on a theory origin system (cognitive psychology). B. Those which originated as statistically validated instruments (quantitative psychology).

The P3 System is a quantitatively validated instrument (B). What sets it apart from other instruments is the conversion of data into high-level mathematical formulas processed by a personal computer. By developing a quick, easy-to-use data collection system, a computer-generated descriptive personality report is processed in less than two minutes.

The knowledge upon which the P3 System is based is not new and yet our application of our technology is unique. The research methodology has been understood by investigators in both the academic and industrial communities for centuries. What is different about the P3 System is that it is a synthesis of the best quantitatively validated research available and how we apply the research in an easy to use fashion brings to everyone both the power and ease of use or the latest research in behavioral traits. The end result is more effective

internal communications through group and individual insights gained from the exchange of computer-generated reports.

Prior to the era of the 1970s, reference materials in university libraries listed well-known and accepted concepts of personality such as: Hippocrite's traits of behavior (melancholy, sanguine, choleric, and phlegmatic) expounded 400 years before Christ; the wisdom of the Old Testament's King Solomon ("as a man thinks in his heart, so he is..."); the "self-image" of Darwin; and habitual reaction to stimuli as revealed in the studies of Pavlov's dogs.

Research focused on respondent's reactions to words classified as self-descriptive adjectives. Accuracy was proven following the criteria of: validation (construct, content, concurrent, and predictive); reliability (test and re-test); structural invariance; trait intercorrelations; and intrinsic/extrinsic validity. Continuing field-testing procedures were used to refine the wording and uses of the instrument.

The next step was to identify a grouping of like-reactive value adjectives or descriptors for example: the primary trait load in The P3 Insight Technology.

The high trait is always the most important trait. It makes up 50%-70% of a person's behavioral tendencies, 50% when the high trait falls in the "very flexible" (-2 to 2) range and increasing up to 70% when the high trait falls within the 25-36 range.

The Drake P3 software generates a Communication Profile reflecting an individual's unique combination of the following four behavioral dimensions:

- Dominance
- Extroversion
- Patience
- Conformity

The underlying theory supporting Drake P3 maintains that individuals will respond with the greatest enthusiasm and fervor to the adjectives which describe behavior that is most similar and inherent to his/her own personality. These response levels are translated via 14,000 mathematical calculations to determine the individual's most favored behavioral pattern, which is identified as their high trait. Conversely, individuals will respond with the least enthusiasm to adjectives which are furthest from their own repertoire of behaviors. These responses ultimately depict the person's low trait. The other two trait categories are represented by "intensities" somewhere within the range created by the high and low traits.

Trait Graph

In addition to analyzing the four primary behavior traits, Drake P3 assigns values (intensities) for environmental adjustments. These environmental adjustments reflect the behavior a person believes is necessary to accomplish his or her goals, whatever they may be.

The primary profile and environmental adjustment intensities are plotted on a trait graph. An understanding of the graph and its descriptors will provide a thorough yet efficient means to interpret the composite profile generated by Drake P3.

Interpreting the Trait Graph

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The **low trait** is the trait farthest below the mid-line and **has the most significant impact on the high trait**. It accounts for up to 20% of a person's behavioral tendencies.

The two remaining traits also modify behavior, but have less impact.

The mid-line is used as the base to measure the intensity of the traits. The farther a trait falls above or below the mid-line, the more impact it has on a person's behavior.

There are levels of trait intensities. The higher the number, the stronger the trait is manifested. It makes a difference if the number is a 9 or 29. Becoming familiar with the descriptors adjacent to the numbers on the trait graph will help you correlate behavioral characteristics with the profile numbers.

Do the values below the mid-line have negative connotations?

Not at all. They simply reflect that the majority of the person's behavior is dictated by the opposing behavioral categories.

The Communication Profile report outlines primary behavioral traits as well as secondary traits, motivating factors, and decision making styles. It allows an individual to understand his/her strengths more effectively, and at the same time, enables you to understand them in greater depth.

Page 1. This page is actually the first page of the profile. It lists the primary profile and environmental adjustment intensities,

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high trait, low trait, logic, energy, stress and includes a summary paragraph which talks directly about who this person is and how he/she interacts with others every day.

Page 2. This page describes: **the high trait of the person** -- the most important trait because it makes up 50%-70% of the behavioral tendencies.

leadership style -- the natural style used by the person when called upon to take charge.

sensitive areas -- how an individual may feel: hurt, embarrassed, angry, etc., if their needs have not been met.

potential reactions -- relates to how an individual tends to react when "backed into a corner."

Page 3. This page of "**Other Traits**" discusses how the other three traits combine with the high trait to create the candidate's unique behavioral style.

Page 4. Motivational Needs - Motivators are influenced primarily by the **high trait**. This page includes lists detailing primary motivators, de-motivators and secondary motivators.

Page 5. This page describes four categories of **Decision Making Style**.

1) Facts -- Someone whose tendency is to be **objective** rather than subjective in the decision making process. They may have feelings about a decision, but will likely go by the book.

2) Facts/Feelings -- Someone who has a reasonable, practical decision making style and is comfortable using both facts and feelings. Research has shown these individuals have good common sense and tend to be well-balanced, listening to both their inner feelings and external facts, before making up their minds.

3) Feelings -- The tendency is to be subjective and rely on **intuitive** feelings, not just the facts themselves. This decision making style best lends itself to sales, counseling or other fields focusing on people-interaction.

4) Intuitive -- The decision making process is **very subjective**, relying almost entirely on intuition with little regard for the objective facts. This style is good for positions requiring interaction with people, but could be a problem in other positions where facts are the primary consideration in the decision making process.

Energy level. If an individual has a large reserve of energy, they could potentially weather more setbacks before physically and emotionally wearing down. However, it cannot be inferred that an individual with low energy is incapable of doing a specific job-related task. If an individual has a sufficiently strong desire to accomplish a task, it can be done.

Matching job energy requirements with the individual's energy level is important for successful job performance. There is no positive relationship between taking responsibility for performing on the job and energy level. However, an individual with low energy in a high energy job can experience "burnout." Conversely, a high energy person in a low energy job may find themselves bored. Classifications of energy levels are as follows:

Very High -- At this level, most goals can be accomplished if the individual possesses the necessary skills. Lack of technical or other abilities will be the primary limitation. If the job is not sufficiently challenging, the individual will seek other ways of using their energy.

High -- Most upper management and professional people have high levels of energy. They have the capacity to accomplish their tasks and handle the stress involved.

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Above Average -- At this level, there is sufficient energy for first line management. However, if stress is added and energies are not channeled properly, "burnout" can take place.

Average -- Individuals with this energy level will have difficulty handling longer hours and stress. However, they can be very effective when their energy is carefully channeled.

Page 6. **Leadership Style** - This page describes Leadership Styles which include Authoritative, Persuasive, Caretaker, Traditionalist, Adaptable.

Page 7. **Environmental Role Adjustments.** These trait changes reflect the behavior a person believes is necessary to accomplish his or her goals, whatever they may be. The greater the disparity between the primary profile and the environmental adjustment, the more energy is consumed by the individual making the adjustment.

Page 8. **Stress Level.** Stress level measures how the candidate is handling the environmental adjustments which he/she is experiencing. Stress isn't something that can or should be avoided completely. However, excessive stress can become distress, which can lead to undesirable forms of physical and emotional ills. The different levels of stress are:

Good. The person is handling their environment and is confident that everything is under control and will work out right.

Mildly stressed. The person's environment is of concern; perhaps some goals are not being reached. It may indicate that the person feels the rewards gained were not worth the amount of energy expended to attain the goal

Very stressed. The person feels that their environment contains problems too great to be properly handled. Several things seem to be out of control and the future does not seem very promising.

Agitated. The person feels that others are making excessive demands on them, or they are making excessive demands on themselves.

Page 9. **Profile Verification Page:** The individual who has received their profile should answer every question and sign the form after he/she has read the entire document. This on-going validation on a database of tens of thousands of candidates indicates an accuracy level of 95%.

Again the four Behavioral Styles are:

- High Dominance**
- High Extroversion**
- High Patience**
- High Conformity**

Persons who are high in the trait of Dominance are hard-driving and willing to take risks. They are concerned with getting things done and are competitive and goal oriented. They want to be leaders - to be in charge and to control others. Confident in their ability, they are authoritarian and daring. They may also be abrasive at times and critical of others. What they look for is results.

Persons who are high in the trait of Extroversion are people oriented. They are outgoing, friendly, sociable and they prefer large groups and gatherings. They need to be liked, and they are active and talkative. Extrovert's like excitement and stimulation, and have a persuasive, eloquent style. They tend to be enthusiastic, upbeat and optimistic. What they look for is the "experience".

Persons who are high in Patience are

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amiable and friendly. They like harmony and they dislike conflict and avoid it. At ease with life's complexities, they may seem easy-going and may seem passive at times. They are stable, they like stability in others and they may seem resistant to change. What they look for is security.

Persons who are high in the trait of conformity like structure and rules. They are concerned about what is fair and appropriate. They have a strong need to be right. They are systematic, accurate, precise and careful. They are also dedicated, devoted, and sensitive to criticism. At the extreme they are meticulous and perfectionistic. What they look for is information.

When you are presenting to someone who is high in Dominance:

- Be direct
- Give alternatives
- Let them win
- Disagree with facts
- Enjoy the combat
- Do not dictate to them
- Move quickly, decide fast
- Do not try to overpower them
- They want the new products

When you are presenting to someone who is high in Extroversion:

- Be personable, friendly
- Don't rush out, stay awhile
- Joke around have fun
- Allow them to talk
- Provide recognition
- Don't talk down to them
- Talk about people
- Follow up often
- They want showy products

When you are presenting to someone who is high in Patience:

- Slow down your presentations
- Build trust
- Keep a people focus
- Give them the facts they need
- Listen carefully
- Show sincerity in presentations
- Don't control or dominate
- Let them know they will be safe with you
- They want traditional products

When you are presenting to someone who is high in Conformity:

- Be fair
- Give them the data
- Don't touch
- Use flyers with data
- Give more data than you'd like
- Keep control
- Approach personal conversations carefully
- Do not be pushy
- They want proven products

The principle of behavioral style should be used as a guideline only. The study of human behavior is not an exact science. All styles have their strong points. By flexing your own style to match that of your customer you are strengthening the points that will be the most impressive to your individual customers. The bottom line about presenting to people is to watch them and present to them as they are presenting themselves.

Tips for Flexing Toward Higher Traits

INSTRUCTIONS	When interacting with someone who has higher DOMINANCE	When interacting with someone who has higher EXTROVERSION	When interacting with someone who has higher PATIENCE	When interacting with someone who has higher CONFORMITY
SAY IT WITH	Certainty	Flair	Warmth	Precision
YOU WILL NEED TO BE	Forceful	Encouraging	Affable	Accurate
AVOID	Wasting Time	Losing Trust	Causing Friction	Disorganization
WHEN ASKING FOR INPUT FOCUS ON	Opportunities for growth and results.	Names of people involved and rewards.	Timing and planning information.	Specific facts and proven systems.
PERSONAL NEEDS	Achieve Personal Objectives	Involved in teams and interesting people	Further a cooperative work environment.	Establishing systems and procedures.
WHEN WRITING OR TALKING	Direct and Candid	Persuasive and fun.	Cooperative and warm.	Specific and detailed
TIMING	Quick and determined.	Quick and instinctive.	Paced and warm.	Paced and methodical.
TAKE TIME TO INSTILL	Confidence	Rapport	Dependability	Discipline
BECOME	Businesslike	Enthusiastic	Sincere	Factual

Tips for Flexing Toward Lower Traits

INSTRUCTIONS	When interacting with someone who has Lower DOMINANCE	When interacting with someone who has Lower EXTROVERSION	When interacting with someone who has Lower PATIENCE	When interacting with someone who has Lower CONFORMITY
SAY IT WITH	Suggestions	Well-chosen words	Action-oriented	Imagination
YOU WILL NEED TO BE	Considerate	Brief	Eager	Adaptable
AVOID	Superior Tone	Exaggeration	Procrastination	Perfectionism
WHEN ASKING FOR INPUT FOCUS ON	Cooperation and consensus decision making.	Creativity and conservative planning.	Fast paced and change and ambitious plans.	Big opportunity & breaking new ground.
PERSONAL NEEDS	Maintain a congenial atmosphere.	Working on one project at a time.	Creating a changing growing environment.	Maintaining independence.
WHEN WRITING OR TALKING	Cooperative and warm.	Short and to the point.	Fast and impatient.	General, not detailed.
TIMING	Paced and congenial.	Paced and restrained.	Quick and intense	Quick and nonspecific.
TAKE TIME TO INSTILL	Relationship	Trust	Urgency	The Big Picture
BECOME	Friendly	Straightforward	Dynamic	innovative