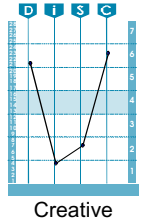




Strategies for Creating a Positive Relationship

All people are not the same. A strategy that works very effectively with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very costly in both time and emotion. This section provides a starting point for developing strategies based on Sample's natural behavioral tendencies. By reviewing and discussing the strategies listed for each key behavioral area, you can develop an effective plan for creating a positive relationship with Sample.



NOTE: The combination of behavioral tendencies that make up Sample's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

Creating a Positive Climate for Sample

- Create opportunities for him to demonstrate his expertise
- Validate his efforts at achieving results that meet his standards
- Provide situations where his logical and systematic efforts will contribute to long-term success
- Accept that he may be reluctant to express his feelings
- Provide him opportunities for private time
- Accept that he may be quiet and observant in social situations
- Provide opportunities for him to talk knowledgeably with others about a specific subject
- Accept his need to be "right" and his distress at mistakes, especially his own
- Provide choices for activities, letting him make the decision
- Allow him to direct the efforts of others
- Accept his need to compete and win
- Give your undivided attention to his interests
- Direct more attention to getting results than discussing emotions
- Accept his need for variety and change
- Let him set the pace for activities



Strategies for Creating a Positive Relationship

How to Communicate with Sample

- Sample tends to prefer communication to be somewhat formal in new situations, avoiding personal references and discussions
- He tends to be matter-of-fact, preferring a logical presentation of information rather than emotional expressions
- He may have difficulty storing information that conflicts with his perception of how things should be
- Check for points of disagreement or misunderstanding
- He may aggressively question the information presented in an effort to reconcile conflicting sources of information
- Respond to the questions with specific information in a nondefensive manner
- Sample tends to prefer to have time to process new information before responding
- Sample tends to prefer direct, to the point communications without a lot of time spent on social chatter
- Be prepared to Listen to his ideas before moving on to other topics
- Tends to practice selective perception, only hearing and/or remembering that with which he agrees
- Consider checking at end of discussion to make sure everything was heard, and stored in memory, by asking him to repeat what he heard

How to Compliment Sample

- Use concise, accurate, specific statements, preferably in private
- Compliment his competence in a specific skill area
- Praise his continued commitment to meeting high standards
- Compliment his tactful, discrete or subtle approach to difficult situations
- Acknowledge his ability to remain calm and detached in emotionally charged situations
- Recognize the value of his insightful thinking in complex situations
- Validate his use of logic in handling problems



Strategies for Creating a Positive Relationship

How to Compliment Sample (Continued)

- Use brief, direct factual statements
- Focus on his achievements, and his demonstrated leadership abilities
- Acknowledge his ability to take charge of a difficult situation
- Compliment his ability to take risks, to set precedents
- Recognize the unique or innovative nature of his thoughts, ideas and/or actions
- Acknowledge his ability to get the maximum results with the minimum investment of time and effort

How to Provide Feedback to Sample

- Take time to reduce his potential defensiveness by acknowledging his areas of competence
- List specific behaviors and the consequences of those behaviors
- Keep the discussion factual, accurate, logical, and impersonal
- Specify needed change, explaining why the change is necessary
- Solicit his thoughts about the solution
- Provide him an opportunity to think about the situation before responding
- Let him develop a strategy for change before committing to a specific course of action
- Disengage from right/wrong discussions
- Get a clear commitment from him for specific actions within a defined time frame, with a date for a follow-up discussion
- Focus discussion on obstacles to achieving results and how he can eliminate them
- Discuss desired changes in his behavior in terms of potential impact on results
- Describe current negative consequences from his behavior and request solutions
- Keep feedback factual, neutral and nonjudgemental
- Reduce his defensiveness by focusing solely on actions and consequences
- Disengage from right/wrong debates
- Keep discussion focused on actions, rather than motives or intentions



Strategies for Creating a Positive Relationship

How to deal with Sample in Conflict

- Sample initially may withdraw from open conflict, but he can become aggressive
- State the issue calmly, logically, factually, citing specific behavior or situations
- Reduce his defensiveness by acknowledging his thoughts, without reacting defensively, by saying "I can see your point"
- Listen to his thoughts, then re-direct the discussion to the current issue
- Minimize time spent discussing all the factors contributing to the issue in the past by focusing on what is going to be done right now to resolve the conflict
- Counter statements of blame or attack by acknowledging that you heard what he said, and, without discussing it, move back to the issue under discussion
- Counter critical statements about your behavior by acknowledging that your behavior may have been less than perfect, without becoming defensive
- Ask what he needs to resolve this conflict on a win/win basis
- Acknowledge his need to take some time to think about the situation before he can respond
- Affirm that your intent is to resolve the conflict, not to criticize or attack him personally
- Counter his tendency to use passive resistance as a form of indirect aggression by asking him to state specifically what he intends to do and when
- Establish clearly what you both understand to be the next step in this situation
- Affirm that you value his thoughtful, insightful approach to the situation and his desire to resolve the issue on a reasonable, equitable basis
- Respond to his need to think about the situation and to process the issues by scheduling a time in the near future where you would be willing to review the situation more formally, with more depth, allowing him time to prepare his thoughts
- Sample may tend to take a direct, aggressive approach, resulting in an "I win, you lose" outcome
- Acknowledge his logic or reasoning by saying "I can see your point" or "I can see the logic in your thinking"
- After acknowledging his thinking, calmly restate your point
- Disengage from right/wrong debates by acknowledging the differences between the two of you, without judgement



Strategies for Creating a Positive Relationship

How to deal with Sample in Conflict (Continued)

- Accept that the only workable, win/win solution may be to agree to disagree
- Counter blaming statements by refocusing on the issue and what corrective action is going to be taken
- Resist any impulse to retaliate with blaming, attacking or sarcastic comments
- Reduce your defensiveness when attacked and acknowledge any error on your part
- Use open-ended questions (how, what, where, when, who) to define the real issues in the situation
- Ask him what it is that he really wants as an outcome
- Call a time-out if emotions escalate to high levels of aggression or hostility, scheduling a time to continue the discussion
- Conclude the discussion with a summary of what each person has committed to do to resolve the conflict

How to deal with Sample's Problem-solving Style

- Sample tends to prefer an analytical, systematic approach to solving problems, considering all contributing factors and possible consequences
- He may need to be coached on alternate problem-solving techniques for problems that need more immediate solutions
- He tends to want to find a perfect solution
- He may need help in developing a workable solution rather than a perfect solution
- Sample tends to take a practical, results-oriented approach, preferring simple, easy-to-implement, immediate solutions
- He may need to be directed toward considering the long term consequences of the decision
- He may need coaching in handling complex problems due to his natural tendency to over-simplify in a rush for immediate results



Strategies for Creating a Positive Relationship

How to Deal with Sample's Decision-making Style

- Sample tends to approach decision-making in an analytical manner, calculating risks and potential payoffs
- He may want more time to gather information
- Discuss what are appropriate amounts of time to spend in analysis
- Assist in setting a time limit for a decision
- Sample can get bogged down in "what-if" concerns
- He may need reassurances on what the personal consequences of being wrong will be
- Sample tends to be a quick decision-maker
- He may need to be encouraged to take enough time to gather sufficient information and consider possible consequences before making decisions
- Point out the benefits of taking more time in terms of improved results

