

# Human Behavior Notes

## Self Tests

### The Way we process Information

- Personality Profile (DISC)
- Quick test
- Characteristics
- Comfort zones
- How to communicate with
- Decision style of personalities
- Personality profile

## Neural Linguistic Programming (NLP)

### Birth Order

### Left Brain/ Right Brain thinking

### Transactional Analysis

### Decision Making Types

### Active listening

## Notes on self Tests

**(May 2006) Unfortunately, the web based tests no longer work. Sorry. I may get them up again when I get a customer who wants them. However, important notes are below.**

These tests should give you some insight into the "handedness" of your personality, decision style, and communication style.

You can take these on line. You may register as a guest. You will receive by e-mail a password. Once you have it, sign on and have fun.

Some important notes:

1. These tests are not intended to be an accurate assessment. The results of these tests are indicative only. If you wish a more complete profile, there are providers of testing in these areas. We include these tests only to instruct the student on the fact that people are different, and some of the areas of difference.
2. We have made no efforts to hide obviousness. The results are only as good as your self knowledge, and willingness to be honest in your self appraisal.
3. Have someone who knows you well (e.g. spouse) rate you as well. See whether you agree.
4. Have fun with it. Don't take it too seriously.

There is no right or wrong "handedness". People change with time, and change with different roles. You may have one "handedness" at work, and another at home.

## The way we process information:

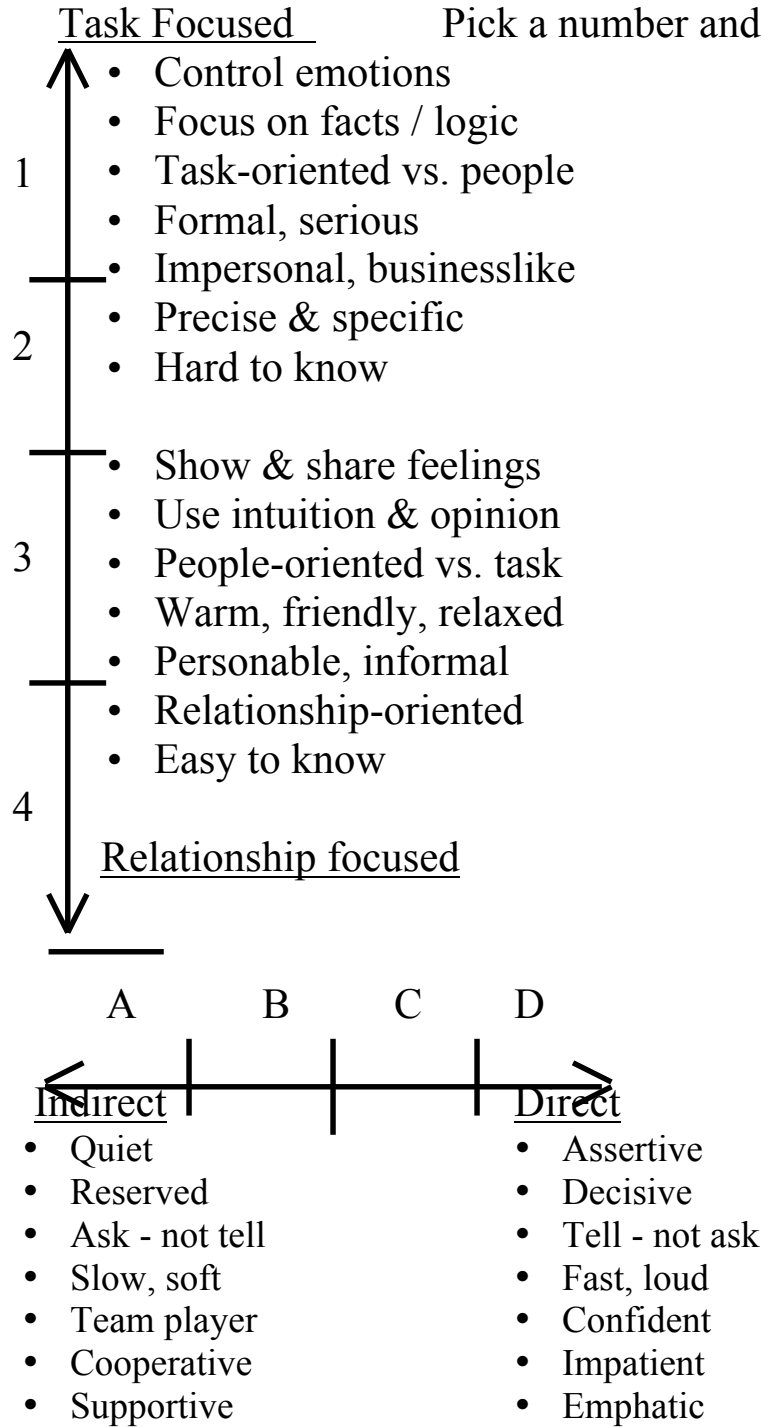
- There are many ways to point out the differences in the way we process information, make decisions, react to events.
- These are part of our personality, just like being right or left-handed. There is no right or wrong.
- Some personality types are better suited to some jobs than others.
- Some of the interesting “slices” of the Human Pie include:
  1. Visual/ Auditory/ Kinesthetic (Neural linguistic Programming)
  2. Driver/ Expressive/ Amiable/ Analytical (DEAA) ref: Peoples et al; or Dominant/ Influencing/ Steady Relater/Cautious Thinker (DISC) ref: Target. (Same thing, different names)
  3. Emotional/ Intellectual/ Physical centered. (ref: Human Dynamics, by Seagal and Horne)
  4. Myers-Briggs analysis (e.g. E/I - N/S - T/F - J/P)
  5. Parent/ Adult/ Child (Transactional Analysis) ref: Harris

It is important to know and appreciate the differences in people, to act to achieve a diverse team, and try to put the right personalities in the right jobs. It is important to understand that a given person can respond to events from different psyches, recognize them, and respond appropriately.

# Personality Types: Quick DISC/DEAA Self-Test

Circle the words that describe you

Pick a number and letter



### **Analytical/ Cautious Thinker**

Deliberate	Discerning
Controlled	Detailed
Reserved	Analytical
Predictable	Inquisitive
Practical	Precise
Orderly	Persistent
Factual	Scheduled
“How was it done in the past?”	

### **Driver/ Dominant**

Takes charge	Bold
Determined	Purposeful
Assertive	Decision maker
Firm	Leader
Enterprising	Goal driven
Competitive	Self-reliant
Enjoys challenges	Adventurous
“Let’s do it now!”	

### **Amiable/ Steady Relater**

Loyal	Adaptable
Non-demanding	Sympathetic
Even keel	Thoughtful
Avoids conflict	Nurturing
Enjoys routine	Patient
Dislikes change	Tolerant
Deep relationships	Good listener
“Let’s keep things the way they are”	

### **Expressive/ Influencer**

Takes risks	Fun-loving
Visionary	Likes variety
Motivator	Enjoys change
Energetic	Creative
Very verbal	Group oriented
Promoter	Mixes easily
Avoids details	Optimistic
“Trust me! It’ll work out!”	

**Task Oriented**

1. Focused
2. Goal/Project Oriented
3. Organized/Structured
4. Unemotional/Factual

**Cautious Thinker (Analytical)**

Strongest Needed:

Right and Perfect

Emotions: Stoic/Unemotional/  
Analytical

Temperament: Precise/Focused/  
Absent Minded

Nickname P: Brains/The Thinker  
N: Nerd

**Dominant (Driver)**

Strongest Need:

Control/Power

Emotions: Hard or Cold/Risk Takers

Temperament: Openly  
Argumentative

Nickname P: Leader  
N: AH

**Unassertive**

1. Introvert
2. Soft Spoken
3. Inexpressive  
Gestures
4. Pessimistic/  
Realist

**Assertive**

1. Extrovert
2. Talkative
3. Expressive  
Gestures
4. Optimistic/  
Visionary

**Steady Relater (Amiable)**

Strongest Need:

Stability and Peacefulness

Emotions: Hides Personal Feelings  
Kind and Gentle

Temperament: Quietly Stubborn

Nickname: P: Teamplayer/Loyal  
N: Wimp

**Influencing (Expressive)**

Strongest Need:

Fun/Popular

Emotions: Openly Visible/  
High Spirited/Fearless

Temperament: Fun Loving/Easy Going

Nickname: P: Fun Loving  
N: Show off/Nuts

**Relationship**

1. Easy Going
2. Unfocused/Not Project oriented
3. Not organized/Variety
4. Emotional/Feeling decisions

### **Cautious Thinker (Analytical)**

Objective, deliberate, cautious  
Serious, exacting, persistent  
Likes order and structure  
Focus is on analysis of facts  
Completed staff work  
Attention to detail  
Skeptical, wants proof  
Good problem solver  
Good planner and organizer  
Ask-oriented, not tell-oriented  
Avoids risk  
Impersonal, Detached

### **Steady Relater (Amiable)**

Warm, friendly, dependable  
Loyal, dedicated, cooperative  
People- and team-oriented  
Relationship-oriented  
Sensitive to feelings  
Good Listener  
Best at customer service  
Avoids conflict and controversy  
Wants group consensus  
Likes guarantees, low risk

### **Dominant (Driver)**

Determined, demanding, decisive  
Independent, self-directed  
Knows what they want  
Wants it yesterday  
Focus is on facts, logic  
Risk taker  
Makes fast decisions  
Action- and results-oriented  
Not people-oriented  
Tell-oriented, not ask-oriented  
Stubborn and impatient  
Seeks power and control

### **Influencer (Expressive)**

Enthusiastic, dramatic, inspiring  
Flamboyant and fun-loving  
Impulsive and spontaneous  
Relies on intuition and hunches  
Very persuasive  
Innovative and creative  
An idea person, a dreamer  
Oriented to big picture, not details  
Seeks recognition and visibility  
Wants to be first  
Impersonal, detached

## Dominant (Driver)

<b>D</b>	<p><b>Value to the Team:</b></p> <ul style="list-style-type: none"> <li>• Bottom-line organizer</li> <li>• Forward-looking</li> <li>• Challenge-oriented</li> <li>• Initiates activity</li> <li>• Innovative</li> </ul>	<p><b>Ideal Environment:</b></p> <ul style="list-style-type: none"> <li>• Freedom from controls, supervision</li> <li>• An innovative and futuristic-oriented environment</li> <li>• Forum to express ideas and view-points</li> <li>• Nonroutine work</li> <li>• Work with challenge and opportunity</li> </ul>
<p><b>Attributes:</b></p> <p>Adventuresome</p> <p>Competitive</p> <p>Daring</p> <p>Decisive</p> <p>Direct</p> <p>Innovative</p> <p>Persistent</p> <p>Problem solver</p> <p>Result-oriented</p> <p>Self-Starter</p>		



## Influencer (Expressive)

<b>I</b>	<p><b>Value To The Team:</b></p> <ul style="list-style-type: none"> <li>• Optimism and enthusiasm</li> <li>• Creative problem solving</li> <li>• Motivates others towards goals</li> <li>• Team player</li> <li>• Negotiates conflicts</li> </ul>	<p><b>Ideal Environment:</b></p> <ul style="list-style-type: none"> <li>• High degree of people contacts</li> <li>• Freedom from control and detail</li> <li>• Freedom of movement</li> <li>• Forum for ideas to be heard</li> <li>• Democratic supervisor with whom he can associate</li> </ul>
<p><b>Attributes:</b></p> <p>Charming          Confident          Convincing          Enthusiastic          Inspiring          Persuasive          Sociable          Trusting</p>	<p><b>Tendency Under Stress</b></p> <ul style="list-style-type: none"> <li>• Self-promoting</li> <li>• Overly optimistic</li> <li>• Gabby and unrealistic</li> </ul>	<p><b>Possible Limitations:</b></p> <ul style="list-style-type: none"> <li>• Inattentive to details</li> <li>• Be unrealistic in appraising people</li> <li>• Trust people indiscriminately</li> <li>• Situational listener</li> </ul> <p><b>Emotion of the High I:</b> Optimism</p>

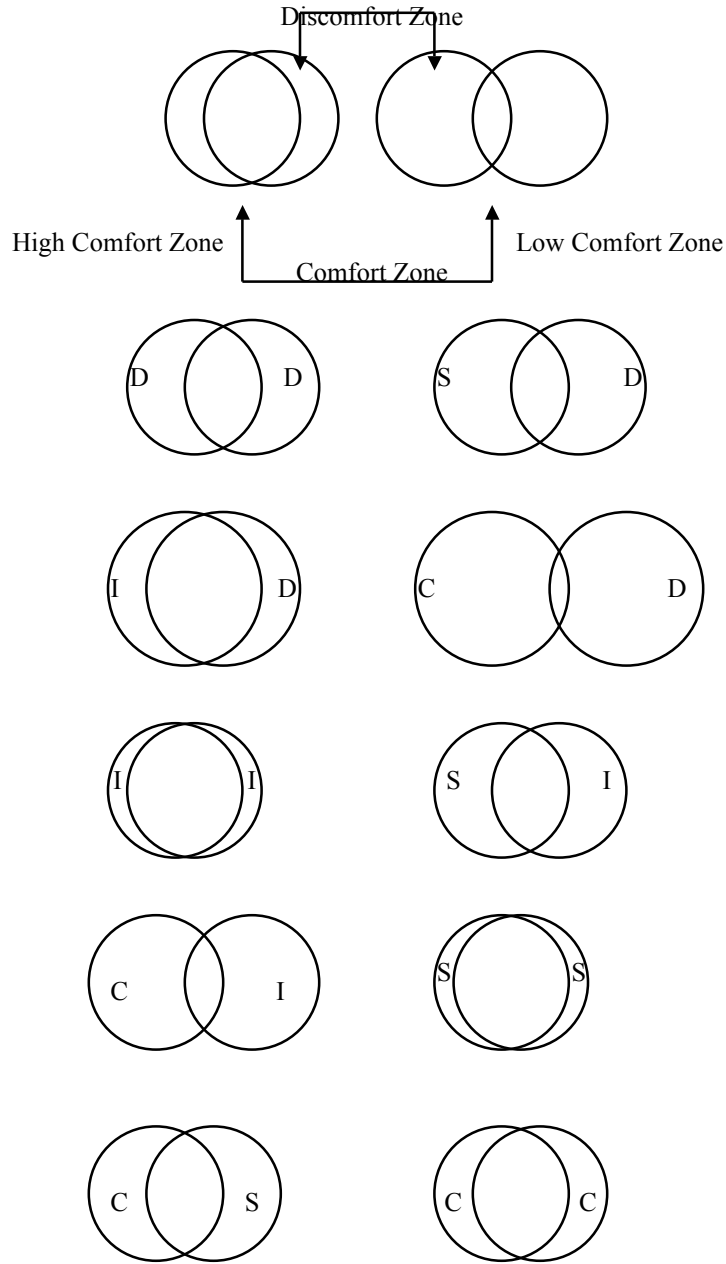
## Steady Relater (Amiable)

<b>S</b>	<p><b>Value to the Team:</b></p> <ul style="list-style-type: none"> <li>• Dependable team player</li> <li>• Work for a leader and a cause</li> <li>• Patient and empathetic</li> <li>• Logical step-wise thinker</li> <li>• Service-oriented</li> </ul>	<p><b>Ideal Environment:</b></p> <ul style="list-style-type: none"> <li>• Stable and predictable environment</li> <li>• Environment that allows time to change</li> <li>• Long-term work relationships</li> <li>• Little conflict between people</li> <li>• Freedom from restrictive rules</li> </ul>
<p><b>Attributes:</b></p> <p>Amiable          Friendly          Good Listener          Patient          Relaxed          Sincere          Stable          Steady          Team Player          Understanding</p>	<p><b>Tendency Under Stress:</b></p> <ul style="list-style-type: none"> <li>• Nondemonstrative</li> <li>• Unconcerned</li> <li>• Hesitant</li> <li>• Inflexible</li> </ul>	<p><b>Possible Limitations:</b></p> <ul style="list-style-type: none"> <li>• Yield to avoid controversy</li> <li>• Difficulty in establishing priorities</li> <li>• Dislike of unwarranted change</li> <li>• Have difficulty establishing priorities</li> </ul> <p><b>Emotion of the High S:</b>          Nonemotional</p>

## Cautious Thinker (Analytical)

<b>C</b>	<p><b>Value To The Team:</b></p> <ul style="list-style-type: none"> <li>• Maintains high standards</li> <li>• Conscientious and steady</li> <li>• Defines, clarifies, gets information and tests</li> <li>• Objective - “The anchor of reality”</li> <li>• Comprehensive problem solver</li> </ul>	<p><b>Ideal Environment:</b></p> <ul style="list-style-type: none"> <li>• Where critical thinking is needed</li> <li>• Technical work or specialized area</li> <li>• Close relationship with small group</li> <li>• Familiar work environment</li> <li>• Private office or work area</li> </ul>
<p><b>Attributes:</b></p> <p>Accurate Analytical Conscientious Courteous Diplomatic Fact-Finder High Standards Mature Patient Precise</p>	<p><b>Tendency Under Stress</b></p> <ul style="list-style-type: none"> <li>• Pessimistic</li> <li>• Picky</li> <li>• Fussy</li> <li>• Overly critical</li> </ul>	<p><b>Possible Limitations:</b></p> <ul style="list-style-type: none"> <li>• Be defensive when criticized</li> <li>• Get bogged down in details</li> <li>• Be overly intense for the situation</li> <li>• Appear somewhat aloof and cool</li> </ul> <p><b>Emotion of the High C: Fear</b></p>

## How your style may initially react with various styles



### Communicating with the High D

- Be clear, specific and to the point.  
*Don't ramble on, or waste their time.*
- Stick to business.  
*Don't try to build personal relationships, or chitchat.*
- Come prepared with all requirements objectives and support material in a well organized package.  
*Don't forget or lose things, be unprepared or disorganized.*
- Present the facts logically; plan your presentation efficiently.  
*Don't leave loopholes or cloudy issues if you don't want to be zapped!*
- Ask specific (preferably What?) questions.  
*Don't ask rhetorical questions, or useless ones.*
- Provide alternatives and choices for making their decisions.  
*Don't come with the decision made, or make it for them.*
- Provide facts and figures about probability of success or the effectiveness of options.  
*Don't speculate wildly or offer guarantees and assurances where there is a risk in meeting them.*
- If you disagree take issue with the facts.  
*Don't take issue with the High D personally.*
- Provide a win/win opportunity.  
*Don't force the High D into a losing situation.*
- Offer alternative choices and let them make their own decision.
- Let them win, or at least have the perception of winning.
- Do not force a high D into a losing position. Give facts in a logical flow to support your position.
- Stay away from attacking a high D personally.
- Dominant people believe in Win/Lose Negotiating.
- Use their high ego needs to your advantage.

### Communicating with the High I

- Plan interaction that supports their dreams and intentions.  
*Don't legislate or muffle.*
- Allow time for relating and socializing.  
*Don't be curt, cold or tight-lipped.*
- Talk about people and their goals.  
*Don't drive facts, figures and alternatives.*
- Focus on people and action items. Put details in writing.  
*Don't leave decisions up in the air.*
- Ask for their opinion.  
*Don't be impersonal or task-oriented.*
- Provide ideas for implementing action.  
*Don't waste time in "dreaming".*
- Use enough time to be stimulating, fun, fast moving.  
*Don't cut the meeting short or be too businesslike.*
- Provide testimonials from people they see as important or prominent.  
*Don't talk down to them.*
- Offer special, immediate and extra incentives for their willingness to take risks.  
*Don't take too much time. Get to action items.*
- Use third-party endorsements.
- The facts and figures aren't as important.
- Be personable.
- Don't be bottom-line, withdrawn, or hurried.
- Don't try and control a high I.
- Do business during a meal. It fills their social needs and business needs simultaneously.
- They enjoy the enthusiasm of others.

### Communicating with the High S

- Start with personal comments. Break the ice.  
*Don't rush headlong into business or the agenda.*
- Show sincere interest in them as people.  
*Don't stick coldly or harshly to business.*
- Patiently draw out their personal goals and ideas. Listen and be responsive.  
*Don't force a quick response to your objectives.*
- Present your case logically; softly, non-threateningly.  
*Don't threaten with positional power, or be demanding.*
- Ask specific (preferably How?) questions.  
*Don't interrupt as they speak. Listen care-fully.*
- Move casually, informally.  
*Don't be abrupt or rapid.*
- If the situation impacts them personally, look for hurt feelings.  
*Don't mistake their willingness to go along for satisfaction.*
- Provide personal assurances and guarantees.  
*Don't promise something you can't deliver.*
- If a decision is required of them, allow them time to think.  
*Don't force a quick decision, provide information.*
- Show a sincere interest in them personally.
- Listen and be patient. Be non-threatening. Take your time.
- Don't interrupt them or force them to come to a decision.
- Deliver on what you say; they want to be loyal to the relationship.
- Change shakes them up a lot, so prepare them now if you know they're going to be rattled later on.
- Show them how important the relationship is to you. They need to have this feeling of security.
- Be prepared to use reversing to handle their all too familiar objection, "I'm happy with our present vendor. Why should I switch now?" It goes without saying, do not take shots at their current vendor; chances are they've been together for a while.
- As salespeople, high S's tend to give the store away.

### Communicating with the High C

- Prepare your case in advance.  
*Don't be disorganized or messy.*
- Approach them in a straightforward, direct way.  
*Don't be casual, informal or personal.*
- Use a thoughtful approach. Build credibility by looking at all sides of each issue.  
*Don't force a quick decision.*
- Present specifics, and do what you say you can do.  
*Don't be vague about expectations or fail to follow through.*
- Draw up an action plan with scheduled dates and milestones.  
*Don't overpromise as to results, be conservative.*
- Take your time but be persistent.  
*Don't be abrupt and rapid.*
- If you disagree, prove it with data, facts or testimonials from respected people.  
*Don't appeal to opinion or feelings as evidence.*
- Provide them with the information and the time they need to make a decision.  
*Don't use closes, use incentives to get the decision.*
- Allow them their space.  
*Don't touch them.*
- Be direct, and be prepared with the data. Proof, proof, and more proof.
- The emotional sell won't work
- Be organized and logical.
- Give them plenty of time to think things through.
- Be careful not to criticize a high C; they don't handle criticism well, and tend to be overly critical of others.
- Be patient as a high C dives deeper into the details. It's just their way of processing, or incubating, and arriving at a logical conclusion. High C's love to analyze all the alternatives to arrive at a "safe" decision.
- Go right to the point.
- A cautious thinker's philosophy is this: They get stuck on one issue and only want to win that one issue.

# Decision Process

	<b>Personality Style</b>			
	<u>Dominant</u>	<u>Influencing</u>	<u>Steady Relator</u>	<u>Cautious Thinker</u>
<b>Decision Style</b>	Result Oriented	Involvement - 1	Stability - We	Analysis Focus
<b>View</b>	Visionary	Big Picture	Small Issues	Specific/Detail
<b>Rate of Decision</b>	Fast on Key Facts	Quick	Indecisive/Show Dislikes Pressure	Methodical/Slow
<b>Outside influence on decision</b>	Very Little	Some/Status	Very Much	Some for Fact Gathering
<b>Emotion Displayed</b>	Some Anger/Outbursts	Show Emotion/Excited	Hide Emotions/Is Emotional	None
<b>Information needed</b>	Some/Focused Detail	Very Little	Some/General	Very Much
<b>Openness</b>	Directly Open/To the Point	Very Open/Talkative	Reserved/Beats Around the Bush	Closed/Select
<b>Conflict</b>	Argumentative	Will Verbalize All Opinions	Dislikes Conflict/Avoids	Will Argue Points or Facts
	<u>Dominant</u>	<u>Influencer</u>	<u>Steady Relator</u>	<u>Cautious</u>

<b>Change</b>	Creates It	Likes It	Accepts It with Great Hesitation	Dislikes It
<b>Products</b>	Gets Results/ Increase Profits/ Creates Control	Newest/Biggest/ Flashy/Quality	Helps the Teams/ No Frills	Gadgets/ Quantitative Well Engineered
<b>Meeting Style</b>	Quick/To the Point	Friendly/Informal	Reserved Yet Friendly	Controlled Stoic
<b>Group Discussion</b>	Tries to Control	Tries to Influence	Tries to Appease	Tries to Inform
<b>Work Habits</b>	Creates the Flow	Go with the Flow	Routine	Rigid
<b>Level of Assertiveness</b>	Aggressive	Assertive	Passive	Quietly Assertive on Points
<b>Negotiation Focus</b>	Results/ Control	Involvement/ Popular	Stability/ Peace	Analysis/Right
<b>Buying Motivation</b>	Normally Go To	Normally Go To	Normally Go Away	Normally Go Away



## Personality Style Profile Sheet

	<u>Dominant</u>	<u>Influencing</u>	<u>Steady Relator</u>	<u>Cautious Thinker</u>
<b>Office:</b>				
Desk	organized	messy	controlled disorder	perfect
General Organization	some	poor	somewhat	excellent
Awards	displays	displays prominent	group awards	private
Family Pictures	glamour/prestige	fun/good times	family	few if none
Office Equipment	power pieces	very little	same as the rest	high tech
<b>Dress:</b>				
Shoes	loafer/expensive	loafers/tassels	tie/simple	tie/conservative black/brown
Suite/Outfit	Expensive/ Disorder	Stylish/ Matches	Simple/Plain	Conservative/ Match
Jewelry	display power	stylish	limited	very little
Tie/Scarf	power/ flamboyant	stylish/new	plain	conservative
Other	flamboyant	stylish/new	plain	conservative
Vehicle	power car	new/sharp	family vehicle	practical
Brief Case	shows power	what's new	regular	conservative
<b>Conversations:</b>				
Speech Speed	fast	very fast	slow	very slow
Volume level	loud	louder	soft	quiet
Amount of silence	little	none	some	abundant
Amount of talking	plenty	abundant	some	very little
Style	I or control	Name Dropper	Team or group/we	Factual/Specific
Jokes	some/blunt	abundant	selective	rare/dry

	<u>Dominant</u>	<u>Influencing</u>	<u>Steady Relator</u>	<u>Cautious Thinker</u>
<b>Physiology:</b>				
Hand gestures	plenty	abundant	some	very little
Posture	controlled	relaxed	comfortable	rigid
Activity with others in office	directing	popular	supportive	reserved
<b>Meeting:</b>				
Content	direct	loose	friendly	specific
Notetaking	rare	almost none	some	abundant
Preparation	some	very little	some	very
Attention to detail	more	very little	some	very
Sense of Urgency	extreme	plenty	little	very little
Risk Level	very strong	strong	very little	very little
Speed of Action	fast	quick	slow	slower
<b>Beverage</b>	power beverage	brand name	generic	clean glass
<b>Change</b>	cause change	likes change	accept reluctantly	dislike
<b>Motivation</b>	control/power	popular/fun	no conflict/peace	fact/analysis
<b>Personal:</b>				
Independence	very	little	not	somewhat
Control Level	angers easily	up/enthusiastic	supportive	quiet/reserved
People involvement in office	some	abundant	plenty	little

## Neural Linguistic Programming (NLP)

- People process information in different ways
  - Visual
  - Auditory
  - Kinesthetic
- The way you learn (receive and process information) can be different than the way you teach (transmit information).
- Every one is different.
- RESPECT the differences.

Do not assume everyone is like you  
Take the time to learn how your audience works  
When in doubt, use all three  
    Show it  
    Say it  
    Let them feel it

Further reading:

Brooks, M; “Instant Rapport”

**Rule: The 2 minute rule: “In two minutes, most people make a judgment about competence and trust that is seldom wrong and seldom changed afterwards.**

# Characteristics of NLP

## Neural Linguistic Programming style:

### 1. Visual:

Visuals comprise slightly more than 50% of the population. They are fast, in a hurry, Type "A" people. First Borns tend to be highly visual. Visuals want to see things. They are "visionaries", and bigger picture thinkers. They are not detail oriented. They speak with their hands. Most CEO's are high visuals. They tend to be impatient especially of other types, who process more slowly. They like maps, drawings, written material. They will "look up" to remember.

### 2. Auditory

Auditories comprise about 25% of the population. They speak more slowly than visuals, and with less inflection of the voice. They like to talk things through, to hear about a problem. They are good listeners, and will be detail oriented. They do not tend to use their hands when speaking. Many technical professionals are auditory. They make decisions on spoken logic. They will use auditory words, "I hear you, let's talk". They like to think things over, or discuss in moiré detail. They often have radios in the background. They like a list of directions, rather than a map. Their eyes will move level to the side when remembering.

### 3. Kinesthetic

Kinesthetics comprise less than 25% of the population. They are very body aware; of how they look, how they feel. They speak most slowly of the three groups. They will often touch the listener. (Visuals almost never touch). They will often not speak in a group until they "feel comfortable". They tend to follow their "gut" instinct. They take a long time to make decisions. They often are uncomfortable going someplace they haven't been before, and tend to navigate from landmarks. (Take a left where the church used to be). When they remember, their eyes look down.

#### **4. Situational NLP.**

Most of us have a portion of all 3 modes of operating. One will usually be dominant. However, in certain situations we will respond differently. Even the most visual person will usually respond kinesthetically to his/her child. However, some people are strongly dominant in one method, and may respond in a manner that is "inappropriate", or hinders communication.

Some questions will elicit a specific NLP response, because of the language of the question. "Where do you see yourself in 5 years"-(V); "What did you hear from so-and-so"-(A), "What is your favorite thing to wear"-(K)

Also, we may have different preferred modes for receiving and sending information. Some people process incoming information visually, but are very verbal when giving information.

Be aware of the differences in people. The most effective people adjust their method of communication to the language of the listener. When in doubt, use all 3 modes of NLP.

e.g. "What do you need to see or hear to feel comfortable making a decision"

In a presentation to a group, use words, pictures, pass around a sample.

# Birth Order

## Summary of Traits

**First Borns** come in two varieties: The compliant first born, and the strong willed/aggressive first born. **Compliant** first borns are the model child. While growing up, they display a willingness to please and a high need for approval. Think of them as mother's little helper, a do-gooder.

**Strong-willed/aggressive** first borns are high achievers and, oftentimes, perfectionists. They are very detail-oriented, very controlling, and "high-drive" personalities. All first borns tend to be on time; in fact, being early is even better. (Efficient time management is very important to them.) It's important never to be late for an appointment with a first born prospect; they are very serious people who value agendas and schedules. First borns don't joke around and, because they take their perfectionism seriously, tend not to have many friends.

An **only child** is a first born to the extreme, and tends to see everything in shades of black or white; they don't acknowledge gray areas, which tends to make them inflexible. After all, most only children had everything their own way when they were growing up.

**Middle Children** were born too late to enjoy all the special considerations first borns had, and yet too early to realize the advantages of the last born child. They are usually the first child in a family to "leave the nest". Middle children are friendly, sociable, outgoing types. They have more friends than their older brothers or sisters because they look outside the family for a sense of belonging; being in the middle doesn't provide that sense. They tend to be very independent people; they don't like to make commitments because they don't like to be tied down. Because of this, it's difficult to get a middle child to agree to a firm, up-front contract.

Middle children are great diplomats. Growing up, they had to manipulate up and down the sibling chain. They will compete with the first borns, if they think they can do so successfully. But if they don't think they can compete and win, they will sometimes go in the exact opposite direction.

**Last Borns** are the attention-seekers. They tend to love the limelight. Their parents just got plain tuckered out by the time the last born rolled around, which means these individuals were getting their “instruction set” from older brothers and sisters. Last borns more than likely had messy rooms growing up.

Last borns are very fun loving. They have very high self-esteem. Why? They were in a self-protection mode throughout their childhood, “last guy in line” syndrome; therefore, they needed to preserve their self-concept simply a means of survival. They have a “roller coaster” energy level. When they’re up, they’re up, and when they’re down, they’re way down. Last borns deal well with people older than themselves, which make them good candidates for salespeople. They also are very good charmers because of their sense of humor.

## **Left / Right Brain**

## **Know the Difference Between Left-Brain and Right-Brain Thinking**

**Left-brain thinkers** tend to be heavy analytical, detail-oriented while right-brain thinkers are more creative, emotional, and intuitive. Left-brainers are verbal, concrete, and goal-oriented. They're systems people—very logical. What job descriptions fit left-brainers well? CEO's of companies, engineers, accountants, scientists, lawyers, and controllers.

**Right-brain thinkers** tend to be non-verbal as opposed to verbal. Visual. They're holistic, using their intuitive nature. They're physical, playful, and very spontaneous. Who are right-brainers? Artists, musicians, graphic artists, salespeople, and marketing people.

It's not that you use only you left brain or only your right brain. You use both. However, you PREFER to use one side over the other, and so does your Prospective customer. Therefore, you need to know how to bond differently with different people. If you're a strong left-brainer and you're calling on a marketing director (a profession which tend to attract right-brainers), watch out, there's trouble ahead!

A good book on this subject to *Whole Brain Thinking* by Jacquelyn Wonder and Priscilla Donovan, Ballantine Books, 1984.



## **Transactional Analysis:**

Transactional analysis is the study of how people interact. It was popularized in the 60's by Thomas Harris and others. (see references for further reading)

The unit of a transaction is a "stroke"

Strokes can be:

- Visual, auditory, or kinesthetic
- Conditional or unconditional
- Positive or negative
- "Boomerangs"

Relationships can be defined by the number of strokes exchanged.

In an interaction, one can act from any of 3 states, and the respondent can respond from any of the three states.

### **1. Parent:**

- Nurturing
- Critical

### **2 Adult**

### **3 Child**

- Adaptive
- Natural
- Rebellious

You can take a quick self test on line at [www.morgantraining.com/web/prework](http://www.morgantraining.com/web/prework)

There are no right-or-wrong answers.

## Notes on Transactional Analysis:

People are comprised of 3 parts, which are called the "ego states". There are 3 basic ego states; Parent, Adult, and Child. We learn to behave in each of these states, by the conditioning we receive in life. His conditioning acts like a tape recorder. The brain records it, and then plays it back when stimulated later in life.

### The Parent ego state:

The Parent tape turns on at birth, and turns off about age 6 or so. This tape collects words like should, ought, don't, must, no, good, bad, right, wrong. "You should" is a favorite Parent expression. The parent tape has two sides:

#### Critical Parent (CP):

This CP ego state is judgmental, moralizing, and self righteous. It is the opinionated and prejudicial part of a person's personality. The CP sets standards for performance, and expects it of others. It is viewed as bossy and know-it-all. It is opinionated, and quick to inform. When someone is wrong, the CP will let them know. The CP "tells". CP use the word "you" a lot.

#### Nurturing Parent (NP)

The NP ego state is caring and helpful. From here, we offer comfort and support, The NP helps others and offers solutions to problems. The NP will help others "discover" a better way, rather than telling them what to do. The NP establishes trust. The NP "asks".

### The Adult ego state:

The Adult (A) is good at gathering data and finding solutions. It is objective and analytical. It is calm and objective under pressure. The A seeks to find logical explanations. However, the A is more likely to get lost in the details, and may miss the big picture. Also the A will often miss the "emotional" part of an interaction. Most normal interactions, where information is being transferred, are Adult interactions. The words are who, what, where, when and how. The Adult "answers questions" factually.

### The Child ego states:

The child is the feeling part of the ego; scared, mad, sad, and glad. It uses the word "I" a lot, as in "I want". It holds all of your creativity, impulses, risk taking, love, fears, guilt, shame, revenge, and dependence. The child state has 3 parts:

#### Natural Child (NC)

The natural child wants to have fun. It is uninhibited, and enjoys a good laugh or joke. The NC is free of the Parent influence, it does what comes naturally. It can be affectionate, sensuous, giving, fearful, self-indulgent, and aggressive.

#### Rebellious Child (RC)

The rebellious child as an adult becomes the manipulative side of the ego. It is very attuned to interpreting the parent figure, and reacting. It has a strong intuition. It can usually figure out how to get its way. The RC can talk anyone into anything. In fact, the RC as an adult, often talks excessively, especially in the presence of a strong CP where it will be argumentative. The person who "won't shut up", is often in a RC state.

#### Adaptive Child (AC)

The AC has a high need for approval. It avoids confrontation, avoids making others uncomfortable. It is trusting, obedient, unassuming, polite, and controlled. The AC is often a "perfect" employee, never late, never argumentative, always trying to please, and not delivering results. "Yes-men" have high AC. The AC would never say no, and often gets in trouble because of this inability. Customers love high AC in salesmen, since they can often preempt their loyalty.

This can get very interesting, as we try to communicate, or "conduct a transaction". For example, a statement from a CP state will elicit a RC response. ("You should...", "Not in your lifetime"). "Transactional Analysis" is the study of these communications, and how they affect our emotions, and hence our decisions.

## Some tendencies:

### High Critical Parent. (CP)

- ❑ Critical and Judgmental of others
- ❑ Sets standards for performance.
- ❑ Occasionally needed in a managing situation. Never in selling
- ❑ Viewed highly negatively by others
- ❑ Quick to inform: "I told you so"

### High Nurturing Parent (NP)

- ❑ Caring and helpful
- ❑ A highly desired trait. Very important in a managing or in a selling situation
- ❑ Offers help and solutions to problems-helps others "discover" a better way
- ❑ Well suited for developing trust

### High Adult (A)

- ❑ Tends to be intellectual
- ❑ Good for gathering data
- ❑ Our "normal" state of interaction for transmission of information
- ❑ Calm and objective under pressure
- ❑ Seeks to find logical explanations
- ❑ More comfortable discussion process than results
- ❑ Likes to explain

### High Natural Child (NC)

- ❑ Like to have fun.(sometimes too much)
- ❑ Will put off work and difficult decisions
- ❑ Enjoys a good joke
- ❑ Uninhibited

### High Rebellious child (RC)

- ❑ Known as "little Professors" as adults
- ❑ Like to talk a lot, and show how you are "wrong"
- ❑ Strong intuition
- ❑ Creative
- ❑ Manipulative
- ❑ Can usually figure out how to get their way
- ❑ Often won't shut up

### High Adaptive Child (AC)

- ❑ High need for approval
- ❑ Won't ask tough questions
- ❑ Will tend not to set strong contracts
- ❑ Dislike confrontation
- ❑ Dislikes pressure
- ❑ Overly trusting
- ❑ Will try to please customer too much
- ❑ Won't ask for information

1. Most interactions start and end as "Adult".
2. In a selling situation, strive for Nurturing Parent and Adult
3. Avoid Adaptive Child in all business situations.
4. Beware of "cross transactions". E.g. Ask a question as an adult, get a child response.

# Decision Style Notes

## Decision style:

### 1. Decisive:

A "Decisive" needs minimum data to arrive at one satisfactory solution. Decisives are concerned with speed, consistency, efficiency, action, and results. They tend to develop tightly controlled plans, usually short range with firm deadlines. They focus on one or two goals, usually benefiting the organization over themselves. Communication tends to be brief and to the point. Written reports should be in summary format, focus on results, and recommend action. Long detailed reports are often sent back, or turned over to someone else to summarize. Decisives accept authority based on position in the organization. They motivate through a combination of reward and punishment, carefully documented and proscribed. They love measurables. Decisions are unilateral, and subordinates are expected to carry them out.

### 2. Flexible

A "Flexible" needs minimum data, but tends to shift focus, reinterpret the data, and generates different conclusions. Flexibles value action, speed, adaptability, and variety. They prefer not to plan, but rather "play-it-by-ear" on a reaction basis. Flexibles pursue several self-focused goals, but since their objectives are influenced by what others think, their goals change frequently, depending on who is present. They prefer loose, fluid organizations, with few rules. They are comfortable with the resulting confusion, because it gives them ultimate control, because of their creativity and flexibility. They like brief, concise communication and reports. However, they prefer receiving a wide variety of possible solutions, from which to choose, instead of a "one-best" solution. Decisions are made on a participate basis, considering the feelings of those involved. Leadership is based on liking and charm. They use only positive incentives to motivate.

3. Hierarchic

A "Hierarchic" likes massive amounts of data, carefully analyzed, to arrive at one optimized solution. They value perfection, precision, thoroughness, and control of what is going on. Their planning is long range, and they will prescribe both the methods and the outcome. They have very personal goals, which they hope to attain with elaborate strategies. They like intricate, hierarchical organizations, a wide span of control, and elaborate policies and procedures. They like long detailed communications. Brief reports are sent back for more data. Hierarchics motivate through information, logic, and analysis. Leadership is based on competence. They will consult subordinates, but will still make unilateral decisions.

4. Integrative

An "Integrative" needs lots of data, analyzed repeatedly, and generates several different (feasible) conclusions. Integratives produce these several conclusions simultaneously, as opposed to Flexibles, who produce them sequentially. Integratives value exploring, getting all the data, and creativity. They produce long-range plans with lots of detail and analysis, but change, alter, and improve these plans constantly. They are concerned with both personal and organization goals, and try to reconcile them. They prefer loose, fluid organizations, that can be constantly adapted to demand. They love matrix organizations. Communications are long and elaborate, with a lot of discussion. Brief reports are shunned, the usual response is "we need more data". They influence, rather than lead, and this is based on trust. They allow everyone to participate in decisions, which are made based on feelings, facts, and opinions. They influence others to be motivated because of their empathy, understanding, and sense of fairness.

## Active Listening

The purpose of active listening is to get accurate and clarified information from a person. The key is to have a "script" that keeps you from reacting emotionally too soon, and destroying the communication.

You MUST REVERT to Active Listening WHENEVER you hear strong emotion.

The key steps to Active listening are as follows;

1. “What I hear you saying is.....” (paraphrase or mirror back what person is saying)
2. “Is there more to that?” (this allows the person to tell you more)
3. “Is there any more?” (keep this up until they are done talking)
4. “How does that make you feel?” (this allows you to get emotional not intellectual response)
5. “That makes sense to me, if I were you, I’d feel (frustrated, disturbed, scared etc.) (Important—this statement validates the prospect’s feelings, and shows empathy)
7. “I’m not sure what we do will solve.....but if I could ask you a few more questions then we can determine if what we do can be a solution” (or some such variation)

When the Associate/ customer is highly **"upset"**, you must immediately revert to this script. When someone is upset they will

- Attack you (verbally, physically)
- Need to get out their feelings BEFORE they can listen to any response. This is extremely important to recognize.
- Often be quite embarrassed about the outburst afterwards



## **Active Listening: "Disarming the Upset whomever"**

This dialogue involves 3 different skills: Mirroring, Validation, and Empathy. This can be used for an Upset Customer, Associate, Employee, or Partner.

1. **Mirroring:** "What I hear you saying is . . ."
  - \* When your associate indicates you have understood accurately you ask: "Is there more?"
  - \* When your associate has **finished** and **says there is nothing more and that you have understood him/her accurately** you proceed to validation.
  
2. **Validation:** "It makes sense to me you feel that way."  
Or "I can understand that."
  - \* Once you have validated your associate you proceed directly to empathy.
  - \* It is imperative that you say these words, even if you do not understand the issues. You are only saying that you understand how he feels.
  
3. **Empathy:** "If I were you in your shoes I would feel . . ."  
Or "I can imagine that you must feel . . ."
  - \* It is not helpful to say to your associate, "I would feel the same way you do."  
**Your associate needs to hear you describe the feelings.**
  - \* Feelings are all **single words** like "sad, upset, hurt, disappointed, angry, furious, enraged, resentful, devastated, betrayed, hopeless, helpless . . ."

An example of a complete Dialogue sounds as follows: "What I hear you saying is that if I don't look at you when you are talking to me, you think I am uninterested in what you are saying. It makes sense to me that you feel that way. If I were in your shoes I would feel rejected and angry. Is that how you feel?"

- \* If your associate adds other feelings than those you said it is helpful to mirror these feelings back so your associate knows you heard them. If your associate added in the above example, "I also feel like you don't care," you mirror this back before beginning your turn to tell your associate what you want him or her to understand.