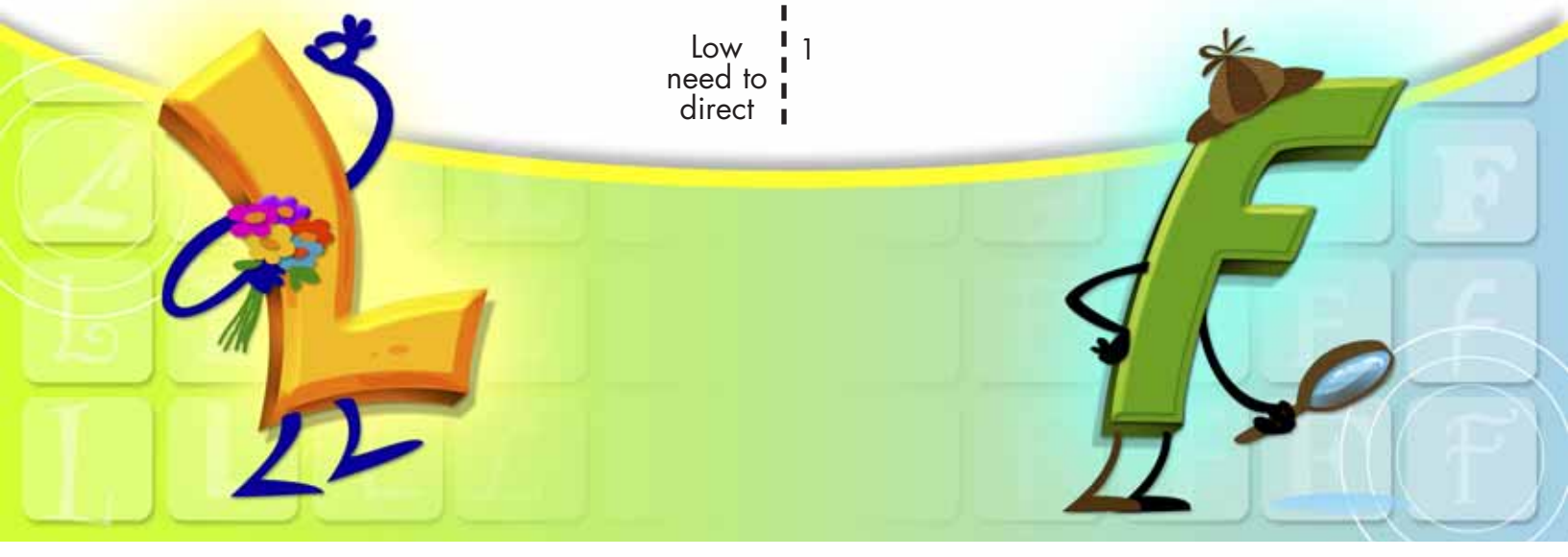
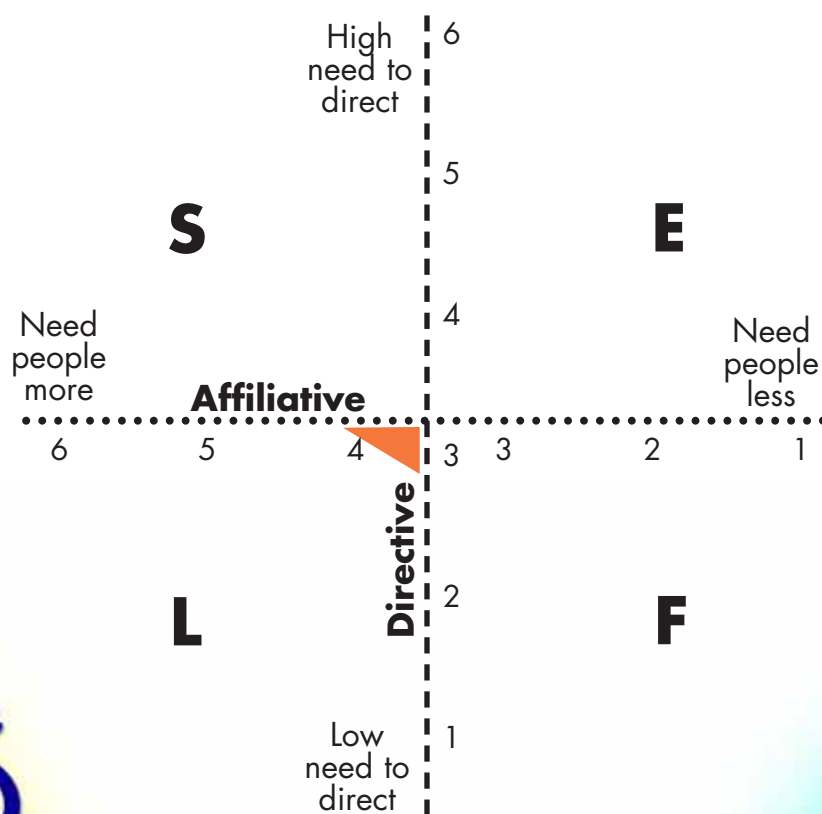




Dimensional Descriptors

When the broken and dotted lines intersect, they form four dimensions: the S, the E, the L and the F. Since the lines measure your **Affiliative** and **Directive** tendencies, the combination of the scores can indicate a group of characteristics.

You are a Loyal.





Team-oriented caring,
organized
Sensitive trusting
helpful good friend

Loyal

Style Definition

Characteristics: Fair, loyal, cooperative, very personal

Personal philosophy: They are important

Evaluates others by: The ability to get along, sensitivity, principles, and values

Leads others by: Cheering others on, tries to represent and please everyone

Fears: Losing the acceptance, conflict, criticism

Reacts to stress by: Submit, fall in line, but may get impatient

Motivated by: Acceptance and opportunities to interact with others

| Strengths | | Limitations |
|--|---|---|
| <ul style="list-style-type: none"> • Team-oriented • Devoted • Caring • Enthusiastic • Helpful • Accessible | <ul style="list-style-type: none"> • Trusting • Sensitive • Good Listener • Good Friend • Likes Variety • Gregarious • Peacemaker | <ul style="list-style-type: none"> • Too other-oriented • Indecisive • Impractical • Vulnerable • Hesitant • Subjective |

Shape interpretation

- Because your shape encompasses very little of the quadrant, you are more flexible across situations and able to adapt your social style to the particular situation. Characteristics you are most likely to demonstrate are highlighted in bold above.
- Your low Directive and Affiliative scores make you flexible and able to relate to all styles but most especially to those in the Social and Factual quadrants.
- Because you are so flexible, you are challenged to raise your Directive and Affiliative characteristics when needed.

Conversation strategies:

- Your need to keep everyone happy is your biggest challenge. Because of it, you retreat from conflict and avoid disagreement. To communicate more effectively during conflict, focus on the issue and don't make it personal. Separate your feelings by identifying the motivation and cause of the conflict first.
- When communicating with the Efficient you will carry the bulk of the conversation. Recognize that while he or she may not be speaking, they are actively engaged in the conversation. Read his or her body language and ask them questions to determine what he or she is thinking.
- The Factual gets easily frustrated with conversation unless it is completely task-focused. Begin conversations with them by stating the goal and getting directly to the point.

Work effectiveness strategies:

- When working with the Social, allow him or her the opportunity to try new things and give him or her lots of credit.
- Because you are people-oriented, you are the perfect team cheerleader. Use your skills to encourage and draw out the Factual and Efficient individuals.
- Guard against developing relationships that are too familiar in the workplace. While you can develop friendships with co-workers, keep them business-focused and highly professional.

Fun "L" Facts:

HoLLywood Ls:

- Mel Gibson
- Al Pacino
- Adam Sandler
- Jean Reno
- D.B. Sweeney
- Kevin Costner
- Gene Hackman
- Joe Pesci
- Kevin Spacey
- John Malkovich
- Kathy Bates

TeLevision Ls:

- Jerry Seinfeld
- Matt LeBlanc
- Gillian Anderson
- Renee O'Connor
- Rowan Atkinson

Rock-N-RoLL Ls:

- Ozzy Osbourne
- Anthony Kiedis
- Paul McCartney

Lovely Ls:

- Dean Cain
- Pam Grier
- Ashley Judd
- Goldie Hawn
- Meg Ryan
- Claire Forlani
- Julie Delpy

• In the animal world, the L is most like a Golden Retriever (devoted, loyal and loving).

• In the world of professional sports, the L always prefers to play team sports such as basketball, football or volleyball.

• In the Seinfeld sitcom, the character most like the L is Jerry.



Successful Working Strategies

If you are in a working relationship with someone of this style, here are a few things that may be helpful to remember.

For Working With Employees or Peers

DO
S

- Allow them the flexibility to be creative.
- They seek recognition and exciting challenges, so reward their efforts with your enthusiasm.
- Channel their energy in appropriate directions (not always easy).
- Make sure they get lots of credit (they'll probably take it anyway).
- Respect need for socializing.
- Remember: We are important (philosophy).

E

- They need control — take advantage of their efficient, practical, ambitious nature and give them the reins when possible.
- Take advantage of their need to clear up messes — when business is bad or the situation ambiguous, they'll be the best people to provide structure and get others back on line.
- Show respect for their traditional values and ways of thinking.
- Work with them to be more accepting of other methods of accomplishment.
- Remember: I am important (philosophy).

L

- Remember their need to keep everyone happy and their skill at keeping the peace — when business is good, these people will be the most effective leaders.
- Treat them fairly, supportively and openly.
- Allow them opportunities to interact with others.
- Appeal to their principles and values.
- Remember: They are important (philosophy).

F

- Listen; these people may not be the boldest or first to present ideas — be assured, however, that they have a lot of great ideas.
- Work with them to set deadlines (you may often have to help them see the virtues of "good enough").
- Give them space to operate.
- Pay attention and appreciate their need for substance and credibility.
- Recognize they are practical and emotional.

If your supervisor/manager operates from one of these dimensions, it may be helpful to remember these guidelines.

For Working With Supervisors/Managers

DO
S

- Be sociable.
- Be flexible, open and spontaneous.
- Show enthusiasm and excitement.
- Let them get lots of credit.
- Provide support by providing balance between them and other employees, subtly interject reality when necessary and keep things tidy and organized.

E

- Recognize they are motivated by challenge.
- Play by their rules.
- Be on time, to the point, oriented toward results.
- Show that you are keenly aware of their authority.
- Provide support by serving as a buffer between them and other employees, expose them to alternative ways of doing things, but document everything with emphasis on results.

L

- Openly express your thoughts, concerns, ideas.
- Be a team player, compromise, strive for consensus, build relationships.
- Take interest in your supervisor/manager as a person.
- Make it easy for them when they have to be directive.
- Provide support; set your own performance goals and get them done.

F

- Acknowledge their expertise.
- Give facts and data, and be consistent.
- Think things through and document ideas with facts from credible sources.
- Offer detailed, well-thought-out plans of action.
- Provide support by subtly providing energy and enthusiasm through the ranks, bringing in fresh, new approaches (but be sure to document and detail every aspect of your proposal).





Successful Working Strategies

For Working With Employees or Peers

DON'T

S

- Stifle their energy by demanding their conformity.
- Forget to show them your appreciation for their new and thoughtful ideas.
- Remember their motivations, don't be too put off by their unconventionality.
- They are motivated by opportunities and friendship.

E

- Get into their "territory" (they'll let you know).
- "Go around" them on issues when they should be involved.
- Be ambiguous or use excuses.
- Exhibit unassertive behavior.

L

- Take advantage of their eagerness to please.
- Be harsh or insensitive.
- Forget to acknowledge them when you pass them in the hall.
- Criticize or cause conflicts.

F

- Pressure them, in the interest of expediency, to abandon their careful, exacting nature (it is these traits that keep the rest of us honest).
- Expect them to quickly get on board and initiate new projects without thinking them through first.
- Expect them to empathize (be emotional) in a crisis; instead, they'll use logic and practicality.

For Working With Supervisors/Managers

DON'T

S

- Openly argue.
- Expect them to have everything organized and carefully laid out.
- Present one conclusion; instead, explore possible compromises/options.
- Use a win/loss approach.

E

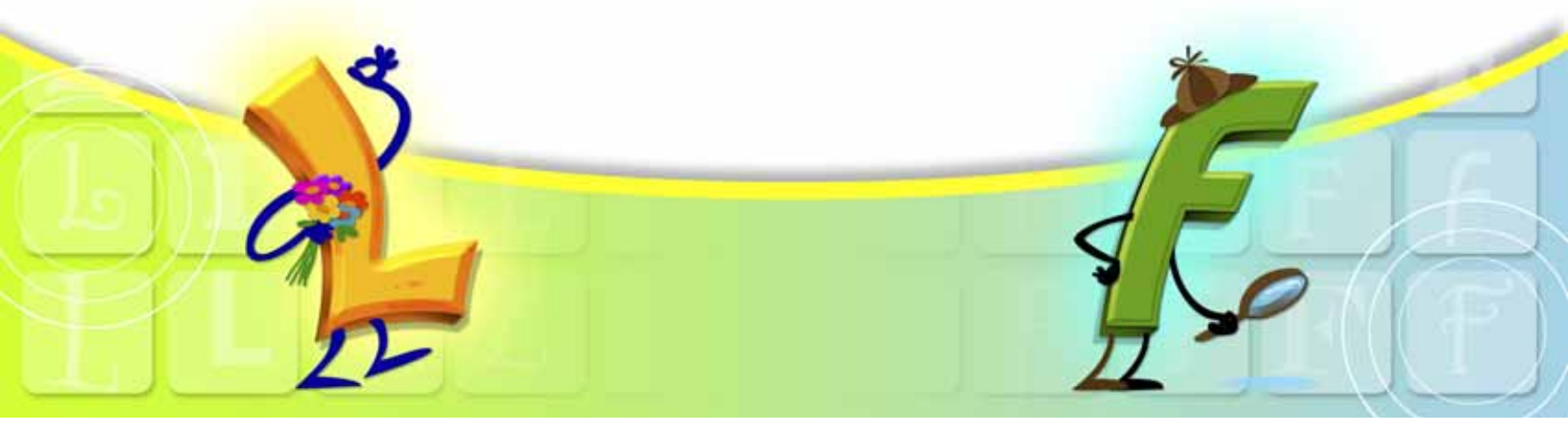
- Exhibit any behaviors that may be misinterpreted as laziness (they'll look for it).
- Expect more than a "business relationship."
- Waste time chatting.
- Expect any strokes.

L

- Take advantage of their nature by slacking off.
- Forget the importance of maintaining social rapport and informal chats.
- Forget to listen and have patience.

F

- Be false and ingratiating — do your homework and stick to the facts.
- Be in a hurry to prove yourself or push through your new ideas.
- Appear arrogant or cocky.
- Expect a high risk or surprise in decision-making.





SELF Social Styles Dimensions Summary

| | S | E | L | F |
|--|--|---|--------------------------------|---------------------------------------|
| Social Motivators | Recognitions | Success | Acceptance | Substance |
| Dislikes | Routine Indecision | Laziness, irreverence | Dissension, egotism | Pushers, phonies |
| Decision Styles | Spontaneous (quick) | Decisive (quick) | Inclusive (slow) | Methodical (slow) |
| When Things Don't Go Well They Will | Be accusing, blame it on others | Fight for control, become defensive | Submit, fall in line | Withdraw, separate |
| Adaptive Strategies | Tone it down some, listen | Listen, accept others' differences | Self-indulge | Assert, be spontaneous |
| Would Most Like You To (be) | Recognize their ideas and achievements | Follow and support their goals | Sensitive of their feelings | Accepting of their thoughts |
| Their Worst Fears Are | Losing social Image | Losing control | Losing Acceptance | Being wrong and looking foolish |

