**The Cautious Style (C Style):** The Cautious Styles are analytical, persistent, systematic people who enjoy problem solving. They are detail-oriented, which makes them more concerned with content than style. The C Styles are task-oriented people who enjoy perfecting processes and working toward tangible results. They are almost always in control of their emotions and may become uncomfortable around people who are very out-going, e.g., the Interactive Styles.

In the office, the Cautious Styles work at a slow pace, allowing them to double-check their work. They tend to see the serious, complex side of situations, but their intelligence and ability to see different points of view endow them with quick and unique senses of humor.

The Cautious Styles have high expectations of themselves and others, which can make them over-critical. Their tendency toward perfectionism – taken to an extreme – can cause “paralysis by over-analysis.” The C Styles are slow and deliberate decision-makers. They do research, make comparisons, determine risks, calculate margins of error, and then take action. The Cautious Styles become irritated by surprises and glitches, hence their cautious decision-making. The C Styles are also skeptical, so they like to see promises in writing.

The Cautious Styles’ strengths include an eye for detail and accuracy, dependability, independence, persistence, follow-through, and organization. They are good listeners and ask a lot of questions; however, they run the risk of missing the forest for the trees.

We generally develop our behavioral style in our childhood. It is the result of some possible genetic predisposition and our early life experiences. Everyone has a primary style that we tend to use most of the time. Although each of us has his or her own primary style, only a small percentage of the total population can be understood clearly by just these four primary styles. Each primary style also contains four substyles. We all use some of the behaviors of the other styles in our daily work, social, or family lives to some greater or lesser degree.

**The Assessor (Ci)**

You are predominantly a ***Cautious Style.***

We break each main Style down into four Substyles.  Yours is the **Ci**, which we call ***The Assessor.***  ***The Assessor*** is LESS guarded and LESS indirect than most other Cautious styles.  Below is a snapshot of ***The******Assessor*** Substyle… as such, it’s a closer look at *you!*

The primary goal that motivates you is accomplishing goals with excellence.

As a quick thinker, you can deal with many inputs simultaneously; however, you may be slow to take action.  Your nickname of “Assessor” is based on your evaluative approach to people and tasks.  You tend to have strong opinions about people and groups with whom you do not identify or agree.

**YOUR TENDENCIES INCLUDE**

* Being tense with yourself and others when under pressure
* Having a natural curiosity about people
* Being concerned about what people think, feel, and expect
* Having strong attachments to your personal interests
* Underestimating the time required to complete tasks
* Being intuitive and observant about situations and people
* Associating your self-worth with your work
* Being intrigued by concepts, ideas, and processes

**YOUR GROWTH OPPORTUNITIES**

*With Tasks:*

You're an idea person who can profit by being more attentive to details and timely follow-through.  Your curiosity sometimes leads to unpredictable digressions while you work.  You can benefit by learning to pace yourself.  Taking time-outs during the workday may help allay your natural intensity.

*With People:*

Because you're intense by nature, you tend to be impatient with yourself and others, especially when things aren't going well.  Therefore, focus on remaining positive when dealing with situations and people under pressure.  If you can control your thoughts and emotions in such cases, you can then use your creativity to discover workable solutions.

**PERSONAL EMPOWERMENT POINTERS**

* Be attentive to what others expect.  Deliver that first before digressing into other areas that are likely to be of greater interest or curiosity to you.
* Stay focused on key priorities.  Do that by sorting tasks into "immediate," "shorter-range," and "long-term" categories.  Indicate those that you alone must do, those for which you share responsibility, and finally, those for which others have primary responsibility and your involvement is limited.
* Treat yourself to free time and recreation.

**SUBSTYLES OF INTERACTIVE STYLES**

The goal that motivates ***The Socializer*** (or **Ii**)is social approval from others. You have a natural tendency to meet people, and others feel comfortable with you. You speak freely about your thoughts, feelings, and experiences, and expect others to do the same. You show your acceptance of others by eye contact and touching as well as by words. You are very receptive to change and adjust well to diverse ways of doing things.

The goal that motivates ***The Helper*** (or **Is**)is friendship. You have a natural dislike of pressuring others or telling them what to do. You seek close, personal relationships rather than popularity and have a wide range of friends and acquaintances. You communicate a low-key, casual style of caring and sharing. You are deliberate and patient in your approach to tasks. You are extremely sensitive to criticism, and allow it to affect your relationships.

The goal that motivates ***The Impresser***(or**Ic**)is to win with flair. However, you do not want to win at any cost or hurt others’ feelings. Taking shortcuts seems like cheating to you, so you avoid such behaviors. You can become impatient with those who procrastinate about getting started. At times, you can get so involved with getting a job done that you stretch the truth a bit.

The goal that motivates ***The Enthusiast***(or**Id**)is influencing people. You enjoy symbols of authority and prestige. You feel uncomfortable with any kind of confinement or restriction of freedom. Your high level of self-confidence enables you to withstand criticism from others. Each new person and situation is interesting to you, so life seems continually fresh.

**SUBSTYLES OF STEADINESS STYLES**

The goal that motivates ***The Relater***(or **Ss**)is personal stability. Any change or risk that might jeopardize relationships or surroundings is threatening. Therefore, you focus on giving others what they want and on avoiding conflicts. Before you act, you think and plan ahead; you follow proven procedures in an orderly manner. You prefer dealing with concrete situations and data rather than theory, trends, or conjecture. You are most comfortable in a work environment that is pleasant, friendly, and non-competitive.

The goal that motivates ***The Specialist*** (or **Sc**)is to specialize: to do only what you know and know only what you do. You prefer to focus on your own interests and avoid getting involved with crowds or high-profile situations. The best conditions for you are those that are stable and allow for steady, incremental gains. Generalists complement you; you each take on the tasks that the other dislikes.

The goal that motivates ***The Go-Getter*** (or **Sd**)is a desire for a steady flow of more accomplishments. Despite your somewhat indirect nature, you can be very direct in situations that are task focused. Your ability to think through a project makes you a good short-term planner; you can identify the roles, resources, and time lines needed to complete a project successfully. Your search for results leads you to be highly self-reliant, rather than to depend on others to achieve the quality you want.

The goal that motivates ***The Harmonizer*** (or **Si**)is the acceptance and approval you gain from helping others. You want to be a person who is wanted and needed by others. You remember birthdays and anniversaries, and you sincerely appreciate thoughtfulness from others. As a good listener, you function better as a sounding board for venting frustrations than as a problem solver. Your interest is more in helping others to make do with the current situation than in suggesting change.

**SUBSTYLES OF CAUTIOUS STYLES**

The goal that motivates ***The Thinker*** (or **Cc**)is the desire to be correct. Your life style reflects your preference for privacy, and your interactions with people are formal and poised. As a naturally curious thinker, you are more inclined to identify a spectrum of interests and behaviors than people of other types. With a natural talent for methodical and deliberate decision making, you emphasize precise understanding, accurate work, proper manners, and impeccable personal habits.

The goal that motivates ***The Master-Minder*** (or **Cd**)is to increase opportunities for unique and significant personal accomplishments. You express yourself more by what you do than what you say. Consequently, you have strong needs to choose your own goals and to work independently. As primarily an idea-generator and developer, you have little interest in dealing with implementation details.

The goal that motivates ***The Assessor*** (or **Ci**)is accomplishing goals with excellence. As a quick thinker, you can deal with many inputs simultaneously; however, you may be slow to take action. The nickname of “Assessor” is based on your evaluative approach to people and tasks; you tend to have strong opinions about people and groups with whom you do not identify or agree

The goal that motivates ***The Perfecter*** (or **Cs**)is predictable results. You pay attention to key processes and details, as well as to proven procedures and relationships. Your methodical approach, thoroughness, and dependability make you a valued employee in many kinds of organizations, especially those that involve highly specialized and focused work. Although you are not opposed to change, you do want to be sure that the change is attainable and that it will result in the desired improvement.

**Part II**

**An Overview of Your Primary Behavioral Style**

Cautious styles are slower-paced and task-focused.  They are also indirect and guarded.  They are concerned with analytical processes and are persistent, systematic problem solvers.  They can also be seen as aloof, picky and critical.  Cautious styles are very security-conscious and have a high need to be right, leading them to an over reliance on data collection.  In their quest for data, they tend to ask many questions about specifics.  Their actions and decisions tend to be slow and extremely cautious, but they will rarely miss a deadline.  Though Cautious styles are great problem solvers, they could be better decision makers.

Cautious styles tend to be perfectionistic, serious, and orderly.  They focus on the details and the process of work, and become irritated by surprises and “glitches.”  Their theme is, “Notice my efficiency,” and their emphasis is on compliance and working within existing guidelines to promote quality in products or service.

Cautious styles like organization and structure and dislike too much involvement with other people.  They work slowly and precisely by themselves, are time-disciplined, and prefer an intellectual work environment.  Cautious styles tend to be critical of their own performance.  They tend to be skeptical and like to see things in writing.

Their primary strengths are their accuracy, dependability, independence, follow-through and organization.  Their primary weaknesses are their procrastination and conservative nature, which promote their tendency to be picky and over-cautious.  Occupations that Cautious styles tend to gravitate toward are accounting, auditing, engineering, computer programming, the hard sciences (chemistry, physics, math), systems analysis, architect, and artist.

The greatest irritation for Cautious styles is disorganized, illogical people.  In business environments, Cautious styles want others to be credible, professional, and courteous.  In social environments, Cautious styles like others to be pleasant and sincere.

Environment clues include highly organized desks with clear tops.  Their office walls contain their favorite types of artwork: charts, graphs, exhibits or pictures pertaining to the job.  Cautious styles are non-contact people who prefer the formality of distance.  This preference is reflected in the functional but uninviting arrangement of their desk and chairs.  Cautious styles are not fond of huggers and touchers, and prefer a cool handshake or a brief phone call.

To improve their balance and behavioral flexibility, they need to: openly show concern and appreciation of others; try shortcuts and time-saving occasionally; adjust more readily to change and disorganization; improve timely decision-making and initiation of new projects; compromise with the opposition; state unpopular decisions; and use policies more as guidelines than hard and fast laws.

**CAUTIOUS STYLES’ MOTIVATORS**

Cautious styles are motivated by the desire to be correct.  Part of their identity is based upon their competence and the fact that they strive to do things *right*.  They emphasize, therefore, things like precise understanding, accurate work, proper manners, and impeccable personal habits.

Conversely, Cautious styles fear personal criticism or actions that threaten their self-preservation.  Their means for avoiding such conflicts include self-protective actions such as building personal armor that makes it difficult for others to penetrate. It is often difficult to determine their real feelings due to their wall of privacy.  Cautious styles believe that this privacy reduces the probability of being victimized by irrational acts or negative situations.  When stressed or under pressure, Cautious styles just want to be left alone.

Cautious styles naturally favor a methodical and deliberate approach to decision making.  They like to be well prepared.  They want to know exactly what is expected of them and then they satisfy those requirements by being highly organized.  Cautious styles like to be viewed as dependable.  They almost always deliver on their promises, which they are careful about making in order to avoid unneeded difficulties.

Cautious styles take pride in their ability to size up people and situations objectively.  Cautious styles like to clarify, reflect, and contemplate before making decisions.  They are resourceful individuals who look at life in multiple ways, many of which are unique.  Their ideas are often ingenious and highly creative.

Cautious styles are appreciated most by people who appreciate different and somewhat unique - or at least different - perspectives. As a free thinker, Cautious styles are inclined to explore different types of interests and behaviors.  When people get to know them well, they often comment on their sense of humor.  People also appreciate their ability to be discrete and avoid embarrassing other people.

**CAUTIOUS STYLES’ GROWTH OPPORTUNITIES**

Cautious styles tend to be indecisive, especially when dealing with more complex, new, or adverse situations.  They dislike making mistakes or being embarrassed.  Before making decisions, they want all the information and time needed to ponder all the possibilities -- whether the situation allows this or not.  Their need to be accurate and as perfect as possible often causes Cautious styles to over-analyze and over-engineer things.  They can also be "worry-warts."

Cautious styles fear criticism, so they tend to be less communicative in general.  Their modus operandi is to keep their ideas and feelings to themselves, especially when in doubt.  They generally "play their cards close to their vest" or not at all.  Other people may view Cautious styles as being unresponsive, aloof, or uninterested.

Cautious styles can benefit by learning to share their feelings.  They can also benefit by showing genuine appreciation, acknowledgment, and recognition for others.  Cautious styles tend to be highly judgmental and demanding, and often wonder why people cannot try to be perfect; after all, they are.  This attitude often produces further tension in their relationships.

Cautious styles can benefit from being more collaborative in their dealings with people.  Instead of confronting people with their discontent, Cautious styles tend to withhold and store this information in case they need to build a case against them in the future.  Ironically, sometimes their relationships take a turn for the worse for this reason -- poor communication skills.  Instead, Cautious styles would benefit by sharing their concerns with others in the spirit of forging a common bond.

Finally, Cautious styles can benefit by being less self-critical and demanding.  They are often very tense and suffer from a failure to relax and focus on recognizing and enjoying their accomplishments and interests.

**A Summary of the Cautious Style**

**IN A NUTSHELL:**

* Cautious styles are slower-paced and task-focused
* They’re cautious in their actions and decisions
* Cautious styles dislike involvement
* Cautious styles ask many questions about specific details
* Cautious styles prefer an objective, task-oriented, intellectual work environment
* Cautious styles want to be right, so they can be overly reliant on data collection
* Cautious styles work slowly and precisely on their own
* Cautious styles have good problem solving skills

|  |  |
| --- | --- |
| **STRENGTHS:** | Planning Dependability Problem Solving Systematizing |
| **WEAKNESSES:** | Perfectionistic Critical Unresponsive |
| **PACE:** | Slower/Systematic |
| **GOALS:** | Precision Organization Accuracy |
| **FEARS:** | Work criticism Surprises |
| **MOTIVATORS:** | The process Correctness |
| **IRRITATIONS:** | Unpredictability Disorganization |
| **UNDER STRESS:** | Become withdrawn |
| **DECISIONS ARE:** | Deliberate |
| **FOCUS:** | Tasks |
| **WORKPLACE:** | Functional Formal |
| **GAINS SECURITY THROUGH:** | Thoroughness Preparation |

**Cautious Styles on the Job**

**THE CAUTIOUS STYLE’S TYPICAL BUSINESS CHARACTERISTICS**

* Concerned with process; want to know how something works
* Intuitive and original; once they know the expected structure, they may invent their own structure, method, or model
* More interested in quality than quantity; prefer lower output to inferior results
* Want to be right, so Cautious styles employ logical thinking processes to avoid mistakes
* Over-attend to quality control, especially when stressed, sometimes impeding progress with regular checking and rechecking

**THE CAUTIOUS STYLE’S** **PREFERRED BUSINESS SITUATIONS**

* Colleagues and superiors do not criticize their work or ideas
* Can set the quality control standards and check to see if they are properly implemented
* Work with complete data systems, or can formulate some themselves
* Superiors value correctness and let Cautious styles know they are key players in the organization
* Workplaces are organized and process-oriented, with a minimum of socializing

**SUGGESTIONS FOR CAUTIOUS STYLES TO BE MORE EFFECTIVE AT WORK**

* Take time to negotiate and clarify time frames with associates in order to avoid misunderstanding and disappointment and keep themselves on track
* Recognize and acknowledge the feelings of others… remember that many people are unable to check their feelings and personal problems at the door when they enter the workplace
* Share your own feelings and concerns with colleagues
* Accept the fact that you generally will not be able to achieve perfection in your work… adopt a reasonable standard of high quality that is appropriate for your type of work
* Develop a quality control plan that assures your desired level of quality without unduly slowing the overall process
* Interact informally with your supervisor and coworkers… this will help you to know and understand them better as well as give you some insights into the work problems that they are facing
* Be more accepting of the ideas and behavior of others, recognizing that your way may not be the only way to achieve quality results
* Stand up to people with whom you have a disagreement and openly discuss and resolve your differences... do not try to avoid these people or strategize against them

**The Cautious Style’s Behavior and Needs Under Stress**

Under stress, Cautious styles have a tendency to withdraw.

An example of a typical response to a stressful situation from Cautious styles might be:   
“I can’t help you any further.  Do what you want.”

**UNDER STRESS, CAUTIOUS STYLES MAY APPEAR:**

* Over-reliant on data and documentation
* Resistant to change
* Slow to act
* Slow to begin work
* Unable to meet deadlines
* Unimaginative
* Withdrawn
* Resentful

**UNDER STRESS, CAUTIOUS STYLES NEED:**

* Guarantees that they are right
* Understanding of principles and details
* A slow pace for “processing” information
* Accuracy

**How to Reduce Conflict**

**CAUTIOUS STYLES’ TYPICAL BEHAVIOR IN CONFLICT**

* Cautious styles are quite uncomfortable with overt conflict, aggression and anger. They will do whatever they can to avoid these situations and to avoid individuals with whom they have a disagreement.
* Cautious styles appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, they are often just withdrawing to enable them to prepare for a future, probably covert, attempt to reestablish their position.
* Cautious styles often resort to various indirect techniques to manipulate the environment to make it more favorable to their position. They may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
* Although Cautious styles generally avoid overt conflict, they may speak out on a matter of principle in order to protect their high standards.
* Since Cautious styles tend to focus on quality and their own high standards, they may become demanding in order to ensure compliance.
* Their tendency to be something of a loner may make it more difficult for other people to trust Cautious styles, although their demonstrated reliability tends to offset this.
* Cautious styles tend to hold conflicts or conflicting views in their mind, looking for proof that they are right or a new valid way of looking at things that accommodates both points of view.

**STRATEGIES TO REDUCE CONFLICT AND INCREASE HARMONY WITH OTHERS**

* Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
* Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
* Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
* Include all the people involved with a project in your decision-making process.  Ask for their suggestions as well as their data.
* Be sure to share the reasoning behind your decisions.  Failure to do so makes them seem arbitrary.

**Action Plans…**

Behavioral adaptability is the key to success with different styles.  It can be defined as the willingness and ability to engage in a range of behaviors not necessarily characteristic of your style in response to effectively dealing with the requirements of a situation or relationship.  It involves making adjustments to your methods of communicating and behaving based on the particular needs of the relationship at a particular time.  Adaptable people make the choice to go beyond their own comfort zone so others also feel more comfortable.

On the next few pages are action plans to give Cautious styles suggestions on how to adapt their behavior, as well as ideas for others to help Cautious styles be more adaptable.  It will give them clues to understand the Cautious style’s behavioral tendencies.

To make the most effective use of these assessments and action plans, have all those you interact with complete an observer response form on how they see you, as well as an assessment on themselves.  Then set aside some time to discuss strategies you each can use in adapting your behaviors to create greater ease and less conflict in the relationships.

|  |  |
| --- | --- |
| **Cautious Styles...** | **Dealing With Cautious Styles...** |
| - Are concerned with controlling emotions; avoiding aggression | - Approach them in an indirect, non-threatening way |
| - Think logically | - Show your reasoning |
| - Seek data | - Give it to them in writing |
| - Need to know the process | - Provide explanations and rationale |
| - Utilize caution | - Allow them to think, inquire and check things out before they make decisions |
| - Prefer to do things alone | - When delegating, let them check on others’ progress and performance |
| - Want others to notice their accuracy | - Compliment them on their thoroughness and correctness |
| - Gravitate toward quality control | - Let them assess and be involved in the process when possible |
| - Avoid conflict | - Tactfully ask for clarification and assistance you may need |
| - Need to be right | - Allow them time to find the best or “correct” answer, within available limits |
| - Like to contemplate | - Tell them “why” and “how” |

**Action Plan…  
ON THE JOB**

**For Cautious Styles:**

* Modify criticism (spoken or unspoken) of others’ work
* Check less often, or only check the critical things (not everything), allowing the flow of the process to continue
* Ease up on controlling emotions; engage in more water cooler interaction
* Accept the fact that you can have high standards without expecting perfection
* Occasionally confront a colleague (or boss) with whom you disagree, instead of avoiding or ignoring them and doing what you want to do anyway
* Tone down your tendency to OVER prepare

**For Others Working with Cautious Styles:**

Show yourself to be thorough and well prepared by:

* Supporting their organized, thoughtful approach when possible
* Showing commitment through your actions, not just words
* Being detailed, accurate, and logical
* Listing advantages and disadvantages of any plan
* Providing solid, tangible evidence
* Adhering to established procedures
* Giving assurances that decisions will not backfire on them

NOTE: To be more effective, have other people you work with take the assessment on themselves.  Then set aside some time to share the results.  Discuss how you each can adapt your behaviors to create more satisfying working relationships.

**The Four Basic DISCStyles Overview**

Below is a chart to help you understand some of the characteristics of each of the four basic DISC styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived in personal, social and work situations.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **DOMINANCE STYLE** | **INTERACTIVE STYLE** | **STEADINESS STYLE** | **CAUTIOUS STYLE** |
| **PACE** | Fast/Decisive | Fast/Spontaneous | Slower/Relaxed | Slower/Systematic |
| **PRIORITY** | Goal | People | Relationship | Task |
| **SEEKS** | Productivity Control | Participation Applause | Acceptance | Accuracy Precision |
| **STRENGTHS** | Administration  Leadership  Pioneering | Persuading  Motivating  Entertaining | Listening  Teamwork  Follow-through | Planning  Systematizing  Orchestration |
| **GROWTH AREAS** | Impatient  Insensitive to others  Poor Listener | Inattentive to detail  Short attention span  Low follow-through | Oversensitive  Slow to begin action  Lacks global perspective | Perfectionists  Critical  Unresponsive |
| **FEARS** | Being taken advantage of | Loss of Social recognition | Sudden changes Instability | Personal criticism of their work efforts |
| **IRRITATIONS** | Inefficiency  Indecision | Routines  Complexity | Insensitivity  Impatience | Disorganization  Impropriety |
| **UNDER STRESS MAY BECOME** | Dictatorial  Critical | Sarcastic  Superficial | Submissive  Indecisive | Withdrawn  Headstrong |
| **GAINS SECURITY THROUGH** | Control  Leadership | Playfulness  Others’ approval | Friendship,  Cooperation | Preparation  Thoroughness |
| **MEASURES PERSONAL WORTH BY** | Impact or results  Track record and process | Acknowledgments  Applause  Compliments | Compatibility with others  Depth of contribution | Precision,  Accuracy  Quality of results |
| **WORKPLACE** | Efficient  Busy  Structured | Interacting  Busy  Personal | Friendly  Functional  Personal | Formal  Functional  Structured |

**How to Adapt to the Different Behavioral Styles**

**THE STEADINESS STYLE**

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Styles don’t want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers’ opinions. Never back a Steadiness Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Steadiness Style, in general, be non threatening and sincere.

**At Work – Help Them To**

* Utilize shortcuts and discard unnecessary steps
* Track their growth
* Avoid doing things the same way
* Realize there is more than one approach to tasks
* Become more open to some risks and changes
* To feel sincerely appreciated
* Speak up and voice their thoughts and feelings
* Modify the tendency to do what others tell them
* Get and accept credit and praise, when appropriate

**Sales and Service Strategies with Steadiness Styles**

* Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
* Develop trust, friendship, and credibility at a relatively slow pace
* Ask them to identify their own emotional needs as well as their task or business expectations
* Get them involved by focusing on the human element… that is, how something affects them and their relationships with others
* Avoid rushing them and give them personal, concrete assurances, when appropriate
* Communicate with them in a consistent manner on a regular basis

**In Social Settings**

* Focus on a slower-paced, steady approach
* Avoid arguments and conflict
* Respond sensitively and sensibly
* Privately acknowledge them with specific, believable compliments
* Allow them to follow through on concrete tasks
* Show them step-by-step procedures
* Behave pleasantly and optimistically
* Give them stability and a minimum of change

**THE CAUTIOUS STYLE**

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don’t expect to become their friend before working with them. Friendship may develop later, but, unlike the Interactive Styles, it is not a prerequisite.

Support the Cautious Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the C Styles to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. If appropriate, set guidelines and exact deadlines. The Cautious Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the Cautious Styles, in general, be thorough, well prepared, detail-oriented, business-like, and patient.

**At Work – Help Them To**

* Share their knowledge and expertise with others
* Stand up for themselves with the people they prefer to avoid
* Shoot for realistic deadlines and parameters
* View people and tasks less seriously and critically
* Balance their lives with both interaction and tasks
* Keep on course with tasks, with less checking
* Maintain high expectations for high priority items, not everything

**Sales and Service Strategies with Cautious Styles**

* Prepare, so that you can answer as many of their questions as soon as possible
* Greet them cordially, but proceed quickly to the task; don’t start with personal or social talk
* Hone your skills in practicality and logic
* Ask questions that reveal a clear direction and that fit into the overall scheme of things
* Document how and why something applies
* Give them time to think; avoid pushing them into a hasty decision
* Tell them both the pros and cons and the complete story
* Follow through and deliver what you promise

**In Social Settings**

* Use a logical approach
* Listen to their concerns, reasoning, and suggestions
* Respond rather formally and politely
* Negative discussions are OK, so long as they aren’t personally directed
* Privately acknowledge them about their thinking
* Focus on how pleased you are with their procedures
* Solicit their insights and suggestions
* Show them by what you do, not what you say

**Kevin**

**A SNAPSHOT OF YOUR SUBSTYLE**

**The Harmonizer (Si)**

You are predominantly a ***Steadiness Style.***

We break each main Style down into four Substyles. Yours is the **Si**, which we like to call ***The***

***Harmonizer. The Harmonizer*** is MORE open and LESS indirect than most other Steadiness styles.

Below is a snapshot of ***The Harmonizer*** Substyle… as such, it’s a closer look at *you!*

The primary goal that motivates you is the acceptance and approval you gain from helping others.

You want to be a person who is wanted and needed by others. You remember birthdays and

anniversaries, and you sincerely appreciate thoughtfulness from others. As a good listener, you function

better as a sounding board for venting frustrations than as a problem solver. Your interest is more in

helping others to make do with the current situation than in suggesting change.

**YOUR TENDENCIES INCLUDE**

\_ Projecting a warm, caring attitude and preferring the same from others

\_ Enjoying displays of affection and approval

\_ Disliking aggression and conflict

\_ Serving as a sounding board for people

\_ Being turned off by confusion or complexity

\_ Overdoing helpfulness, empathy, or sympathy

\_ Becoming more expressive or emotional under pressure

**YOUR GROWTH OPPORTUNITIES**

*With Tasks:*

Because you're so people-oriented, your growth opportunities are mostly with tasks. You

especially should work to strengthen your problem-solving and decision-making skills.

Those skills can help you better deal with complex, unwieldy tasks.

*With People:*

You're so good at building relationships, there's little room for improvement here. But you

should monitor the balance between pleasing yourself and pleasing others. That's

because you sometimes spend so much energy with others that you can neglect your

own needs.

**PERSONAL EMPOWERMENT POINTERS**

\_ Try to be more fast-paced when dealing with the Dominance and Interactive Styles and in

situations where there's time pressure or other tension.

\_ Take training in problem solving and decision-making, or find a mentor or coach who can

help you.

\_ Think about what personally satisfies *you*, independent of the pleasure you get from helping

others. Then try to meet those separate needs as well.

**SUBSTYLES OF STEADINESS STYLES**

The goal that motivates ***The Relater*** (or **Ss**) is personal stability. Any change or risk that might jeopardize

relationships or surroundings is threatening. Therefore, you focus on giving others what they want and on

avoiding conflicts. Before you act, you think and plan ahead; you follow proven procedures in an orderly

manner. You prefer dealing with concrete situations and data rather than theory, trends, or conjecture. You

are most comfortable in a work environment that is pleasant, friendly, and non-competitive.

The goal that motivates ***The Specialist*** (or **Sc**) is to specialize: to do only what you know and know only

what you do. You prefer to focus on your own interests and avoid getting involved with crowds or highprofile

situations. The best conditions for you are those that are stable and allow for steady, incremental

gains. Generalists complement you; you each take on the tasks that the other dislikes.

The goal that motivates ***The Go-Getter*** (or **Sd**) is a desire for a steady flow of more accomplishments.

Despite your somewhat indirect nature, you can be very direct in situations that are task focused. Your

ability to think through a project makes you a good short-term planner; you can identify the roles,

resources, and time lines needed to complete a project successfully. Your search for results leads you to

be highly self-reliant, rather than to depend on others to achieve the quality you want.

The goal that motivates ***The Harmonizer*** (or **Si**) is the acceptance and approval you gain from helping

others. You want to be a person who is wanted and needed by others. You remember birthdays and

anniversaries, and you sincerely appreciate thoughtfulness from others. As a good listener, you function

better as a sounding board for venting frustrations than as a problem solver. Your interest is more in

helping others to make do with the current situation than in suggesting change.

**SUBSTYLES OF CAUTIOUS STYLES**

The goal that motivates ***The Thinker*** (or **Cc**) is the desire to be correct. Your life style reflects your

preference for privacy, and your interactions with people are formal and poised. As a naturally curious

thinker, you are more inclined to identify a spectrum of interests and behaviors than people of other

types. With a natural talent for methodical and deliberate decision making, you emphasize precise

understanding, accurate work, proper manners, and impeccable personal habits.

The goal that motivates ***The Master-Minder*** (or **Cd**) is to increase opportunities for unique and significant

personal accomplishments. You express yourself more by what you do than what you say. Consequently,

you have strong needs to choose your own goals and to work independently. As primarily an ideagenerator

and developer, you have little interest in dealing with implementation details.

The goal that motivates ***The Assessor*** (or **Ci**) is accomplishing goals with excellence. As a quick thinker,

you can deal with many inputs simultaneously; however, you may be slow to take action. The nickname

of “Assessor” is based on your evaluative approach to people and tasks; you tend to have strong

opinions about people and groups with whom you do not identify or agree

The goal that motivates ***The Perfecter*** (or **Cs**) is predictable results. You pay attention to key processes

and details, as well as to proven procedures and relationships. Your methodical approach, thoroughness,

and dependability make you a valued employee in many kinds of organizations, especially those that

involve highly specialized and focused work. Although you are not opposed to change, you do want to be

sure that the change is attainable and that it will result in the desired improvement.

**Part II**

**An Overview of Your Primary Behavioral Style**

Steadiness styles are slower-paced and relationship-focused. They are also open and indirect, relatively

unassertive, warm, and reliable. They are sometimes seen by others as compliant, soft-hearted and

acquiescent.

Steadiness styles seek security. They take action and make decisions slowly. This pace stems from

their desire to avoid risky or unknown situations. Before Steadiness styles take action or make a

decision, they have to know how other people feel about the decision.

Steadiness styles tend to be very people-oriented. Having close, friendly, personal, first-name

relationships with others is one of their most important objectives. Steadiness styles dislike interpersonal

conflict so much that they sometimes say what they think other people want to hear. Steadiness styles

have natural counseling skills and are extremely supportive. Their theme is, “Notice how well-liked I am.”

Steadiness styles tend to be good, active listeners and generally develop relationships with people who

are also good listeners. As a result, Steadiness styles have strong networks of people who are willing to

be mutually supportive. Others often feel good just being with Steadiness styles.

Steadiness styles focus on getting acquainted and building trust. They are irritated by pushy, aggressive

behavior. Steadiness styles question, “How will it affect my personal circumstances and the camaraderie

of the group?” Steadiness styles are cooperative, steady workers and excellent team players.

Their primary strengths are relating to, caring for, and loving others. Their primary weaknesses are that

they are somewhat unassertive, overly sensitive and easily bullied.

Their ideal occupations cluster around the helping professions such as financial advisor, insurance agent,

counselor, teacher, social worker, doctor or nurse, personal assistant or customer service representative.

In the business environment, Steadiness styles like others to be courteous, friendly and accepting of their

share of the responsibility. In a social environment, Steadiness styles like others to be genuine and

friendly.

Their desk contains family pictures and other personal items. Their office walls have personal slogans,

family or group photos, serene pictures or mementos. Steadiness styles are high-touch in a high-tech

world. Steadiness styles give their office a friendly, warm ambience and arrange seating in a side-byside,

cooperative way.

To achieve more balance and to develop behavioral flexibility, Steadiness styles need to say “no”

occasionally; attend to the completion of tasks without over sensitivity to the feelings of others; be willing

to reach beyond their comfort zone to set goals that require some stretch and risk; and to delegate to

others.

**STEADINESS STYLES’ MOTIVATORS**

Steadiness styles strive for stability in their life; therefore, they tend to avoid situations that threaten

stability. Steadiness styles place a lot of importance in gaining the acceptance of key people who,

otherwise, could jeopardize their stability. Steadiness styles generally seek acceptance, inclusion, and

recognition of their worth. Their theme song could be, "You've Got a Friend" or "Bridge over Troubled

Waters."

Steadiness styles are concerned about unstable or changing conditions in their personal and business

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life. They like change to be limited and brought about slowly. They tend to become anxious when

unplanned changes pop up. Before changes take place, Steadiness styles prefer to have time to

understand and accept the change, as well as to work out ways to maintain their own stability.

Steadiness styles tend to be averse to risk and change. Their greatest fear is probably the loss of what

they have - the known and reliable - for the unknown. Steadiness styles like to hold on to what they have

and tend to be quietly possessive; a trait that often goes undetected. They may work persistently at

getting themselves firmly entrenched in their position. Then they hold on tightly. One way that Steadiness

styles maintain stability is to avoid trying to change other people's attitudes or actions.

A reliable, steady follow-through is, perhaps, the most often recognized trait displayed by Steadiness

styles. A related strength is their persistence. They tend to stick to a task no matter how long it takes.

Like the proverbial tortoise Steadiness styles realize there is a lot more to winning a race than mere

speed.

Another strength that helps Steadiness styles succeed is being methodical. They generally work by

following proven procedures in a stepwise and orderly manner. They always know -- and let others know

-- exactly where they are in the process.

Steadiness styles tend to make decisions by conferring with others because people -- and pleasing

people -- are their primary focus. They are most comfortable in pleasant, friendly, and noncompetitive

work relationships and situations. Steadiness styles excel at listening to other's feelings and ideas. They

enjoy companionship and are usually willing to accommodate others, as long as they do not jeopardize

their own stability. A related talent is their dedication. This is evident in their quiet, calm-appearing, and

"worker bee" approach to getting tasks completed.

**STEADINESS STYLES’ GROWTH OPPORTUNITIES**

Steadiness styles can increase their effectiveness by learning to better deal with change and complexity.

Another key self-improvement area is the ability to more adequately cope with stress. That means

controlling their tendency to become indecisive and act slowly. This is especially important if Steadiness

styles are in a leadership or management position. Steadiness styles also need to develop the ability to

see the big picture, including the fact that the world is constantly changing. They tend to be more

comfortable dealing with the trees and often do not see the forest.

Steadiness styles also need to increase their interest, understanding, and expertise in dealing with the

world of ideas, analysis, interpretations, forecasts, etc. For example, Steadiness styles are generally

more comfortable dealing with concrete situations or data that already exist rather than theories, trends,

or conjecture. People often misunderstand this preference and do not realize that Steadiness styles are

"doers," rather than thinkers.

Although Steadiness styles are strong in the people-domain, they can stand to further strengthen

themselves in this area. They could do better at self-disclosure. They often do not express their feelings

or thoughts because they fear this may weaken their position in the eyes of others. Instead, Steadiness

styles may tell people what they want to hear. The consequence is that they actually undermine their

relationships.

A related growth area is cultivating the ability to be more assertive. This is especially true when conflicts

arise because their natural tendency is to become overly submissive. Steadiness styles would benefit

from learning and using collaborative problem-solving skills to help them deal with disagreements.

Finally, Steadiness styles need to learn to possess an unshakable sense of self-worth. This would reduce

or eliminate their dependence on reassurance from others. Steadiness styles are sensitive to the needs

of others, but, when taken to an extreme, this can undermine their self-affirmation and self-esteem.

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**A Summary of the Steadiness Style**

**IN A NUTSHELL:**

\_ Steadiness styles are slower-paced and relationship-focused

\_ They are slow at taking action and making decisions

\_ They like close, personal relationships

\_ They dislike interpersonal conflict

\_ They support and “actively” listen to others

\_ They are weak at goal setting and self-direction

\_ They have an excellent ability to gain support from others

\_ They work slowly and cohesively with others

\_ They seek security and belongingness

\_ They have good counseling skills

**STRENGTHS:**

Listening

Teamwork

Reliability

Follow-through

**WEAKNESSES:**

Oversensitive

Slow to begin action

Poor at goal setting

**PACE:**

Slower/Relaxed

**GOALS:**

Stability

Safety

Security

**FEARS:**

Sudden changes

Loss of stability

**MOTIVATORS:**

Involvement

Opportunity to work together with people

**IRRITATIONS:**

Insensitivity

Impatience

**UNDER STRESS:**

Become submissive

**DECISIONS ARE:**

Consultative

**FOCUS:**

Relationships

**WORKPLACE:**

Personal

Relaxed

**GAINS SECURITY THROUGH:**

Friendships

Cooperation

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**Steadiness Styles on the Job**

**THE STEADINESS STYLE’S TYPICAL BUSINESS CHARACTERISTICS**

\_ Need to know the order of procedures

\_ Operate well as members of a work group

\_ Motivated by usual, known, and proven practices

\_ Oriented toward more concrete, repeatable actions

\_ Want order and stability in the workplace

\_ Focus on how and when to do things

\_ Work in a steady, predictable manner

\_ Like a long-term relationship with their business place and fellow employees

**THE STEADINESS STYLE’S PREFERRED BUSINESS SITUATIONS**

\_ Like to perform the same kinds of duties day after day no matter what the importance of the type of

work involved

\_ Prefer to work cooperatively with others to achieve common results

\_ Dislike taking risks

\_ Enjoy working in a stable, steady, low-key environment which has a minimum of changes

\_ Like to know each step toward completing their tasks

\_ Prefer to make decisions by group consensus or other accepted practices rather than by

themselves

\_ Enjoy feeling like a valued member of the work group

**SUGGESTIONS FOR STEADINESS STYLES TO BE MORE EFFECTIVE AT WORK**

\_ Take time to prioritize your tasks and responsibility… if you are uncertain about priorities, consult

with your supervisor or a trusted coworker

\_ Be willing to try new ways of doing things and explore new technologies, recognizing that there is

always more than one way to accomplish a task… you can move into these new areas at your own

pace to retain your sense of stability

\_ Recognize that a certain amount of conflict or disagreement is inevitable in any workplace

\_ Speak up for yourself and voice your thoughts and opinions… your full participation is important to

the overall success of your group or organization

\_ Ask for help when needed and delegate tasks when appropriate

\_ Recognize that deadlines do need to be met... on occasion, this may require that you reduce the

amount of time you need to prepare for a task

\_ Stand up to people with whom you have a disagreement and openly discuss and resolve your

differences... do not try to avoid these people or strategize against them

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**The Steadiness Style’s Behavior and Needs Under**

**Stress**

Under stress, Steadiness styles have a tendency to submit.

An example of a typical response to a stressful situation from Steadiness styles might be:

“OK, if that’s the way you must have it, we’ll try it.”

**UNDER STRESS, STEADINESS STYLES MAY APPEAR:**

\_ Wishy Washy

\_ Submissive

\_ Passive

\_ Dependent

\_ Hesitant

\_ Defensive

\_ Indecisive

**UNDER STRESS, STEADINESS STYLES NEED:**

\_ Reassurances that they are liked

\_ Personal assurance

\_ A slower pace for comfort and security

\_ Relationships

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**How to Reduce Conflict**

**STEADINESS STYLES’ TYPICAL BEHAVIOR IN CONFLICT**

\_ Steadiness styles are quite uncomfortable with conflict, aggression and anger. They will do

whatever they can to avoid such situations. If they are not able to physically avoid a situation

involving conflict or anger, they will probably attempt to ignore it, functioning as best they can

without interacting -- or interacting very superficially -- with others.

\_ Steadiness styles seldom express their own feelings of anger or dissatisfaction, fearing that doing

so would damage relationships and destabilize the situation. They tend to go along with what

others want in order to avoid any controversy.

\_ The anger and dissatisfaction that Steadiness styles have been repressing builds up inside of

them and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry

words and a litany of past offenses -- often in considerable detail. Once Steadiness styles have

vented this built up emotion, they return to their normal behavior.

\_ Steadiness styles may also feel that their feelings, needs and desires are not as important as

those of others, which can encourage others to take advantage of them which, in turn, results in

more repressed anger.

\_ Steadiness styles tend to do things to help and benefit others with the expectation that they will

reciprocate in some appropriate way. However Steadiness styles rarely share these expectations.

As a result the other person fails to meet their expectations; leading to more repressed anger or

hurt feelings on their part.

**STRATEGIES TO REDUCE CONFLICT AND INCREASE HARMONY WITH**

**OTHERS**

\_ Recognize that others may be more comfortable dealing with conflict, anger, and aggression.

Expressions of anger or somewhat aggressive behavior by others are not necessarily personal

attacks on you.

\_ Share your needs, feelings and expectations with your friends and coworkers.

\_ Ask for what you need from your supervisor, friends and coworkers. Do not expect them to know

what you want or what you are thinking. This will avoid many misunderstandings and increase

your effectiveness and efficiency.

\_ Be sure to clarify any instructions or communications that you do not fully understand, no matter

how busy the other person may appear to be. Pay particular attention to the desired results and

timeframes.

\_ Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor,

friends and coworkers to support you in approaching any significant change.

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**Action Plans…**

Behavioral adaptability is the key to success with different styles. It can be defined as the willingness and

ability to engage in a range of behaviors not necessarily characteristic of your style in response to

effectively dealing with the requirements of a situation or relationship. It involves making adjustments to

your methods of communicating and behaving based on the particular needs of the relationship at a

particular time. Adaptable people make the choice to go beyond their own comfort zone so others also

feel more comfortable.

On the next few pages are action plans to give Steadiness styles suggestions on how to adapt their

behavior, as well as ideas for others to help them be more adaptable. It will give them clues to

understand the Steadiness style’s behavioral tendencies.

To make the most effective use of these assessments and action plans, have all those you interact with

complete an observer response form on how they see you, as well as an assessment on themselves.

Then set aside some time to discuss strategies you each can use in adapting your behaviors to create

greater ease and less conflict in the relationships.

**Steadiness Styles... Dealing With Steadiness Styles...**

- Are concerned with stability - Show how your idea minimizes risk

- Think logically - Show reasoning

- Want documentation - Provide data/proof

- Like personal involvement - Demonstrate your interest in them

- Need to know the step-by-step sequence - Provide outlines and/or 1-2-3 instructions as you

personally “walk them through”

- Want others to know their patient perseverance - Compliment their steady follow-through

- Avoid risks and changes - Give them personal assurances

- Dislike conflict - Act non-aggressively, focus on common interest

or needed support

- Accommodate others - Allow them to provide service or support for others

- Look for calmness and peace - Provide a relaxing, friendly atmosphere

- Enjoy teamwork - Provide them with a cooperative group

- Want sincere feedback that they are appreciated - Acknowledge their easy going manner and helpful

efforts, when appropriate

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**Action Plan…**

**ON THE JOB**

**For Steadiness Styles:**

\_ Stretch by taking on a bit more or different duties beyond your comfort level

\_ Increase verbalization of your thoughts and feelings

\_ Speed up your actions by getting into some projects more quickly

\_ Desensitize yourself somewhat, so that you are not negatively affected by your colleagues’

feelings to the

point of affecting your own performance

\_ Learn to adapt more quickly to either changes or refinements of existing practices

\_ Bolster your assertiveness techniques

**For Others Working with Steadiness Styles:**

Be warm and sincere by:

\_ Supporting their feelings by showing personal interest when possible

\_ Assuming they will take things personally

\_ Allowing them time to trust you

\_ Discussing personal feelings – not facts – when you disagree

\_ Moving along in a slower, informal, but steady manner

\_ Showing that you are “actively” listening

\_ Giving assurances that risk will be minimized or handled as reasonably as possible

NOTE: To be more effective, have other people you work with take the assessment on themselves. Then

set aside some time to share the results. Discuss how you each can adapt your behaviors to create

more satisfying working relationships.

**Action Plans With All Four Styles...**

**STEADINESS STYLE**

**TRAITS…**

**SO YOU…**

Concerned with stability - Show how your idea minimizes

risk

Think logically - Show reasoning

Want documentation and facts - Provide data and proof

Like personal involvement - Demonstrate your interest in

them

Need to know step-by-step

sequence

- Provide outline and/or one-twothree

instructions as you

personally “walk them through”

Want others to notice their

patient perseverance

- Compliment for their steady

follow-through

Avoid risks and changes - Give them personal assurances

Dislike conflict - Act non-aggressively, focus on

common interest or needed

support

Accommodate others - Allow them to provide service or

support for others

Look for calmness and peace - Provide relaxing, friendly

atmosphere

Enjoy teamwork - Provide them with a cooperative

group

Want sincere feedback that

they’re appreciated

- Acknowledge their easygoing

manner and helpful efforts, when

appropriate

**INTERACTIVE STYLE**

**TRAITS…**

**SO YOU…**

Concerned with approval and

appearances

- Show them that you admire and

like them

Seek enthusiastic people and

situations

- Behave optimistically and

provide upbeat setting

Think emotionally - Support their feelings when

possible

Want to know the general

expectations

- Avoid involved details, focus on

the "big picture”

Need involvement and people

contact

- Interact and participate with

them

Like changes and innovations - Vary the routine; avoid requiring

long-term repetition by them

Want others to notice THEM - Compliment them personally

and often

Often need help getting

organized

- Do it together

Look for action and stimulation - Keep up a fast, lively, pace

Surround themselves with

optimism”

- Support their ideas and don’t

poke holes in their dreams; show

them your positive side

Want feedback that they “look

good”

- Mention their accomplishments,

progress and your other genuine

appreciation

**CAUTIOUS STYLE**

**TRAITS…**

**SO YOU…**

Concerned with aggressive

approaches

- Approach them in an indirect,

non-threatening way

Think logically - Show reasoning

Seek data - Give it to them in writing

Need to know the process - Provide explanations and

rationale

Utilize caution - Allow them to think, inquire and

check before they make

decisions

Prefer to do things themselves - When delegating, let them

check on others’ progress and

performance

Want others to notice their

accuracy

- Compliment them on their

thorough-ness and correctness

when appropriate

Gravitate toward quality control - Let them assess and be

involved in the process when

possible

Avoid conflict - Tactfully ask for clarification and

assistance you may need

Need to be right - Allow them time to find the best

or “correct” answer, within

available limits

Like to contemplate - Tell them “why” and “how”

**DOMINANCE STYLE**

**TRAITS…**

**SO YOU…**

Concerned with being #1 - Show them how to win, new

opportunities

Think logically - Display reasoning

Want facts and highlights - Provide concise data

Strive for results - Agree on goal and boundaries,

then support or get out of their

way

Like personal choices - Allow them to “do their thing,”

within limits

Like Changes - Vary routine

Prefer to delegate - Look for opportunities to modify

their work-load focus

Want others to notice

accomplishments

- Compliment them on what

they’ve done

Need to be in charge - Let them take the lead, when

appropriate, but give them

parameters

Tendency towards conflict - If necessary, argue with

conviction on points of

disagreement, backed up with

facts; don’t argue on a

“personality” basis

**THE STEADINESS STYLE**

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their

trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Styles

don’t want to ruffle feathers. They want to be assured that everyone will approve of them and their

decisions. Give them time to solicit co-workers’ opinions. Never back a Steadiness Style into a corner. It

is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a

hammer.

With the Steadiness Style, in general, be non threatening and sincere.

**At Work – Help Them To**

\_ Utilize shortcuts and discard unnecessary steps

\_ Track their growth

\_ Avoid doing things the same way

\_ Realize there is more than one approach to tasks

\_ Become more open to some risks and changes

\_ To feel sincerely appreciated

\_ Speak up and voice their thoughts and feelings

\_ Modify the tendency to do what others tell them

\_ Get and accept credit and praise, when appropriate

**Sales and Service Strategies with Steadiness Styles**

\_ Get to know them more personally and approach them in a non-threatening, pleasant, and friendly,

but professional way

\_ Develop trust, friendship, and credibility at a relatively slow pace

\_ Ask them to identify their own emotional needs as well as their task or business expectations

\_ Get them involved by focusing on the human element… that is, how something affects them and

their relationships with others

\_ Avoid rushing them and give them personal, concrete assurances, when appropriate

\_ Communicate with them in a consistent manner on a regular basis

**In Social Settings**

\_ Focus on a slower-paced, steady approach

\_ Avoid arguments and conflict

\_ Respond sensitively and sensibly

\_ Privately acknowledge them with specific, believable compliments

\_ Allow them to follow through on concrete tasks

\_ Show them step-by-step procedures

\_ Behave pleasantly and optimistically

\_ Give them stability and a minimum of change

**THE CAUTIOUS STYLE**

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They

are task-oriented; so don’t expect to become their friend before working with them. Friendship may

develop later, but, unlike the Interactive Styles, it is not a prerequisite.

Support the Cautious Styles in their organized, thoughtful approach to problem solving. Be systematic,

logical, well prepared, and exact with them. Give them time to make decisions and work independently.

Allow them to talk in detail. In work groups, do not expect the C Styles to be leaders or outspoken

contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for

the group. If appropriate, set guidelines and exact deadlines. The Cautious Styles like to be

complimented on their brainpower, so recognize their contributions accordingly.

With the Cautious Styles, in general, be thorough, well prepared, detail-oriented, business-like, and

patient.

**At Work – Help Them To**

\_ Share their knowledge and expertise with others

\_ Stand up for themselves with the people they prefer to avoid

\_ Shoot for realistic deadlines and parameters

\_ View people and tasks less seriously and critically

\_ Balance their lives with both interaction and tasks

\_ Keep on course with tasks, with less checking

\_ Maintain high expectations for high priority items, not everything

**Sales and Service Strategies with Cautious Styles**

\_ Prepare, so that you can answer as many of their questions as soon as possible

\_ Greet them cordially, but proceed quickly to the task; don’t start with personal or social talk

\_ Hone your skills in practicality and logic

\_ Ask questions that reveal a clear direction and that fit into the overall scheme of things

\_ Document how and why something applies

\_ Give them time to think; avoid pushing them into a hasty decision

\_ Tell them both the pros and cons and the complete story

\_ Follow through and deliver what you promise

**In Social Settings**

\_ Use a logical approach

\_ Listen to their concerns, reasoning, and suggestions

\_ Respond rather formally and politely

\_ Negative discussions are OK, so long as they aren’t personally directed

\_ Privately acknowledge them about their thinking

\_ Focus on how pleased you are with their procedures

\_ Solicit their insights and suggestions

\_ Show them by what you do, not what you say