**The Impresser (Ic)**

You are predominantly an ***Interactive Style.***

We break each main Style down into four Substyles.  Yours is the **Ic**, which we like to call ***The Impresser.***  ***The Impresser*** is LESS open and LESS direct than most other Interactive styles.  Below is a snapshot of ***The******Impresser*** Substyle… as such, it’s a closer look at *you!*

The primary goal that motivates you 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.

**YOUR TENDENCIES INCLUDE**

* Wanting to achieve results with flair
* Seeing winning as an all-or-nothing proposition
* Judging people by their ability to make things happen
* Working harder when bigger risks or rewards are at stake
* Preferring to share in work and goals with people
* Being concerned about looking bad
* Wanting to do things the “best” way
* Becoming restless, short-tempered, and even lashing out when under pressure

**YOUR GROWTH OPPORTUNITIES**

*With Tasks:*

You tend to underestimate the time and effort required by you or others to accomplish tasks.  So you should pace yourself better and draw on outside resources.  Be more selective about the tasks you take on and don't hesitate to ask others to do their parts.

*With People:*

Your hard-driving approach means you tend to be impatient, especially when stressed or under the gun.  If you blow off steam, you may later regret what was said or done because of its impact on your image.  So learning to relax and to enjoy regular recreation is important for recharging your battery.

**PERSONAL EMPOWERMENT POINTERS**

* Pace yourself better by adding one-third to one-half the time to original estimates of when tasks can be done.  Similarly, reduce by one-third to one-half the number of projects you take on.
* Maintain your perspective by seeking to be less emotional and intense about non-critical situations.
* Take a stress-management course and learn simple breathing exercises as a way to deal with pressure.

An Overview of Your Primary Behavioral Style

Interactive styles are fast-paced and people-focused.  They are also open and direct, exhibiting characteristics such as animation, intuitiveness, and liveliness.

Interactive styles’ actions and decisions are spontaneous.  They are seldom concerned about facts and details and try to avoid them as much as possible.  Their motto is “Don’t confuse me with the facts.”  This disregard for details sometimes prompts them to exaggerate and generalize facts and figures.  It also gives them a built-in excuse when they are wrong:  “I didn’t have all the facts!”  Interactive styles are more comfortable with “best guesstimates” than with exact, empirical data.

Interactive styles’ primary strengths are their enthusiasm, persuasiveness, and delightful sociability.  Their primary weaknesses are getting involved in too many things, impatience and their short attention span, which causes them to become bored easily.  They can sometimes be viewed as manipulative, impetuous, and excitable when displaying behavior inappropriate to the situation.

Interactive styles are idea people.  They have the ability to get others caught up in their dreams because of their good persuasive skills.  They influence others and shape their environment by bringing others into alliance to accomplish results.  They seek approval and recognition for their accomplishments and achievements.  They have that dynamic ability to think quickly on their feet.

Interactive styles are true entertainers.  They love an audience and thrive on involvement with people.  They tend to work quickly and enthusiastically with others.  If they had a motto that would aptly describe their behavior, it might be: “Ain’t we got fun!”

Interactive styles are stimulating, talkative and gregarious.  They tend to operate on intuition and like to take risks.  Their greatest irritations are boring tasks, being alone, and not having access to a telephone.

Interactive styles may find themselves in occupations such as sales, entertainment, public relations, professional hosts, politicians, social directors, and other glamorous, high profile careers.  In the business environment, they like other people to be risk-takers and to act quickly.  In a social environment they like others to be uninhibited, spontaneous and entertaining.

Interactive styles design and use their space in a disorganized and cluttered manner; however, they know if something is missing.  Their walls may contain awards, stimulating posters or notes and motivational, personal slogans.  The seating arrangement indicates warmth, openness and a willingness to make contact.  Since they are touchers and don’t mind a slap on the back or a warm handshake, they often move to alternative seating arrangements when talking with visitors.  There is little danger of alienating them by standing too close or playing with something on their desk.

To achieve more balance and behavioral flexibility, they need to: control their time and emotions; develop a more objective mindset; spend more time checking, verifying, specifying and organizing; develop more of a task-focus; and take a more logical approach to projects and issues.

### INTERACTIVE STYLES’ MOTIVATORS

In general, Interactive styles are stimulated by the positive response they elicit from others - applause, laughter, compliments, or other acknowledgments. This explains their "it's show time" behavior. Their theme in life could well be "let me entertain you." Their need for recognition explains their highs and lows. When recognition is not present, they lose their energy and interest. Among athletes and other professional performers, Interactive Styles feel that "it’s not just whether you win or lose - it’s actually how you *look* to others while you play the game."

The loss of recognition, especially from significant people and groups in their life, would be the ultimate personal disaster for them. No matter what the situation – business or social - the loss of recognition is likely to trigger varying levels of humiliation and feelings of worthlessness.

Since they are people-oriented, it might seem that their only core competencies would be their people-skills. This is not the case. They also possess a trait that is valuable for performing tasks: they tend to be very receptive to change. They like to be part of new, varied, or different experiences, especially if they will benefit them. As a result, they can be an impressive, eloquent, silver-tongued spokesperson for change.

As a change-advocate, they can contribute other skills such as enthusiasm and optimism - exactly what people respond to when hopes, dreams, and opportunities are in limbo. In addition, they tend to be a quick decision-maker who is fast-paced. In situations where the problem has been studied and the solution found, they may excel at getting people to buy in quickly.

Interactive styles possess the talent that sales trainers and social psychologists have identified as the single most valuable trait - personal warmth. Their down-to-earth approach often results in comments such as, "we just met twenty minutes ago and yet I feel as though I have known you all my life."

Interactive styles have a natural charisma. They do well at building relationships and often have long lists of people whom they describe as "friends."  Finally, they tend to be a naturally fun-loving personality. Their theme song might be "Celebration!"

### INTERACTIVE STYLES’ GROWTH OPPORTUNITIES

Interactive styles are interested in a variety of things, so they tend to have a shorter attention span than people with the other behavioral styles. This is often manifested in their avoidance of details or their lack of follow-through. They may become easily bored by repetitive routines and complexities that take them away from their first love - interacting with people!

When they feel pressured or stressed, they become emotional and impulsive and exhibit actions that are unplanned, nonsystematic, disorganized, and inconsistent. During such times, they are likely to respond to tasks either superficially or incompletely. They may also fail to perform up to expected standards.

Interactive styles tend to avoid conflicts at all costs. Conflicts pose the possibility of loss of recognition and approval, which is antithetical to their raison d’être. They can benefit from controlling their emotional responses and their tendency to wear their heart on their sleeve. They need to learn effective conflict-management skills and effective listening and questioning skills. They may often be talking when they really need to be listening.

Interactive styles need to get involved with people more slowly, which would help them avoid interactions that they later regret. They need to place greater emphasis on their sense of self-worth and self-esteem. They need to strive for congruency between what they value and what they think they need in life. They would benefit from being more inner-directed rather than letting the reactions of other people determine so many of their choices in life.

# A Summary of the Interactive Style IN A NUTSHELL:

* Interactive styles fast-paced and people-focused
* Their actions and decisions are spontaneous
* They like involvement
* They dislike being alone
* They exaggerate and generalize
* They tend to dream and get others caught up in your dreams
* They jump from one activity to another
* They work quickly and excitedly with others
* They seek esteem and acknowledgement
* They have good persuasive skills

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| --- | --- |
| **STRENGTHS:** | Persuading Optimistic Motivating Enthusiastic |
| **WEAKNESSES:** | Disorganized Careless Exaggerates Poor follow-through |
| **PACE:** | Fast/Spontaneous |
| **GOALS:** | Applause Involvement Recognition |
| **FEARS** | Loss of prestige Social rejection |
| **MOTIVATORS:** | The Chase Attention Opportunities to talk |
| **IRRITATIONS:** | Routine Perfectionism |
| **UNDER STRESS:** | Become superficial |
| **DECISIONS ARE:** | Spontaneous |
| **FOCUS:** | People |
| **WORKPLACE:** | Stimulating Cluttered |
| **GAINS SECURITY THROUGH:** | Others’ approval Playfulness |

# Interactive Styles on the Job

### INTERACTIVE STYLES’ TYPICAL BUSINESS CHARACTERISTICS

* Like to brainstorm and interact with colleagues and others
* Want freedom from control, details, or complexity
* Like to have the chance to influence or motivate others
* Like the feeling of being a key part of an exciting team
* Want to be included by others in important projects, activities, or events
* May trust others without reservations - taking them at their word and not checking for yourself
* Typically have a short attention span, so you do well with many short breaks

### INTERACTIVE STYLES’ PREFERRED BUSINESS SITUATIONS

* Like to work participatively with others
* Need immediate feedback to get or stay on course
* Like to mingle with all levels of associates and call them by their first names
* Enjoy compliments about yourself and your accomplishments
* Seek stimulating environments that are friendly and favorable
* Motivated to work toward known, specific, quickly attainable incentives or external motivators;   
  dislike pursuits which drag out over long time periods
* Open to verbal or demonstrated guidance for transferring ideas into action
* Like to start projects and let others finish them

### SUGGESTIONS TO BE MORE EFFECTIVE AT WORK

* Take time to negotiate and clarify realistic time frames with associates in order to avoid misunderstanding and disappointment… don’t take on more than you can handle just to avoid saying “no” to someone
* Avoid exaggeration and hyperbole... be realistic in your work-related comments
* Use a simple calendar or reminder system to keep track of your commitments, appointments, and deadlines… remember that most tasks will take more time than you think is necessary
* Acknowledge that your success is often dependent upon the work of others… be sure to publicly acknowledge their contributions and thank them frequently
* Whenever possible, delegate the more detailed tasks that you are not comfortable doing… being sure to specify exactly what you want done and the time you need it and setting up a process to monitor the progress on the projects you have delegated
* Avoid relying too heavily upon your feelings and emotions… focus on the results you desire and don’t sacrifice productivity in order to please everyone
* Write things down… don’t rely on your memory for important facts and details

The Interactive Style’s Behavior and Needs Under Stress

Under stress, THEY will tend to disregard it.

An example of a typical response to a stressful situation from Interactive styles might be:  
“Hey, let’s get on to something more positive!”

### UNDER STRESS YOU MAY APPEAR

* Manipulative
* Overeager
* Impulsive
* Inconsistent
* Superficial
* Unrealistic
* Wasteful of time

### UNDER STRESS YOU NEED

* To get credit
* Action and interaction
* A quick pace for stimulation and excitement
* Prestige

# How to Reduce Conflict

### INTERACTIVE STYLES’ TYPICAL BEHAVIOR IN CONFLICT

* They are quite uncomfortable with conflict, aggression and anger.  They do whatever they can to avoid them.  If possible, they may physically avoid an environment filled with conflict or anger.  If that is not possible, they will probably seek to use their natural humor and story-telling ability to reduce the level of tension.  If neither approach works, they may attempt to ignore the conflict.  Given their strong focus on relationships, however, this tactic is rarely successful.
* Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person’s support.  Of course they may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem.
* If a conflict persists or their anger increases, they are likely to lash out with a strong verbal (or, possibly, even physical) attack on the other person.  This may have a startling effect on others since it is so unlike their normal behavior.
* They may experience a desire to get even if someone thwarts a major component of their personal agenda; however they are not very likely to follow through.  They may choose to overlook the matter in order to preserve the relationship or they may simply lash out in anger.

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

* Recognize that you can never resolve a conflict by avoiding it.  Risk damaging a relationship or losing someone’s approval by stating your feelings and clarifying your expectations.  Be sure, of course, to listen attentively to the responses of others.
* Take time to clarify the commitments and expectations of others.  Do not make any assumptions about what others will do.  Always get a specific commitment.
* Avoid giving others a false impression of the level of support you will give them.  When promising your support, make clear precisely what it is that you will do.
* Be sure to fulfill all of your commitments.  If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible.  Don’t assume that others will automatically step in to cover for you.

##### 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 you suggestions on how to adapt your own behavior as well as ideas for others to help you be more adaptable.  It will give them clues to understand your behavioral tendencies.

To make the most effective use of these assessments and action planners, have all those you interact with complete a 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.

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| **The Interactive Style...** | **Dealing With Interactive Styles...** |
| - Is concerned with approval and appearances | - Show them that you admire and like them |
| - Seeks enthusiastic people and situations | - Behave optimistically and provide an upbeat setting |
| - Thinks emotionally | - Support their feelings when possible |
| - Wants to know the general expectations | - Avoid involved details, focus on the “big picture” |
| - Needs involvement and people contact | - Interact and participate with them |
| - Likes changes and innovations | - Vary the routine; avoid requiring long-term repetition by them |
| - Wants others to notice them | - Compliment them personally and often |
| - Needs help getting organized | - Do it together |
| - Dislikes conflict | - Act non-aggressively and avoid arguing directly on a personal basis |
| - Looks for action and stimulation | - Keep up a fast, lively pace |
| - Surrounds themselves with optimism | - Support their ideas; don’t poke holes in their dreams; show your positive side |
| - Wants feedback that they “look good” | - Mention their accomplishments, progress and other genuine appreciation |

##### Action Plan… ON THE JOB

## For Interactive Styles:

* Attend to key details, when appropriate
* Improve your follow-through efforts
* Monitor socializing to keep it in balance with other aspects of life
* Write things down and work from a list, so you’ll know what to do when
* Prioritize activities and focus on tasks in order of importance
* Become more organized and orderly in the way you do things
* Get the less appealing tasks of the day over with
* Pay more attention to time management of activities
* Check to make sure you’re on course with known tasks or goals

## For Others Working with Interactive Styles:

Show interest in them by:

* Supporting their opinions, ideas, and dreams when possible
* Being upbeat, stimulating, and fast-paced
* Tolerating digressions and not hurrying a discussion
* Not arguing, if possible - you’ll seldom win
* Being enthusiastic, spontaneous, and casual
* Explaining how action can enhance their image and visibility
* Sparing them the details

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.

**Part III**

# Application, Application, Application

Understanding your own behavioral style is just the first step to enhancing relationships. All the knowledge in the world doesn’t mean much if you don’t know how to apply it in real life situations. That’s what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

**This application section includes:**

* How To Identify Another Person’s Behavioral Style
* The Four Basic Styles Overview
* What is Behavioral Adaptability
* How to Modify Your Directness and Openness
* Tension Among The Styles
* Action Plans with All Four Styles
* How To Adapt To The Different Behavioral Styles

This section will help you to understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

**The Relationship from Mars**

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Make a commitment to at least take the time to gain an understanding of the other person’s behavioral style and take a few steps to adapt your behavior to improve the relationship. Here’s how to do it:

1. Identify the behavioral style of the other person using the **How to Identify Another Person’s Behavioral Style** section. You can read about their style in **The Four Basic DISCstyles Overview**. The section on **What Is Behavioral Adaptability** gives you an in-depth insight into what adaptability is, what it is not, and why it’s so important to all your interpersonal relationships.

2. Once you know their style and preferences for directness and/or openness, you can use the **How to Modify Your Directness and Openness** section to adjust these areas when relating to this person. You will be amazed at the difference.

3. To further understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section and complete the **Tension Among the Styles Worksheet**. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.

4. The **Action Plans With All Four Styles** section will give you a summary of needs and suggested actions to meet those needs.

5. And finally, the last section, **How to Adapt to the Different Behavioral Styles**, will give you suggestions when dealing with each of the four basic styles.

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|  | **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 |