

Situational Leadership Guide



“Mastering Relationship Skills by Understanding the Way Others Behave!”



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Let's Relate!

Dear Readers,

Welcome to the Situational Leadership Guide! This is a fun-filled, light-hearted guide on how to create great relationships by understanding yourself as well as understanding how others may behave based on his or her personality type!

As you might know, there are many variations of teachings regarding the personality quadrants and situational leadership out there all written by psychologists and experts in the field. This book is not a manual to self-enlightenment.

The information here covers two main points:

- Begin to understand which personality quadrant you fall into
- Understand how to positively impact all relationships

When I had my first work project team out of college, I didn't know how to effectively relate to all the different people on the team. I'd had school projects, but none as serious as a project that was going to cost the company money. I thought that the way to win over my team mates was to relate them in ways that mattered to me. It sounded like a fantastic idea, but I made a big mistake: **I saw others through the filter of my own personality and style and I made assumptions that what I like and what I need is what others like and need!**

What happened afterwards was one tense working relationship after another because I kept doing the things others didn't like which I thought would be something they'd like, because it was important to me. **I learnt that I needed to adjust the way I communicate.** Fortunately, things have gotten much better, but the lesson taught me how to deal with people better from then on.

Enough about me! Let's move on to the good stuff now.

The Secret to Success and Happiness

Different people have different definitions about success and happiness. But the one BIG factor to that lies here: **OTHER PEOPLE.**

You see, consider the fact that other people are:

- Quite similar to others in the ways they are
- Like no one else – unique!
- More like some people more than the others

Most self-improvement books and research actually show that men and women typically fall into one of four unique groups. As a matter of fact, those people tend to react in a rather predictable way when faced with circumstances and situations.

Each of these styles, which I will go into in the later chapter, has its own strengths and weaknesses. Although it is important to realize that no style is superior or inferior to others, we must take note of the fact that the other **75%** of the people we encounter **reacts differently from us.**

If the person you are communicating with happens to be from a different perspective and quadrant, you have to match him or her if you want to improve communication and the relationship.

You do not need to go into a personality overhaul if you do not like something about yourself. The key point to remember is people who find success and happiness, are those who are flexible enough to relate to others through modifying their own predominant interpersonal style to meet the needs of others who have a different predominant style.

In other words, 'my way or the highway' just doesn't work anymore.

In the next chapter, we will play a little game that will give you an idea which personality quadrant you will fall into.

*Please note, personality quadrants are only **one** aspect of an individual. We are all **multi-faceted**. While understanding Personality Style **DOES** improve understanding and appreciation for others – they **do not take into account a person's education, values, talents and full capabilities**. A person who's aware of his/her Style is very different from someone who does not understand and manage their strengths and development gaps. Also, Style is **not a predictor** of success. My descriptions of Style, here only scratch the surface of a person's strengths and abilities. **Remember, there's more to who we are than our personality quadrant, but use you CAN use it to help you improve all working relationships.** ---Suzie*

Which Category Do You Fall Into?

Are you?

PEOPLE ORIENTED or TASK ORIENTED?

In other words, do you feel more comfortable dealing with task, schedules, objects, projects, and results? OR do you feel more comfortable dealing with people, groups and peers?

DOMINANT or EASY-GOING?

Do you find yourself always wanting to be in charge, in the lime-light and finding things to take over? OR are you the more laid-back, relaxing, don't mind, complying attitude?

NOTE: Don't Think too much! Just take the 1st answer that pops up in your mind!

IF YOU ARE:

PEOPLE + DOMINANT, **YOU have an INFLUENCING STYLE**

TASK + DOMINANT, **YOU have a DOMINANT STYLE**

PEOPLE + EASY-GOING, **YOU have a STEADINESS STYLE**

TASK + EASY-GOING, **YOU HAVE a COMPLIANCE STYLE**

STILL CAN'T DECIDE which categories you are in, ASK the person who spends the most time with you and chances are, you belong in one of the 4 styles above. *(Note: we are often a mix of styles...to determine your exact style mix, [get your customized report 10 minute, 24 page customized report now.](#)*

For the purposes of this report – we've established your typical behavioral pattern by asking you to pick one style that's most like you, let's see how we can get you to take your relationships to the next level now!

Influencers: The Limelight of Everything

Influencers are people with strong social skills. They are very good at winning over people, crowds, even enemies. They enjoy being in the lime light.

An Influencer will always be eager to please others especially if they give them attention for their outgoing, friendly ways. They also enjoy the recognition from other people and generally get involve with things they would excel to be the best in. Quick thrills and fast-paced action motivates them.

When they deal with people, they will generally try and sell themselves to others and even try to win their point of view if it differs. Often, in spite of their outgoing and winning personality, people may perceive them as show-offs, manipulative and like to use other people.

Most of the time, they tend to disregard the feelings of others. They do not know they have offended someone even though they thought it was a really funny joke (normally to gain the attention of others at the expense of the poor friend).

An Influencer may also appear to others as overly attention seeking, liars and over exaggerate events or stories to get the attention of others.

They are people who respect strength and will often trample over weaker people.

If you are an Influencer, you will tend to be:

- A person who uses openness to build trust
- Likes applause, sincere feedback and being the center of attention
- A person who embraces excitement and risks
- Responds to personal challenges coming from other people
- Tends to save effort
- Likes to gain visibility and exposure in the eyes of others
- May appear over-committed but under-deliver
- Will be influenced by anything that appeals to you emotionally

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Dominance: The Power to Control Everything

Dominance styles are typically people whom others perceive as a very active, independent, self-confident and results oriented kind of person. He or she may appear to be bossy at times or even disregard other people's feelings when it comes to getting things done.

They are very forceful and strong willed and may tend to take charge of everything especially when they see a colleague, project partner or subordinate doing something wrong or slowly.

They usually appear rushed and will do anything to save time in the name of efficiency. They also have very high standards and will be seen as very competent in getting the job done but may push people too hard and sometimes even wondering why those people don't respond to orders or move too slowly.

Dominance styles also tend to lack patience when dealing with others. They don't like repeating instructions and solving the same problem over and over again.

The dominant style has a need for personal success will also become counter productive as they limit their ability to work as a team with others because they will hoard all the tasks to themselves.

If you are a Dominant style, you may tend to be:

- Obsessed with efficiency and saving time
- Enjoy beating your opposition to the ground
- Measure the value of everything in results
- Gets along well with people who will comply with you
- Likes to find out what is the solution to getting things done
- Does things that gain immediate result
- Thrives best when given the freedom to make all the decisions

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Steadiness: At Peace with Everything

Steadiness styles are very good friends. They are very casual and likable people that would go all out to please others. They are the peace makers. They tend to minimize conflict with other people.

When it comes to making decisions, they let generally let others make the decisions and will rarely turn down the request. They may sometimes be perceived by others as having no back-bone because of their complying attitude and lack of initiative.

They are also people who do not respond well to challenges and are not usually highly-competitive people. This is because they do not want to hurt the feelings of others when winning or losing in a competitive environment and may even 'let others win' to preserve the friendship.

They are people who respond well to orders (especially from the dominant style). This makes them very easy to supervise but not when it comes to having them do things on their own without supervision. They also tend to lack interest in planning and goal-setting and may need to be more ordered when it comes to doing things.

Sometimes, it is no point asking them for honest or critical advice because they then to sugar coat the feedback in an effort not to hurt anyone.

Finally, when they face disagreement, they tend to let others have their way while building a wall of resentment in themselves until they finally explode (and then apologizing profusely afterwards)

If you have the steadiness style, you may tend to:

- Leaning towards projects that promise rewards and more friends
- Are more inclined to personal welfare than goals
- Will do anything to save a relationship
- Enjoy people that provide companionship and mutual cooperation
- Views attention from friends and loved-ones an utmost priority
- Lack urgency in doing things
- Poor time management
- Build trust through acceptance

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Compliance : Constantly Dissecting Everything

The compliance style is a type of person who uses a methodical problem solving method approach to life. They tend to lean more towards good ideas, complex concepts and intriguing solutions rather than towards feelings. They also like study and analysis of the topics they are interested in.

When it comes to making decisions however, their knowledge does not help them; rather it hinders them from making timely decisions. The term – *Too Much Analysis Leads to Paralysis* tends to describe them best. They tend to procrastinate too much until they ‘find the best solution’.

Normally when you put to similar compliance styles together, they can entertain each other for hours dissecting, hair-splitting ideas and spend the whole day discussing theories and situations and all kinds of things relating to their topic of interest. On the other hand, when it comes to talking to others, they tend to bore others and they wonder why nobody will listen to their great ideas and analysis!

Compliance styles are the most well organized people in the world and perhaps the only group who enjoy doing the dishes. Their charts, graphs, statistics, schedules, calendars and diaries are probably the most beautiful pieces of artwork they own.

Compliance styles thrive in situations where they are in an advisory role and relate well to others through information. However, they don't respond well to pressure and will be rendered ineffective when it comes to high-pressure situations.

If you have the Compliance style, you may tend to:

- Be the king of knowledge and will thrive in situations where information is needed
- Measure progress by the number of activities
- Have an overly detailed time management style
- Build trust with others through reliability
- Always ask the question HOW because it relates to technical things
- Will do anything that ensures safety and gains certainty
- Is influenced to decide through detailed plans and well charted arrangements

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Setting the Stage

Now that we have a good overview on how the different styles behave, we must remember that the categories above apply to different people at various degrees. The descriptions above define generally what those groups of people have in common. A person with the more extreme style will display those characteristics more pronounced.

We must move on to the most important step which is being able to relate to others in a positive way. In other words, you must relate to his or her **HOT BUTTON**.

I'll share what would be considered a person's worst work relationship nightmare as it relates to their personality quadrant. These people will find these situations, a very big turn-off, and will most likely not want to stay in the working relationship again after the first encounter. As a result, we must pay attention that our approach do not put them in a situation with too much pressure. We will also take a closer look at their responses in high pressure situations.

The majority of the time, people will form their opinions of you during their first impression (most likely after the first meeting, it is a good indication how it will affect the rest of the relationship).

Remember once again, that 75% of other people are not like us. So it helps to anticipate how they will react to situations and the predictability of their actions will help us to make intelligent guesswork.

How to Relate to Influencers

An Influencer's worst idea of a meeting:

Um, hi, err...I have got our entire meeting thoroughly planned out ok? First, we will meet in my office where we will be watching documentaries on the developments of this technology over the decades, and then we will head over to the restaurant nearby to have lunch. The restaurant has planned out the entire program where the food will all be served according to the order listed down on the menu, and they will be featuring a live band that will play songs that are enjoyed by the majority of the people. After that, maybe we can head over to the research library to do some reading on this important topic. Don't worry, there's no pressure for us to rush anywhere or do anything over-exciting, we don't have to be in any hurry or talk or share much. In fact, we won't bump into anyone at all cause nothing can go wrong during our meeting... um, so how's that?

An Influencer's worst nightmare is predictability! They don't like things to be predictable and boring without any element of excitement or visibility.

If you are a Compliance style:

Cultivate your social skills and learn to show more emotion when you talk. Don't show apathy when relating to others. Be a good listener: Influencers LOVE to talk and talk and listen to you sound excited and concerned. It is easy to get to their good-graces if you shower them with interest and openness. Don't give too many details to the Influencer. Your total focus on theories and ideas will not be as interesting to them and they can easily get bored or find it hard to relate to your detailed Compliance style. If you close yourself up too much, the influencer will have little chances of relating to you.

If you are a Dominant style:

Never ever focus too much on the end result of the meeting. Try to loosen up a bit and enjoy the process of relating because Influencers love going through the process. If the Influencer is talking and you butt in too much when trying to offer your own idea on the way things should be, you are stealing the limelight away from the Influencer. Take your time to understand and relate instead of rushing. If you enjoy the freedom of making the decisions, you can always set up the meeting to include interesting information and new ideas. Influencers respect strength so show them you as a person are up to the challenge, but don't appear bossy or pushy.

If you are a Steadiness style:

The Steadiness style is a good match for Influencers. They enjoy pleasing their friends and the Influencers will dazzle them with their stories. However, there is a tendency to let the Influencer to walk all over you and if you give in too much, you will develop resentment and it will spoil YOUR idea of a good working relationship. Influencers also like to move from one exciting idea and project to another so don't spoil their mood by lacking urgency and being too laid-back.

If you are another Influencer:

It is fun when two Influencers get together and have a raging time together. However, it might not turn out to be the case when one Influencer tries to steal the limelight from another. It will become a competition of who tells the better stories or does the more outrageous thing and the working relationship could turn out to become a disaster. Also don't over-commit.. There is a tendency for Influencers to promise or commit too much just to be in the limelight.

Warning Signal

If you are doing something wrong in your working relationship, you will see the signs when an Influencer reacts to it by talking too much. That is how they will initially react to pressure. If you do not adapt, they will start throwing a tantrum and you will fail miserably in cultivating this relationship.

SUMMARY: High I's want others to be friendly, emotionally honest, and want to be recognized for their contributions.

Be sure to

approach them informally	be relaxed and sociable
let them verbalize thoughts and feelings	keep the conversation light
provide written details	use humor
give public recognition for individual accomplishments	

Be prepared for

attempts to persuade or influence others	a need for the limelight
overestimation of self and others	overselling ideas
vulnerability to perceived rejection	

Key for communication: "LET THEM TALK THEMSELVES TO CLARITY"

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How to Relate to Dominate Styles

The Dominate style's worst idea of a meeting:

Hi, friend! It's so good to see you! Oh, about this project, don't worry. You don't need to do a single thing. I have done everything for you. The project plan that I developed is fixed so you don't have to decide what you want to contribute. And the meeting tomorrow is going to be great, oh, you are gonna love it. We are gonna have a team-building meeting where we all sing "Kumba-Ya" and sit still for HOURS talking about how we'll work together and just contemplate the power of all the personalities on the team.. Oh, I just love those types of meetings where the team bonds and gels and becomes more of who we are! Oh, friend, we are so going to have fun at the team project meeting tomorrow...it's gonna be so good that we can all spend time together and I promise that this is going to be the best team bonding experience ever...

The Dominant styles worst nightmare is not being able to have any control of his surroundings and the might develop a claustrophobic feeling from being smoldered with sentimentalism and doing the same thing over and over again with the same results.

If you are the Steadiness style:

Do not smolder this person. They like to get things done, so don't take up too much of their time. More important give this person the perception of ACHIEVEMENT by structuring meetings with activities that he feels will be productive (yes, even the process of team building is like list of achievements to him or her). Also give this person the freedom to make many different choices so they will not feel the lack of power in making decisions.

If you are the Compliance style:

When working with the Dominant style, do not take too long to make decisions. You may enjoy the process of thinking it over, but the Dominant style is more concerned with getting results. The greatest problem with the Compliance style is that they perceive activity as busy-ness and think that it is productive, but to the mind of the Dominant style, it is not. Learn to comply with the Dominant style to get to his or her heart. When a Dominant style shares an idea with you, try not to offer your detailed analysis to counter his 'proposal'. If it is possible, comply with their need to be in authority and structure other ways around it. Getting along with Dominant style is easy as long as you do not challenge them and help them to save time.

If you are the Influencer style:

The Influencer style can get along well with Dominant style if they structure their meetings around tasks that rewards with achievement and results. The Dominant style likes being winners in a competitive challenge. If you are talking halfway, let the Dominant style express their view, agree with them and continue on with your story. Don't smolder him with too much colorful details. They like things to the point and showing the Dominant style that you have worked out the entire meeting or project without wasting too much of their time will satisfy their obsession with efficiency. They like being in control so before you start talking, ask them what they want to talk about so you can tell them your stories once you understand his or her interests.

If you are another Dominant style

The Dominant style might not like being around another Dominant style. They don't like the idea of sharing power. Do not struggle with another Dominant style over who is going to run the meeting or project. They like being the 'boss' so when you can, let them. Also, behind every tough looking Dominant style is also the need to be appreciated so try and take some time to listen to the feelings behind their words. Learn to give and take also when it comes to making decisions for working together.

Warning Signal

When you are doing something the Dominant style dislikes, her initial reaction to pressure is by become more controlling. You can see it in her face that she wants to take more control of the situation as the voice becomes more and more edgy. You know you have an unsuccessful meeting when the Dominant style turns into a dictator.

SUMMARY: High D's want others to be direct, straightforward, and open to their need for results.

Be sure to

make communication brief and to the point	respect their need for autonomy
be clear about rules and expectations	let them initiate
show your competence	stick to the topic
show independence	eliminate time-wasters

Be prepared for

blunt, demanding approaches	lack of demonstrated empathy
lack of demonstrated sensitivity	little social interaction

Key for communication: "BE PREPARED BE BRIEF BE GONE"

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How to Relate to the Steadiness Style

The Steadiness style's worst idea of a meeting:

OK. This is our plan for today's meeting. First, we'll get started immediately. I have arranged it so that we won't waste time with introductions, getting to know each other or just hanging around the meeting room. We'll move fast so once the meeting is finished, we will rush to lunch where the food will be served quickly. Next, we will head over to the sales center where we've lined up a sales competition for our team. Try not to score too low for this one because if we exceed a certain amount of points, they will reward us with prizes. Don't ask why the plans are like this. I have made all the decisions for today so let's get moving now. Oh, don't worry about your other projects and the other people on your team, they'll be fine. We want to pack in as much as possible for the day, your team can wait – they're too dependent on you anyway. Who cares if some of them get upset if they can't reach you – I'll handle them for you, show them who's boss!

The Steadiness style does not like being rushed from one place to another because they usually lack urgency and like to take things slowly. They are also not used to well structured goals and rigid planning. Don't put them in situations where they might offend other people.

If you are a Dominant Style:

Take things SLOW! They like to have clear options and take the safest route. Take them to places where they can make a lot of new friends and form good relationships. Learn to accept them for who they are and don't try to find fault with what they are doing although you may be tempted to criticize them when they are moving too slowly or not efficient enough. Most of the time, they are not too concerned with getting things done and they will ask the question WHY a lot because centers around their personal goals. Try not to go around being extremely hard on other people during meetings, because the Steadiness style will worry about hurting other people's feelings. Even if you can't save those few minutes all the time, it will work out to your advantage because the Steadiness style will like working with you and will be very loyal and dependable. Also remember to relate to their feelings because they can be more people oriented.

If you are the Influencer style:

It is fine to talk to the Steadiness style about all kinds of things. But in the process, you might neglect their feelings because you are too centered on yourself. Do not put them in high-pressure or competitive challenges because what may pump your adrenaline may not be your date's cup of tea. They enjoy relationships that are safe and comfortable so don't appear too extreme. They like things to be warm and long lasting so don't jump from one place to another, it makes them feel insecure. Most important of all, be sensitive to their feelings. This takes effort and can be easily overlooked because they won't tell you that they are hurting.

If you are the Compliance style:

Remember not to bore your team mate to death. He or she might not tell you that you're boring them and that is not good. They are also not interested in your detailed planning and structure on how to do everything because they themselves are not interested in planning. The best way to relate to the Steadiness style is to show more empathy for what they are feeling rather than giving a systematic approach to solving the problem. Don't act as if you are too aloof or stuffy because you know so much. Though the Compliance style can tend not to give out too much trust, you must at least try to be accepting to the Steadiness style because they need that security as well.

If you are another Steadiness style:

You both can do a good job making each other feel comfortable. Unfortunately, one of you must be assertive and make the decisions or else both will be slow and obliging and might even get into difficult situations because of inaction (such as being late for meetings or appointments). The way to win over another the Steadiness style is to assert yourself and take actions. Make more decisions and remember to share your appreciation often, don't be too laid back.

Warning Signal

If you do something that disagrees with the Steadiness style, it is very difficult to tell because they will always give in at first. When the pressure persists, the Steadiness style will tend to pout and sulk letting their discontentment brew deep within their hearts. However, you can sense their discontent through the subtle tone in their voice.

SUMMARY: High S's want others to be relaxed, agreeable, cooperative, and appreciative.

Be sure to

be systematic in your approach provide a consistent and secure environment
let them know how things will be done use sincere appreciation
show their importance to the organization let them adapt slowly to change

Be prepared for

friendliness to colleagues and supervisors resistance to change
difficulty identifying priorities difficulty with deadlines

Key for communication: **“PROVIDE ASSURANCES, CHECK-IN OFTEN”**

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Relating to the Compliance Style

The Compliance style's worst idea of a meeting:

HEY! HOW'S IT GOING, MAN! YO! TODAY IS GOING TO BE A BLAST! WE ARE HEADING TO THE BEST LUNCH SPOT IN TOWN WHERE THERE WILL BE LOUD MUSIC, EXCITEMENT, AND A CHANCE TO RELAX SOME. THERE'S GONNA BE SO MANY HAPPENING PEOPLE THERE. MAN. THEN TONIGHT AFTER OUR LONG AND BORING MEETING - I CAN'T WAIT TO TAKE YOU TO THE BEST CLUB IN TOWN – PEOPLE THERE ARE WILD. DUDE, THERES GONNA BE GAMES THERE WHERE THEY WILL PUT YOU UP ON STAGE AND EVERYONE WILL BE LOOKING AT YOU DO THE CRAZIEST STUNTS. MAN, WHAT CAN BE BETTER THAN TONIGHT, HUH?

I am not saying that the Compliance styles are boring people, but it is very clear that they have little desire for unwanted attention. The worst thing you can do to an analyzer is making him or her lose face!

If you are an Influencer style:

Don't kill your team mate by giving them unwanted attention. They tend to be more shy and less outgoing so don't put them in a situation where they have to talk to a lot of strangers. Loud music and excitement are ok but just keep the attention away from them and also allow them to wallow in their little corner once in a while. They need the space to think about what is going on and to analyze the situation. They don't like unpredictable events so give them full detail about what the whole evening is about and they will appreciate it much better.

If you are a Dominant Style:

Don't pressure them into making quick decisions. They prefer situations of limited pressure with unlimited time to make decisions as well as consider escape routes and safe alternatives. Also don't scold them if they ask too many questions on how is it done or this and that because they gain security by understand the technical aspect to all things. Never ever say things that make them feel embarrassed. They are also not very aggressive people who do things at their own pace. To win the heart of the Compliance style, take interest (I mean real, genuine INTEREST) in what their field of specialization is. Ask them to elaborate and relate to their theories and ideas and you will have a friend for life.

If you are the Steadiness style:

Take time to digest the things the Compliance style is saying. I know you don't like to think too much, but if you do think about the things the Compliance style is saying and ask the right questions, they will be very happy to be around you rather than you just going, "Uh huh, yeah, uh ok..., yup..." Don't disregard their plannings and well-structured schedules also. They need time do a lot of things also because they judge their productivity by their busy-ness so just tag along and enjoy.

If you are another Compliance style:

Learn about the field of expertise or your team mate's interest. If the both of you have things in common, you will get along just fine. But if you are not interested in what he or she has to say, do some research about it. Interest is developed as you know more and more about the topic. So as you know more, you can relate more. The best way to create a better working relationship is to take the initiative and help them make decisions. Help them by asking or answering the questions they might have in mind... they might not like to ask, for fear of losing face.

Warning Signal

The Compliance style's warning signal is very easy to spot. He or she will fall completely silent. If pressure persists, the Compliance style will enter a state of withdrawal and block themselves off from participating for the rest of the meeting or the entire project.

SUMMARY: High C's want others to minimize socializing, give details, and value accuracy.

Be sure to

provide clear expectations and deadlines	show dependability
demonstrate loyalty	be tactful and emotionally reserved
allow precedent to be a guide	be precise and focused

value high standards

Be prepared for

discomfort with ambiguity	resistance to vague or general information
desire to double-check	little need for affiliation with others

Key for communication: **"GIVE THEM TIME & DETAILS"**

*Please note, personality quadrants are only **one** aspect of an individual. We are all **multi-faceted**. While understanding Personality Style's DO improve understanding and appreciation for other styles – they **do not take into account a person's education, values, talents and full capabilities**. A person who's aware of his/her Style is very different from someone who does not understand and manage their strengths and development gaps. Also, Style is **not a predictor** of success. My descriptions of Style, here only scratch the surface of a person's strengths and abilities. **Remember, there's more to who we are than our personality quadrant, but use you CAN use it to help you improve all working relationships.** ---Suzie*

Being Everything to Everyone!

Of course we can't be everything to everyone. We must also be ourselves or else we will come across as fake or unnatural. But hey, developing work relationships should be a personally and professional fulfilling activity and I hope the guidelines I have provided in this book can help you.

Remember that there are always different degrees of the 4 quadrants and there are even people who might fall somewhere in the middle of 2 or all 4 of the quadrants.

Have fun and here's to happier more productive work relationships!



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Steve M. Price

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