

High C's: Most want others to socialize less and focus on details, logic & accuracy.

When in conflict, they can:

- Become defensive and stubborn
- Strategize to "get even"
- Resist passive-aggressively
- Overpower with logic and fact

Be Sure To:

- Prepare your case in advance
- Do not force a rapid decision
- Minimize chit-chat, stick to business
- Avoid emotional appeals and ambiguity
- Provide facts, figures and logic
- Share/discuss specific expectations and deadlines
- Demonstrate loyalty
- Be precise and focused

"Use logic. Give them time and ALL the details."

High D's: Most want control, challenge, the autonomy to make decisions and solve problems.

When in conflict, they can:

- Become aggressive & autocratic
- Create win/lose outcomes
- Refuse to bend
- Overpower with force

Be Sure To:

- Share the bottom-line first
- State points clearly, briefly
- Give facts, be fast
- Be clear about rules & expectations
- Show your competence & independence
- No idle chatter or long stories
- Be prepared, share details only as requested
- Support and maintain, don't direct or order

"Be prepared. Be brief. Be gone."

High S's: Most want others to be relaxed, agreeable, cooperative & appreciative.

When in conflict, they can:

- Avoid aggression
- Try to save relationships
- Accommodate or give-in
- Simmer beneath the surface

Be Sure To:

- Start with a personal comment
- Present your case non-threateningly
- Make sure they really are in agreement before moving on
- Use a logical, step-by-step approach
- Let them know how things will be done
- Give time and support to adapt to change

"Start personal, provide assurances, check-in OFTEN"

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

When in conflict, they can:

- Talk a lot, and they must feel "heard"
- Gloss over tension, initially
- Verbalize feelings impulsively
- Personally attack

Be Sure To:

- Ask for their opinion
- Let them talk/express/vent
- Share individual recognition publicly
- Don't be abrupt, cold or curt
- Allow time to socialize
- Provide big picture, and limit details
- Follow up about the details in writing
- Ask specific questions if you want specific answers

"Let them talk themselves to clarity"

