



Understanding Types

- A short introduction to behavioural psychology

Congratulations on your personal introduction to behavioural psychology and behavioural types.

This leaflet is made for the customers of PeopleReader & SalesPilots and subscribers to our newsletters. If you belong to neither group, you ought to feel no other than lucky. You are probably both a good and giving person nevertheless, and we would be happy to share our knowledge and insight with you regardless.

Should the above have affected your subconscious to such degree that you would like to become a customer at SalesPilots or PeopleReader, then don't hesitate to contact us at www.salespilots.com. Alternatively, you may call us at +45 41 21 41 21 or write a mail to info@salespilots.com. Then we can arrange a meeting to let you know the benefits you will get by joining us in both sales and people-reading.

If this is just above what you feel ready for, then at least subscribe to our newsletters.

Everything in this leaflet draws on Extended DiSC and Thomas Internationals PPA, who are both internationally recognised within behavioural psychology. If you, after reading the leaflet, desire to know more about DiSC and how you may use it in your life, you may attend lectures and courses with us and other good providers with knowledge about the behavioural types.

If you want to be certified, we recommend:

Extended DISC

Thomas International

Enjoy your journey into the world of behavioural analysis.

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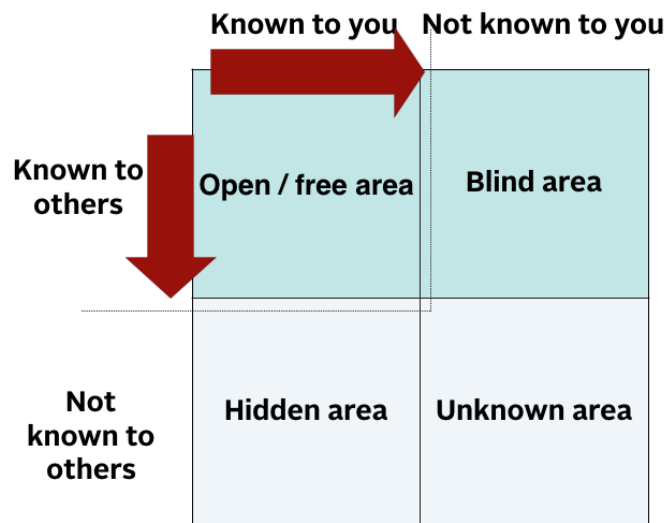


The Johari Window.....	4
Background.....	5
Dominant.....	8
Influence	10
Stability	12
Compliance	14
What affects the types.....	16
How the types should speak to one another.....	17
Short overview of the differences.....	21
A last note.....	23



The Johari Window

The Johari Window is a technique, which helps you to understand your relation to yourself and others. The technique is a heuristic method and is typically used for self-development. Heuristic refers to realising through experience and evaluation of experience. You develop this as you discover your blind, hidden or unknown areas of your behaviour. It will only be beneficial for you that you remain open to explore these areas, when you examine what kind of behavioural type you are. The same remains true when explaining to others what you think, their behavioural type is and realise that they might have a different experience than you.



The open area

This area of your behaviour and personality is known by both you and others. It is the behaviour and personality you wish other people to see and experience. The extent of your open area is affected by the situations you find yourself in. Typically, the area is larger in situations which are safe and known, and smaller in unsafe and unknown situations.

The blind area

The part of your behaviour and personality that is unknown to you, men known by others. For instance if you strive to be perceived as confident and loving, but are experienced as dominant and arrogant.

The hidden area

The parts of your behaviour and personality which you both consciously and subconsciously hide from others. Maybe something you do which you find would be embarrassing if others knew. Typically something which would be seen as a tabu, illegal, strange or against religion/convention of your surroundings.

The unknown area

The behaviour and personality, unknown to both you and others. It can be fear, phobias, skills or talents, which are inactive. If you never tried a unicycle, you are unable to know whether you have a talent for it. If you never saw a snake, you won't know if you are afraid of it, until you see it. The unknown area may contain behaviour or personality traits, which only get activated in certain situations that you haven't yet experienced.

If you would like to your Johari window, you have access to a Johari analysis on our website.



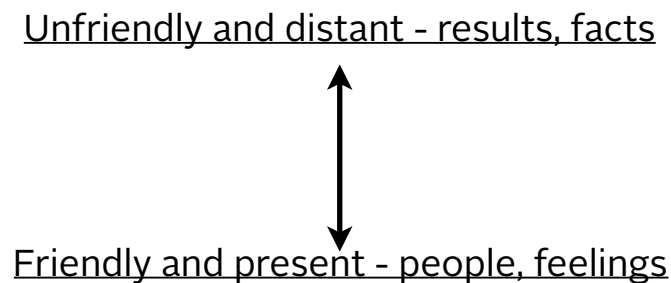
Background

Your behaviour is your natural (spontaneous) reaction to external impulses, i.e. the way in which your brain is programmed to expressed in your reactions. This is innate, but may change if your exposed to traumatic events. Your personality and intelligence are genes, environment and values. Behaviour explains NOTHING about your intelligence or personality as such, it only describes what drives your actions, hence why it is impossible to use the knowledge of behavioural types to establish the cleverness of other people or their ethical and moral values. Behaviour drives your actions, your personality decide how you act. Josef Stalin and Mother Theresa probably had the same behavioural type - compliance - but their actions were completely diffrent. One took 20 million lives. The other helped thousands of people. Same behavioural type, completely different actions.

Theories of behavioural types began with Empedocles in the year 444 BC, but was first systematised and made utilisable by Carl Jung and William Marston. The system has since been developed and tested, and have been approved by psychologists all over the western world.

Basically, the theory builds on the thesis that there are 4 types of behaviour: Dominant, Influential, Stabilising, and Compliance. We examine each of these in the following. It is important that you understand that we all have various aspects of the behavioural types, depending on the situation and circumstances. Nobody is all four behavioural types at the same time. You will conform to one of the behavioural types most of the time.

In one end of the vertical axis you have the facts-based behaviour, which may be experienced as unfriendly and distant. This behaviour has its starting point in results, knowledge, and facts, which can be measured and made tangible. In the other end of the vertical axis you have the human-based behaviour, which may be experienced as friendly and present. This behaviour has its starting point in people, feelings, ambience, values and abstract opinions.



The horisontal axes have an introvert behaviour on one side, a behaviour which is more hesitant and passive, moving more inwards than outwards. Reaction inwards/sensing encourages rules, calmness and harmony. The other side of the axes is the extrovert behaviour, which is active, and more outward seeking than inward seeking. This behaviour seeks power, people, action and influence and reacts outwards. Introvert thinks before speaking. Extrovert thinks while speaking.

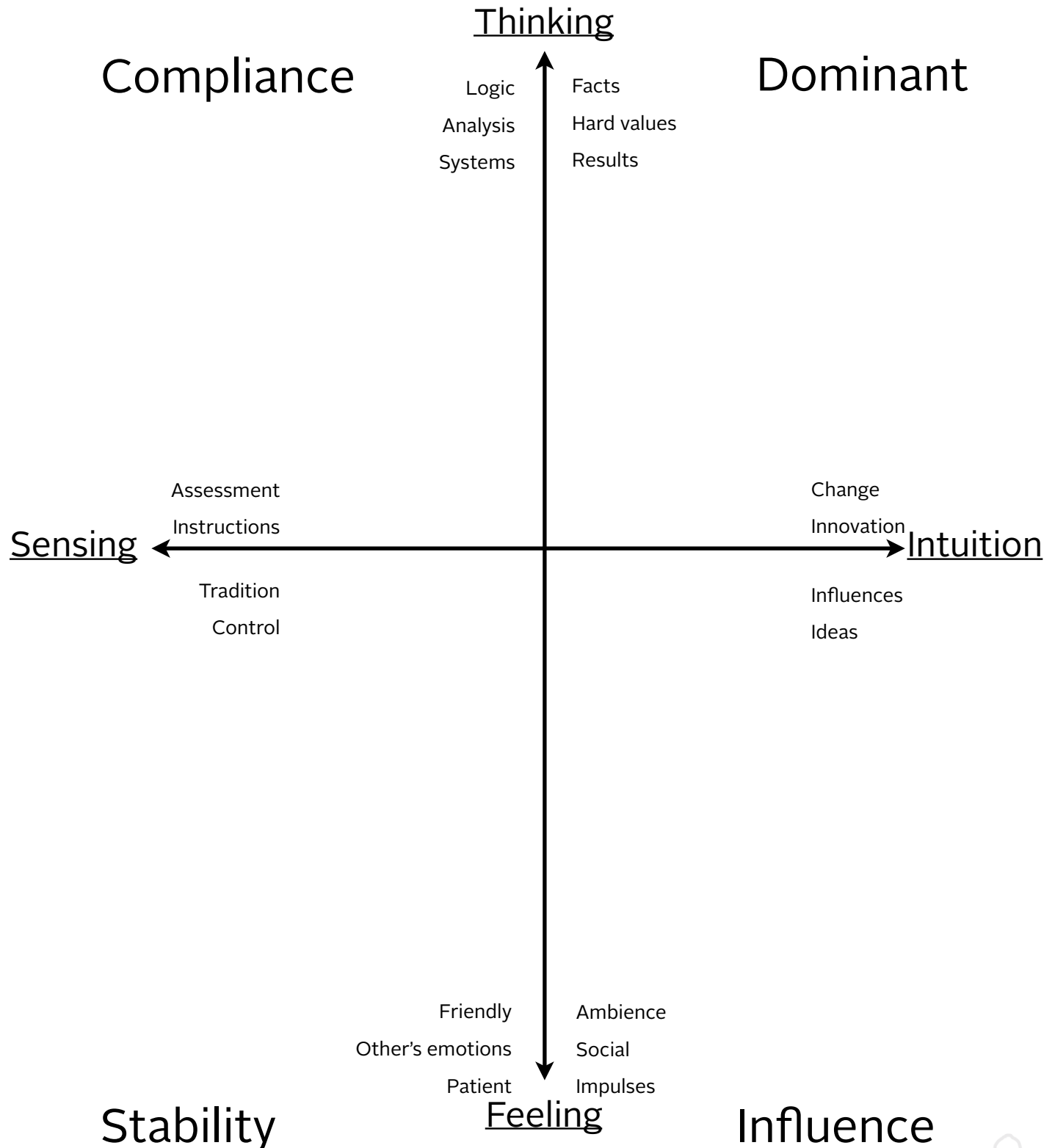
Passive, hesitant - rules, calmness ↔ Active, outward seeking - power and people

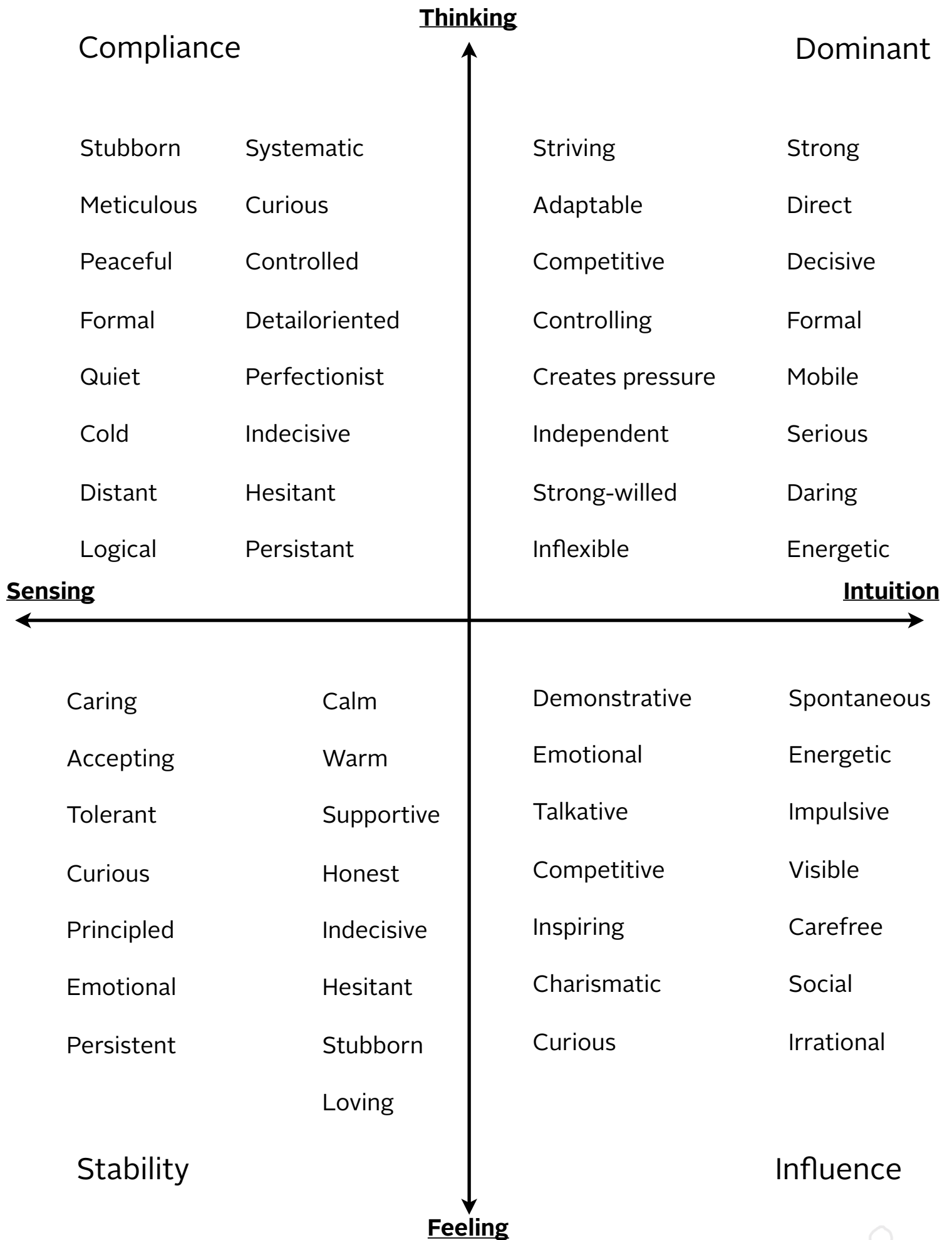


Background

The knowledge you obtain by knowing the difference of the behavioural types, how they react, think and act, is a treasure in all forms of communication. You will be able to use this in management, sales, negotiations, and to understand your partner and parents better.

The only thing important to us in SalesPilots and PeopleReader, is methods and techniques that work. We use knowledge of behaviour and behavioural types actively in everything we do, and it works for us and our satisfied customers.





Dominant

Characteristics

Competitive, demanding, direct, adventurous, striving, often busy with many project. Strives to complete goals and get concrete results. Willing to take risks. Confident. Busy. Feelings are noise. Entitled. Commanding. Dominant. Strong. Controlling. Direct. Pushy.

Authoritarian. Distant. Formal. Energetic. Inflexible. Strong-willed. Strict. Extrovert.

Strengths

Reorganises, changes, full of ideas, pioneer.

Areas to develop

Listen to others. Analyse in more thoroughly. Soft values. To ask, and create continuity. Lack of empathy. Impatient. Missing focus on quality. Tendency to be paranoid. Afraid of losing control. Understanding of others.

Is motivated by

Victory, changes, independence. Possibility to react fast, clear and measurable goals. People with initiative. Power and influence.

Demotivated by

Routine tasks. Discussions based on feelings. Resistance to change. Lacking goals. Slow processes. Bureaucracy.

Way of communicating

Direct and honest in their communication. Talk more than they listen, own opinions are communicated as facts, which are in no need of further discussion. Inform without explaining. Short and direct.

Decision-making

Limited information gathering. Limited reflection. Limited decision-making. Little evaluation. Decides primarily on the basis of facts.

How you create good contact with the Dominant type

Make it short, clever and fast. Show that you are in control of your things, express confidence and engagement. Quit the small-talk. Go straight to the point: Why are we here and how do we get to the goal. The dominant often perceive themselves as the most important people in the world.



Dominant

How they prepare

The dominant type perceives excessive preparation as a waste of time. They have a tendency to be too confident, and often forget information and details.

How they present

Short and to the point. Want to be the one who dominates. May seem overwhelming and forgets to listen and ask questions.

When they meet resistance

Have a tendency to look down on other people's resistance. They may attack and overreact.

When they want to end a conversation or decision

Would like to finish quickly, which might be too early. Place pressure on others and only want to hear their own opinion.

If they have to perform a service

Typically only perform a good service if it is visible that they get something from it and it leads to a result. Often forget to follow up. Often want to be the 'strong' person in the situation and may experience 'serving' others as being weak.

Typical characteristics in a work situation

- Busy, with a tendency to be late
- Impatient and spontaneous. Act without greater consideration
- Challenge others with difficult questions, oriented towards the result of the conversation
- Generally poor in handling systems and conform to their own rules
- May seem rude and aggressive. Have no problem with interrupting or correcting others in public, although they don't like being treated like that themselves
- Believe that power is being right. The strong is correct, because the strong is strong. The good argument may be good, solely because of the power of the one who puts forward the argument
- Don't mind confrontations and power-games - as long as they win
- Think that people expressing 'soft' feelings are weak
- May deny facts if they don't fit what the type wants to achieve



Influence

Characteristics

Communicative. Social. Pleasant. Active. Motivating. Enterprising. Seeks change. Optimistic. Trustworthy. Emotional. Involves others. Extrovert. Enthusiastic. Open. Desires recognition.

Strenghts

Seeking to maintain social ambience, urges everybody to participate and maintain engaged. Encouragement. Motivation. Inspiration.

Areas for development

To react faster on warning signals. Learn to take unpleasant decisions. Make small adjustments. Less emphasis on social ambience. Address unpleasant matters as well. Impulsive. Unorganised. Promises too much. Missing completion. Afraid of rejection. Desires recognition from everyone.

Motivated by

Friendly atmosphere, exchange of thoughts and new ideas, spontaneity, belonging to the team, variety and new situations. Public recognition.

Demotivated by

Routine. Detailed explanations. Discussions solely on a professional level. Working alone for longer periods. Rigid rules.

Way of communicating

Selling and inspiring style. Talks a lot, but avoids details. Good at constructive feedback. Optimistic and enthusiastic.

Decision-making

Limited information gathering. Limited reflection. Quick reflection. Very quick decision-making. Medium evaluation. Decides mostly on the basis of feelings.

How you create good contact with the Influence type

Involve the person and seek to create a positive feeling. Give the person choices and provide positive attention. Speed and humor is an important to the influence type. The type makes decisions quickly. Expect them to change the subject regularly and that it will be difficult to maintain focus.



Influence

How they prepare

This type has a tendency to wait as long as possible before preparing. They talk and charm themselves out of bad preparation. Would like background facts and data. Think they work best under pressure.

How they present

Use charm and enthusiasm to get others to see their point. Use many words and have a tendency to 'flood' the listener with words and stories. They find it difficult to stay on topic.

When they meet resistance

Seek to talk themselves out of resistance with words and by being recognising. Have a tendency to forget listening to the content of the resistance and may experience the resistance as a resentment of them as a person.

When they want to end a conversation or decision

Are very eager to convince others and get the other person to agree quickly. Talk a lot and add a lot of possible angles, which may seem more distracting than informative. Would like to 'hide' and 'forget' conflicts and instead focus on points of agreement.

If they have to perform a service

The type wants recognition and has a tendency to promise more than it is possible to keep. They would like to provide a good service, but also have so many things on their mind that they forget what they have promised. In the present, the type is very service-oriented and positive.

Typical characteristics in a work situation

- Friendly and enthusiastic
- Forget details and have difficulties keeping track of their calendar
- Very talkative and positive
- Some will experience them as sloppy, impulsive and superficial
- Love being the center of attention and tell funny stories
- Happy to share personal problems and feelings
- Seek recognition and sympathy from others
- Use body and face when they talk
- Seem relaxed, open, and happy to touch things or people (tactile)
- Would like to avoid conflicts and would rather convince and affect others than fight
- May be slow at unpopular or strongly emotional decisions



Stability

Characteristics

Reflecting. Stable. Systematic. Meticulous. Modest. Good listener. Empathic. Stable worker. Conscientiousness. Patience. Loyalty. Caring for the group. Accepting. Warm.

Strengths

Keeps promises. Listens to all instructions. Strives for routines that create clarity of the tasks. Never changes just for the sake of change.

Areas to develop

Make changes. Require something of others. React faster. Too willing to help. De-emphasises own needs. Passive-aggressive. Loves what is known.

Motivated by

Safe and stable (and slow) development. Honesty. Belonging to the group. Known people. Possibility for thinking systematically. Trustworthiness and humane.

Demotivated by

Saying no. Asking for help. Independently start new tasks.

Lacking frameworks and goals for their tasks. Work with initiating changes. Deceiving. Intolerance. People, who never listen or ask questions.

Way of communicating

Often only in one direction, listens, nods and answers when questions are asked. Talks calmly and systematically. Prefers to talk about subjects he/she knows about. Prefers to talk one-to-one rather than to larger groups.

Decision-making

Medium information gathering. Long reflection. Long decision-making procedure. Long evaluation. Decides primarily on based on feelings.

How you create good contact with the Stability type

Be sincere and open. The Steady needs time and has no wish to go straight to the point. They want to know a little bit about you to feel that there is more to you than the matter discussed. Tell something about yourself, open up a little, besides what your title is. Ask about family, interests and perhaps private projects.



Stability

How they prepare

Prepare a lot, sometimes too much. Difficulty prioritizing. Would rather organise than act concretely. Would like to know all details and who will be (emotionally) affected by actions.

How they present

Serious. Would like to do things in the same way every time. Refrain from emotional outbursts in public. Find that professionalism equals restraining emotions and repetition of points.

When they meet resistance

Take all resistance seriously and seek a compromise where everybody agrees. Seek consensus and are happy to refrain from acting, even if only one disagrees. May let minorities rule to the disadvantage of the majority.

When they want to end a conversation or decision

Have no desire to convince other people about their own opinion. Do not want to be pushy. Quickly lose the overview and become slow in making a decision.

If they have to perform a service

The type is very motivated to perform services and serve others. They take ownership that everyone feels good and gets a good service. May swiftly become the 'ambassador of the customer' more than the 'ambassador of the firm'.

Typical characteristics in a work situation

- Seem content and relaxed. Good at methods and systems
- Desire for safety and status quo. Resistance to change, solely because it is change
- Seek proofs and explanations. Even if the type knows, they may seem hesitant and unsure
- Reduce speed when encountering resistance or when seeking compromises
- Very helpful and friendly
- Warm, tolerant and sociable
- May be critical towards themselves and may be too agreeable to others
- Have a tendency to be passive-aggressive rather than directly aggressive

Compliance

Characteristics

Precise. Logical. Rational. Quiet. Modest. Professional. Careful. Analytic. Factual. Detail-oriented. Conscientious. Diplomatic. Reserved. Desire for knowledge. Reliable. Slowest of all types to act.

Strengths

Finds mistakes. Ensures good quality. Thorough and detail-oriented. No feelings in decision making. Naturally careful. Diplomatic and devote time to reflection.

Areas to develop

Bad at motivating. Stuck in detail. May be socially isolated. In need of many informations in order to reach a decision. Desires agreements when taking decisions. Overly critical of themselves and others. Minus creativity. Fear of flaws. Afraid of criticism.

Motivated by

Possibility of specializing. Concentration on objective matters, high quality, thoroughness, competent colleagues, well-structured tasks.

Way of communicating

Cautious and hesitant style, but answers when asked, preferably in the role of the specialist.

Demotivated by

If rules and systems are not kept. Too little time for problem solving. Interruptions. Discussions based on feelings.

Decision-making

Long process of information gathering. Long reflection time. Quick decision-making. Short to medium evaluation. Decides mostly with regard to facts.

How you create good contact with the Compliance type

Always be precise and prepared. Wait for the answer to your questions and prepare yourself that it will take some time to receive a response. All words will be understood literally. Provide a lot of information, nothing is irrelevant. Never tell anything as facts, unless you are very certain. This type will always check and have difficulties forgetting sloppiness on a thing as important as facts.



Compliance

How they prepare

Preparation is their prime motivation. There may be an overwhelming amount of data and information. May have difficulties prioritizing and desire to consider all possibilities. Very organised.

How they present

Use data and facts instead of themselves. May confuse others with too much information. Strictly keep to the subject and avoid emotion. May seem dry and boring.

When they meet resistance

Tendency to mention the potential weakness, without others having done so, as well as reasons for complications, which are unknown to others. May be very fearful of criticism and have a tendency to experience a positive comment as a resistance. This type is hard on themselves, and quickly accept others' resistance.

When they want to end a conversation or decision

This type will avoid ending the conversation or decision themselves, and will seek others to end it. Accept of a decision is equal to accepting them for who they are. The decision may be 'made by itself'.

If they have to perform a service

This type is always loyal to others. They deliver the best service they know, often based on what they themselves perceive to be good service. Would go through fire and water to keep their promises - which is why they are very careful with promising anything.

Typical characteristics in a work situation

- Precision and order are important
- Motivated by clear systems and rules
- Experience those who break rules, agreements or systems as sloppy
- Use former experience as a measure for future actions
- May seem very conservative and desire status quo rather than change
- Experience that feelings are irrelevant and 'noisy'. Facts are God
- Very polite and diplomatic
- Introvert and may seem shy in new situations
- Take everything literally and find abstraction difficult



What affects the types negatively

Dominant:

Team work
 Roundtable discussion
 Missing goals
 Resistance towards their initiatives for change
 Lack of results

Influence:

To work alone
 Negative atmosphere
 Silence
 Lack of recognition from the manager
 Short deadlines for tasks with high degree of detail

Stability:

Big changes - especially if the reason for the these are unclear or in conflict with their values
 Uncertainty
 Lack of recognition from the manager
 Uncertain or missing job-description
 To work alone

Compliance:

Lack of time to control correct problem-solving (feeling of returning unfinished solutions)
 Short deadlines
 Need to make emotionally based decisions
 Noisy or emotional people



How the D-type should speak to other types:

Dominant:

This is my goal
 I only need 5 minutes of your time
 Here's a problem you should help me solve..
 You must be done by...

Influence:

Show enthusiasm
 Be optimistic
 Be open to other's opinions
 Show adaptability
 Ask for other's opinion before you make your decision

Stability:

Focus on how and how much
 Provide time for consideration
 Be less demanding
 Explain both sides of the case. Start with the negative, end with the positive.
 Give notice of changes
 Reduce the speed

Compliance:

Give answers to questions and provide reasons
 Respect their knowledge and be less commanding
 Don't be aggressive

LISTEN

Encourage conversation
 Offer alternatives
 Substantiate with analyses, rules and evidence



How the I-type should speak to other types:

Dominant:

- Be direct
- Offer alternatives
- Enjoy the challenge
- Avoid being emotional
- Avoid being dominant
- Act fast - the person will decide quickly
- No stories about yourself, please!

Influence:

- I want to hear YOUR opinion
- We can exchange opinions
- Can we talk about alternatives
- Let's meet and have a conversation
- How do you think we should act
- Talk about visions

Stability:

- Consider also negative aspects
- Make sure you have background-materials
- Never expect a quick decision
- Avoid interrupting
- Give more time than you feel like
- Prove that the subject has substance

Compliance:

- Concentrate on why/what questions
- Explain carefully, use references and facts
- Lower your pace and be prepared (think before you speak)
- Be open to questions and feedback
- Information should be written
- Be honest and subdued
- Forward a plan



How the S-type should speak to other types:

Dominant:

- Don't hamper the process
- Concentrate on what/when goals
- Focus on facts
- Give feedback regularly
- Show interest
- Be specific
- Make your presentation short
- Talk about measures, numbers and outcome

Influence:

- Speed up
- Act faster than you normally do
- Tell stories
- Involve the person in the considerations
- Be cooperative
- Participate with enthusiasm
- Talk about people and relations

Stability:

- How shall we proceed?
- We shall act accordingly - first this, then that ...
- How do you think, we should do it?
- I would like to have you involved in the planning from the beginning
- Don't maintain status quo

Compliance:

- Provide background information
- Respect their technical attitude
- Independence
- Provide all relevant materials
- Offer regular facts based feedback (no feelings)
- Provide a plan



How the C-type should speak to other types:

Dominant:

- Short term goals
- Be direct and task oriented
- Be less theoretical
- Get to the point and be positive
- Never take their attitude personally
- Use pictures, start with an overview
- Be strategic in debate

Influence:

- Concentrate about 'who and what else'-goals
- Be open and discuss
- Be the one who stays in touch
- Have a team-attitude (let's do it together)
- Never focus on mistakes, remember the gains
- Talk about outcomes for the recipient

Stability:

- Explain step-by-step
- Use practical examples
- Avoid only using numbers
- Give time to analyse information
- Think about risks
- Ask to about their thoughts

Compliance:

- Provide extra information
- I desire to hear your opinion
- What is the pros and cons of the different alternatives
- Do you want to mention key areas

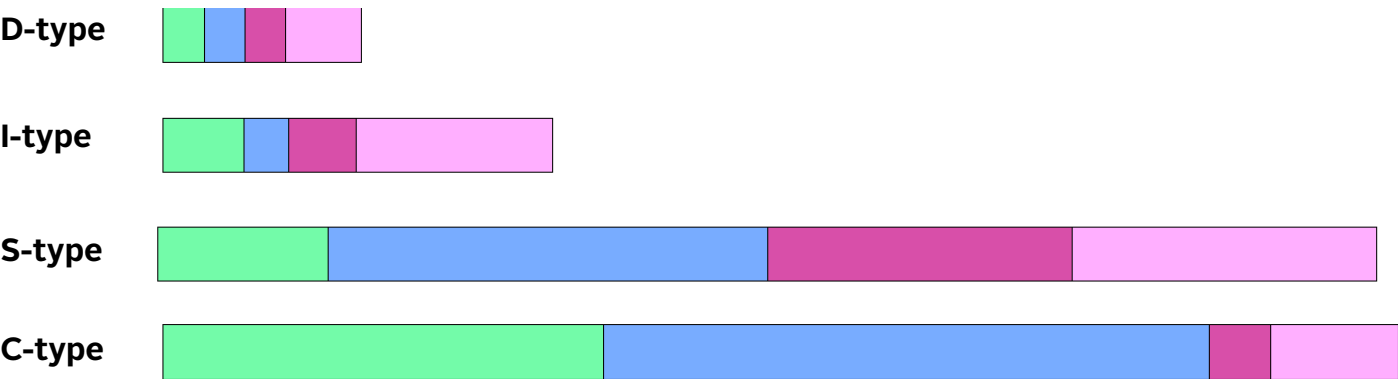


Overview of the differences between types:

	Dominant	Influence	Stability	Compliance
Radiates	Extrovert	Extrovert	Introvert	Introvert
Motivation	Power	People	Tempo	Rules
Fears	Losing	Being unpopular	Insecurity	Emotions, criticism
Seeks	Results	Recognition	Safety	Logic
Attitude	Power, ideas	Devotion	Take care of	In the background
Action	Active, aggressive	Active, talkative	Needs time	Withdrawn
Loves	Resistance	Friendship	Peace and quiet	Harmony
Conduct	Against	Accommodating	Together with	From a distance
Interest	Things	People	Practical things	Other's opinion
Style	Speaks to	Speaks with	Listens	Writes to

Decision making processes of the types:

Gathering facts Gathering relevant facts (or other's perceptions) according to the decision that needs to be made	Considerations Assessment of the gathered facts - how important every fact is compared to the others and the decision that needs to be made	Decision making Making the decision	Evaluation of decision Assessment of the decision. Is it any good? Or have other facts occurred that should be considered?
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	Dominant	Influence	Stability	Competence
Orientation	Facts	Feelings	Feelings	Facts
Radiates	Extrovert	Extrovert	Introvert	Introvert
Extrovert/ introvert	Extrovert in actions	Extrovert in feelings and words	Introvert in ideas and feelings	Introvert with feelings, ideas and fears
Motivation	Power	People	Tempo	Rules
Goal (seeks)	Control	Popularity	Continuity	Accuracy
Evaluate others on	Problemsolving - power	Flexibility, ability to talk positively	Friendliness, decisiveness	Facts, logical arguments, competition
Under pressure	Competitive, querulous	Unorganised, softness	Stubborn, resistant	Assertive, worried
Fears	Losing	Unpopularity	Insecurity	Emotions, criticism
Seeks	Results	Recognition	Safety	Logic
Attitude	Power, ideas	Devotion	Take care of	In the background
Guided	Guided from the inside	Guided from the outside	Tradition	Facts & Feelings
Acts	Active, aggressive	Active, talkative	Needs time	Withdrawn
Loves	Resistance	Friendship	Peace & quiet	Harmony
Conduct	Against	Accommodating	Together with	From a distance
Interest	Things	People	Practical things	Other's opinion
Acts (as role)	Initiator	Verbal initiative	Submissive acting person	Withdrawn acting person
Emotionally confident	With actions and results	With emotions and words	With ideas and chores	With ideas and rules/standards
Desires	Challenge	Appreciation	Security	Support
Leadership- style	Dictates	Motivates	Structures	Obey rules
Style	Talks to	Talks with	Listens	Writes to



This was merely a short introduction to the behavioural types. It should only be used as a guidance in combination with lectures, courses or feedback of behavioural analysis.

It can NEVER substitute an in-depth personal interview by a certified behavioural analyst, but is a good as a supplement to an analysis, lecture or course. It is very important that you remember that there is a lot of intermediate calculations and details, which have been omitted in order to promote a better understanding of the behavioural analysis.

A behavioural analysis should never stand alone. Although some behavioural analysts just provide a report and a short follow-up by phone, we believe that the only right way to give personal feedback is by a certified behavioural analyst. The analyst will be trained in collecting questions and help the analysed to understand and acknowledge their behaviour. It is only through the recognition of your own behaviour that you will achieve the full advantage of an analysis and the knowledge you have gained. The reason for this is just as simple, as it is easy to understand: when you know yourself and your behaviour, you will get to understand the behaviour of other people, and why they act as they do.

Knowledge of behaviour and behavioural analysis is extremely useful when you:

- Want to develop yourself
- Hire employees
- Develop employees or groups
- Solve conflicts
- Communicate with customers, colleagues, and people in general
- Begin partnerships with new people

Enjoy your new knowledge. If you have any questions, or if you want more information, you're welcome to get in contact with us. We live to help people. Don't worry, a call or mail is always free.

Good things to good people, and the best to you!
Tony E. Clausen



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- A short introduction to
behavioural psychology