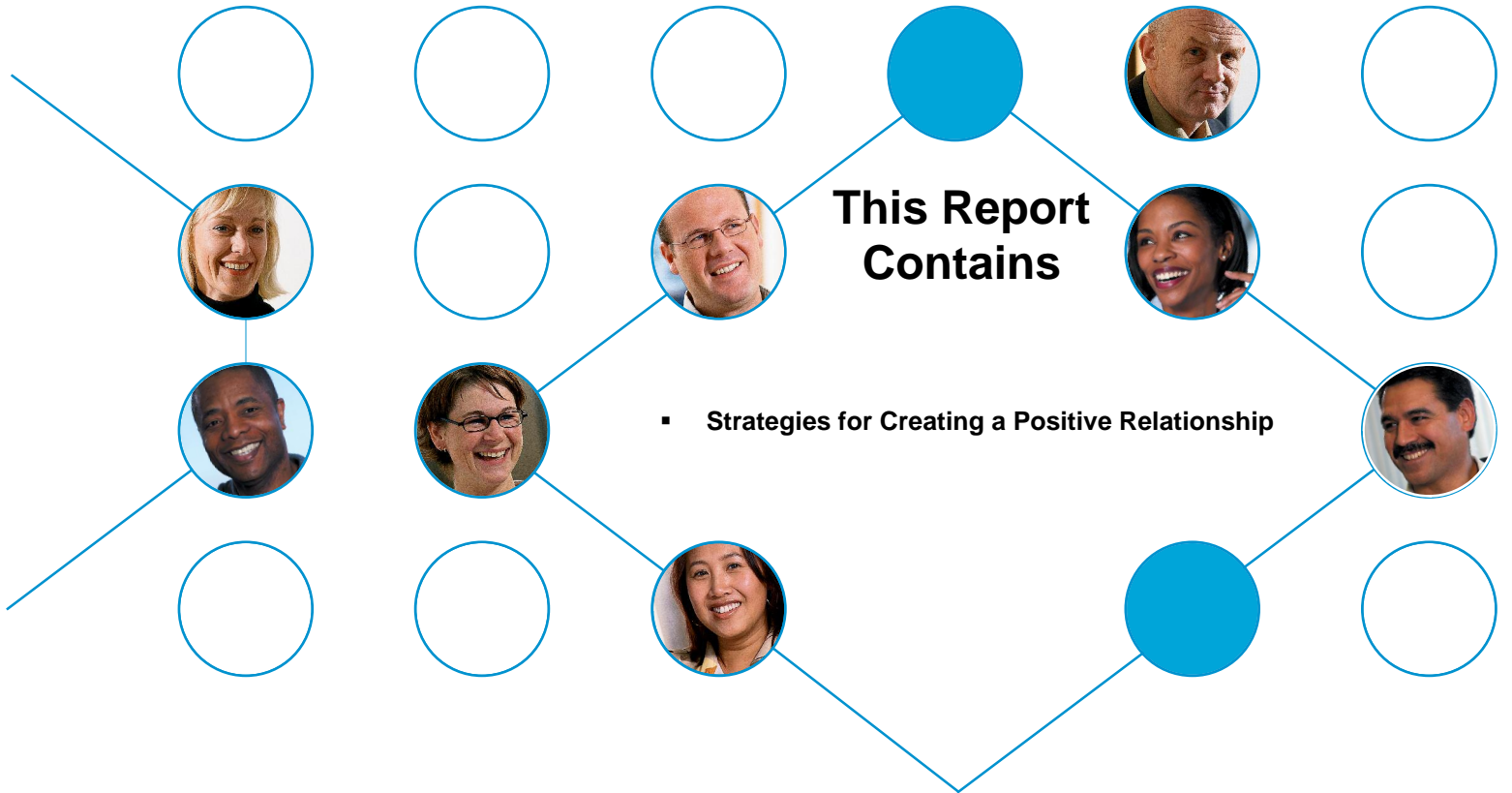




Classic 2 Plus



Respondent Name

Monday, April 17, 2006

This report is provided by:

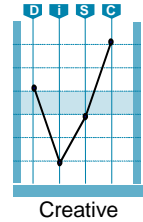
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All people are not the same. A strategy that works very effectively with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very costly in both time and emotion. This section provides a starting point for developing strategies based on Respondent's natural behavioral tendencies. By reviewing and discussing the strategies listed for each key behavioral area, you can develop an effective plan for creating a positive relationship with Respondent.



Creating a Positive Climate for Respondent

- Create opportunities for her to demonstrate her expertise
- Validate her efforts at achieving results that meet her standards
- Provide situations where her logical and systematic efforts will contribute to long-term success
- Accept that she may be reluctant to express her feelings
- Provide her opportunities for private time
- Accept that she may be quiet and observant in social situations
- Provide opportunities for her to talk knowledgeably with others about a specific subject
- Accept her need to be "right" and her distress at mistakes, especially her own
- Provide choices for activities, letting her make the decision
- Allow her to direct the efforts of others
- Accept her need to compete and win
- Give your undivided attention to her interests
- Direct more attention to getting results than discussing emotions
- Accept her need for variety and change
- Let her set the pace for activities

How to Communicate with Respondent

- Respondent tends to prefer communication to be somewhat formal in new situations, avoiding personal references and discussions
- She tends to be matter-of-fact, preferring a logical presentation of information rather than emotional expressions
- She may have difficulty storing information that conflicts with her perception of how things should be
- Check for points of disagreement or misunderstanding
- She may aggressively question the information presented in an effort to reconcile conflicting sources of information
- Respond to the questions with specific information in a nondefensive manner
- Respondent tends to prefer to have time to process new information before responding
- Respondent tends to prefer direct, to the point communications without a lot of time spent on social chatter
- Be prepared to Listen to her ideas before moving on to other topics
- Tends to practice selective perception, only hearing and/or remembering that with which she agrees
- Consider checking at end of discussion to make sure everything was heard, and stored in memory, by asking her to repeat what she heard

How to Compliment Respondent

- Use concise, accurate, specific statements, preferably in private
- Compliment her competence in a specific skill area
- Praise her continued commitment to meeting high standards
- Compliment her tactful, discrete or subtle approach to difficult situations
- Acknowledge her ability to remain calm and detached in emotionally charged situations
- Recognize the value of her insightful thinking in complex situations
- Validate her use of logic in handling problems
- Use brief, direct factual statements
- Focus on her achievements, and her demonstrated leadership abilities
- Acknowledge her ability to take charge of a difficult situation
- Compliment her ability to take risks, to set precedents

How to Compliment Respondent (Continued)

- Recognize the unique or innovative nature of her thoughts, ideas and/or actions
- Acknowledge her ability to get the maximum results with the minimum investment of time and effort

How to Provide Feedback to Respondent

- Take time to reduce her potential defensiveness by acknowledging her areas of competence
- List specific behaviors and the consequences of those behaviors
- Keep the discussion factual, accurate, logical, and impersonal
- Specify needed change, explaining why the change is necessary
- Solicit her thoughts about the solution
- Provide her an opportunity to think about the situation before responding
- Let her develop a strategy for change before committing to a specific course of action
- Disengage from right/wrong discussions
- Get a clear commitment from her for specific actions within a defined time frame, with a date for a follow-up discussion
- Focus discussion on obstacles to achieving results and how she can eliminate them
- Discuss desired changes in her behavior in terms of potential impact on results
- Describe current negative consequences from her behavior and request solutions
- Keep feedback factual, neutral and nonjudgemental
- Reduce her defensiveness by focusing solely on actions and consequences
- Disengage from right/wrong debates
- Keep discussion focused on actions, rather than motives or intentions

How to deal with Respondent in Conflict

- Respondent initially may withdraw from open conflict, but she can become aggressive
- State the issue calmly, logically, factually, citing specific behavior or situations
- Reduce her defensiveness by acknowledging her thoughts, without reacting defensively, by saying "I can see your point"

How to deal with Respondent in Conflict (Continued)

- Listen to her thoughts, then re-direct the discussion to the current issue
- Minimize time spent discussing all the factors contributing to the issue in the past by focusing on what is going to be done right now to resolve the conflict
- Counter statements of blame or attack by acknowledging that you heard what she said, and, without discussing it, move back to the issue under discussion
- Counter critical statements about your behavior by acknowledging that your behavior may have been less than perfect, without becoming defensive
- Ask what she needs to resolve this conflict on a win/win basis
- Acknowledge her need to take some time to think about the situation before she can respond
- Affirm that your intent is to resolve the conflict, not to criticize or attack her personally
- Counter her tendency to use passive resistance as a form of indirect aggression by asking her to state specifically what she intends to do and when
- Establish clearly what you both understand to be the next step in this situation
- Affirm that you value her thoughtful, insightful approach to the situation and her desire to resolve the issue on a reasonable, equitable basis
- Respond to her need to think about the situation and to process the issues by scheduling a time in the near future where you would be willing to review the situation more formally, with more depth, allowing her time to prepare her thoughts
- Respondent may tend to take a direct, aggressive approach, resulting in an "I win, you lose" outcome
- Acknowledge her logic or reasoning by saying "I can see your point" or "I can see the logic in your thinking"
- After acknowledging her thinking, calmly restate your point
- Disengage from right/wrong debates by acknowledging the differences between the two of you, without judgement
- Accept that the only workable, win/win solution may be to agree to disagree
- Counter blaming statements by refocusing on the issue and what corrective action is going to be taken
- Resist any impulse to retaliate with blaming, attacking or sarcastic comments
- Reduce your defensiveness when attacked and acknowledge any error on your part
- Use open-ended questions (how, what, where, when, who) to define the real issues in the situation
- Ask her what it is that she really wants as an outcome

How to deal with Respondent in Conflict (Continued)

- Call a time-out if emotions escalate to high levels of aggression or hostility, scheduling a time to continue the discussion
- Conclude the discussion with a summary of what each person has committed to do to resolve the conflict

How to deal with Respondent's Problem-solving Style

- Respondent tends to prefer an analytical, systematic approach to solving problems, considering all contributing factors and possible consequences
- She may need to be coached on alternate problem-solving techniques for problems that need more immediate solutions
- She tends to want to find a perfect solution
- She may need help in developing a workable solution rather than a perfect solution
- Respondent tends to take a practical, results-oriented approach, preferring simple, easy-to-implement, immediate solutions
- She may need to be directed toward considering the long term consequences of the decision
- She may need coaching in handling complex problems due to her natural tendency to over-simplify in a rush for immediate results

How to Deal with Respondent's Decision-making Style

- Respondent tends to approach decision-making in an analytical manner, calculating risks and potential payoffs
- She may want more time to gather information
- Discuss what are appropriate amounts of time to spend in analysis
- Assist in setting a time limit for a decision
- Respondent can get bogged down in "what-if" concerns
- She may need reassurances on what the personal consequences of being wrong will be
- Respondent tends to be a quick decision-maker
- She may need to be encouraged to take enough time to gather sufficient information and consider possible consequences before making decisions
- Point out the benefits of taking more time in terms of improved results

5. When dealing with Respondent in conflict, what strategies would be most effective for you to use?

6. When dealing with Respondent's problem-solving activities, what will you need to do to relate effectively?

7. When dealing with Respondent's decision-making behavior, what will you need to do to be most effective in this environment?