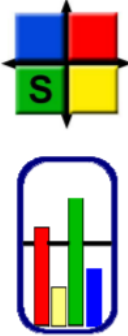
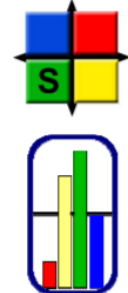


# Communication Dos and Don'ts

<p><b>Finisher</b> ("Achiever"*)</p> 	<p><b>DO:</b></p> <ul style="list-style-type: none"> <li>• Provide details of the problem or issue in writing.</li> <li>• Begin your conversation with a personal comment, even if brief; it will be an icebreaker.</li> <li>• Highlight the ways in which will benefit or be assisted in this transaction.</li> <li>• Be clear, specific, brief, and to the point.</li> <li>• Do your homework. Come prepared with objectives, requirements, and support materials in a well-organized package.</li> <li>• Address specific questions, preferably focusing on "what" and "how" issues in order to draw out opinions.</li> <li>• Persuade by referring to objectives and results.</li> <li>• Be candid, open, and sincere.</li> </ul>	<p><b>DON'T:</b></p> <ul style="list-style-type: none"> <li>• Be disorganized.</li> <li>• Leave things open for interpretation.</li> <li>• Come with a ready-made decision, or make a decision for them.</li> <li>• Pretend to be an expert although you are not.</li> <li>• Ask rhetorical or useless questions.</li> <li>• Force to respond quickly to your objectives.</li> <li>• Patronize or demean by using subtlety or incentives.</li> <li>• Offer assurances and guarantees that you can't fulfill.</li> </ul>
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<p><b>Harmonizer</b> ("Agent"*)</p> 	<p><b>DO:</b></p> <ul style="list-style-type: none"> <li>• Plan to talk about things that support dreams and goals.</li> <li>• Plan some extra time in your schedule for talking, relating, and socializing.</li> <li>• Be certain to conclude the communication with modes of action and specific instructions for the next step.</li> <li>• Attempt to be engaging, stimulating, and fast-paced.</li> <li>• Break the ice with a brief personal comment.</li> <li>• Be candid, open, and patient. Show sincere interest in as a person.</li> <li>• Present your ideas and opinions in a non-threatening way.</li> <li>• They will follow through. Be certain to follow through on your part.</li> </ul>	<p><b>DON'T:</b></p> <ul style="list-style-type: none"> <li>• Get bogged down in facts, figures, or abstractions.</li> <li>• Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.</li> <li>• Force to agree quickly with your objectives and position. Instead, provide some time for to warm up to the ideas and for mutual ownership.</li> <li>• Be domineering or demanding.</li> <li>• Threaten with position or power.</li> <li>• Manipulate or bully into agreement.</li> <li>• Patronize or demean by using incentives or subtlety.</li> <li>• Be rude, abrupt, or too fast-paced in your delivery.</li> </ul>
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# Communication Dos and Don'ts

## Assessor ("Appraiser"\*)



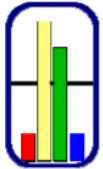
### DO:

- Plan some extra time in your schedule for talking, relating, and socializing.
- Join in and talk positively about people and their goals.
- Ask for input regarding people and specific assignments.
- Be engaging, stimulating, and fast-paced.
- Provide testimonials from people seen as important and prominent.
- List pros and cons to the suggestions you make.
- If you agree with the outcome, follow through and do what you say you will do.
- Give time to verify the issues and potential outcomes.

### DON'T:

- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Talk down to them.
- Rush the issues or the decision-making process until you have buy-in.
- Whine about all of the work you have to do.
- Use unreliable evidence or testimonials.
- Use someone else's opinions as evidence.
- Get in the habit of manipulating ideas quickly.
- Be unrealistic with deadlines.

## Coach ("Counselor"\*)



### DO:

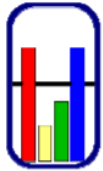
- Plan some extra time in your schedule for talking, relating, and socializing.
- Join in with some name-dropping and talk positively about people and their goals.
- Put the details in writing, but don't plan on discussing them too much.
- Ask for input regarding people and specific assignments.
- Show sincere interest in as a person.
- Be candid, open, and patient.
- Present your ideas and opinions in a non-threatening way.
- Provide assurances about input and decisions.

### DON'T:

- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be impersonal or judgmental.
- Be overly task-oriented.
- Let the discussion with get caught in dreams too much, otherwise you'll lose time.
- Talk down to them.
- Manipulate or bully into agreeing.
- Be vague or ambiguous.
- Leave the idea or plan without backup support.

# Communication Dos and Don'ts

## Explorer ("Creative")



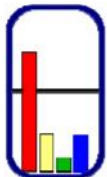
### DO:

- Remember these three rules: Be brief, be bright, and be gone.
- Be specific about what's needed, and who is going to do it.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Be efficient: Hit the major points first.
- Be prepared to handle some objections.
- Give the opportunity to express opinions and make some of the decisions.
- Motivate and persuade by pointing out objectives and expected results.
- Give time to verify the issues and potential outcomes.

### DON'T:

- Engage in rambling discussion, and waste time.
- Try to develop "too close" a relationship, especially too quickly.
- Forget or lose things necessary for the meeting or project.
- Confuse or distract from the issues at hand.
- Fail to follow through. If you say you're going to do something, do it.
- Leave things up in the air, or decide by chance.
- Provide incomplete or unclear directions or instructions.
- Whine about all of the work you have to do.

## Producer ("Developer")



### DO:

- Stay on track. Don't talk about extraneous issues or items.
- Be specific about what's needed, and who is going to do it.
- Get to the point quickly, and don't ramble.
- Stick to business matters only.
- Present your items in a logical way.
- Be prepared to handle some objections.
- Offer specific evidence about the probability of success or effectiveness of options.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.

### DON'T:

- Engage in rambling discussion, and waste time.
- Try to develop "too close" a relationship, especially too quickly.
- Forget or lose things necessary for the meeting or project.
- Be sloppy or disorganized.
- Make guarantees and assurances when there is a risk in meeting them.
- Make decisions for them.
- Let it reflect on personally when in disagreement.
- Leave loopholes or vague issues hanging in the air.

# Communication Dos and Don'ts

**Dynamo**  
("Inspirational"\*)



**DO:**

- Stay on track. Hit the major points first, and get to the main point quickly.
- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them.
- Give the opportunity to express opinions and make some of the decisions.
- When you disagree, take issue with the methods or procedures, not with the person.
- Motivate and persuade by pointing out objectives and expected results.
- Put the details in writing, but don't plan on discussing them too much.
- Be engaging, stimulating, and fast-paced.
- Provide testimonials from people seen as important and prominent.

**DON'T:**

- Engage in rambling discussion, and waste time.
- Forget or lose things necessary for the meeting or project.
- Confuse or distract from the issues at hand.
- Leave loopholes or vague issues hanging in the air.
- Speculate wildly without factual support.
- Get bogged down in facts, figures, or abstractions.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and action plans are the result.
- Don't stick too rigidly to the agenda.

**Examiner**  
("Investigator"\*)



**DO:**

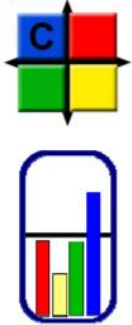
- Give the opportunity to express opinions and make some of the decisions.
- Motivate and persuade by pointing out objectives and expected results.
- Be candid, open, logical, and patient.
- Ask 'how' oriented questions to draw out opinions.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- List pros and cons to suggestions you make.
- Take your time; be precise and thorough.
- Give time to verify the issues and assess potential outcomes.

**DON'T:**

- Engage in rambling discussion, and waste time.
- Try to develop "too close" a relationship, especially too quickly.
- Forget or lose things necessary for the meeting or project.
- Be sloppy or disorganized.
- Be domineering or demanding.
- Threaten with position or power.
- Manipulate or bully into agreement.
- Be rude, abrupt, or too fast-paced in your delivery.

# Communication Dos and Don'ts

## Fact-Finder ("Objective Thinker"\*)



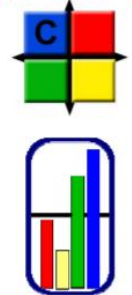
### DO:

- Prepare your case in advance. Don't try to "wing it," using charm alone.
- Approach issues in a straightforward, direct and factual way.
- Keep on task with the business agenda.
- List pros and cons to suggestions you make.
- Make an organized appeal for your support and contributions.
- Take your time; be precise and thorough.
- Give time to verify the issues and assess potential outcomes.
- Be accurate and realistic; don't overinflate ideas or results.

### DON'T:

- Be disorganized or sloppy.
- Be casual, informal, or loud.
- Rush the issues or the decision-making process.
- Be vague about what's expected of the group.
- Use unreliable evidence or testimonials.
- Get in the habit of manipulating ideas quickly.
- Be unrealistic with deadlines.
- Push too hard.

## Formalist ("Perfectionist"\*)



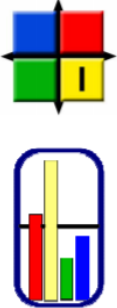

### DO:

- Be candid, open, and patient.
- Present your ideas and opinions in a non-threatening way.
- Ask 'how' oriented questions to draw out opinions.
- Be sensitive to possible areas of disagreement as may not be verbal about them.
- Outline individual tasks and responsibilities in writing.
- Approach issues in a logical, straightforward, and factual way.
- List pros and cons to suggestions you make.
- Assure that there won't be any unexpected surprises.

### DON'T:

- Rush the issues or the decision-making process.
- Be vague about what's expected of the group.
- Fail to follow through. If you say you're going to do something, do it.
- Be rude, abrupt, or too fast-paced in your delivery.
- Offer assurances and guarantees that you can't fulfill.
- Offer promises that you can't keep.
- Make decisions for them.
- Leave an idea or plan without backup support.

## Communication Dos and Don'ts

<p><b>Influencer</b> ("Persuader"*)</p> 	<p><b>DO:</b></p> <ul style="list-style-type: none"> <li>• Be specific about what's needed, and who is going to do it.</li> <li>• Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them.</li> <li>• Give the opportunity to express opinions and make some of the decisions.</li> <li>• Plan some extra time in your schedule for talking, relating, and socializing.</li> <li>• Be certain to specify steps for continuing action.</li> <li>• Try to be engaging, stimulating, and fast-paced.</li> <li>• Provide testimonials from people sees as important and prominent.</li> <li>• Use own words to direct things back to the topic or issue at hand.</li> </ul>	<p><b>DON'T:</b></p> <ul style="list-style-type: none"> <li>• Get bogged down in facts, figures, or abstractions.</li> <li>• Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.</li> <li>• Confuse or distract from the business issues at hand.</li> <li>• Ask rhetorical or useless questions.</li> <li>• Make guarantees and assurances when there is a risk in meeting them.</li> <li>• Make decisions for them.</li> <li>• Be overly task-oriented.</li> <li>• Let the discussion with get caught in dreams too much, otherwise you'll lose time.</li> </ul>
<p><b>Technician</b> ("Practitioner"*)</p> 	<p><b>DO:</b></p> <ul style="list-style-type: none"> <li>• Break the ice with a brief personal comment.</li> <li>• Ask for input regarding people and specific assignments.</li> <li>• Provide testimonials from people sees as important and prominent.</li> <li>• Be candid, open, and patient.</li> <li>• Present your ideas and opinions in a non-threatening way.</li> <li>• Provide clear, specific solutions, and support your position with pros and cons.</li> <li>• Assure that there won't be any surprises.</li> <li>• Be accurate and realistic, don't over-inflate ideas or outcomes.</li> </ul>	<p><b>DON'T:</b></p> <ul style="list-style-type: none"> <li>• Rush the issue or the decision-making process.</li> <li>• Be vague about what's expected of the group.</li> <li>• Use someone else's opinion as evidence.</li> <li>• Be unrealistic with deadlines.</li> <li>• Push too hard.</li> <li>• Offer promises that you can't keep.</li> <li>• Make decisions for them.</li> <li>• Leave the idea or plan without backup support.</li> </ul>

# Communication Dos and Don'ts

## Networker ("Promoter"\*)



### DO:

- Plan some extra time in your schedule for talking, relating, and socializing.
- Put the details in writing, but don't plan on discussing them too much.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Offer input on how to make ideas become reality.
- Be certain to specify instructions for continuing action.
- Be engaging, stimulating, and fast-paced.
- Provide testimonials from people seen as important and prominent.
- Plan to talk about things that support dreams and goals.

### DON'T:

- Get bogged down in facts, figures, or abstractions.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Let the discussion with get caught in dreams too much, otherwise you'll lose time.
- Talk down to them.
- Be cool, aloof, or regimented.
- Stick too rigidly to the agenda.
- Be impersonal or judgmental.
- Be overly task-oriented.

## Results-Driven ("Results Oriented"\*)



### DO:

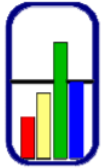
- Be specific about what's needed, and who will do it.
- Get to the point quickly, and don't ramble.
- Be efficient: Hit the major points first.
- Be prepared to handle some objections.
- Give the opportunity to express opinions and make some of the decisions.
- Motivate and persuade by pointing out objectives and expected results.
- Plan some extra time in your schedule for talking, relating, and socializing, but let take the lead, and don't be surprised if the socializing ends abruptly.
- Put the details in writing, but don't plan on discussing them too much.

### DON'T:

- Forget or lose things necessary for the meeting or project.
- Be sloppy or disorganized.
- Leave loopholes or vague issues hanging in the air.
- Ask rhetorical or useless questions.
- Get bogged down in facts, figures, or abstractions.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Be overly task-oriented.
- Let the discussion with get caught in dreams too much, otherwise you'll lose time.

# Communication Dos and Don'ts

**Planner**  
("Specialist"\*)



## **DO:**

- Show sincere interest in as a person.
- Be candid, open, and patient.
- Present ideas and opinions in a non-threatening way.
- Ask 'how' oriented questions to draw out opinions.
- Observe carefully for possible areas of disagreement, as may not be verbal about them.
- Be casual and informal with gestures and body language.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Provide assurances about input and decisions.

## **DON'T:**

- Let it reflect on personally when you disagree, and don't let disagreements affect the relationship.
- Rush into business or the agenda. Instead, provide some time to break the ice.
- Force to agree quickly with your objectives and position. Instead, provide some time for to warm up to the ideas and for mutual ownership.
- Say, "Listen to me, here's how I think we should do it."
- Be rude, abrupt, or too fast-paced in your delivery.
- Offer assurances and guarantees that you can't fulfill.
- Offer promises that you can't keep.
- Leave an idea or plan without backup support.