



**your ability
to win friends and
influence people**

by
Stan Mann, CPC

www.stanmann.com

877-261-0550

Foreword

How can I make such an audacious claim that this tiny booklet will enable you to triple your people skills? It's based on the assumption that you are familiar with Dale Carnegie's famous book and already use his effective techniques.

What's missing from Carnegie's book is the understanding that all people do not communicate alike; some want you to talk faster, others to talk slower. Some people react better when you paint a big picture, others want all the details. Other people are put off when you try to get friendly and personal, while others are put off if you try to get down to business immediately. People have different communication styles. If you don't match theirs, you close the door to communication.

Neuro linguistic programming, NLP for short, has a system for trying to match your communication style with those you are trying to influence. They recommend that you talk at the same pace as the other person and use the same adjectives as they do. This system only addresses part of the problem. Also you cannot anticipate another's communication style ahead of time. You have to start listening to them first.

This system, which is based upon the validated DISC system, knows what NLP does and more. One of DISC's more powerful features is that it allows you to predict, before even meeting someone, how to flex your style. Also whether to get right down to business or engage in small talk first. This system also alerts you to your strengths and possible weaknesses.

I have to admit this booklet will be somewhat frustrating the person who wants a lot of detail and examples. To you, I suggest you read, "The Universal Language —DISC," by Bonnstetter, Suiter and Widrick of Target Training International.

There are four main styles of communication. People who do not understand this will naturally use just one style — their own. They effectively close the door to people who use the other three styles. Flex your style to match theirs, and you triple your ability to win friends and influence people.

~Stan

Flexing Your Style

How Ray, a high achiever, turned his lackluster employees into high performers and dramatically improved his bottom line.

Ray just couldn't understand it. Why doesn't everybody just do what he says? Joe and Al were no problem, he just had to say the word and he could rely on it being done. But there were too many exceptions. The other eight members of his team just didn't seem to get it. Why didn't they understand? He told them the results he wanted in the same way he told Joe and Al. Ray just didn't get it.

Ray had been a great salesman working for large mortgage company. Too impatient to climb up the corporate ladder, Ray struck out on his own. He formed his own company. He selected other successful salesman to be in his company. From his experienced Ray knew the business well. He was able to teach his team members a lot. Ray thought all he had to do was to tell them what results he wanted and how to do it. Unfortunately, it did not always work out that well.

Susan drove him crazy. She wanted to talk and explain all the details. Ray felt it was a waste of time to listen. He got the point immediately. In his position of authority, he turned her off. Ray was surprised when Susan stalked out of the room muttering to herself. She had been his top producer, but her sales have been falling. She got so upset after these encounters that, for hours afterward, she couldn't make herself work.

Most of his team were reacting badly. Production was falling. Ray was perplexed. He alternated between blaming his salespeople and blaming himself. He felt like a failure.

Ray was making the biggest mistake that most people make when communicating. He was using one style of communication for everyone in his company.

Susan needed all the details and had to think through everything before acting. Ted needed to talk so he could feel included and significant. Jerry wanted approval and reassurance that he was liked. Only Joe and Al had the same communication style as Ray. That's why they communicated well.

Ray was not adapting his communication style to communicate well with all his people. Why not? Ray certainly had the ability to be flexible. You can't be a great salesman without being able to do that. Ray matched his communication with his prospects and customers beautifully. But Ray felt that he was the boss now and everybody should communicate his way. But it wasn't working.

Ray knew that if he was not getting the results that he wanted. He needed to do something else—but what? It seemed hopeless, he would never have a smooth running team of people to help him realize his dreams, until one day . . .

One-day Ray learned about the DISC model and the concept of flexing to adapt your communication style to that of another. It was the answer he needed. He needed to be a great communicator.

Here is what Ray learned:

From **A Solution Coaching and Training:**

PRACTICAL BIZ SOLUTIONS

**The business success newsletter for business owners,
top executives, and commission sales people**

Triple Your Ability To Make Friends and Influence People.

Dear Reader:

RAY'S BIG MISTAKE: assuming that others communicate the same as you.

Many an important project has been derailed because of poor communication. All people do not communicate alike. Recognize that about two thirds of the people with whom you interact have a behavioral style different from yours. To be effective with these two thirds, you must learn to recognize and adapt your behavior to theirs.

You will then have powerful tools for:

1. Gaining Commitment and Cooperation
2. Resolving and Preventing Conflict
3. Building Effective Teams
4. Providing Awesome Customer Service
5. Gaining Influence

Use these step-by-step instructions to dramatically increase your ability to interact effectively with people-whether it's promoting your goods, services or ideas to your clients, your boss or coworkers.

WHY DEVELOPING THESE SKILLS ARE IMPORTANT

The Gallup Poll people have studied productivity for over 25 years. Their studies consistently show that the most powerful indicators of high productivity are soft skills [people skills] and not technical skills. Companies with the better soft skills outperform their competitors. Zig Zigler in Top Performance, has written that "over 80% of the people who move up in corporations are promoted because of their people skills, NOT technical ability."

~Stan

HOW TO BE A GREAT COMMUNICATOR—LESSON 1.

To be a great communicator you must first:

- Understand your own communication style.
- Recognize other's communication style.
- Purposely adopt strategies for more effective communication.

To easily understand behavior—observe whether a person is:

- Introverted or extroverted
- Task oriented or people oriented

This gives you four communication styles:

- Extroverted and task oriented
- Extroverted and people oriented
- Introverted and task oriented
- Introverted and people oriented

To become a great communicator begin by observing yourself

1. Are you more introverted or extroverted? When challenged by a situation, do you hang back to see what develops and try to figure out the best way to handle the situation, or do you immediately step forward to meet the challenge. Note that neither approach is superior. They both have their advantages.
2. Are you task oriented or people oriented—more focused on getting the job done even at the expense of people, or is your first concern the reaction of the people involved?
3. Discover into which of the four categories (described above) you fall.

Understanding this about yourself will start you on your way to becoming a Great Communicator.

Lesson 2

Quick Method of Determining Your Communication Style

In each of the four category lists below there are 10 adjectives. Check all those in each category that would fit your behavior at work.

Read the four categories and select which adjectives come closest to describing you.

Quick checklist to find your style

Category D

<input type="checkbox"/> Adventurousome	<input type="checkbox"/> Innovative
<input type="checkbox"/> Competitive	<input type="checkbox"/> Persistent
<input type="checkbox"/> Daring	<input type="checkbox"/> Problem solver
<input type="checkbox"/> Decisive	<input type="checkbox"/> Results oriented

Category I

<input type="checkbox"/> Charming	<input type="checkbox"/> Optimistic
<input type="checkbox"/> Confident	<input type="checkbox"/> Persuasive
<input type="checkbox"/> Convincing	<input type="checkbox"/> Popular
<input type="checkbox"/> Enthusiastic	<input type="checkbox"/> Sociable

Category S

<input type="checkbox"/> Amiable	<input type="checkbox"/> Relaxed
<input type="checkbox"/> Friendly	<input type="checkbox"/> Sincere
<input type="checkbox"/> Good Listener	<input type="checkbox"/> Stable
<input type="checkbox"/> Patient	<input type="checkbox"/> Steady

Category C

<input type="checkbox"/> Accurate	<input type="checkbox"/> High standards
<input type="checkbox"/> Analytical	<input type="checkbox"/> Quality Con scious
<input type="checkbox"/> Conscientious	<input type="checkbox"/> Patient
<input type="checkbox"/> Diplomatic	<input type="checkbox"/> Precise

Count the number of selected adjectives in each category. The category with the highest total is usually the one that best describes your style. You may have a second category with almost the same score. That would be your secondary style.

Your score:

Category D _____

Category I _____

Category C _____

Category S _____

[Please note: the assessment offered you in lesson 2 is a simplified and therefore less accurate assessment than that provided by longer, validated instruments. For a FREE, more accurate, refined and valid profile of your communication style, visit www.stanmann.com.

Lesson Three

Zeroing In on Your Particular Style

After having completed the check list from last Lesson's letter, you have determined your behavior falls into **CATEGORY D, I, S, or C**. (You can retrieve previous letters from the archives at <http://www.stanmann.com>).

If Your Behavior Is Like Category D.

Category D Measures your Dominance; how you meet challenges. We will now refer to this as **Category D** [for Dominance].

Your Strengths Are

- Direct, results oriented
- Interested in getting the job done
- Enjoys challenges
- Like novelty and a fast paced environment
- A quick thinker
- A big picture person
- Have a lot of drive
- A natural leader
- Lets others know where you stand on Lessons
- Takes charge

If your behavior is primarily described in category D, you are most likely a direct, results oriented person who enjoys challenges. An extrovert, you are interested in getting the job done. You like novelty and a fast paced environment. You want bottom line answers uncluttered by details. These strengths make you valuable to an organization because you cause action, get things done, even if it involves taking risks. You have a lot of drive and can make a good leader

Shortcomings of Category D

However, you probably lack patience and cut people off with your direct bottom line approach. Your overriding concern with results tends to discount the people involved. You may be a poor listener and miss valuable insights from others. Under stress you may become insensitive.

How to Improve Your Effectiveness if Your Style is D.

You can improve your effectiveness by understanding that you need people. Learn patience and be less irritated when deadlines are missed. It would help you to be more tactful and concerned for the feelings and attitudes of others. People will be more cooperative when you explain your reasons for your conclusions. Endorse others for their contributions. Remember they like it as much as you. Genuine endorsement is a powerful motivator.

Flexing Your Style To Increase Your Effectiveness

People more like yourself will respond well to your direct, fast paced, decisive approach. You don't have to flex your style with these people

However, you will do well to modify your approach to people who behave more like described in the other three categories. Learn the three styles of other people and flex your style accordingly. Future newsletters will give you specific keys for adapting communication to all four categories.

Lesson Four

Today's Focus: Zeroing In on the Influence Style

After having completed the check list from last Lesson's letter, you have determined your behavior falls into Category D.

If you scored highest in Category I.

Category I measures your **Influence**; how you influence others to your point of view.

Category I Strengths

- Enjoys talking to people
- Energetic and lively
- Motivates others
- Lots of ideas
- Enjoys variety
- Optimistic
- A team player
- People oriented

If your behavior is primarily described in Category I, you most likely enjoy talking to others and are enthusiastic. A good talker, you can be very persuasive because you are intuitive and empathic. You enjoy variety and being in the moment. You are a team player. Always up and optimistic, you like everything to be fun. You enjoy and prefer new projects.

Short-Comings of Category I

However, you would rather talk than listen and may not be taken seriously. You tend to be over concerned with the feelings of others. Priorities and deadlines are your bugaboo. You can get bored and not complete projects, thereby not keeping your promises. Time management may be a problem.

How to Improve Your Effectiveness.

You can improve your effectiveness by being more organized, narrowing your focus to a few projects that you can complete. You need to be more firm with yourself and others. Be less concerned with the other peoples' feelings. Develop a realistic attitude, basing your decisions less on emotions. When presenting your ideas, provide evidence to add depth. This will help you be taken more seriously. Lastly, promise only what you can and will deliver.

Flexing Your Style to Increase Your Effectiveness

However, people more like you will respond well to your enthusiastic big picture approach. You don't have to flex your style with these people.

Nevertheless, you will do well to modify your approach to people who behave more like described in the other three categories. Learn the three styles of other people and flex your style accordingly. Future newsletters will give you specific keys for adapting communication to all four categories.

Lesson Five

Today's Focus: Zeroing In on the Steady Style [Category S]

After having completed the check list from last Lesson's letter, you have determined your behavior falls into Category S.

If you scored highest in Category S.

This Category describes how you respond to the pace of your environment. It measures your **Steadiness**.

Your Strengths:

If your behavior is primarily described in **Category S**, you most likely are very helpful, perhaps to a fault—neglecting your own needs. Naturally everyone seems to like you. You are a good listener. You are accomplished at encouraging others by showing appreciation. You make everyone in the group feel comfortable. Many people who behave as described in **Category S** become highly accomplished in their work.

Short Comings of Category S

Although you like people, you are possessive of information and usually only share when asked directly. You value modesty to the point of seeming uninspiring to the other types. Valuing your privacy, you can be hard to get to know. You communicate indirectly and may lack sufficient decisiveness and self-assertion.

How to Improve Your Effectiveness if Your Style is S.

You can improve your effectiveness by projecting a sense of urgency when the need arises. Be more open, forthcoming and self-promoting to increase your ability to influence others.

Be more assertive. Take care of yourself first, before taking care of others. Paradoxically, you will be able to take even better care of them. This has been called "Extreme Self-Care."

Lastly, do not focus so much on the needs of people that you neglect your business needs.

Flexing Your Style to Increase Your Effectiveness

However, people more like you will respond well to your patient and modest approach. You don't have to flex your style with these people. Nevertheless, you will do well to modify your approach to people who behave more like described in the other three categories.

Learn the three styles of other people and flex your style accordingly. Future newsletters will give you specific keys for adapting communication to all four categories.

Lesson 6

Zeroing in on the Conscientious [Category C] Style

This Lesson discusses your behavioral style if your style is **Conscientious**. That is, after having completed the check list from Lesson 2, you have determined your behavior falls into **Category C**. [or your DISC report has your highest behavior as C for **Conscientious**].

This measures how you respond to the rules and procedures set by others. This has to do with how conscientious you are

Your Strengths:

Great at details, you are conscientious, thorough and hard working; a comprehensive problems solver who is expert at analyzing and solving problems by carefully thinking through lessons. You set and accomplish high standards. A careful decision maker, you unemotionally weigh the facts. Your value to a team is that you maintain high standards, are results oriented and anticipate and avoid problems. You have good follow up and persistence.

Short Comings of Category C

You prefer people one at a time, instead of in groups. Others may see you as aloof and cool. You hate making mistakes. Striving for perfection, you may get bogged down in details and produce slowly. You may overuse rules and regulations, you tend to be critical of yourself and others.

How To Improve Your Effectiveness

You can improve your effectiveness by:

- Be less of a perfectionist.
- Use more enthusiasm with less reliance on data.
- State your true feelings about things.
- Set realistic goals
- Be less sensitive to other's comments.
- Consider other's feelings
- Be less prone to put results ahead of people.
- Remember to sincerely complement others.

Flexing Your Style To Increase Your Effectiveness

However, people more like yourself will respond well to your calm, thoughtful approach and attention to details. You don't have to flex your style with these people

Nevertheless, you will do well to modify your approach to people who behave more like described in the other three categories.

Learn the three styles of other people and flex your style accordingly.

Lesson Seven

This session will help you understand how to use behavioral styles for creating more effective teams, the danger of homogenous teams, advantages of variety and the special benefits each style brings to a superior functioning team.

Which style is the best?

No one style is best. As you have learned each have their own strengths. Most highly successful have all four styles participating. Some managers have hired styles similar to their own. Sometimes this is an intentional decision, but often the managers simply is attracted to people who have his own style. Whatever the reason, a team made up of only one style will be weak in many of the areas that the neglected style would be strong in.

For instance, a team consisting of members who are core I [Influencers] would have a great time together, bring much energy to the task and motivate others to cooperate with them. However they would tend to get off the main issue. They would benefit from the results orientation of a core D [Director]. She would keep them on track and hold them accountable for results.

Would that solve everything and make a high performance team? Not likely. Both Influencers and Directors are big picture people who ignore the details and possible pitfalls. They would tend to rush to completion before having necessary things in place. A person who is high in Conscientious style help slow them down, attend to the necessary details and use safeguards to reduce risk.

The differing styles have a potential for conflict and the addition of someone whose preferred style is S [Supporter] will help cement relations and lesson conflict and promote harmony. Also this style wants everyone to be heard, so valuable ideas are not overlooked.

Speaking of harmony, when all team members are educated about the different styles of each other, they automatically are more tolerant because they understand one another. Furthermore having DISC assessment would clearly spell out for them how to flex their style to their teammates. This not only promotes harmony but also effectiveness and productivity.

What If Other Styles Are Not Available.

All styles are not always available in the work situation. A solution to that situation is to have members know each other's profile and understand where the team's blind-spots are and find ways to compensate.

Often, a team member with a secondary style can function to bring balance to the team. For instance, a member whose core is S [Supporter] with her second style being D [Director] can fill director roles. She can push for results, enforce deadlines and keep the team focused on the big picture. Other members can make similar adaptations.

The conclusion of Ray's Story

After Ray learned about the DISC model and the concept of flexing, he got excited.

"That's it," exclaimed Ray, "that's just what I was doing with my customers and prospects. I listen carefully to my customers, give them lots of details if that's what they want, and have fun and excitement with those who want to make the negotiation a fun game. I find out which prospects want to get right to the point and which ones I need to soften up by talking about their friends and family."

"Should I treat the people who work for me the same way I treat customers and prospects?," Ray asked himself. He was reluctant to try this. It would slow things up. It's much faster just to tell what he wanted. "If they respect me, they should just do it. That's what I do with people I respect. That's what I did with my bosses." He realized that's just not working here.

Ray made a decision to treat his people as if they were prospects and customers. He would see what would happen. It was a difficult shift for him, but he was determined.

His people were delighted yet confused by the change. They did not believe it would last. Indeed Ray had a lapse now and then, but overall he stuck to his plan. His people began to respond positively. The atmosphere at work became happier, morale went up and so did productivity.

Ray had learned not to expect his workers to be just like him.

Summary

Learn your communication style. Identify the style of those you want to influence. Flex your style to match and you will triple your ability to win friends and influence people.

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Addendum

[Please note: the assessment offered you in lesson 2 of this newsletter is a simplified and therefore less accurate assessment than that provided by longer, validated instruments. For a FREE, more accurate, refined and valid profile of your communication style, go to: <http://www.stanmann.com/free-assessment.html>

This material is based on the work of William Moulton Marston. Over two million people have taken his "Personal Insights Profile." It only takes ten minutes to complete and enables a computer to generate an amazingly accurate, 26 page description of employee behavior.

Companies in nine countries use this instrument to improve employee productivity by hiring the right person for the job, team building, coaching and mentoring, conflict resolution, and increasing sales. For more information, contact me at 734-261-0550, or email win@stanmann.com.

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Stan coaches business owners, entrepreneurs and corporations to substantially grow their business and lead a balanced, happy life



His ability to understand human motivation makes him an ideal coach. He can help you remove personal blocks that prevent you from being a profitable and effective business person and leader.

Stan achieved Diplomate status as a therapist before transitioning into business coaching. He lives with his wife of 48 years in Livonia MI. His daughter lives with her husband in Las Vegas.

For recreation, Stan enjoys fishing in Alaska, British Colombia, Costa Rica and Michigan.