



HOW YOU PREFER OTHERS TALK TO YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- Get to the point. Don't worry too much about hurting your feelings
- Approach you initially in a group first -- then ask for a word alone if the issue requires it
- Make it obvious that the topic has been thought through. Approach the issue with you point by point
- Don't be afraid to disagree openly with you as long as you appear to be relishing active debate
- Keep talking about the matter as long as you appear to be actively engaged in the conversation
- Present the matter in categorical terms -- "should we proceed or not?"



TRUST

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

SECTION A: How you encourage trust in others

- Believe that being direct and forthright, particularly with key individuals, encourages the trust relationship
- Like to use your social skills to develop trust with the group or team first, focusing afterwards on individuals
- Find it easy to use your naturally authoritative style to encourage trust from other people
- Believe in trust as an ideal which should underlie any and all relationships
- Consider that trust develops principally when people work actively alongside one another
- Use facts and logic rather than emotions to get others on board

SECTION B: How others can encourage trust in you

- Be direct with you -- don't beat around the bush
- Making you feel a real part of the group or team is an important step in gaining your trust
- Giving you a certain amount of structured detail as well as the broad picture can make you feel that others trust you with significant information
- You can feel less secure unless it's clear to you exactly who is in charge
- Tend to respond well when required to work hard alongside other team members; trust then develops naturally for you
- Present issues in black and white where possible; ambiguity can cause your level of trust to drop



TRUST

SECTION C: When your level of trust drops

- May become curt and over-direct, even with key players
- Tell the group what you think they want to hear
- May fail to follow any sort of plan
- Can become too domineering and over-assertive
- Can lose yourself in unnecessary activities, using "busy work" to compensate for your diminishing level of trust
- When trust issues arise, it can affect your decision-making; determining what should or should not be done may start to become a much more fearful matter because you are no longer sure upon whom you can depend



HOW YOU HANDLE OTHER PEOPLE

The following statements are generated from your Component Usual and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

SECTION 1: When you are at your best

- Are typically direct and straightforward – tend to get to the point
- Relate well to people socially, and enjoy dealing with others in larger groups
- Tend to exercise authority naturally – generally give direct orders as much as you may seek a consensus from others
- Focus on the abstract or intangible benefits that may accrue from a particular course of action; prefer to foster a team approach rather than individual competitiveness
- Physically energetic; bring an emphasis on direct action to most issues, and seek a similar approach from others
- Present issues in terms of logic – not inclined to be too concerned about the emotional component

SECTION 2: Your less effective approach

- Can be brusque and over-direct, upsetting more sensitive people without realizing it
- Can become too inclined to tell people what they want to hear, sometimes to the extent of being over-concerned about the extent to which you are generally liked
- May downplay the need for a structured approach, ignore necessary detail, or fail to give others sufficient structured guidance
- Can become more domineering than you realize; may take others' silence for consent, when in fact they are intimidated
- Can become impatient for short-term results; may mistakenly believe that all problems are amenable to direct, hands-on action
- Can sometimes be too inclined to deal with too many issues at once, or to focus unduly on secondary matters whose relevance is doubtful



HOW YOU HANDLE OTHER PEOPLE

- Can direct others to defer decisions, sometimes unnecessarily, because you are concerned that additional pertinent information may be found, or that some minor issues have been overlooked