

KEYS TO ADAPTING COMMUNICATION

Using the Platinum Rule: Treat others the way *they* want to be treated.

<p style="text-align: center;">COMMUNICATING WITH THE HIGH D</p> <ul style="list-style-type: none"> • Be clear, specific, and to the point. <i>Don't ramble on, or waste their time.</i> • Stick to business. <i>Don't try to build personal relationships, or chitchat.</i> • Come prepared with all requirements, objectives and support material in a well-organized package. <i>Don't forget or lose things, be unprepared or disorganized.</i> • Present the facts logically; plan your presentation efficiently. <i>Don't leave loopholes or cloudy issues</i> • Ask specific (preferably What?) questions. <i>Don't ask rhetorical questions, or useless ones.</i> • Provide alternatives and choices for making their decisions. <i>Don't come with the decision made, or make it for them.</i> • Provide facts and figures about probability of success or the effectiveness of options. <i>Don't speculate wildly or offer guarantees and assurances where there is a risk in meeting them.</i> • If you disagree, take issue with the facts. <i>Don't take issue with the High D personally.</i> • Provide a win/win opportunity. <i>Don't force a High D into a losing situation.</i> 	<p style="text-align: center;">COMMUNICATING WITH THE HIGH I</p> <ul style="list-style-type: none"> • Plan interaction that supports their dreams and intentions. <i>Don't legislate or muffle.</i> • Allow time for relating and socializing. <i>Don't be curt, cold or tight-lipped.</i> • Talk to people about their goals. <i>Don't drive to facts, figures and alternatives.</i> • Focus on people and action items. Put details in writing. <i>Don't leave decisions up in the air.</i> • Ask for their opinion. <i>Don't be impersonal or task-oriented.</i> • Provide ideas for implementing action. <i>Don't waste time in "dreaming."</i> • Use enough time to be stimulating, fun, fast moving. <i>Don't cut the meeting short or be too businesslike.</i> • Provide testimonials from people they see as important or prominent. <i>Don't talk down to them.</i> • Offer special, immediate, and extra incentives for their willingness to take risks. <i>Don't take too much time. Get to action items.</i>
<p style="text-align: center;">COMMUNICATING WITH THE HIGH S</p> <ul style="list-style-type: none"> • Start with personal comments. Break the ice. <i>Don't rush headlong into business or the agenda.</i> • Show sincere interest in them as people. <i>Don't stick coldly or harshly to business.</i> • Patiently draw out their personal goals and ideas. Listen and be responsive. <i>Don't force a quick response to your objectives.</i> • Present your case logically, softly, non-threateningly. <i>Don't threaten with positional power, or be demanding.</i> • Ask specific (preferably How?) questions. <i>Don't interrupt as they speak. Listen carefully.</i> • Move casually, informally. <i>Don't be abrupt and rapid.</i> • If you disagree, prove it with data, facts or testimonials from respected people. <i>Don't mistake their willingness to go along for satisfaction.</i> • Provide personal assurances and guarantees. <i>Don't promise something you can't deliver.</i> • If a decision is required of them, allow them time to think. <i>Don't force a quick decision, provide information.</i> 	<p style="text-align: center;">COMMUNICATING WITH THE HIGH C</p> <ul style="list-style-type: none"> • Prepare your case in advance. <i>Don't be disorganized or messy.</i> • Approach them in a straightforward, direct way. <i>Don't be casual, informal or personal.</i> • Use a thoughtful approach. Build credibility by looking at all sides of each issue. <i>Don't force a quick decision.</i> • Present specifics, and do what you say you can do. <i>Don't be vague about expectations or fail to follow through.</i> • Draw up an "Action Plan" with scheduled dates and milestones. <i>Don't over promise as to results, be conservative.</i> • Take your time, but be persistent. <i>Don't be abrupt and rapid.</i> • If you disagree, prove it with data, facts or testimonials from respected people. <i>Don't appeal to opinion or feelings as evidence.</i> • Provide them with the information and the time they need to make a decision. <i>Don't use closes, use incentives to get the decision.</i> • Allow them their space. <i>Don't touch them.</i>

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LEADING AND MANAGING USING THE PLATINUM RULE

	D's	I's	S's	C's
MOTIVATING	Provide them with options and clearly describe the probabilities of success in achieving goals.	Offer them incentives and testimonials. Show them how they can look good in the eyes of others.	Show how something will benefit their relationships and strengthen their position with others.	Appeal to their need to be accurate and to their logical approach to things.
COMPLIMENT	Their achievements, upward mobility, and leadership potential.	Their appearance, creative ideas, persuasiveness, and charisma.	Their teamwork, the way they are regarded by other people, their relationship skills, and their ability to "get along" with others.	Their efficiency, thought processes, organization, persistence, and accuracy.
COUNSELING	Stick to the facts. Draw them out by talking about the desired results. Then discuss their concerns. Focus on tasks more than feelings. Ask them how they would solve the problem.	Allow them plenty of opportunity to talk about things that are bothering them. Listen for facts and feelings. Many times they merely need to "get something off their chest" and talking may solve the problem.	Allow plenty of time to explore their feelings and understand the emotional side of the situation. They express their feelings, but indirectly. Draw them out through questioning and listening techniques. Create a non-threatening environment.	Describe the process that you plan to follow. Outline how that process will produce the results they seek. Ask questions to help them give you the right information. Let them show you how much they know.
CORRECTING	Describe what results are desired. Show them the gap between actual and desired. Suggest clearly the improvement that is needed, and establish a time when they will get back to you.	Specify exactly what the problem happens to be and what behavior is required to eliminate the problem. Be sure you confirm in writing the agreed-upon behavior changes.	Reassure them that what you are seeking to correct is the behavior only. Don't blame or judge the person; keep things focused on the behavior and its appropriateness.	Specify the exact behavior that is indicated, and outline how you would like to see it changed. Establish checkpoints and times.
DELEGATING	Give them the bottom line and then get out of their way. So that they can be more efficient, give them parameters, guidelines, and deadlines.	Make sure you get clear agreement. Establish checkpoints so that there is not a long period of time between progress reports.	Make a personal appeal to their loyalty. Give them the task, state the deadlines that need to be met, and explain why it's important to do it in that specific way.	Take time to answer all of their questions about structure and guidance. The more they understand the details, the more likely they will be to complete the task properly. Be sure to establish deadlines.

Source: DISC for Leaders, Tony Alessandra, Ph.D., ©2011