About the FAO Policy Learning Programme
This programme aims at equipping high level officials from developing countries with cutting-edge knowledge and strengthening their capacity to base their decisions on sound consideration and analysis of policies and strategies both at home and in the context of strategic international developments.

Related resources
- See all material prepared for the FAO Policy Learning Programme
- See the FAO Policy Learning Website: http://www.fao.org/tc/policy-learning/en/
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Constructive Communication

- Communicate
- Build confidence
- Convince
1. PART 1: THE BEHAVIORAL STYLE

1.1. Animal school

Once upon a time the animals wanted to promote physical education and decided to open a school in which the following subjects were taught: running, climbing, swimming and flying.

In order to better organize the classes, each animal was supposed to be taught in all subjects.

It turned out, that the duck was an excellent swimmer. It swam even better than the swimming-teacher. Its progress in flying however was very slow and running was almost impossible for her. In order to earn more time for practicing, it gave up swimming and trained the muscles of its legs. Because of this over-exercising, the ducks webbed feet over-stretched and her results in swimming became only average.

The school accepted this and was happy with the duck’s average results.
The rabbit was the best in running, but got nervous convulsions due to his increased swimming exercises. It showed quite weak results in the other subjects.

The squirrel was extraordinary good in climbing. Slowly but steadily it lost its enthusiasm because the teacher asked the squirrel to start flying from the ground and not as it was used to do from the tops of the trees. It became sore from overstrain and its marks for climbing and running slowly but steadily became lower and lower.

The eagle was entirely undisciplined, and wanted to do everything according to its style. The eagle was the first one in the class at climbing lessons to reach the top of the trees, but not in the way that was demonstrated to him.

The eel was not only an extraordinary swimmer but also a good runner, as well as a great climber. He could even fly a little and got a certificate.

The dogs boycotted school, because hole digging was not one of the school subjects. They joined with the groundhogs and the moles and founded an “earth school”, which had a prosperous future……
1.1.1. A Celebrity

… is a person everybody knows.

Choose a celebrity everyone in the group knows. Which term or expression characterizes him or her best?

The celebrity is ...............
1.1.2. The Axis: Exerting Influence – Consenting

Describe with a few common terms or a few words the typical, obvious behavior for each side of the axis.
1.1.3. The Axis: Communicative – Reserved

Describe with a few common terms or a few words the typical, obvious behavior for each side of the axis.
1.2. The Matrix of the Behavioral Styles

Describe in the respective sections the obvious behavior.
## 1.3. The 16 Behavioral Styles

<table>
<thead>
<tr>
<th>THE INFLUENCE STYLE</th>
<th>Communicative</th>
<th>THE SUPPORTIVENESS STYLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strong Influence</strong></td>
<td>INFLUENCE WITH TENDENCY TOWARDS SUPPORTIVENESS</td>
<td>SUPPORTIVENESS WITH TENDENCY TOWARDS INFLUENCE</td>
</tr>
<tr>
<td><strong>Influence with Tendency Towards Dominance</strong></td>
<td>MODERATE INFLUENCE</td>
<td>MODERATE SUPPORTIVENESS</td>
</tr>
<tr>
<td><strong>Dominance with Tendency Towards Influence</strong></td>
<td>MODERATE DOMINANCE</td>
<td>MODERATE CONSCIENTIOUSNESS</td>
</tr>
<tr>
<td><strong>Strong Dominance</strong></td>
<td>DOMINANCE WITH TENDENCY TOWARDS CONSCIENTIOUSNESS</td>
<td>CONSCIENTIOUSNESS WITH TENDENCY TOWARDS SUPPORTIVENESS</td>
</tr>
<tr>
<td><strong>Reserved</strong></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>THE DOMINANCE STYLE</th>
<th>THE CONSCIENTIOUSNESS STYLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strong Dominance</strong></td>
<td>CONSCIENTIOUSNESS WITH TENDENCY TOWARDS DOMINANCE</td>
</tr>
<tr>
<td><strong>Reserved</strong></td>
<td></td>
</tr>
</tbody>
</table>
1.4. **Identify a Person X you do not get along with**

Do you sometimes feel stuck in your work? Please think of someone who’s difficult to work with, no matter how hard you try.

Describe this person in the box beneath:
2. **PART 2:**

- **Confidence**
  - **Empathy**
  - **Flexibility**

Listen to your counterpart and refer to his/her strength in order to gain confidence.
3. **THE ABILITY TO CREATE A CLIMATE OF CONFIDENCE**

In general, the ability to create a climate of confidence depends on the Behavioral Style of an individual.

We all tend to look for common ground on which we try to build up confidence. Therefore we very often get along with someone who shows the same Behavioral Style.

* Fill in the quarter for each Behavioral Style and decide which element of confidence is developed strong and which one is developed weak.

<table>
<thead>
<tr>
<th>OPENING</th>
<th>Free flow of information in both directions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCEPTANCE</td>
<td>Do everything possible to make your counterpart feel comfortable.</td>
</tr>
<tr>
<td>AUTHENTICITY</td>
<td>Say what you think and think what you say.</td>
</tr>
<tr>
<td>RELIABILITY</td>
<td>To keep commitments.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THE INFLUENCE STYLE</th>
<th>THE SUPPORTIVENESS STYLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ ____________________</td>
<td>+ ____________________</td>
</tr>
<tr>
<td>- ____________________</td>
<td>- ____________________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THE DOMINANCE STYLE</th>
<th>THE CONSCIENTIOUSNESS STYLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ ____________________</td>
<td>+ ____________________</td>
</tr>
<tr>
<td>- ____________________</td>
<td>- ____________________</td>
</tr>
</tbody>
</table>
2.1. The Timeframe

Not all of us deal the same way with time. Every Behavioral Style has another access and approach to the three dimensions of time:

**PAST, PRESENT, FUTURE**

Relate every time dimension to the respective Behavioral Style:
2.2. The time-relation of each Behavioral Style

The terms and expressions below are related to the time-use and time-relation of each Behavioral Style.

Assign terms and expressions accordingly.

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Busy</td>
<td>7. Present and short term oriented</td>
<td>12. Focused on all time dimensions (past, present, future)</td>
</tr>
<tr>
<td>2. Often late for appointments</td>
<td>8. Has time for everybody</td>
<td>13. Takes everything as it occurs</td>
</tr>
<tr>
<td>3. Forward-looking and turned towards innovations</td>
<td>9. Turned towards the past, proven values and reliable systems</td>
<td>14. Taking time for experienced and well-informed people</td>
</tr>
<tr>
<td>4. Relaxed</td>
<td>10. Takes too many commitments</td>
<td>15. Taking time for interesting people with a lot of energy</td>
</tr>
<tr>
<td>5. Sticking to one’s commitments</td>
<td>11. Quick and efficient</td>
<td></td>
</tr>
<tr>
<td>6. Taking time for efficient people</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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### Diagram

```
THE INFLUENCE STYLE  THE SUPPORTIVENESS STYLE
                      |
                      |
                      |
THE DOMINANCE STYLE  THE CONSCIENTIOUSNESS STYLE
```
2.3. Empathy

Empathy is the capacity to recognize or understand another person’s state of mind or emotion. It is often characterized as the ability to “put oneself into another person’s shoes”, or in some way, actually experience the views or emotions of another person.

It is important to note that empathy does not necessarily imply compassion. Empathy can be ‘used’ for compassionate or cruel behavior.

People who show empathy are considered as particularly respectful.

In a group, this type of person is able to differentiate, to approach other people in an unbiased way, and they don’t judge or reject other people’s opinions and ideas hastily.

They do their best to understand how other people think in order to be able to accept differences better. People with empathy easily master their non-verbal communication (body-language).

On the opposite side, people showing little empathy appear as being egocentric and not able to share other people’s successes and difficulties of other people.

Empathy is expressed by active listening, and by reformulating of what was said in order to assure that there is no misunderstanding between the sent message and the received message.

This ability is never acquired once and for all. A constant effort is required to be able to do this.
2.4. **Our empathy enables us to understand the others**

Very often we can’t understand the reactions of our environment.

Empathy precisely consists of seeing things from the other people’s perspective, or like the Americans say, “to walk in someone else’s shoes.”

…. Certainly without taking over the other ones problems or perception!
### 2.5. Empathy

Brainstorm what verbal and non-verbal behavior an empathic person might show:

<table>
<thead>
<tr>
<th>VERBAL</th>
<th>NON-VERBAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 –</td>
<td>1 –</td>
</tr>
<tr>
<td>2 –</td>
<td>2 –</td>
</tr>
<tr>
<td>3 –</td>
<td>3 –</td>
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<td>4 –</td>
<td>4 –</td>
</tr>
<tr>
<td>5 –</td>
<td>5 –</td>
</tr>
<tr>
<td>6 –</td>
<td>6 –</td>
</tr>
</tbody>
</table>
2.6. How does each Behavioral Style appear in discussion?

Which argument does a person use in a discussion according his/her Behavioral Style?

Assign the below listed terms and descriptions with the matching Behavioral Style.

| 1. Image and Prestige          | 11. Quality of work          |
| 2. Feelings and friendship     | 12. Taking an opportunity    |
| 3. Straight to the point       | 13. Treating others with respect |
| 4. Taking the rules into consideration | 14. Clarity and briefness |
| 5. Ambitious-                 | 15. Accuracy                |
| 6. Harmony and consensus       | 16. Urgency                 |
| 7. Speediness                  | 17. Support and Collaboration|
| 8. Challenges                  | 18. Merit                   |
| 9. Results                     | 19. Time for reflection      |
| 10. Less costs                 | 20. Prudence                |
|                                 | 21. Novelties               |

THE INFLUENCE STYLE

THE DOMINANCE STYLE

THE SUPPORTIVENESS STYLE

THE CONSCIENTIOUSNESS STYLE
2.7. Behavioral Style in management

Managers have different leadership styles standing in correlation with their Behavioral Style.

Assign the below listed terms and descriptions with the matching Behavioral Style in order to find the leadership strengths:

1. Talks straight forward
2. Relies on rules and established norms
3. Is available
4. Expresses his feelings
5. Keeps professional contacts on a professional level.
6. Is demanding and shows his impatience
7. Acts independently
8. Makes people participate
9. Trust is based on previous performances
10. Often gives verbal feedback
11. Pays attention to details
12. Behaves friendly
13. Can motivate his environment
14. Shows patience
15. Creates activities
16. Offers help, advice and support
2.8. The 4 basic needs

Assign the 4 basic needs mentioned below to the Behavioral Styles in the matrix:

- SECURITY
- AFFILIATION
- APPRECIATION
- SELF-REALISATION
2.9. How the 4 basic needs appear in daily life

Every Behavioral Style will be stimulated by achieving congruent goals, and has the tendency to look for situations allowing him to satisfy his/her needs accordingly. These situations allow the following:

- Assign accordingly.

1. Accepting a challenge
2. Getting guarantees and proofs
3. Overcoming obstacles
4. Giving pleasure to other people
5. Outshining in company
6. Saving time, earning money
7. Being the first, being the leader

8. Having warm and friendly contacts
9. Checking and defining delineating
10. Achieving goals
11. Relying on facts
12. Obtaining prestige
13. Surpassing oneself
14. Being part of a group or a team
15. Deepening his/her own knowledge
2.10. What motivates your colleagues?

Concentrate on each Behavioral Style. What would you do to motivate a person taking his personal Behavioral Style into consideration?

1. Show personal interest
2. Give compliments
3. Be direct
4. Show respect towards the function
5. Amicable behavior
6. Give your counterpart the opportunity to express his/her opinion
7. Talk straight to the point
8. Recapitulatory presentation
9. To provide ample time
10. Let the other one decide
11. To show dynamic behavior
12. Classical procedure
13. Only results count
14. Earn money
15. Public compliments
16. Show appreciation for the work done
17. Authenticity
18. Propose collaboration and support
19. References
20. Detailed planning
2.11. What makes each Behavioral Style react in a professional context?

Each Behavioral Style reacts to different aspects in professional situations. The following terms are key words and of relevance to each Behavioral Style. They comprise motivating elements that attract the attention of each Behavioral Style.

If you know how to use the key words to attract attention of the different Behavioral Styles during discussions, your counterpart will listen attentively, a climate of confidence will develop and it will be easier to obtain his/her support.

Assign the below listed terms and descriptions with the matching Behavioral Style.

| 3. Integration        | 11. Good communication| 20. Originality          |
| 7. Support provided and favors given | 15. Benefit and immediate profitability | 24. References |

THE INFLUENCE STYLE

THE SUPPORTIVENESS STYLE

THE DOMINANCE STYLE

THE CONSCIENTIOUSNESS STYLE
2.12. How does each Behavioral Style take a decision?

The terms and sentences below are related to the way each Behavioral Style prefers to take decisions.

Think of your last conversations. Assign the below listed terms and descriptions with the matching Behavioral Style:

1. In a realistic way
2. In a hesitant way
3. In a courageous way
4. With regret and reluctantly
5. Dependent on other people
6. Prefers new innovative solutions
7. To be prepared to take calculated risk
8. In a methodical way
9. Totally independent
10. Slowly
11. Prefers to join common group opinions
12. Only if others are involved into decision taking
13. Likes to check alternative solutions in detail
14. Intuitively
15. Carefully
16. Quickly
17. Prefers concrete alternative solutions
18. Prefers already proven solutions
19. Cares for the impact of his decision on his colleagues
2.13. How do we balance interpersonal tensions?

CREATE A GOOD STARTING POSITION
IN ORDER TO BE ON THE SAME WAVE-LENGTH

1. Go straight to the point
2. Ask about the family and common acquaintances
3. Be punctual
4. Consider conventions
5. Give your dialogue partner the opportunity to talk about what he is interested in
6. Be brief, clear and fast

7. Take time to talk about this and that
8. Show enthusiasm
9. Show a reserved attitude and keep a certain physical distance
10. Talk straight about your target
11. Highlight new things around your dialog partner (clothes, gadgets)
12. Be relaxed

THE INFLUENCE STYLE

THE SUPPORTIVENESS STYLE

THE DOMINANCE STYLE

THE CONSCIENTIOUSNESS STYLE
2.14. How to motivate a dialogue partner?

- Concentrate on the person from your professional environment with whom you face problems in communication and with whom you do not get along with.

- What could you do in future to facilitate your communication and cooperation? (Remember the motivating elements for each Behavioral Style.)


**2.15. Flexibility**

Whether a person can steer his behavior depends to a large extend on his flexibility.

Flexibility, as we define it in this context can have several significances:

- The willingness to accept changes.
- The ability to consider other people’s needs as something at least as important as one’s own.
- The ability to act in a way that does not necessarily correspond with one’s own behavioral style.

Example:

To stay quiet if you would like to say something and express yourself can be quite challenging and exhausting for someone with an Initiative Behavioral Style. On the contrary it is not easy for a person with a Conscientiousness Behavioral Style who doesn’t like to talk a lot in public.

Having the capability to be flexible is a big advantage. It enables us in daily communication and, especially during negotiations, to strengthen trust and to gain the support of our counterparts.

A flexible person is able to create a climate where people feel safe and at ease and therefore become more open to new projects and ideas.

To enhance one’s own flexibility means to improve the quality of his/her relations with others. It’s a development process that allows us to achieve more, to feel better in social interactions and therefore be more productive.

In the context of communication flexibility means the disposition to satisfy the needs of our counterpart as well as our own needs.

Flexibility is the dimension that allows us to create real situations of exchange with our dialogue partners in the sense of Win – Win situations.
2.16. Flexible Behavior

What are the signs whereby you recognize that somebody behaves flexibly in discussions?
2.17. What are typical reactions of each of the Behavioral Styles when tensions rise?

It is important to understand the way each Behavioral Style reacts, when the tension rises. Tension occurs when a person is confronted with change. Change is not easy to accept, nor is it easy to deal with. Change demands a lot of flexibility. Reactions of the different Behavioral Styles can be extremely different. Imagine concrete situations such as staff reduction, change of management, new tasks, moving house, etc.

How do you think each Behavioral Style will react when tensions rise?
2.18. Lessons to learn for each Behavioral Style

In order to improve relations with other people, and to gain their support, every Behavioral Style should try to improve its typical weak sides.

Who should develop more of the following behavior?

<table>
<thead>
<tr>
<th>THE INFLUENCE STYLE</th>
<th>THE SUPPORTIVENESS STYLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Listen more to other people</td>
<td>12. Rely on oneself</td>
</tr>
<tr>
<td>2. Take risks</td>
<td>13. Slow down</td>
</tr>
<tr>
<td>3. Talk less</td>
<td>14. Accept lack of information</td>
</tr>
<tr>
<td>4. Be less demanding</td>
<td>15. Close one’s door</td>
</tr>
<tr>
<td>5. Schedule one’s time</td>
<td>16. Take less commitments</td>
</tr>
<tr>
<td>6. Take the initiative</td>
<td>17. More openness for innovations</td>
</tr>
<tr>
<td>7. Give more leeway to others</td>
<td>18. Take more time</td>
</tr>
<tr>
<td>8. Keep commitments</td>
<td>19. Concentrate more on the task</td>
</tr>
<tr>
<td>9. Be on time</td>
<td>20. Be more relaxed</td>
</tr>
<tr>
<td>10. Set goals</td>
<td></td>
</tr>
<tr>
<td>11. Stay the course until the goal is reached</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THE DOMINANCE STYLE</th>
<th>THE CONSCIENTIOUSNESS STYLE</th>
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<tbody>
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</table>

Diagram: The Influence Style is connected to the Supportiveness Style, the Dominance Style is connected to the Conscientiousness Style.
3. **PART 3: THE PROCESS OF CONSTRUCTIVE COMMUNICATION**

3.1. **The 7 Stages of a Dialogue**

(i) **PREPARATION:**

- Establish a hypothesis about the other’s behavioral style.
- Clarify situations (with regard to satisfying and non-satisfying points) which solution would satisfy you, what would be unacceptable for you.
- Set targets.

Knowing, how to establish a constructive dialogue
(ii) **GETTING STARTED:** CREATE A GOOD STARTING POSITION TO BE ON THE SAME WAVELENGTH

◊ Reduction of tension (mention reasons for the conversation and the benefit for the other one)
◊ Suggest timeframe and agree on it

(iii) **ANALYSIS:** ANALYSE THE SITUATION AND EXPRESS YOUR NEEDS

◊ Listen
◊ Question
◊ Reformulate the disposed wishes

(iv) **GENERATE OPTIONS:** FORMULATE YOUR OWN POINT OF VIEW OR POSITION WITH REGARD TO THE SITUATION AND SPECIFY OWN WISHES

◊ Formulate points of satisfaction
◊ Formulate points of dissatisfaction

(v) **SOLUTION:** COMMON SEARCH FOR SOLUTIONS

◊ Ask for solutions (What do you suggest?)
◊ Suggest solutions
◊ Choose a solution (based on the needs of both sides)

(vi) **DECISION-MAKING:** DEFINE AN ACTION PLAN

◊ Transfer of the targeted solution into concrete steps of action
◊ Take commitments and fix a timeframe
◊ Reconfirm agreement, in writing if possible

(vii) **FOLLOW-UP** ASSURE IMPLEMENTATION

◊ Control the implementation of the action
(I) **PREPARATION**

**TARGET SETTING, WHILE TAKING THE OTHER ONES BEHAVIORAL STYLE INTO ACCOUNT**

It is absolutely necessary to prepare yourself thoroughly for successful negotiations.

Clarify three points:

a) Establish a hypothesis about the behavioral style of your communication partner.

b) Clarify the context and situation: Analyze the facts that would satisfy you and that could satisfy your negotiation partner.

C) Which result has to be achieved at the end of the conversation? Fix a maximal target and a minimal target for yourself. Those targets should be specific, measurable, acceptable, realistic and obtain a time frame.
(II) GETTING STARTED

CREATE A GOOD STARTING POSITION
IN ORDER TO BE ON THE SAME WAVELENGTH

In case of interpersonal tensions you have to reduce them before you start to negotiate with somebody. Prior to formulating your request, take the adequate time (according to the behavioral style of your dialogue partner) to relax the social climate of the negotiation.

You can reduce your partner’s tensions and create openness towards you and the topic, through the following steps:

1. Neutralize his/her tension originating from his behavioral style.
2. Explain the reason for coming.
3. Explain to him/her why you want to talk.
   - In order to solve a problem or to strike a balance?
   - **Attention!** Don’t let your dialogue partner enter the demarcation cycle.
4. Suggest something that is attractive to him.
   - Make your counterpart keen to listen to you further.
5. Create openness towards you and the topic even before the major discussion.
   - E.g. about duration of the talk, the topic you want to raise, your plan or further attending persons.
(III) **ANALYSIS:**

**ANALYZE THE SITUATION AND EXPRESS YOUR NEEDS**

This step helps to clarify the context, which means finding out expectations, difficulties, intentions or prejudices (hidden or expressed ones).

At the same time it is a good opportunity to identify consequences and find solutions.

By asking questions, active listening and showing empathy we can find out the needs of our dialogue partner.

1. **Questioning**
   - Not implicate questions = questions of context
   - Implicit questions = questions about the problem, about consequences and solutions

2. **Active Listening**
   - Check, whether you have understood the mentioned points correctly by reformulating what has been said in your own words. Come to an agreement when you have understood the message right.
   - Concentrate your attention on the demands of your dialogue partner: Does he/she feel well? Can you refine your assumptions about his/her behavioral style? Are your questions suitable to discover needs?
(IV) **GENERATE OPTIONS**

**SPECIFY YOUR OWN POINT OF VIEW AND YOUR OWN WISHES**

During this phase you will reveal the goals you would like to achieve as clearly as possible. Incorporate the needs of your partner and take his/her behavioral style into consideration.

Firstly, mention first the points that satisfy you and afterwards the non-satisfying ones.

Based on your preparation follow the method described below to make your message clear.

<table>
<thead>
<tr>
<th>SATISFYING POINTS</th>
<th>DISSATISFYING POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACTS</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>YOUR PERSONAL FEELINGS</td>
<td>3</td>
</tr>
</tbody>
</table>
(V) **THE SOLUTION**

**JOINT SEARCH FOR SOLUTIONS**

You have to support your communication partner and enable him/her to find solutions on his/her own.

1. **Ask for solutions.**
   
   Consider the rule of “What would you suggest?“

2. **Bring your own suggestions only when necessary.**

3. **Decide for a common solution within established clear criteria of feasibility: time, costs, etc.**
(VI) **THE RESOLUTION**

**ELABORATE A PLAN OF ACTION**

The phase of the resolution includes putting the discussion points jointly into a plan of action and a time frame.

1. Start with a brief summary of the discussion/conversation
   - Identified needs
   - Options for improvement
   - Proposed and decided solutions

2. Jointly define concrete actions

3. Make a time schedule

4. Fix the next appointment to guarantee the implementation of your agreement.

... **CLOSE THE TALK BY ENCOURAGING YOUR PARTNER**

**AND THANK HIM / HER.**
Adapting your talks to your negotiation partner

4. PART 4: TOOLS

4.1. Directions for use

This chapter supports you in the preparation of your negotiations taking the behavioral style of your counterpart into consideration.

- Your dialog partner shows the "The Dominance Style" Proceed to Point 4.2.
- Your dialog partner shows the "The Influence Style" Proceed to Point 4.3.
- Your dialog partner shows the "The Supportiveness Style" Proceed to Point 4.4.
- Your dialog partner shows the "The Conscientiousness Style" Proceed to Point 4.5.
4.2. The Dominance Style: Strategies for direct communication

PREPARATION
1. Make a hypothesis about the behavioral style.
2. Clarify the situation.
3. Fix your goals.

Be prepared to a frank communication in plain language. Approach your negotiation partner as directly and efficiently as possible. Your counterpart neither appreciates elaborated speeches, nor the creation of a relation. What he/she is looking for are results that are related to his/her self-realization.

GETTING STARTED
1. Reduce tension.
2. Get mutual agreement to open the conversation.

Be direct! Tell your partner why you want to talk to him/her and what might be the benefit for him/her. Mention the maximum duration of your conversation. Avoid getting his/her attention by being over friendly. He/she is not interested in this.

ANALYSIS
1. Ask questions in order to learn more about the interests, expectations, projects and needs of your counterpart.
2. Reformulate questions to be sure that you understood him/her well. Practice active listening.

Keep on being direct. Ask specific questions. Ask for his/her opinion and how he/she is going to fulfill his/her tasks according to the actual demands. This way of approaching him/her makes it easy for him/her to reply. Show competence and leave the initiative to him/her.

GENERATE OPTIONS
Now mention your perception of the situation, while taking the behavioral style and needs of the other one into consideration.
1. Refer to facts, show your personal feelings and show the consequences.

Give very concrete examples and underline them with facts. Mention costs, time needed and the support you want from him/her. Relate very often to what he/she said. Speak with power and persuasion, but beware of being too imposing.

THE SOLUTION
1. Identify every single element of the problem.
2. Elaborate a common solution
3. Take the implementation and feasibility of this solution into consideration.

Anticipate his/her objections and if possible weaken them in advance. A clear “No” from his/her side would be a bad sign. Beware of negative answers of your dialogue partner. Ask him/her what causes problems to him/her. Avoid under any circumstances engaged controversies with him/her. Show that you understand his/her way of thinking.

THE RESOLUTION
1. Elaborate an action plan.
2. Fix every single task.

Always keep in mind that this type of conversation partner wants to have control over everything related to him/her. He/she does not like to be imposed to do something. He/she suspects narrow approaches and you might risk provoking his/her resistance. Be relaxed in leaving the decision to him/her and make him/her feel that he/she is the only one who knows what to do in this situation. Discuss with him/her the pros and cons and then let him/her decide.
### 4.3. The Influence Style: Strategies for direct communication

#### PREPARATION
1. Make a hypothesis about the behavioral style.
2. Clarify the situation.
3. Fix your goals.

Be prepared to meet an enthusiastic and dynamic person with a high level of energy. Avoid going into detail. Concentrate on the way your offer has to appear in order to anticipate personal recognition on his side. This is a fundamental need of people with the Influence behavioral style.

#### GETTING STARTED
1. Reduce tension.
2. Get mutual agreement to open the conversation.

Concentrate on his/her focus of interest. Show him/her that you have come to facilitate his/her job and to make it more interesting. Let him/her know that you will not swamp him with details.

#### ANALYSIS
1. Ask questions in order to learn more about the interests, expectations, projects and needs of your counterpart.
2. Reformulate them to be sure that you understood him/her well. Practice active listening.

The influence style loves to speak. Give hi/her lots of opportunities for that. Ask questions appealing to his/her creative potential. Ask his/her opinion and give him/her the opportunity to develop and present his/her ideas.

#### GENERATE OPTIONS
1. Now mention your perception of the situation, while taking the behavioral style and needs of the other one into consideration.
2. Refer to facts, show your personal feelings and show the consequences.

Present your offer in a dynamic way. Avoid details. Use facts and descriptions to demonstrate the consequences of the behavior creating problems at the moment. Show him/her the impact on his/her personal reputation and on the image of the team.

#### THE SOLUTION
1. Identify every single element of the problem.
2. Elaborate a common solution.
3. Take the implementation and feasibility of this solution into consideration.

This counterpart might show reluctance if the implementation of a change seems too complicated to him/her. Make clear that you can help him/her pursue his/her goal even in detail, and that a change might be comfortable. Tell him/her about a similar situation or about someone he/she likes who managed to overcome the anticipated difficulties that make him/her hesitate. Share positive feelings with him/her.

#### THE RESOLUTION
1. Elaborate an action plan.
2. Fix every single task.

Make an enthusiastic announcement of the implementation of your action plan, based on his/her suggestions. Ask questions like: “Ok, when can we start”. If you communicate efficiently he/she will be easily affected by your enthusiasm and will co-operate with you.
### 4.4. The Supportiveness Style: Strategies for direct communication

#### PREPARATION

1. Make a hypothesis about the behavioral style.  
   Be prepared to respond to the strong wish of your counterpart to feel accepted. It is easier for him/her to agree with you if he/she meets a friendly and warm behavior from your side. Take time to create a relaxed atmosphere.

2. Clarify the situation.

3. Fix your goals.

#### GETTING STARTED

1. Reduce tension.

2. Get mutual agreement to open the conversation.  
   Show him/her that you are interested in what preoccupies him/her. Take your time to minimize interpersonal tensions. Explain your counterpart what your discussion will bring, e.g., an improvement of the personal relation within your team etc.

#### ANALYSIS

1. Ask questions in order to learn more about the interests, expectations, projects and needs of your counterpart.  
   Make sure to structure your ideas clearly and while asking you do not drift too far away from the topic of your discussion.  
   Ask in a friendly manner, e.g., “You certainly know that it is like this” or “haven’t you ever felt the same?” That way he will feel more at ease to answer your questions.

2. Reformulate the answers to be sure that you understood him/her well.  
   Practice active listening.  
   Make sure to structure your ideas clearly and while asking you do not drift too far away from the topic of your discussion.  
   Ask in a friendly manner, e.g., “You certainly know that it is like this” or “haven’t you ever felt the same?” That way he will feel more at ease to answer your questions.

#### GENERATE OPTIONS

1. Now mention your perception of the situation, while taking the behavioral style and needs of your counterpart into consideration.  
   Present your offer in a friendly way.  
   Make sure that your partner feels comfortable. Express even your very personal feelings. Show him/her through terms related to relations the consequences of what you aim for.

2. Refer to facts and show consequences.  
   (If culturally accepted, show your personal feelings).

#### THE SOLUTION

1. Identify every single element of the problem.  
   Sometimes it might be difficult for you to interpret the hesitation of your counterpart. He/she will do everything to not hurt you. Try to find out in a friendly manner why he/she is hesitating. Accept his/her caution and share it.

2. Elaborate a common solution

3. Take the implementation and feasibility of this solution into consideration.

#### THE RESOLUTION

1. Elaborate an action plan.  
   Elaborate an action plan and present it step by step. Let the other one know that he/she will get your support in any phase at any time. Get his/her agreement for every single step.

2. Fix every single task.
### 4.5. The consciousness Style: Strategies for direct communication

#### PREPARATION

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Make a hypothesis about the behavioral style. Be prepared that you have to meet the need for detailed information of your counterpart. Show seriousness and methodological working style. He/she will be extremely careful in his/her decisions. Ask a lot of questions. If possible avoid disturbing his/her time schedule by fixing appointments in advance. Be ready to present your suggestions in written form.</td>
</tr>
<tr>
<td>2.</td>
<td>Clarify the situation.</td>
</tr>
<tr>
<td>3.</td>
<td>Fix your goals.</td>
</tr>
</tbody>
</table>

#### GETTING STARTED

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Reduce tension. Be formal! Bear in mind that he/she has a high need for security. Tell him/her that you would like to exchange information and that you would appreciate to hear his/her opinion. Let him/her know that you respect his/her time schedule, but you are willing to sacrifice your time in case he/she asks for this.</td>
</tr>
<tr>
<td>2.</td>
<td>Get mutual agreement to open the conversation.</td>
</tr>
</tbody>
</table>

#### ANALYSIS

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Ask questions in order to learn more about the interests, expectations, projects and needs of your counterpart. Make sure that the questions you prepared don’t involve your counterpart too much. Ask precise key-questions for each issue in detail. Keep in mind that you’re dealing with a very reserved person. He/she feels more comfortable in talking about facts than talking about personal issues. You risk him/her to regress if you put too much pressure on him/her.</td>
</tr>
<tr>
<td>2.</td>
<td>Reformulate them to be sure that you understood him/her well. Practice active listening.</td>
</tr>
</tbody>
</table>

#### GENERATE OPTIONS

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Now mention your perception of the situation, while taking the behavioral style and needs of the other one into consideration. Present logical arguments and avoid feelings. Make the consequences of the behavior you would like him to change very clear. Prove that the talk can fulfill his/her need for security.</td>
</tr>
<tr>
<td>2.</td>
<td>Refer to facts, show your personal feelings and show the consequences.</td>
</tr>
<tr>
<td><strong>THE SOLUTION</strong></td>
<td></td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>1. Identify every single element of the problem.</td>
<td>As your counterpart wants to avoid appearing incorrect, you can expect that he is hesitating. Ask him how he rates the situation. Does he have well-founded concerns? Does your suggestion seem acceptable to him? You better write down the most important agreements of your solution.</td>
</tr>
<tr>
<td>2. Elaborate a common solution</td>
<td></td>
</tr>
<tr>
<td>3. Take the implementation and feasibility of this solution into consideration.</td>
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</tbody>
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<th><strong>THE RESOLUTION</strong></th>
<th></th>
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<tbody>
<tr>
<td>1. Elaborate an action plan.</td>
<td>This colleague dislikes too fast actions. Give him a chance to choose, e.g. the timeframe. Keep in mind that people with consciousness style like to balance reasons for every single option. Try to stay pragmatic and carefully stop his analysis in detail. Fix a deadline with him.</td>
</tr>
<tr>
<td>2. Fix every single task.</td>
<td></td>
</tr>
</tbody>
</table>