

QUESTIONS FOR THE SUBJECT:

How do you handle conflict?

- Dominance (D): "I confront it head-on and try to find a solution quickly."
- Influence (I): "I try to mediate and find a compromise that satisfies everyone."
- Steadiness (S): "I prefer to avoid conflict, but if it arises, I approach it calmly and patiently."
- Conscientiousness (C): "I analyze the situation and consider all perspectives before addressing the conflict."

Describe your approach to teamwork.

- Dominance (D): "I prefer to take the lead and make decisions."
- Influence (I): "I enjoy collaborating and building relationships within the team."
- Steadiness (S): "I provide support and stability to the team."
- Conscientiousness (C): "I focus on tasks and details, ensuring everything is done correctly."

How do you react to unexpected changes?

- Dominance (D): "I quickly adapt and take action to address the change."
- Influence (I): "I see it as an opportunity to innovate and try new things."
- Steadiness (S): "I prefer stability, but I can adapt to changes if given time."
- Conscientiousness (C): "I carefully analyze the situation and plan my response."

How do you make decisions?

- Dominance (D): "I make decisions quickly and confidently, often trusting my instincts."
- Influence (I): "I consider the impact on people and relationships in my decision-making."
- Steadiness (S): "I take my time to think things through and consider the impact on stability and comfort."
- Conscientiousness (C): "I gather and analyze all relevant information before making a decision."

<u>How do you handle stress or pressure?</u>

- Dominance (D): "I thrive under pressure. It pushes me to make decisions and take action quickly."
- Influence (I): "I try to maintain a positive attitude and motivate others around me."
- Steadiness (S): "I remain calm and patient, taking one step at a time."
- Conscientiousness (C): "I focus on the details and plan my way through the situation."

What motivates you?

- Dominance (D): "Achieving results and overcoming challenges motivates me."
- Influence (I): "Building relationships and inspiring others motivates me."
- Steadiness (S): "Maintaining harmony and stability motivates me."
- Conscientiousness (C): "Completing tasks accurately and efficiently motivates me."



QUESTIONS FOR THE SUBJECT (CONTINUED):

How do you approach a new project or task?

- Dominance (D): "I quickly assess the situation, set goals, and take action."
- Influence (I): "I communicate with others, gather ideas, and build enthusiasm."
- Steadiness (S): "I approach it calmly, understanding the process and how it affects the current system."
- Conscientiousness (C): "I analyze the task, plan carefully, and pay attention to the details."

How do you handle feedback or criticism?

- Dominance (D): "I see it as an opportunity to improve and get better results."
- Influence (I): "I appreciate feedback that helps me improve my relationships and communication."
- Steadiness (S): "I prefer feedback that is delivered in a gentle, supportive manner."
- Conscientiousness (C): "I value detailed, constructive feedback that helps me improve my work."

How do you prefer to communicate with others?

- Dominance (D): "I prefer direct and to-the-point communication."
- Influence (I): "I enjoy open, friendly, and expressive communication."
- Steadiness (S): "I prefer calm, patient, and understanding communication."
- Conscientiousness (C): "I appreciate clear, detailed, and accurate communication."

DOMINANCE (D):

Criteria: Assertive, competitive, prefers to lead, makes quick decisions.

- Be clear, specific, and to the point. Avoid unnecessary details or beating around the bush.
- Focus on results and objectives. They want to know what the goal is and how to achieve it.
- Be prepared to answer their questions and provide logical explanations. They appreciate facts and evidence.
- Respect their need for autonomy. They prefer to have control over their work and decisions.



DOMINANCE (D):

How to Treat Them:

- Respect their need for independence and control. Allow them to take the lead or have a say in decisions.
- Challenge them with high goals and let them figure out how to achieve them. They enjoy challenges and problem-solving.
- Recognize their achievements and successes. They are driven by results and appreciate being acknowledged for their accomplishments.
- Be direct and straightforward with feedback. They prefer honest, constructive criticism over sugar-coated feedback.

Communication Methods:

- Direct, face-to-face communication is often effective. They appreciate the opportunity to ask questions and discuss matters directly.
- Email or written communication should be concise and to the point. Highlight the main points and objectives.
- In meetings, stick to the agenda and avoid unnecessary discussions. They prefer meetings that are efficient and results-oriented.
- When discussing new ideas or projects, focus on the end goal and the results that can be achieved.

Building rapport with a high "D" individual often involves showing respect for their autonomy, acknowledging their achievements, and communicating in a clear, direct manner. It's also important to show that you're confident, goal-oriented, and capable of making decisions.

INFLUENCE (I):

Criteria: Sociable, talkative, lively, people-oriented, enjoys collaboration.

- Be friendly and personable. They appreciate a warm, positive communication style.
- Engage in small talk and personal conversation. They enjoy getting to know people on a personal level.
- Be open to their ideas and input. They like to feel involved and valued.
- Use stories, anecdotes, and humor. They appreciate a lively and engaging conversation.



INFLUENCE (I):

How to Treat Them:

- Show genuine interest in them as individuals. They appreciate when others take the time to get to know them.
- Involve them in group activities or decisions. They enjoy being part of a team and contributing to the group.
- Recognize their contributions and achievements. They appreciate positive feedback and recognition.
- Be patient and understanding. They may need time to talk and express their ideas.

Communication Methods:

- Face-to-face or verbal communication is often effective. They appreciate the opportunity to engage in conversation and build a personal connection.
- Group meetings or team activities can be a good way to engage them. They enjoy the social aspect of these situations.
- When using written communication, keep it friendly and personable. Use a positive tone and include personal touches when appropriate.
- Phone or video calls can also be effective, as they allow for more personal interaction than written communication.

Building rapport with a high "I" individual often involves showing genuine interest in them, being friendly and positive, and involving them in conversation and decision-making. It's also important to recognize their contributions and make them feel valued and appreciated.

STEADINESS (S):

Criteria: Calm, patient, supportive, prefers stability and consistency.

- Be clear and logical. They appreciate when information is presented in a straightforward and systematic way.
- Give them time to process information and make decisions. They prefer not to be rushed.
- Show empathy and understanding. They appreciate when others acknowledge their feelings and perspectives.
- Provide reassurance and stability. They like to know what to expect and appreciate consistency.



STEADINESS (S):

How to Treat Them:

- Show respect for their need for stability and routine. Sudden changes can be unsettling for them.
- Be patient and understanding. They may need more time to adapt to new situations or changes.
- Recognize their contributions and efforts. They appreciate being acknowledged for their hard work and dedication.
- Provide support and reassurance. They value a supportive and cooperative environment.

Communication Methods:

- Face-to-face or one-on-one communication can be effective. They appreciate the opportunity to ask questions and clarify information.
- Written communication should be clear and detailed. They appreciate having all the necessary information to understand the situation fully.
- In meetings, give them the opportunity to share their thoughts and ideas. They may not be the first to speak up, but their input can be valuable.
- When introducing changes or new ideas, provide plenty of information and give them time to adjust. They appreciate having the opportunity to understand and adapt to new situations.

Building rapport with a high "S" individual often involves showing respect for their need for stability, being patient and understanding, and providing clear and detailed communication. It's also important to provide support and reassurance, and to acknowledge their contributions and efforts.

CONSCIENTIOUSNESS (C):

Criteria: Analytical, careful, systematic, detail-oriented, prefers to follow rules and procedures.

- Be clear, precise, and detail-oriented. They appreciate when information is presented in a logical and systematic way.
- Provide complete information. They prefer to have all the details before making a decision.
- Be patient and give them time to process information. They prefer not to be rushed and may need time to think things over.
- Respect their need for structure and order. They appreciate when conversations and meetings are well-organized and follow a clear agenda.



CONSCIENTIOUSNESS (C):

How to Treat Them:

- Show respect for their need for rules and procedures. They appreciate when others also follow rules and respect established procedures.
- Be reliable and consistent. They value consistency and dependability in others.
- Recognize their attention to detail and thoroughness. They appreciate being acknowledged for their meticulous work.
- Provide constructive feedback. They are open to feedback that helps them improve their work.

Communication Methods:

- Written communication can be effective as it allows them to process information at their own pace. It also provides a record that they can refer back to.
- In meetings, stick to the agenda and avoid going off-topic. They appreciate meetings that are efficient and well-structured.
- When discussing new ideas or projects, provide plenty of details and be prepared to answer their questions. They like to have a thorough understanding of the situation.
- When giving instructions, be clear and specific. They prefer to have clear guidelines and expectations.

Building rapport with a high "C" individual often involves showing respect for their need for rules and structure, being reliable and consistent, and providing clear and detailed communication. It's also important to recognize their attention to detail and meticulous work.



QUESTIONS FOR SUBJECT:

What motivates you in your work or personal life?

- Thinker: "Being able to analyze and solve complex problems."
- Persister: "Aligning my actions with my values and principles."
- Harmonizer: "Creating harmonious relationships and a positive environment."
- Rebel: "Having the freedom to express my creativity and individuality."
- Imaginer: "Having time for reflection and exploring new ideas."
- Promoter: "Achieving tangible results and seeing the impact of my actions."

How do you prefer to receive feedback or recognition?

- Thinker: "I appreciate detailed feedback and recognition for my expertise and competence."
- Persister: "I value genuine acknowledgment and recognition of my commitment and integrity."
- Harmonizer: "I appreciate feedback delivered in a kind and supportive manner, recognizing my efforts to create harmony."
- Rebel: "I prefer feedback that acknowledges my unique contributions and allows for individual expression."
- Imaginer: "I appreciate feedback that respects my need for privacy and recognizes my reflective nature."
- Promoter: "I enjoy feedback that highlights my achievements and emphasizes the impact of my actions."

How do you handle conflicts or disagreements?

- Thinker: "I approach conflicts by analyzing the facts and seeking logical solutions."
- Persister: "I address conflicts by referring to my values and seeking resolutions that align with my principles."
- Harmonizer: "I handle conflicts by considering the feelings and perspectives of all parties involved and finding compromises."
- Rebel: "I approach conflicts with a creative mindset, seeking unconventional solutions that break free from traditional norms."
- Imaginer: "I handle conflicts by taking time for reflection, seeking to understand the underlying causes and finding peaceful resolutions."
- Promoter: "I address conflicts directly and assertively, seeking win-win outcomes and maintaining focus on the desired results."



QUESTIONS FOR SUBJECT (CONTINUED):

How do you approach decision-making?

- Thinker: "I gather all relevant data, analyze it systematically, and make well-informed decisions based on logic and reasoning."
- Persister: "I make decisions by aligning them with my values and principles, considering the long-term impact and personal significance."
- Harmonizer: "I make decisions by considering the impact on relationships and seeking outcomes that promote harmony and understanding."
- Rebel: "I make decisions based on my intuition and personal desires, valuing choices that allow for freedom and self-expression."
- Imaginer: "I make decisions by taking time for reflection, considering the possibilities, and aligning them with my inner vision."
- Promoter: "I make decisions quickly, relying on my instincts and seeking outcomes that generate excitement and drive action."

How do you handle stress or pressure?

- Thinker: "I manage stress by analyzing the situation, breaking it down into manageable parts, and prioritizing tasks."
- Persister: "I handle stress by relying on my values and seeking support from trusted individuals who share my principles."
- Harmonizer: "I cope with stress by seeking emotional support from others, engaging in calming activities, and finding moments of tranquility."
- Rebel: "I handle stress by engaging in creative outlets, seeking moments of spontaneity, and finding ways to break free from routine."
- Imaginer: "I manage stress by seeking solitude, engaging in introspection, and finding solace in peaceful and reflective activities."
- Promoter: "I thrive under stress, channeling it into action, and embracing the challenge with enthusiasm and determination."



QUESTIONS FOR SUBJECT (CONTINUED):

How do you communicate your needs and expectations to others?

- Thinker: "I communicate my needs and expectations by providing clear instructions and presenting logical justifications."
- Persister: "I express my needs and expectations by articulating my values and explaining the significance of meeting them."
- Harmonizer: "I communicate my needs and expectations by expressing my feelings, seeking understanding, and fostering open dialogue."
- Rebel: "I communicate my needs and expectations by expressing my individuality and preferences, emphasizing the importance of personal freedom."
- Imaginer: "I communicate my needs and expectations by sharing my thoughts and ideas in a calm, introspective manner."
- Promoter: "I communicate my needs and expectations directly and confidently, inspiring others to take action and achieve results."

How do you approach personal growth and development?

- Thinker: "I seek personal growth through expanding my knowledge and skills, constantly learning and seeking new challenges."
- Persister: "I pursue personal growth by living in alignment with my values and principles, continually striving for self-improvement."
- Harmonizer: "I focus on personal growth by deepening my self-awareness, developing empathy, and nurturing meaningful connections."
- Rebel: "I embrace personal growth by exploring unconventional paths, embracing change, and discovering my unique identity."
- Imaginer: "I pursue personal growth by exploring my inner world, seeking self-understanding, and cultivating my creativity."
- Promoter: "I achieve personal growth through taking on new experiences, seizing opportunities, and continuously expanding my horizons."



PCM - THINKERS:

Criteria: Logical, responsible, and organized. They value facts and information and prefer to communicate in a structured and disciplined manner.

How they like to be talked to:

- Use a logical and analytical approach when presenting information.
- Provide clear and concise explanations, focusing on the facts and details.
- Be prepared to answer their questions and engage in in-depth discussions.
- Use a well-organized and systematic communication style.

How they like to be treated:

- Respect their need for precision and accuracy.
- Value their expertise and acknowledge their analytical abilities.
- Provide opportunities for them to showcase their problem-solving skills.
- Allow them to work independently and provide space for their intellectual pursuits.

Communication methods that work best:

- Written communication: Use email, reports, or documentation to provide detailed information.
- Structured discussions: Engage in organized and purposeful conversations, allowing them to explore topics thoroughly.
- Presentations: Use data-driven presentations with clear objectives and logical flow.

Building rapport with Thinkers:

- Show appreciation for their logical thinking and attention to detail.
- Engage in intellectual discussions and debates to stimulate their analytical mind.
- Respect their need for time alone for reflection and contemplation.
- Collaborate on projects that require research, analysis, and problem-solving.



PCM - PERSISTERS:

Criteria: Value-driven, dedicated, and observant. They communicate their opinions strongly and are motivated by personal conviction.

How they like to be talked to:

- Speak with conviction and authenticity, expressing your own values and beliefs.
- Use language that reflects integrity, honesty, and a sense of purpose.
- Show appreciation for their dedication and the principles they hold dear.
- Engage in meaningful discussions about important topics and values.

How they like to be treated:

- Recognize and respect their personal values and principles.
- Acknowledge their dedication and commitment to their goals.
- Provide opportunities for them to contribute based on their expertise and strengths.
- Demonstrate trust in their abilities and decision-making skills.

Communication methods that work best:

- Face-to-face conversations: Engage in sincere and meaningful discussions, allowing for open expression of values and beliefs.
- One-on-one meetings: Provide a personal and supportive environment for deeper conversations.
- Active listening: Show genuine interest in their perspectives and feelings.

Building rapport with Persisters:

- Show respect for their values and the importance they place on integrity.
- Be reliable and demonstrate your own commitment to shared goals.
- Provide opportunities for them to demonstrate their expertise and make a meaningful contribution.
- Engage in activities that align with their values, such as volunteering or community involvement.



PCM - HARMONIZERS:

Criteria: Compassionate, sensitive, and warm. They value feelings and relationships and prefer to communicate in a manner that promotes harmony.

How they like to be talked to:

- Use a warm and friendly tone, showing genuine care and empathy.
- Allow them to express their feelings and emotions, and listen actively.
- Acknowledge their efforts in creating harmony and positive relationships.
- Engage in collaborative and inclusive discussions.

How they like to be treated:

- Create a supportive and inclusive environment where everyone's contributions are valued.
- Respect their sensitivity to conflicts and strive to maintain a harmonious atmosphere.
- Provide opportunities for them to demonstrate their ability to create positive relationships.
- Recognize their efforts in fostering teamwork and cooperation.

Communication methods that work best:

- Face-to-face conversations: Allow for personal connection and expression of emotions.
- Group discussions: Encourage active participation and create an inclusive space for everyone to share their thoughts.
- Non-verbal communication: Pay attention to body language, tone, and gestures to gauge their emotional state.

Building rapport with Harmonizers:

- Show empathy and understanding for their feelings and concerns.
- Foster a supportive and positive atmosphere where everyone's perspectives are heard and respected.
- Collaborate on projects or activities that promote teamwork and create a sense of harmony.
- Use active listening and validate their emotions to build trust and rapport.



PCM - REBELS:

Criteria: Creative, spontaneous, and playful. They value freedom and spontaneity and prefer to communicate in a casual and non-conforming manner.

How they like to be talked to:

- Encourage open and free expression of ideas and opinions.
- Use a conversational and casual tone, allowing for spontaneity and creativity.
- Be open to exploring alternative perspectives and unconventional approaches.
- Engage in discussions that stimulate their imagination and individuality.

How they like to be treated:

- Respect their need for personal freedom and autonomy.
- Recognize their unique identity and celebrate their creativity.
- Provide opportunities for them to explore new ideas and take on unique projects.
- Encourage them to express their individuality and think outside the box.

Communication methods that work best:

- Informal and relaxed conversations: Allow for free-flowing discussions without rigid structures.
- Brainstorming sessions: Encourage creative thinking and generate new ideas together.
- Non-traditional communication methods: Embrace innovative technologies or platforms that promote self-expression and individuality.

Building rapport with Rebels:

- Show appreciation for their unique perspective and creative contributions.
- Provide them with opportunities to explore their individuality and pursue their passions.
- Foster an environment that embraces change, experimentation, and out-of-the-box thinking.
- Respect their need for flexibility and personal freedom.



PCM - IMAGINERS:

Criteria: Imaginative, reflective, and calm. They value privacy and time alone to think and prefer to communicate in a thoughtful and introspective manner.

How they like to be talked to:

- Engage in conversations that spark their imagination and allow for creative thinking.
- Use metaphorical language, storytelling, and analogies to convey ideas.
- Encourage them to explore and share their unique perspectives and ideas.
- Provide space for reflection and contemplation before responding.

How they like to be treated:

- Respect their need for solitude and personal reflection.
- Value their creativity and imaginative thinking.
- Encourage them to pursue their artistic or innovative endeavors.
- Allow them to explore possibilities and think outside the box.

Communication methods that work best:

- Open-ended discussions: Encourage them to explore ideas and possibilities without constraints.
- Creative activities: Engage in artistic or imaginative projects that stimulate their creativity.
- Written communication: Provide opportunities for them to express their thoughts and ideas through writing.

Building rapport with Imaginers:

- Show appreciation for their unique perspectives and imaginative thinking.
- Create a supportive environment that values their creativity and allows for free expression.
- Engage in discussions that involve exploring possibilities and unconventional ideas.
- Provide opportunities for them to showcase their creative talents and contribute in artistic or innovative ways.



PCM - PROMOTERS:

Criteria: Adaptable, persuasive, and charming. They value action and results and prefer to communicate in a direct and engaging manner.

How they like to be talked to:

- Use an upbeat and enthusiastic tone, matching their energy and enthusiasm.
- Highlight the positive aspects and potential opportunities in discussions.
- Keep the conversation dynamic and action-oriented, focusing on results and achievements.
- Engage in conversations that spark their excitement and passion.

How they like to be treated:

- Recognize their drive and enthusiasm for taking on new challenges.
- Provide them with opportunities to lead and take charge.
- Acknowledge their achievements and celebrate their successes.
- Allow them to express their ideas and influence the direction of projects.

Communication methods that work best:

- Face-to-face or video conversations: Utilize visual and energetic communication to capture their attention.
- Brainstorming sessions: Encourage their creative thinking and generate ideas together.
- Interactive and dynamic presentations: Use multimedia and interactive elements to keep them engaged.

Building rapport with Promoters:

- Show appreciation for their energy, enthusiasm, and positive attitude.
- Provide opportunities for them to take the lead and showcase their strengths.
- Engage in activities that involve excitement, challenges, and opportunities for action.
- Be responsive and open to their ideas and suggestions.