



Introduction

The following Behavioral Style Report™ is based on decades of research by dozens of behavioral scientists around the world who have verified four basic interpersonal styles that result from an interaction between a person's "drive" behaviors and "empathy" behaviors. Since interaction effects are generally less accurate than measurements based on a single trait or state of emotion, the attached four-style grid should only be used for general or leadership training and not for psychological evaluations. As an individual, this report describes general behavioral styles you can use for self-insight and personal development. This report may not be used for clinical or mental health evaluations.

Interpreting your Behavioral Style Report™

Using your Ego Drive and Empathy scores, the report plots a "bull's eye" marker to show your primary and preferred Behavioral Style (*Thinker, Dynamo, Performer, Diplomat*). If your marker is located on or near a dividing line to another quadrant, this would be your secondary style, which will influence your primary style. The closer your marker is to the outside corner of the square, the more your behaviors are consistent with your primary style, and the more difficult for you to adapt to the other styles. On the other hand, the closer you are to another style or to the middle of the four-style grid, the easier it will be to adapt to other style(s). It is important to note that, no matter where you fall on the grid, you have the ability to adapt your primary Behavioral Style, which makes communicating with other people more comfortable for the other person. You can do this by learning how to recognize, understand, and adapt to the other three styles. This is the purpose of your Behavioral Style Report. In addition to the four-style grid labels, this report also describes your primary Behavioral Style and gives specific suggestions for how you might adapt your behavior and better communicate with different behavioral styles. In addition, this report describes your behavior tendencies when you are under stress. This awareness helps you understand how to reduce any negative effects your behavior tendencies might create when communicating with others. While this report provides you with better communication strategies and interpersonal behaviors, it will also help your relational skills as a manager, parent, spouse or friend.

Understanding Ego Drive and Empathy

The Behavioral Style Report™ looks at two aspects of how we interact: Ego Drive and Empathy. Ego Drive is an energizing, tactical dynamic behind human behavior. When completing tasks or overcoming obstacles when communicating with others:

- High Scorers are impatient and highly driven, emphasizing creativity and speed.
- Low Scorers are patient and methodical, emphasizing caution and consistency.

Empathy is the emotional and intuitive insight to perceive the needs of others. When completing tasks or overcoming obstacles when communicating with others:

- High Scorers are relationship-centered, emphasizing social skills and personal insight.
- Low Scorers are task-oriented, emphasizing self-discipline and efficiency.



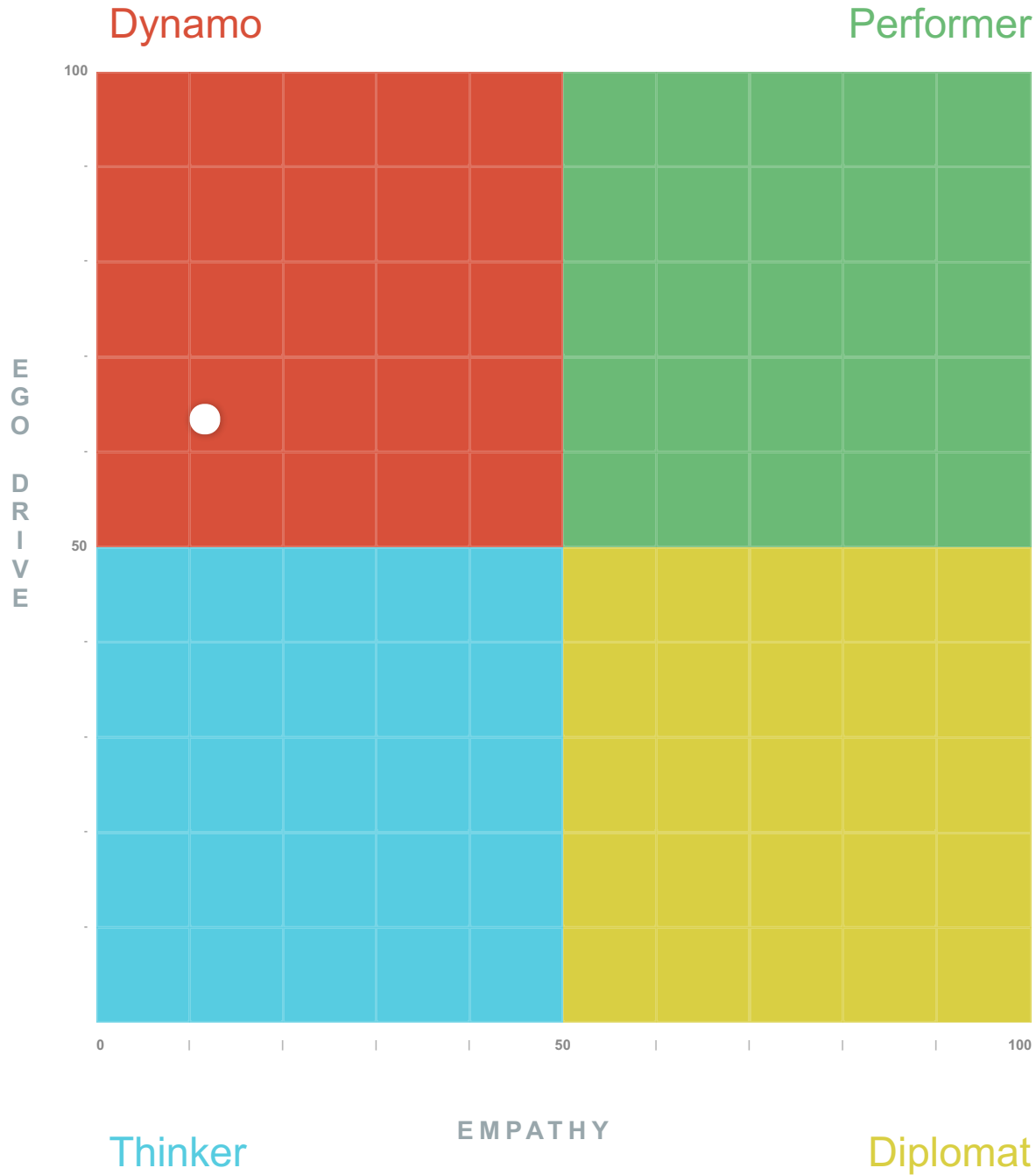
Behavioral Style Report

for Yen Hsieh Hsu

Feb, 22 2022

Your Primary Style: **Dynamo**

Note: Your location on the 4-style grid (below) is calculated based upon your Empathy and your Ego Drive scores. *High* scores on both scales place you in the *Performer* quadrant, while *Low* scores on both scales place you in the *Thinker* quadrant. A *High* score on Ego Drive combined with a *Low* score on Empathy places you in the *Dynamo* quadrant, and a *Low* score on Ego Drive combined with a *High* score on Empathy places you in the *Diplomat* quadrant.





Your Primary Style: **Dynamo**

General Description: Your high Ego Drive and low Empathy result in a dynamic, results-oriented Behavioral Style that prioritizes tasks over relationships. Completing tasks in a timely manner can be more important than maintaining warm, socializing relationships with others. When communicating with this Dynamo style, you will naturally gravitate to the production goals that define the bottom line and work to achieve them quickly and efficiently. Your greatest strength is your high level of motivation to act to achieve results. Your improvement opportunity is your impatience and intolerance for people who need a longer time to make decisions, or who need more socializing to feel comfortable when communicating with you. Dynamos may succeed in any position that maximizes independence and control of the results and minimizes close, interpersonal relationships. Examples of professions common to Dynamos include corporate executives, financial managers, designers, real estate management, attorneys, entrepreneurs, management consultants, and accounts receivable collectors.

Responding Well to Stress: When under stress, resist the temptation to become highly directive, authoritative, and rushed with friends, family, customers, or co-workers. This stress occurs for you when time passes without the production or task completion that you want. Avoid an abrasive or pushy demeanor, by reminding yourself to assume a patient manner and that other people's needs are different from your own. Realize that Diplomats and Performers, who are relationship-centered, would dislike a lack of tact and warmth, and that Thinkers would resent impatience and your perceived impulsiveness. Other Dynamos, who aren't under the same stress, would resent attempts to take action without asking their advice. When stress increases, for example under high production deadlines, remind yourself that keeping a service-oriented approach at all times will provide for less conflict with others and stronger interpersonal relationships.

The Behavioral Style Requiring the Most Adaptation: When interacting with others, a Dynamo's natural behaviors are most incompatible with Diplomats who rely upon close, open relationships and teamwork. Natural on-task and result-oriented behaviors can sometimes be practiced without the pleasantries that are required by Diplomats and a sense of urgency and impatience can be perceived as not being sensitive to their needs. To flex to the Diplomats' style, slow down, pay attention to their individual needs to talk and relate, and allow them to communicate with sensitivity and warmth in a relaxed and socializing environment.

Behaviors for Each Style

Here are some tips to remember when communicating, serving, or working with the four personality styles.

Dynamos

- Never exaggerate your statements or claims
- Respect their time by stating your purpose/objective
- Be sure to be well-prepared and well-organized
- Stick to the facts; avoid tangents
- Focus on what is important to them (time, money, etc.)
- Avoid looking down; look directly into their eyes
- Let them be in control to tell you what they need
- Avoid personal feelings and personal anecdotes

Performers

- Be casual and less formal/professional
- Entertain them with stories and testimonials
- Encourage them to do the talking
- Minimize paperwork; most likely they won't read it
- Ask questions to lead them into the decision
- Feel free to share your experiences with them
- Avoid drawn-out or detailed explanations; be brief
- Be agreeable, not confrontational

Thinkers

- Minimize hand and body movements
- Provide hand-outs and published materials
- Only make promises/commitments you can keep
- Be efficient and well-organized
- Avoid being overly friendly or overly expressive
- Focus on the facts and the figures, not the feelings
- Be gently persistent; give them time to decide
- Be more formal/professional and less casual

Diplomats

- Build the relationship over time; don't impose
- Greet them informally and casually
- Avoid telling or selling; just share your ideas
- Talk little; listen carefully
- Understand their needs and concerns
- Slow down; give them time to relate to you
- Avoid talking about your successes; be humble
- Share personal feelings/experiences



Your Primary Style: **Dynamo**

Important Note: The closer you are to the corner of your 4-style quadrant, the more extreme these behaviors become, and the more difficult it is for you to adapt to the other styles.

Behavioral Strengths: While Performers may be best at social relationships, Dynamos are best at getting things done on time. Your higher Ego Drive and lower Empathy result in a confident sense of urgency that gets results. You typically prefer the more professional or business environment more than personal or family environment. You are typically efficient and effective when it comes to organizing your day and prioritizing your activities. In situations that require more immediate results, you can minimize personal relationships and maximize your productivity. You are motivated by respect (more than popularity); achievement (more than relationships); and immediate results. Because of your "bottom line" efficiency, you naturally gravitate to leadership positions or positions in which you are able to control the outcome.

Improvement Opportunities: Your greatest challenge is your tendency to focus so much on the results and the bottom line that you forget about the relationships that are just as important. As a result, you have a tendency to minimize "hand-holding" service job duties in which you don't see immediate results. When you give in to your natural tendency to control your emotions, you must realize that this causes others to struggle to relate to you, especially individuals who have lower Ego Drive and higher Empathy (Diplomats) who require a close and more personal relationship. When communicating, if you give in to your naturally hurried pace of work, you may skip over the important step of asking questions that determine the need before making recommendations.

The Behavioral Style Requiring the Most Adaptation: When communicating with analytical Thinkers, slow down and patiently and methodically provide them with the information they need. When communicating with expressive Performers, relate your ideas to their personal needs and use stories and examples. Though you will most likely relate easily to your own authoritative Dynamo style, try to avoid interrupting them and ask relevant questions that define their need. You will find it most difficult relating to and communicating with your opposing style, the warm and supportive Diplomats, who require a close, personal relationship that forms over time. Be sure to give them plenty of personal attention in order to win them over to your ideas.