



**Working alongside strong
personalities in your practice.**



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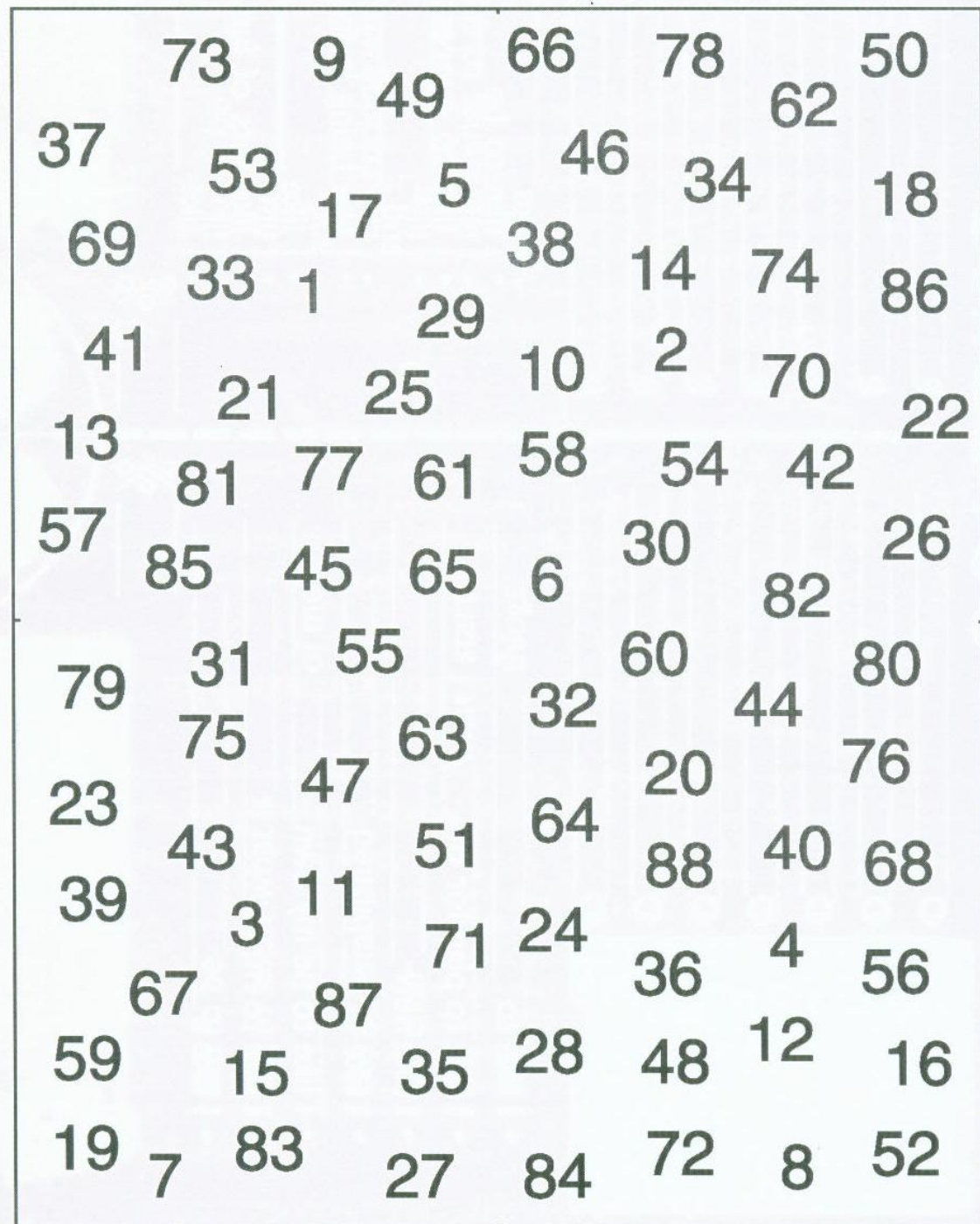
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MAKING SENSE OF YOUR PEOPLE PUZZLES



MAKING SENSE OF YOUR PEOPLE PUZZLES

	73	9		66	78		50
			49			62	
37		53		5	46	34	18
	69		17		38	14	74
		33	1				86
	41			29		2	70
		21	25	10			22
13				58	54	42	
	81	77	61				
57					30		26
	85	45	65	6		82	
	31	55			60		80
79				32		44	
	75		63				76
		47			20		
23				64			
	43		51		88	40	68
39		3	11				
				71	24	4	56
	67		87		36		
						12	16
59		15	35	28	48		
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Human Behaviour Model

DISC



MODEL OF HUMAN BEHAVIOR

Remember: Everyone is a unique blend of traits from each of the four personality styles.

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4 DIFFERENT TYPES – 4 DIFFERENT PRIORITIES

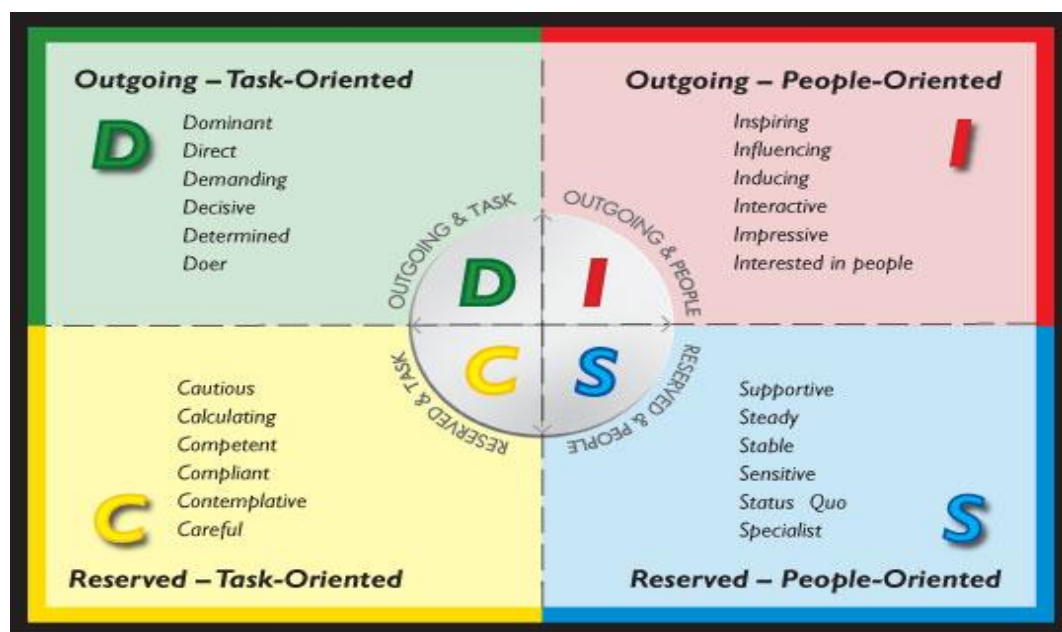
■ **The Dominant type** - An outgoing, task-oriented individual will be focused on getting things done, accomplishing tasks, getting to the bottom line as quickly as possible and **MAKING IT HAPPEN!** (The key insight in developing a relationship with this type person is **RESPECT** and **RESULTS**.)

■ **The Inspiring type** - An outgoing, people-oriented individual loves to interact, socialize and have fun. This person is focused on what others may think of him or her. (The key insight in developing a relationship with this type person is **ADMIRATION** and **RECOGNITION**.)

■ **The Supportive type** - A reserved, people-oriented individual will enjoy relationships, helping or supporting other people and working together as a team. (The key insight in developing a relationship with this person is **FRIENDLINESS** and **SINCERE APPRECIATION**.)

■ **The Cautious type** - A reserved, task-oriented individual will seek value, consistency and quality information. This person focuses on being correct and accurate. (The key insight in developing a relationship with this individual is **TRUST** and **INTEGRITY**.)

Basic Style Diagram for DISC



Brief Behavioural Overviews

D style personalities enjoy an action oriented approach to life. Call a spade 'A spade!' Like to get work done on time, as quickly as possible and of course within appropriate clinical protocols. You'll see a good few of these as Practice Managers or Principles and even the new DCP team member who comes in and seems to try to take over the running of the place. Acting like they're in charge, much to the dismay of other longer serving DCP staff.

D style patients in your experiences will be the ones, when under pressure, which are most likely to upset reception staff, but will always be nice to the Dentist. They may say things like 'I have been in pain all weekend and I demand you see me today. I am coming down now and you'll just have to fit me in as an emergency.' 'Don't you know I have been using this practice for years and Mr James knows me well?'

I style personalities enjoy an approach to life that is influential and inspiring and very friendly. They care about how much you know about them and make you feel great but aren't always well organised. That said if you give them variety in the work they do with people involved too they can work wonders. DCP/Reception Team members are good at this!

An I style patient might win over your receptionist with his friendliness and influence them into being seen as quickly as possible. Interestingly though, an I style patient might also choose to postpone the dental appointment in spite of mild discomfort to go to a party or social engagement they had in their calendar as this is more pressing!

S style personalities enjoy a subtler, people oriented approach, are gentler and more supportive toward you and your relationship together. Dentistry has plenty of DCP staff, for example, who naturally gravitate this way. Often, very good at repetitive tasks and care deeply about harmony amongst the team.

They don't always appear motivated until you tell them exactly what they need to be doing. That said they'll equally be good leaders too because not only are they sympathetic, they are good at being organised if the need arises and don't see, seeing patients as being a nuisance because serving them is what they're naturally good at.

S style patients might come on phone and say 'Hey I have been in pain all weekend. I really tried so hard to put up with it and took all the pain killers I could manage. I really don't like to bother you because you have enough on your plate and your time is valuable but I really can't handle the discomfort much more. I know I am a nuisance but would you mind seeing me this afternoon?' (Of course before the clinician or receptionist can answer) they're saying 'However if you're really to busy then I can wait till tomorrow if needs be.....'

C style personalities thrive on and enjoy precision and excellence. Aren't always the most outgoing in nature and like to do things the right way. That said sometime appear cold towards others as they have a tendency to state things most logically. C style patients might tell you 'I had a root canal treatment done and I'm still in pain since the weekend. You said this would have passed and it hasn't. I would appreciate your opinion as to why this is still occurring and what you are going to do to put it right please.'

Understanding My Own Basic Style

According to my adult personality profile my basic style is (_____). This is useful to understand how each personality style is motivated and what they are concerned about too. Circle the rows that apply to you based upon the profile information.

	D	I	S	C
HIGH TYPE				
I Tend to Act	Assertively	Persuasively	Patiently	Contemplatively
Motivated by	Control	Approval	Routine	Standards
Greatest Concern	Losing	Rejection	Change	Being Wrong
Guard Against **	Anger	Blame	Non Participation	Criticism
M	I	D	L	I
				N
				E
Tend to Act	Cooperatively	Unemotionally	Responsively	Free Spirited
Motivated by	Harmony	Logic	Variety	Non structure
Greatest Concern	Confrontation	Illogical Actions	Status Quo	Conforming
Guard Against**	Indifference	Suspicion	Initiate Action	Emotion
LOW TYPE				
	D	I	S	C

Personal Growth means RESPONDING instead of just REACTING inappropriately.

Then in your own words if you prefer transpose this information down to the section below;

My tendency is to act_____

I am motivated by_____

Great Concerns for me include _____

When under pressure I should **guard against** reactions such as _____

Notes to accompany this table

The following words are to describe behaviours that all personality styles will do well to **Guard against** after all you can't **Beware until you are Aware!**

Brief periods of over reactions or behaviour that is uncontrolled are normal when a person perceives themselves in a frightening situation. It is important that you choose to **RESPOND** instead of just **REACTING** to situations. Responding allows for self control and for you to remain in-control.

Remembering that the ideal is to maintain a balance in your personality style and its approach to life and events in your experience.

Anger – Secondary response to fear and hurt. Try asking yourself who hurt you or what you're most fearful of at that moment. Controlling your fear and hurt can calm your anger.

Blame – Avoiding taking responsibility; a person can blame people or circumstances. Pointing the finger of blame often results in 3 fingers also pointing back at you!

Non Participation - Not engaging with or shutting down to the ideas of others

Criticism - Ignoring the importance of setting realistic expectations of yourself and others can lead to this.

Suspicion –Thinking someone else is up to no good or is being insincere.

Indifference – Unconcerned or disinterested

Initiate action – Feeling a desire to take action without sufficient planning or forethought.

Emotion – Strong C personalities will apply logic and rational in order to overrule emotion. Equally a low C style might allow emotions to overcome rational and intellect.

Understanding My Own Basic Priorities and Decision Making Style

Using the chart for your basic style please circle the High and Low types on the chart below. Consider these Basic Priority Styles descriptions you circled below.

HIGH TYPE	D	I	S	C
Issue	Power	People Affected	Predictability	Procedure
Will	Decide for myself	Interact with others	Seek A Stable Routine	Seek The Facts
I want to	Solve Problems	Persuade Others	Maintain Status Quo	Uphold Principles
Focus	The Goal	The Popular	The Accepted	The Rules
M I D L I N E				
Issue	Power	People Affected	Predictability	Procedure
Will	Participate	Isolate from others	Be Spontaneous	Explore Feelings
I want to	Be a team player	Be Persuaded	Promote Change	Have self expression
Focus	The Team	The Logic	The Innovation	My Feelings
LOW TYPE	D	I	S	C

Using this chart, define you're your decision-making style by completing the statements below choosing how this fits in your own words is a great idea too.

Defining My Decision Making Style

As a/an (_____) style blend,

My basic issues in decision making tend to be ____ (Issue) _____

I will mostly _____ (Will) _____

because I want to _____

When a decision hangs in the balance, my focus will be _____ (Focus) _____

How I Communicate My Decisions

Having established the issues that prevail in your thinking when making decisions, and how your basic style colours this process. The success of any decision is not solely dependent on the decision itself. It also depends on the way in which this is then communicated to your fellow staff and patients as to how the change is being implemented.

Understanding your communication style and the environment in which your most comfortable, can maximize your opportunities to create change more smoothly.

	D	I	S	C
HIGH TYPE				
Ideal Environment	Results Oriented	People Oriented	Support Oriented	Detail Oriented
Motivation	Challenges	Positive Feedback	Affirmation	Structure
Communication	Forceful	Informal	Friendly	Systematic
Possible Perception	Pushy	Talkative	Weak	Critical
M I D L I N E				
Ideal Environment	Team Oriented	Detached	Flexible	Personalized
Motivation	Cooperation	Logical Order	Action	Independence
Communication	Cooperative	Logical	Responsive	Free Spirited
Possible Perception	Indecisive	Aloof	Impatient	Unorthodox
LOW TYPE	D	I	S	C

Defining my Communication Style

As a/an () style blend

I naturally prefer an environment that is

I am motivated by

To ensure understanding, my communication with others is

Although I may be perceived by others as being this is something I need to be mindful of too when communicating my decisions to others so as to promote harmony amongst my team.

How my personality acts as a motivational source

1. Are you more **Outgoing** ... or are you more **Reserved**?
(Point to One)

2. Are you more **Task-Oriented** ... or are you more **People-Oriented**?
(Point to One)

3. Based on your first two answers above, what is your **most** predominant trait?
Circle one of the following letters: ▶ **D I S C**
Circle one

4. NOW YOU ARE READY TO **PRACTICE** YOUR **PERSONALITY "FLOW CHART"**

1. Circle your **Most Predominant Trait**: ▶ **D I S C**
Circle one
Now, place a **Dot** (•) in that quadrant (on the chart at right).
2. Circle your **2nd Most Predominant Trait**: ▶ **D I S C**
Circle one
Now, place your pen on your **Dot**, and draw a **Straight line** (—→) to that quadrant (on the chart at right).
3. Circle your **3rd Most Predominant Trait**: ▶ **D I S C**
Circle one
Now, place your pen on your **Dot**, and draw a **Curved line** (↷) to that quadrant (on the chart at right).
4. Circle your **Least Predominant Trait**: ▶ **D I S C**
Circle one
Now, place your pen on your **Dot**, and draw a **Broken line** (.....▶) to that quadrant (on the chart at right).

Example:
Dr. Rohm's
FLOW CHART

As my personality style is_____

I have one or more personality traits below the midline and these are_____

Concentrating on improving these would bring the following benefits_____

_____and this would mean I could achieve

_____.

On what other occasions in the past have I been able to access my lesser personality blends when striving to achieve goals or complete projects and how did I get this to happen?_____

My Personal Plan with others involved in my life.

Module 1

1. List 3 people that are important to you in your life

Person A) _____

Person B) _____

Person C) _____

2. Using your own words, write a description of each of their personality traits and what you think their greatest needs might be. Just write what you think, you will refer back to these notes shortly.

Person A)

_____Name_____

Person B)

_____Name_____

Person C)

_____Name_____

3. Write down the name, personality description and greatest need of one person with whom you have a very difficult relationship. Someone you deal with frequently.

Person D)

_____Name_____

Module 2

Insert persons name and then tick most appropriate for the person's traits. Of course all people have these four traits at different times to help the cope in life but for now, simply begin by choosing the trait you feel fits best.

Person A) _____ Name _____

Tick one

_____ Outgoing

_____ Reserved

Tick one

_____ Task Oriented

_____ People Oriented

This would suggest that their style is **D I S C** (circle which one is their unique approach to life.)

Person B) _____ Name _____

Tick one

_____ Outgoing

_____ Reserved

Tick one

_____ Task Oriented

_____ People Oriented

This would suggest that their style is **D I S C** (circle which one is their unique approach to life.)

Person C) _____ Name _____

Tick one

_____ Outgoing

_____ Reserved

Tick one

_____ Task Oriented

_____ People Oriented

This would suggest that their style is **D** **I** **S** **C** (circle which one is their unique approach to life.)

Finally consider the last person with whom you have the most difficulty adapting too and getting along with.

Person D) _____ Name _____

Tick one

_____ Outgoing

_____ Reserved

Tick one

_____ Task Oriented

_____ People Oriented

This would suggest that their style is **D** **I** **S** **C** (circle which one is their unique approach to life.)

The 4 main Personality Styles and their methodology (Module 3)

The Dominant (D) Type:	
Words to Describe	Dominant, Direct, Demanding, Decisive, Determined, Doer
Their Mind-set	Get it done! Make it happen! Play to win! Results!
Their Likes	Activities, Competition, Hard work, Doing things, Challenges, Getting results, Being in charge, Accomplishing tasks
They Are	Goal-oriented, Hard to please, Self-confident, Firm, Industrious, Performance conscious
Motivated by	Challenge, Choices, Control
Environment Needs	Freedom, Authority, Varied activities, Opportunities for advancement
Communication Style	Straightforward communication
Blind spots	Being sensitive to people, being able to relax, patience

The Inspiring (I) Type:	
Words to Describe	Inspiring, Influencing, Important, Interactive, Impressive, Interested in people
Their Mind-set	To be the star of the show ... fun and excitement!
Their Likes	Exposure to people, Short-term projects, Making people laugh, Doing things, Lots of activities, To be on the go, Talking with people, Prestige, To be important
They Are	Talkative, Great starters, Likeable, Prone to exaggerate, Easily excitable, Fun to watch
Motivated by	Recognition, Approval, Popularity
Environment Needs	Prestige, Friendly relationships, Opportunities to influence others, Opportunities to inspire others, Chances to verbalize ideas
Communication Style	Friendly and informal communication
Blind spots	Time management, Being unrealistic, Listening to others, Completion of tasks

The Supportive (S) Type:	
Words to Describe	Supportive, Steady, Stable, Sweet, Sensitive, Sentimental
Their Mind-set	Neutral. Let's all get along with each other! No conflict.
Their Likes	Peace, an even pace, Harmony, Reassurance, Friendly groups, Teamwork, Helping others, Cooperation
They Are	Team-oriented, Friendly, Cooperative, Loyal friends, Sensitive to others' needs, Understanding, Accepting
Motivated by	Security, Appreciation, Assurance
Environment Needs	An area of specialization, Identification with a group, Established work pattern, Stability of situation, Consistent environment
Communication Style	Warm, Open, Sincere communication
Blind spots	Dealing with change, Being able to say, "No!", Acting independently

The Cautious (C) Type:	
Words to Describe	Cautious, Calculating, Competent, Consistent, Contemplative, Careful
Their Mind-set	Let's do things right and with excellence. What is the plan? Have you thought things through? What is the purpose behind this? Why?
Their Likes	Consistency, Excellent work, Being accurate, Information/Data, Value, Quality, Getting things right, Having a plan, Procedure, Honesty
They Are	Procedure-oriented, Dedicated to the task, Focused on the details, Logical, Accurate, Respectful
Motivated by	Quality answers, Excellence, Value
Environment Needs	Clearly defined tasks, Sufficient time and resources to accomplish tasks, Freedom to ask questions, Limited risks, Assignments that require planning and precision
Communication Style	Logical, precise and detailed communication
Blind spots	Over-analyzing, Ability to meet deadlines, Perfectionism, The need to express feelings, The importance of the feelings of others

Module 3 Building Better Relationships

Write your name in the blanks below and then referring to pages 13 and 14 transpose the corresponding information for your motivation, communication style, environment needs and blind spots. You will having already completed the Adult Personality Profile have an exact assessment for yourself therefore, you might like to consider the various mixes of traits that you have by selecting one from each of the above trait descriptions which best suit you.

My name is _____ My Blend is _____

I am motivated by _____

My environment needs are _____

My Communication style is _____

One blind spot in myself that I can begin going to work on is _____

As you are making an assessment from your view point it may be easiest just to stick to the main behaviour style you are observing and copy across what's detailed in pages 12 and 13. If you do feel more confident of guessing their blends, for example you are confident that Person A) is an I/D blend then complete this section in the same way as you did your own, using one or two descriptions to suit their approaches and using your own words if preferable.

Person A) _____ Name _____ Their Style _____ Page 11

Is motivated by _____

Has these environment needs _____

Has a communication style which is _____

One of his or her blind spots that I can be more understanding of is _____

Person B) _____ Name _____ Their Style _____ Page 11

Is motivated by _____

Has these environment needs _____

Has a communication style which is _____

One of his or her blind spots that I can be more understanding of is _____

Module 3 Building Better Relationships (Continued)

Person C) _____ Name _____ Their Style _____ Page 12

Is motivated by _____

Has these environment needs _____

Has a communication style which is _____

One of his or her blind spots that I can be more understanding of is _____

The person with whom I have the most difficult relationship with is;

Person D) _____ Name _____ Their Style _____ Page 12

Is motivated by _____

Has these environment needs _____

Has a communication style which is _____

One of his or her blind spots that I can be more understanding of is _____

Introducing Form

The FORM technique is nice but you must ask open ended questions to the person that you are speaking with.... Try to identify the style of the person responding to these questions.

Family Question	Response from Patient	Personality style
You ask a female patient 'What do you enjoy most about your family?'	'My husband, he's a dedicated doctor who really cares about his patients and I think that's nice. He's like that at home too with me and the kids.'	
	'My husband is a specialist surgeon and a highly qualified medical practitioner, who has a demanding practice.'	
	'We love to go to different places and do new things together. We also have great parties at home with many friends and me like that its fun.'	
	'Our home is so peaceful and quiet. We enjoy reading wonderful books or working in our garden together, we don't care for big groups or travel, except to visit the family.'	

Occupation Question	Response from patient	Personality style
What do you most enjoy about your work?	'I am one of the top salesmen for a major London company. I have charge over a large territory which is always consistently the top producing area.'	
	'I'm a chemical engineer for a small company. It's not very exciting but I enjoy it. I just spend my day working in the lab and nobody bothers me too much which is great.'	
	I sell direct to the public. I really like helping people. I also get to meet many very interesting people, who seem to appreciate my efforts and the contribution I make.'	
	'I tell people that I am a household engineer. With 3 kids though, I am lucky if I can engineer a moment to get things done in a day its such a rush.'	

Recreation Question	Response from Patient	Personality style
‘What do you like to do in your spare time?’	‘I just love to sit at home at the weekends and read a good book. That sounds boring but I also enjoy a nice glass of wine with my boyfriend in the evening and a nice film’	
	‘Oh the weekends never last long enough...I can’t wait to get home and meet up with my friends and we go out together. We always have a good time whatever we end up doing.’	
	‘I compete in the local 5 aside team most Sunday mornings, if I am not doing that, then there’s always plenty of DIY that needs doing around the house’	
	‘Right now I am undertaking the study of my family tree it’s referred to as genealogy. I have traced back that my family came from Yorkshire as far back as the 19 th Century. Who’d have thought it...! It’s so nice to find out about your heritage don’t you think?’	

Motivation Question	Response from patient	Personality style
What motivates you most do you think? Do you have a dream for the future?	‘I would dearly love to give my children the support they need for their education or maybe pay for my mum to go away on holiday.’	
	‘I am at my best when I go out and make things happen to get results. I thrive most when my team are being successful too that’s really important.’	
	I enjoy the bonus of seeing things done really well and carefully. There’s no point giving a job to someone else when you’re the best one to get it done.	
	I was previously in a pop band and I dream of being on the big stage, I have already begun sending my demo’s discs off to contacts in the business. I am sure I have what it takes.’	

Learning to adapt your approach towards others in your life

The Dominant (D) Type's "Guide to Better Relationships":	
Relating with someone who is primarily:	Strengths, Struggles and Strategies of Your Relationship
Dominant (D)	Strengths: Your mutual goals, admiration, and the desire to get results can be very positive and affirming. Struggles: Power struggles are the most challenging. Neither of you want to back down or give up or compromise. Strategies: Don't force issues. Allow this person to have some choices, control and authority. Don't argue or give ultimatums. Be direct and stick to business.
Inspiring (I)	Strengths: Both of you are fast paced. This person may desire to please you and follow your leadership. Struggles: Your focus on getting things done can clash with this person's desire to have fun and "take-life-as-it-comes." This person does not share your drive to complete tasks. This person's focus is on people rather than on tasks. Strategies: Realize that this person does not usually focus on one thing, rather he or she focuses on many things. Help Inspiring (I) types finish tasks by working WITH them. Make things FUN! Allow them to talk and socialize. Be positive and willing to express approval to them. Be accepting of their expressions of emotion and feelings.
Supportive (S)	Strengths: You like to lead, and this personality type likes to follow and help. A supportive person will feel secure as long as you show controlled, stable behaviour. Struggles: If you come on too strong, this person can feel intimidated and will take it personally. You may misunderstand this person's soft-hearted, easygoing nature as being "weak." That may bring hurt or rejection. Remember that this person's focus is on people, and he or she tends to be slower paced. Strategies: Be patient and willing to spell things out, step-by step when working on tasks. Communicate in a calmer, softer manner. Relax, and do not push. Express appreciation often. Be sincere.
Cautious (C)	Strengths: Both of you focus on tasks and enjoy working independently. With this person's attention to detail, you can accomplish a lot together. Struggles: You tend to move quickly, whereas this person likes to think things through. Your focus is to get things done now, and his or her focus is to get things done right. Your desire to control things may discourage a cautious person, because this person does not like to feel pressured. Strategies: Do not rush or push this person. Do not criticize a cautious person. Be patient, and give him or her time to make decisions. Be willing to answer this person's questions and provide information in a polite manner. Do not expect this person to be a risk-taker like you.
Remember: People are important. Don't be overly "pushy." Allow others to go at their pace.	

The Inspiring (I) Type's "Guide to Better Relationships":

Relating with someone who is primarily:	Strengths, Struggles and Strategies of Your Relationship
Dominant (D)	Strengths: You both are outgoing and activity-driven. Both of you like to win. You may admire the strengths and achievements of this person. Struggles: You may find the other person to be too controlling, while you are too permissive. You are more social, while the other person is more task-driven. Strategies: Understand that a D-type person is direct and results-oriented. Be more direct, and get to the point with him or her. Do not be afraid of confrontation. Expect it, and do not take it personally. Work first, and THEN have fun.
Inspiring (I)	Strengths: Both of you live enthusiastically and enjoy being with people. You both like to have fun and tend to forgive easily. Struggles: Both of you tend to live emotionally and may compete for attention. Both of you are impulsive, and that can lead to challenges with following through with responsibilities and staying organized. Strategies: Remember to listen to the other person, because he or she likes to talk as much as you do. When working on important tasks, keep each other accountable, and be clear about who is responsible for what. Give sincere recognition of this person's abilities, ideas and contributions.
Supportive (S)	Strengths: Both of you are people-oriented. You like to talk and the other person likes to listen. You tend to get along very well. Struggles: Most struggles are related to pace. You like things fast-paced, exciting, spontaneous and with high energy. The other person likes things to be more calm, quiet and predictable. Strategies: Slow down your approach. Tone down your enthusiasm. Be sincere with praise and appreciation. Do not embarrass this person in public. Allow this person time to warm up and open up to you.
Cautious (C)	Strengths: Your opposite strengths provide a good balance to each other's weaknesses. You can learn from the other person's analytical nature, and this person can learn not to take things so seriously and to have more fun. Struggles: Your differences can lead to misunderstandings. You love to talk and be on the go, but the other person likes time alone. You are much more verbal, and it is easy for you to miss the other person's more indirect way of sharing concerns. Strategies: Tone down your emotional reactions. Be more factual and objective, especially in the face of conflict. Do not rush or push this person. Be specific in your communication, and expect this person to speak literally and to take things literally.
Remember: Listening is important! Tasks must be completed. Stay focused!	

The Supportive (S) Type's " Guide to Better Relationships":

Relating with someone who is primarily:	Strengths, Struggles and Strategies of Your Relationship
Dominant (D)	Strengths: You are a good supporter and encourager for this driven person who seeks to achieve and exert leadership. Struggles: This person can exhaust you by being controlling or by expecting instant action. You like to relax and go slow, but the other person does everything with a sense of urgency. You can become stressed, and this dominant person can become impatient. Strategies: Do not take it personally when this person takes action without you. Be more firm and results-oriented with this person. Be more direct, decisive and action-oriented when you deal with this person.
Inspiring (I)	Strengths: You tend to get along well, because you are both people-oriented. You both provide praise and appreciation to each other which you both need to feel good about yourselves. Struggles: Your biggest struggle will be keeping up with the pace of this person. This person likes excitement and activity, but you like things to be slower and calmer. Inspiring (I) type people have a large social circle, and that can seem overwhelming to you. Strategies: Be more outgoing and energetic with this person. An inspiring person is very impulsive. Be careful not to let this person talk you into something. Set some limits, and do not feel pressured by this person's energy. Realize that he or she moves in large social circles, so do not take it personally if this person seems to give you fragmented attention.
Supportive (S)	Strengths: You have a lot in common and enjoy being with each other. Both of you like a relaxed, personal atmosphere. Struggles: The main struggle is in the area of communication. You both talk indirectly and do not insist on your own way. Neither of you like to make hard decisions. Neither of you like conflict or tension, so you avoid bringing up unpleasant issues. Strategies: Be willing to take more initiative and to be more decisive. Realize that some conflict and change is healthy. Draw out how the other person feels, and be willing to honestly share how you feel. Do not hide hurt feelings. Get issues and feelings out on the table and discuss them.
Cautious (C)	Strengths: Both of you are slower paced. Neither of you are pushy, and you both prefer to avoid conflict. You can enjoy being together without a lot of conversation. Struggles: You tend to be sensitive while the other person has a tendency towards being critical. Your feelings-oriented nature can clash with the other person's logic-oriented nature. You want warm relationships, but the other person can seem more cold and impersonal to you. Strategies: Do not take this person's questioning, critical nature personally. This person likes to think deeply and analyze everything. Be willing to give in-depth answers. Do not push this person into closeness. Realize that this person is more task-oriented than people-oriented, so he or she may not be as warm or sensitive as you are.
Remember: It is alright to say, "No." Trust your own judgment. Be more confident.	

The Cautious (C) Type's "Guide to Better Relationships":

Relating with a	Strengths, Struggles and Strategies of Your Relationship
Dominant (D)	Strengths: Both of you share a similar bent toward accomplishing tasks. As long as you share the same goals, you can be very effective as a team. Struggles: You may have conflict if you take different approaches to accomplishing a task. You want things done "right," and this person is focused on getting things done quickly. "Right" to the D-type is seldom complicated in his or her mind. They may think that you are over-analyzing things, while you may think that he or she is being too hasty. Strategies: Accept the fact that the D-type person needs to have some control and the ability to take some action. Allow this person to take some risks. Do not criticize or expect perfection. Instead, be willing to recognize and affirm this D-type person's accomplishments. Try to see his or her perspective rather than arguing your point.
Inspiring (I)	Strengths: Your strengths balance each other out. You need the other person's freshness and fun, and the other person needs your discipline and logic. Struggles: Because you are opposites in personality, you may have a hard time understanding each other. You may not relate to this person's talkative, outgoing nature, and he or she may not relate to your analytical, cautious nature. Your standards may be too high for this person. You may naturally withhold the praise that this person thrives on. Strategies: You must modify your expectations of this person. Realize that this person will never have the attention to detail that you do. Look for this person's strengths, and be generous with recognition and approval. Give your undivided attention. Listen enthusiastically to his or her stories. Most of all do not push for perfection, or this person may become discouraged or disillusioned and quit.
Supportive (S)	Strengths: Both of you like to take things slowly. You both enjoy a low-key relationship that is free from conflict. Struggles: You may become frustrated when this person does not appear to think things through the way you do or share your enthusiasm for key details. This person is feelings-oriented, so you may come across as cold and impersonal. Strategies: Be aware of your focus on doing tasks correctly versus this person's focus on peace and security in relationships. Be more warm and personal with this person. Be careful not to criticize. Rather, show sincere appreciation for any effort that the other person makes. Do not set your standards too high, or this person may feel inadequate or simply give up.
Cautious (C)	Strengths: Both of you like to work hard on projects and focus on details and quality. You both tend to be serious and factual in your conversations. Struggles: There can be trouble when both of you disagree on what is "right." One of you is "right," but the other one is "more right!" Both of you can quickly shut down and withdraw. Both of you tend to wage a war of indirect communication. Strategies: Be open and flexible when this person suggests a different way of doing something. Be very careful with any criticism, because you know that criticism of your own work is one of your own greatest fears. Do not set your standards so high that the other person feels he or she may not be able to reach them. Be specific with words of encouragement. Tell this person exactly what he or she did correctly and why you liked it.
Remember:	
People are important. Remember that no one is perfect. Do not overanalyze everything.	

Module 4 Better Relationships. A plan for change!

Refer back now to the 4 people you wrote about in the previous modules. Write in their names accordingly and then using the information from pages 19-22 list the **strengths**, **struggles** and **strategies** that you can begin to start working on from today.

Person A) ____Name_____ Their Style _____Page 15

Strengths of your relationship include_____

Struggles of your relationship are_____

Strategies for your relationship going forward from today include_____

Person B) ____Name_____ Their Style _____Page 15

Strengths of your relationship include_____

Struggles of your relationship are_____

Strategies for your relationship going forward from today include_____

Person C) ____Name_____ Their Style_____Page 16

Strengths of your relationship include_____

Struggles of your relationship are_____

Strategies for your relationship going forward from today include_____

Although this being the person with whom you have a difficult relationship, simply complete this section in the same way as you did the previous 3 other people's strategies.

Person D) ____Name_____ Their Style_____Page 16

Strengths of your relationship include_____

Struggles of your relationship are_____

Strategies for your relationship going forward from today include_____

It's very easy to fall into the trap of labelling and there are times when you and everyone else will have done this previously. Labels and Excuses have never led to the building of better relationships. This information is most useful when you apply it as a mechanism to build bridges of communication rather than an excuse to build walls instead. Approaching someone with an attitude or desire to connect is the correct purpose for making use of this information.

You can't control anyone else however you can control yourself. Recall above all a golden rule which is the one who knows and understands these principles is the one who's responsible for using them too.

Leadership of the different personality styles

How you can best relate to someone who's a D style and primarily dominant

They want to know :	What (Is the Bottom Line)
If they are interested, they will:	Challenge
They want and expect you to be:	Direct
Because they will:	Decide Quickly

They want to be in control and it is for them to decide about matters if they can see how it relates to their goals. They are on the look out to solve problems or achieve something. Leadership with them will be about presenting solutions that are relevant to them.

You will do well as a leader yourself in charge of a D style personality by recognising and encouraging their eagerness to lead by using any of the following phrases;

‘You are in charge and I have confidence in your abilities to deal with every day running of the practice and its team.’

‘You have the authority to make things happen in the clinic.’

‘I’ll give you whatever resources you need to meet the UDA targets set by the PCT’

‘We have a patient complaint and I know that if anyone can handle this situation it’s you.’

‘What would you like to do next about your treatment plan?’

‘We need you to lead the other Nurses in the practice, are you up to the challenge?’

‘Have a look at the issues around this situation and see what solutions you can come up with. Probably from there, I think you can go with what you think is best option available.’

Things to consider doing when appraising or leading D types;

- Emphasize what he or she can do and the importance of his or her role in the practice.
- Be encouraged when he or she challenges you. Remember, a challenge is a sign that he or she is interested in your ideas.
- Be confident and sure of yourself. Your colleague may be forceful. Show strength. Be direct. Emphasize results.

Their issues are based around power; they will make decisions in order to solve problems because their focus is on the bottom line results and what is achieved.

Leadership of the different personality styles

How you can best relate to someone who's an I style and inspiring

They want to know :	Who
If they are interested, they will:	Tell you how they feel
They want and expect you to be:	Excited
Because they will:	Base decisions on emotion

Their focus on others means they need to feel good about you and others who you are associated with. Talk energetically about others in the team, tell them interesting stories about what happens in the practice or ask them about the interesting and fun things they know about others in the practice. Leadership for this style is primarily moving enthusiastically with them towards more short term goals that involve the dynamic of others and as much fun as possible too.

As a leader who finds themselves in charge of an I personality style you will do well to use phrases like

‘Who can we get together to work on this project?’

‘Who would you like on your team in the treatment room?’

‘We are looking for someone with energy and enthusiasm just like you.’

‘I am so excited about us working together?’

‘You add so much fun to everything around here’

‘How might we reward ourselves when we reach our weekly UDA’s target?’

‘Thank you for your positive outlook and attitude, it certainly rubs off on the other receptionists too.’

Things to consider doing, when leading or appraising I types;

- Complimenting their outgoing nature and its impact on the clinic’s staff.
- Refer to patients stories amongst the different teams working in your clinic they are interested in what others are doing in their own work environment,

Their issue is people and they will interact and discuss ideas in order to persuade others, because they focus on making popular decisions.

Leadership of the different personality styles

How you can best relate to someone who's an S style and supportive

They are interested and want to know :	How
If they are interested, they will:	Take Their Time
They want and expect you to be:	Sincere
Because they will:	Decide Slowly

They delight in a friendly comfortable environment where predictability is afforded them. Give reassurance that what you are suggesting in terms of change within the practice, will provide a good experience. Leaders for this style need to be sincere, giving encouragement and gentle guidance whilst taking small steps in a safe direction.

As a leader who finds themselves in charge of an S personality style you will do well to use phrases like;

‘Thank you so much for helping me out on this list today’

‘Your contribution to the team meetings is so important. Everyone appreciated what you said.’

‘It's fine to make a choice on this, we can always change our approach later on if needs be’

‘Some one will be there to hold your hand and guide you through the procedure today just so you can feel most comfortable?’

‘You can handle this I have confidence in your abilities to do the work. You can do it!’

‘That's a very safe and sensible approach to this matter. Do you mind if we tried it out?’

Things to consider doing, when leading or appraising S types;

- Compliment family and personal relationships.
- Refer to their long-term success and relationships with their fellow team members. They can be the glue that binds a successful practice together behind the scenes.

S types thrive on situations that are predictable, as they enjoy a stable routine as a way of maintaining the status quo, this is due to their focus is the accepted methods within the practice.

Leadership of the different personality styles

How you can best relate to someone who's a C style and cautious

They are interested and want to know :	Why
If they are interested, they will:	Ask questions
They want and expect you to be:	Credible
Because they will:	Decide Carefully

They will need good reasons why going in a particular direction with your practice procedures makes sense because they are driven through the priority of logic and procedure. Their interest is often very focused to specific details so try to act with patience as you answer their questions. Leading this style is about being logical in your approach and providing enough time and information to think the various options through thoroughly.

As a leader who finds themselves in charge of a C personality style you will do well to use phrases like;

What other information can I provide you with?

What is the criterion that is most important to you when choosing a dental laboratory?

You've done some really excellent research work so far. How can we apply what you have learned to avoid circumstances that might lead to a complaint?

What do you think are the next steps that need to be taken here?

How much time do you think you'll need to think it over?

Based on your findings what Intra-oral Camera model do you think we should purchase?

What is concerning you most at this point?

Our research on the internet shows that these hand pieces are the best option. What is the best option in your opinion?

Things to consider doing, when leading or appraising C types;

- 1) Emphasize the effective system and structure of your information.
- 2) Remember to validate materials with evidence to prove success
- 3) Be consistent and logical whenever possible

Their main issues are about procedure. They will do things the right way often looking for facts in order to uphold this principled approach. They focus on the rules and that they are correctly applied.

Interviewing with D style people for work place positions in your clinic

This section gives you tips to remember when interviewing with a **Dominant** personality style such as when discussing a job you're thinking about recruiting them for and notice their responses to this.

Basically their motivated by

- **Challenge** - Demonstrate that you or the practice have a 'Can do' culture
- **Choices** – Let them be in charge if they're good at it.
- **Control** – Avoid running the conversation and don't take over the interview

They respond best when your approach provides them an environment which provides;

- **Freedom** - Let them decide the next step is and outline they have responsibilities
- **Authority** - Let them know that you will respect their position and hear their views
- **Varied activities** - Find out if there is something you can DO to help or explain that there are several roles they can fulfil when joining your team.
- **Difficult assignments** - Tell them what challenges lie ahead and ask them how these might be solved, they'll often have an idea about working towards a solution
- **Opportunity for advancement** - Talk about any progress that can be made working in the team and new opportunities for example professional status for DCP team members.
- **They will respond best to you when you:**
 - Provide direct answers to their questions
 - Stick to business, these people aren't always wanting to be your best friend
 - Stress goals
 - Show confidence (but don't overdo it)
 - Focus on what CAN be accomplished working in your team

Do consider when employing them that the D-Style person is still learning that:

- People feelings count – Let them know how important this is to your business
- Relaxed intensity is good for productivity too- encourage them with others, whom they deal with to ease back at times.
- Some procedures are necessary - Ask them what they want you to do next. (Challenge, Choice and Control) Repeat your instructions to them so that expectations are clear.
- Everyone can benefit from other successful people - don't let their strong, overly self-assured manner fool you.
- Verbalizing conclusions helps others understand them better - they may not give you much feedback, but don't take that as a lack of interest.

Interview Success Keys with D-Styles:

Expect challenge and banter from them – this is letting you know they are interested. Remain calm, and be direct, don't dither around, get to the point. Emphasize a goal is to be achieved by them joining your team and how you can do it working as a team together.

Interviewing with I style people for work place positions in your clinic

This section gives you tips to remember when interviewing with an **Inspiring** personality style such as when discussing a job you're thinking about recruiting them for and notice their responses to this.

Basically their motivated by

Recognition - Demonstrate interest in their previous work and aspirations about joining you

Approval – Appreciate what's good about them and talk about this, observe their reactions

Popularity - Talk about ways that you can help them and the team succeed

They respond best when your approach offers them an environment which provides;

Prestige - Show them respect, sometimes even deference they will love this too.

Friendly relationships - Smile and be genuinely friendly and upbeat

Opportunities to influence others - Ask them about when they have done this previously align this too working in your team.

Opportunities to inspire others -If you're excited by talking with them, tell them!

Chances to verbalize ideas - Let them talk and recognize their ideas. Praise them if they're good!

They will respond best to you when you:

- Are a democratic leader and friend
- Have social interaction outside of work
- Recognise their strengths and ability
- Are enthused and engaged with them
- Have an environment in the clinic that is exciting and communicative

Do consider that when employing them, the I- Style person is still learning that:

- Time management is important – So where time allows, transfer your discussion into an action plan that has a deadline. Good to discuss how you can help them achieve this if you take them on to work for your clinic.
- Too much optimism can be harmful - be enthusiastic, but keep things realistic
- Listening is important - do not expect them to listen very well or very long, so be brief
- Tasks must be completed, so agree on introducing short term daily and weekly goals with them
- Accountability is imperative - let them know in a friendly way that you will follow up with them. Do not use pressure, just be friendly and helpful.

Interview Success Keys with I-Styles:

Emphasize fun and talk about people you have working with you. They will respond mainly to your excitement and tone more than anything else, so be excited!

Interviewing with S style people for work place positions in your clinic

This section gives you tips to remember when interviewing with a **Supportive** personality style such as when discussing a job you're thinking about recruiting them for and notice their responses to this.

Basically their motivated by

- **Security** - Relax, when with them and remember to remain calm and friendly
- **Appreciation** – Be accommodating in a way you'd like others to be towards you
- **Assurance** - Listen carefully to their concerns, help them to be at ease when meeting

They respond best when your approach offers them an environment which provides;

- **An area of specialization** – What do they enjoy most about their work and their interests
- **Identification with a group** – Promote the importance of your team working well
- **An established work pattern** – Let them know working hours and stick to them
- **Stability within a given situation** - Show how you can be accommodating towards them
- **A consistent, familiar environment** – Introduce them to friendly staff, put them at ease.

They will respond best to you when you:

- Are open, relaxed and friendly – they will follow suit, make them comfortable.
- Explain change will occur in the practice but you will allow time to adjust when these changes are implemented. In the way you would with a nervous patient. Be patient
- Work with them as a friend, be genuine.
- Emphasise harmony within the team is key to you also
- Allow them to move at their own pace - do not push
- Express your goals - be confident and sincere.

Do consider that when employing them, the S-Style person is still learning that:

- Change brings about opportunities so them appearing to lack enthusiasm does not mean lack of interest on their part.
- Friendship isn't everything - Avoid them because of friendship, feeling over obligated.
- Discipline is good - suggest what needs to be done next
- It's all right to say, "No!" Conflict isn't something they enjoy so check they're not just saying yes to keep the peace.
- It's important that they avoid over-extending themselves to avoid disappointing you.

Interviewing Success Keys with S-Styles:

Remaining patient toward them is key here. Softer vocal tone and warmth in your approach with sincerity will allow them to prosper and thrive working with you and your practice.

Interviewing with C style people for work place positions in your clinic

This section gives you tips to remember when interviewing with a **Cautious** personality style such as when discussing a job you're thinking about recruiting them for and notice their responses to this.

Basically their motivated by

- **Quality answers** – Demonstrate logic and be precise in your replies and questioning
- **Excellence** – Demonstrate how the practice operates and thrives on providing quality care
- **Value** – Highlight the benefits of your clinic perhaps emphasise the importance of providing quality patient care. This will often be something you mutually share.

They respond best when your approach offers them an environment which provides

An understanding of what's expected of them - speak clearly and be specific when outlining their duties. Expect them to cross check this back to you too.

Sufficient time and resources to accomplish tasks – They like a job well done

Team participation – Dotting the I's and crossing the T's with others is important so let them know this is something you value for quality control etc

Limited risks – They're often weary of things going wrong. Will often have contemplated them too so, you may find it useful to ask about problems and obstacles they've avoided where they've worked before. Complement them on their foresight and maybe talk about how you might use this skill for planning your own clinic's progress in the future.

Assignments that require planning and precision – Provide them whatever information they feel they need to work with you successfully.

They will respond best to you when you:

- Provide back up - give specific examples to back up what you are saying they need this
- Provide conducive working conditions - do not be confrontational and antagonistic
- Are willing to consider their opinion it's often an expert one.
- Are straight to the point, avoid being vague or mincing words but careful in your delivery
- Are detail-oriented - stay on the subject that THEY are interested in

Do consider that when employing them, the C-Style person is still learning that:

- They don't always have to be right in other words avoid forcefully arguing if you disagree with their opinions. Their greatest fear is being proved wrong in front of others.
- Pressures of time management in a busy practice don't always allow for long winded explanations - don't be afraid to say that you do not know the answer to one of their questions.
- UDA targets and clinical objectives must be met - set a deadline for tasks that you ask them to do as they can get lost in trying to perfect their work.

Interviewing with C style people for work place positions in your clinic continued

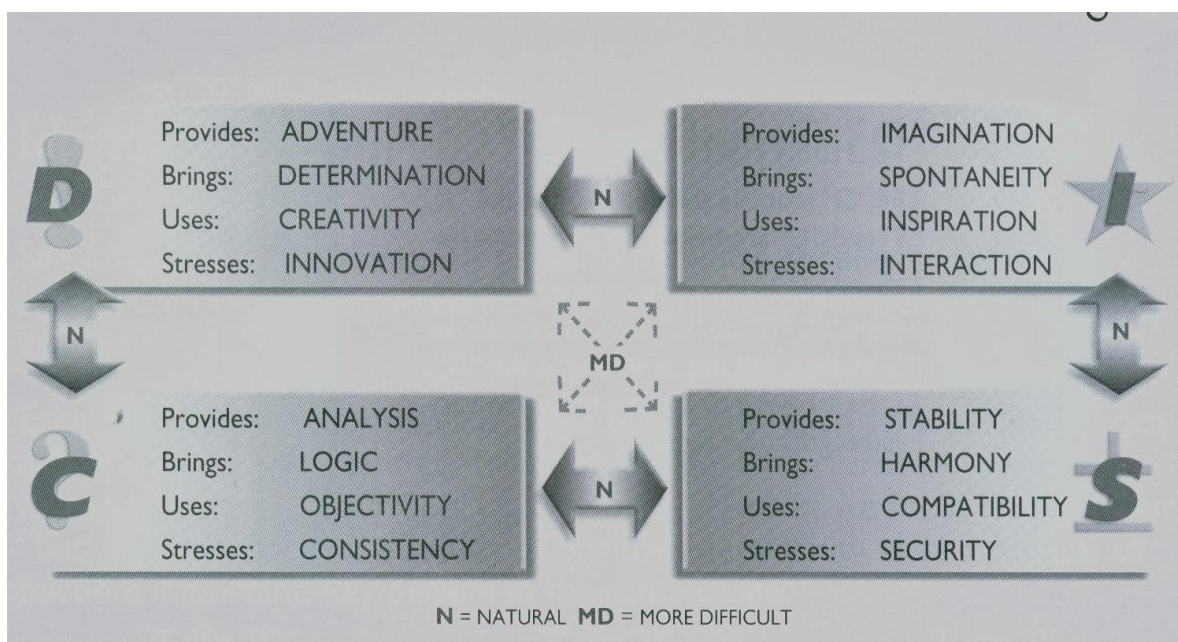
Do consider that when employing them, the C-Style person is still learning that:

- Calculated risks can be profitable – emphasize the benefits and results they can achieve maybe even use their skills to foresee the pitfalls to help them feel valued. Help offset any perceived risks by redirecting concerns in light of the desired results
- There are varying degrees of excellence – accommodate or make some allowance for this when you realize that they tend to over-analyse everything.
- Do not be overwhelmed by their strong desire for information. Remain confident and patient as they will appreciate this too.

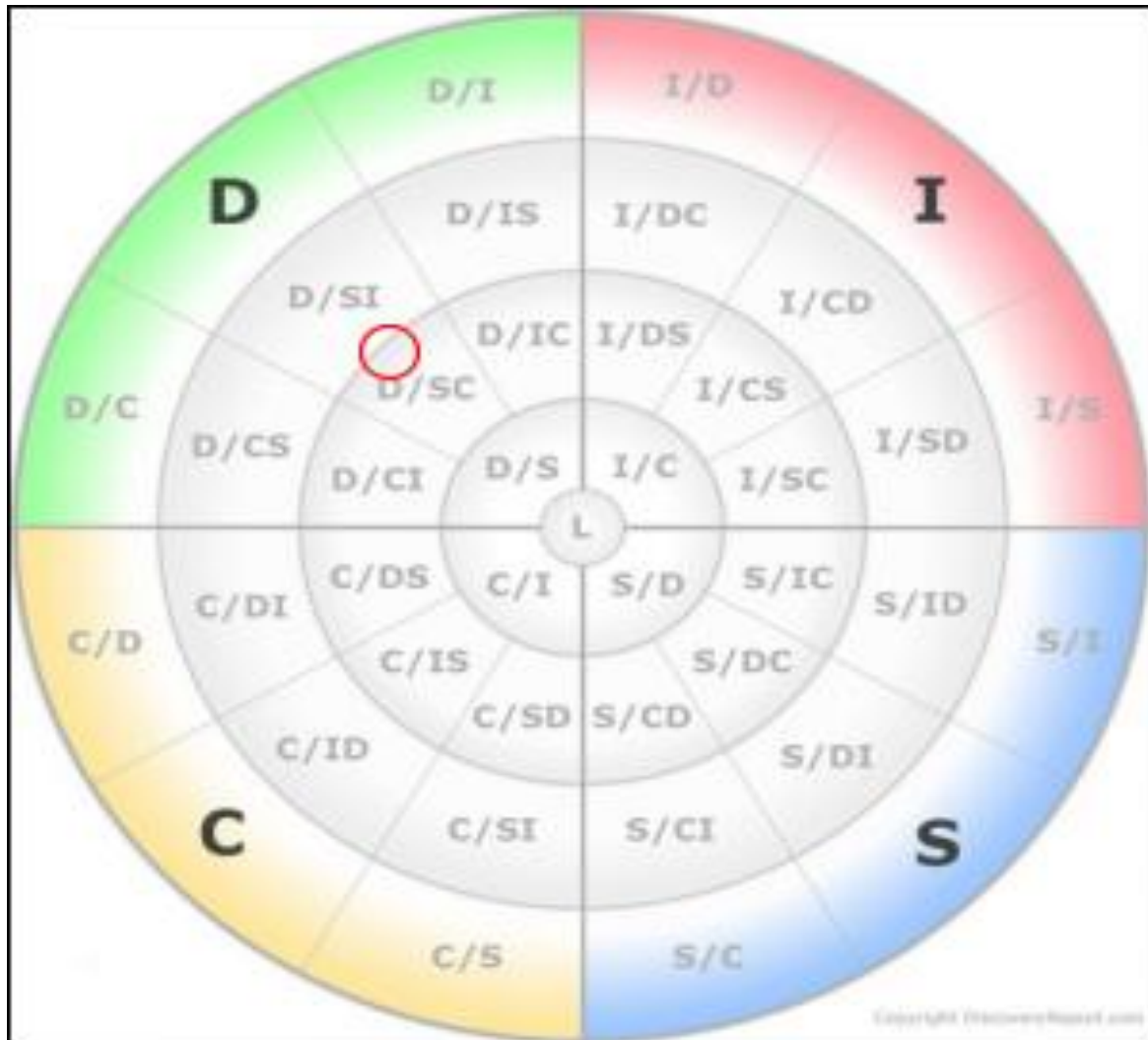
Interviewing Success Keys with C-Styles:

Highlight your experiences and qualifications in a logical manner that they are pre-ordained to understand. Give them reassurance that you are able to do the work at hand too because professionalism in the team is so important. Time to think things through and process any information you provide is never wasted because they will often try to come up with even better ideas than the ones you initially suggested. They will respond best to a rational, specific and calm approach.

Discover Your Team Contributions- Who provides what?



Mapping out the balance of your team with DISC



Utilise this map in conjunction with your DISC materials to assess the structure and balance of your dental team and how this is constructed. It is an ideal visual mechanism to check on your overall progress of teambuilding and recruitment.

Two very high D's together could be compared to the double headed Hydra from the mystical movie Jason and the Argonauts. The two heads would seemingly be attacking each other but were attached to the same beast! The metaphor behind this rings true. So many dental team members who report having two high D bosses often report being caught up in the middle and getting the collateral damage. On the other hand, two very high I's together would end up having a party, having lots of fun but not much work getting done as a consequence. Two S types would be more like a stalled car, both being afraid to make any decisions. Whilst two C's running a practice, would make no decisions either, mainly for fear of making the wrong one. Whilst this is slightly facetious, you will probably easily understand the relevance of having a good balance and having the right people in to do the various jobs that suit their personality perspectives and skills base.

Protecting Relationships

One of the differences in personalities that cause pain in relationships is our natural fears. Protecting others in your life by being sensitive to their natural fears can begin to build a bridge to a stronger relationship.

What are the natural fears of the personality types?

D	Being taken advantage of
I	Loss of social recognition
S	Change; Confrontation
C	Irrational acts; the unknown or the uncertain

High D styles will focus on achieving goals and overcoming obstacles. However they will just as soon walk away from an interaction or relationship that takes advantage of them. They may then invest their energy in making sure the person(s) who took advantage of them will then go onto lose. In the event that these efforts are thwarted then they will react with hot anger and then go to great lengths to get even and frequently drop out of the relationship completely.

High I styles feel there is nothing worse than public humiliation or social embarrassment. If you make them feel stupid in front of others they will overreact with a flood of emotion designed to blame somebody else for the embarrassment or make you look ridiculous.

High S styles avoid confrontation and if surprised with immediate change will feel threatened. They will conceal these feelings and instead of reacting they will just shut down and may find escape in excessive sleep. Beneath their almost apparent indifference they will build a wall of grudges that are difficult to uncover.

High C styles think the irrational acts are the sign of an undisciplined person. Principles are integral to their experiences of life. They keep their feelings in check and any antagonism results in withdrawal in a bid to protect themselves.

Activities that DISC types need to engage in to recover from stress quickly.

D	Physical Activity helps their recovery more rapidly. Going for a walk, participate in their favourite exercise, or some work that is different to their everyday job. Sweeping the garage or driveway.
I	Need social activities , maybe out for a movie and dinner with friends. Alternatively a call on the phone to a friend to unwind or offload.
S	Need undirected activity to help quicker recovery. 'Piddling around the house' or perhaps watching an old favourite movie or going out for a drive in the car no where special but just out.
C	Need cognitive activity to recover from stress responses. Reading a magazine or story. It may be putting together a puzzle or playing solitaire.

Reinforcing your relationships

There are always going to be times in our lives when from time to time a relationship with others will need reinforcing no matter how good. We all want happier lives and to make the world a nicer place to live. So we use words and actions to help those around us. We can also apply DISC to give people what they need instead of what we think they ought to have.

High D styles will enjoy receiving words that are direct brief and to the point. Let them know that they have solved a big problem and how their results satisfied an important need. Reward them for their achievement with a gift that is in some way related to their achievement or to do with something they really want. If you are in power over them and perhaps have the authority to do so then reinforce their responsibility with more appropriate authority and power.

High I styles will receive encouraging words that are friendly and positive too. Using an excited tone and don't be afraid to express your feelings towards them. Let them know how impressed you are by them and let them know how impressed others were impressed by the significance of what you did. Share with them how what they did strengthened your relationship. If you are the boss to an I style personality, then talk about your staff member's achievements to others in the circles, in which you both meet. Public recognition will go a million miles for an I style personality. These people will enjoy an appropriate smile, a hug and closeness too, this makes them feel encouraged.

High S styles will enjoy words of encouragement that are sincere, kind and personal. Using a friendly tone let them know how satisfied you are with their efforts around the practice. Tell them how they helped you and maybe helped the team. Sentimental memento's or offers to do a small service that will cost little or no money, or time, will go a long way. Also this is best done quietly, without you drawing public attention to the act.

High C styles receive encouraging words but they must be accurate and unemotional. They will reject flattery or maybe even correct your assessment of their work. Let them know how serious you are; tell them how significant their contribution was for you and your relationship with them. They will be greatly encouraged by you giving them attention, perhaps invite them to a nice dinner or an excellent movie. If you are in an authoritative position and are able to do so then, reinforce their responsibility within the practice by expanding their role.

Understanding Others:

Use the chart below to help you quickly identify a person's primary personality Style. This can help you adapt your style to better relate to them.

	D	I	S	C
 Like to Do things	The fast way	The fun way	The traditional way	The proper way
 Personal Décor	Large desk, awards, useful accessories	Flashy, trendy, with fun pictures	Family pictures, personal mementos	Aesthetically pleasing, unique, functional
 Body Language	Big gestures; leans forward, advancing	Expressive, Friendly posture; amusing	Gentle gestures; reassuring	Unemotional, controlled gestures; assessing
 Speech Pattern	Directive tones, abrupt, interrupting, always doing something	Talkative, varied tones, personal, easily distracted	Conversational, warm tones, friendly, prefers listening	Clarifying, monotone, logical, focused, emotionless
 Processes Information by asking	What?	Who?	How?	Why?
 Key strength	Firm	Fun	Friendly	Factual

12 Tips for working with the different personality styles

When Working with D style individuals Emphasize: 1. Results 2. Opportunity 3. Solutions 4. Goals 5. Plans 6. Wise use of time 7. Leadership role 8. Authority 9. Their challenging nature 10. Bottom line 11. Ownership 12. Efficiency	When working with I style individuals Emphasize: 1. Fun 2. Enjoyment 3. Recognition 4. Dreams 5. People 6. Lifestyle 7. Energy 8. Enthusiasm 9. Their outgoing nature 10. Expectations 11. Stories 12. Success
When working with C style individuals Emphasize: 1. Quality 2. Value 3. Logic 4. Principles 5. Honesty 6. Integrity 7. Consistency 8. Validation 9. Their inquisitive nature 10. Details 11. Loyalty 12. Correctness	When working with S style individuals Emphasize: 1. Support 2. Reliability 3. Teamwork 4. Service 5. Peace 6. Family 7. Steadiness 8. Relationships 9. Their co-operative nature 10. Understanding 11. Security 12. Friendships

Suggested Reading Resources

You've Got Style Dr Robert A Rohm

128 page easy reading to enhance what is covered on the course. Nice book.

Who Do You Think You Are Anyway? Dr Robert A Rohm

Much more detailed but excellent reference source and working manual with excellent information on all the possible personality profiles and how best to work with them. Always something you can dip in and out of as you go through dealing with others.

Different Children, Different Needs? Dr Charles F Boyd

Excellent book to help you understand your children better, full of aha's!



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