

BEHAVIORAL STYLES REFERENCE GUIDE

		DOER	TALKER	THINKER	GUARDIAN
	Primary Emotion	Frustration/Anger	Happiness	Cautious/Worried	Amiable/Stoic
	Primary Fear	Loss of Control	Rejection	Making Mistakes	Change
	Primary Need	Control	Acceptance	Details/Accuracy	Stability
	Voicemail	Short, confident, includes their title	Super conversational; may seem like live	Very basic, IF it's set up	Mix of conversational and detailed
	Email	Bulleted	Multiple paragraphs. Lots of background	References resources or attachments	Politely warm yet formal
	Office	More orderly than not. Awards displayed	Feel good items. Story starters	Books and manuals for reference	Like home. Pictures, small accents of home
	DO	- Focus on results - Be concise while providing specifics - Respect their time	- Listen to them - Allow time to chat - Be enthusiastic engaging	- Be organized - Allow them time to think - Provide details and facts	- Provide a plan - Stick to an agenda - Be thorough - Put it in writing
	DON'T	- Waste their time - Be longwinded - Stray off topic - Try to take control	- Interrupt - Ignore them - Fail to mention the "big picture"	- Be late - Be vague - Not be organized - Rush them	- Be unpredictable - Be disorganized - Be impatient - Break promises

The Doer

- Assumes that his/her own ideas and approaches are best
- Attempts to control the situation
- Desires immediate results
- Requests options and their potential benefits
- Needs recognition equal to their contribution
- Wants well-documented, high-level data
- Expects others to be timely and efficient
- Influences others through powerful actions
- Arouses strong positive or negative emotions in others

The Thinker

- Wants accurate, factual, complete information
- Respects proven expertise
- Asks lots of questions
- Reacts negatively to emotional appeals
- Requires a significant amount of time to make decisions
- Wants details and documentation in writing
- Responds to tangibles like charts, graphs and figures
- Reviews the pros and cons
- Strives for mutual understanding

The Talker

- Expects immediate action
- Lets others work out the details
- Makes their own decisions
- Can be impulsive and inconsistent
- Takes big risks and sets long-term goals
- Wants credit for ideas
- Works to outperform others and their own standards
- Strives to make a unique contribution
- Competes for the sake of competing

The Guardian

- Avoids conflict and high-pressure situations
- Responds to slow-paced, non-judgmental conversation
- Seeks advice and agreement from others
- Wants to be comfortable on a personal level
- Resists change and new ideas; prefers stability
- Likes guarantees and assurances
- Does not want problems or surprises
- Expects rule of reciprocity