



AWARE - *My Intention:*

SEEK - *Information I need:*

KNOW - *My next best ask/step:*

1

J-CURVE OF CHANGE



2

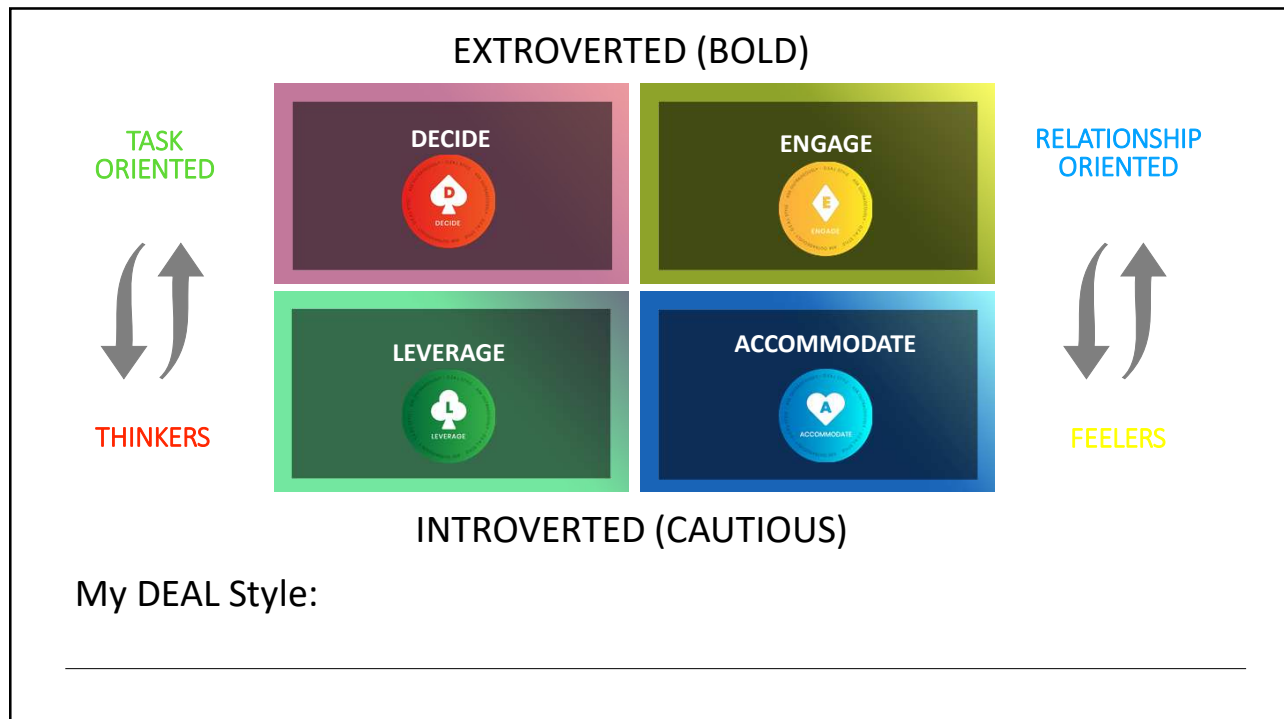


Your Superpowers/Strengths



- | | | |
|---|---|---|
| <input type="checkbox"/> Accommodate | <input type="checkbox"/> Facilitate Discussions | <input type="checkbox"/> Market |
| <input type="checkbox"/> Adapt to Change | <input type="checkbox"/> Follow Through | <input type="checkbox"/> Negotiate |
| <input type="checkbox"/> Analyze | <input type="checkbox"/> Influence Others | <input type="checkbox"/> Organize |
| <input type="checkbox"/> Coach | <input type="checkbox"/> Initiate | <input type="checkbox"/> Plan |
| <input type="checkbox"/> Communicate | <input type="checkbox"/> Innovate | <input type="checkbox"/> Present |
| <input type="checkbox"/> Connect with Others | <input type="checkbox"/> Lead | <input type="checkbox"/> Resolve Conflict |
| <input type="checkbox"/> Contribute to a Team | <input type="checkbox"/> Leverage Info/Contacts | <input type="checkbox"/> Set Goals & Strategy |
| <input type="checkbox"/> Create | <input type="checkbox"/> Listen | <input type="checkbox"/> Solve Problems |
| <input type="checkbox"/> Deliver | <input type="checkbox"/> Make Decisions | <input type="checkbox"/> Support Systems |
| <input type="checkbox"/> Engage Others | <input type="checkbox"/> Manage Projects | <input type="checkbox"/> Troubleshoot |
| <input type="checkbox"/> Explain | <input type="checkbox"/> Manage Risk | <input type="checkbox"/> Technical |
| | | <input type="checkbox"/> Others: |

3



4

<p>DECIDERS <i>Don't chitchat / waste time.</i></p> <ul style="list-style-type: none"> • ASK ABOUT BOTTOM LINE • POLITELY CHALLENGE THINKING • GIVE A FEW CHOICES, LET THEM DECIDE 	<p>ENGAGERS <i>Connect before providing details.</i></p> <ul style="list-style-type: none"> • ASK FOR INPUT AND CREATIVE IDEAS • HELP COMMUNICATE/ENGAGE OTHERS • YOU MUST FOLLOW UP
<p>LEVERAGERS <i>Be efficient over engaging.</i></p> <ul style="list-style-type: none"> • ASK ABOUT PROCESS, ATTEMPTS, PRACTICES • ALLOW TIME TO THINK • NEED DETAILS & EVIDENCE 	<p>ACCOMMODATORS <i>Relate to people before profits.</i></p> <ul style="list-style-type: none"> • ASK FOR INSIGHTS INTO PERSONALITY • SEEK BEST WAYS TO CONNECT • BE CONSIDERATE & INCLUSIVE

Their DEAL Style:

5

Opposite DEAL Styles May Have Asking Barriers

<p>DECIDE <i>May find those who Accommodate:</i></p> <ul style="list-style-type: none"> • WEAK, INDECISIVE, WISHY-WASHY, AND EASILY MANIPULATED 	<p>ENGAGE <i>May find those who Leverage:</i></p> <ul style="list-style-type: none"> • DULL, COLORLESS, BORING, TOO SERIOUS, TOO WRAPPED UP IN DETAILS
<p>LEVERAGE <i>May find those who Engage:</i></p> <ul style="list-style-type: none"> • FLIGHTY, SILLY, UNFOCUSED, UNSTABLE, AND UNPREDICTABLE 	<p>ACCOMMODATE <i>May find those who Decide:</i></p> <ul style="list-style-type: none"> • INTIMIDATING, PUSHY, MANIPULATIVE, AND CONTROLLING

TROUBLE

Opposite DEAL Preference Asking Barriers:

Other DEAL Preference Asking Barriers:

6

Reference: Conversation Strategies per DEAL Preference

DEAL preference correlate with commonly recognized styles of communication. Below are general descriptions that identify each DEAL preference plus popular profiles and assessments that relate. Although these profiles don't map precisely to each DEAL preference, each instrument offers extensive coaching and training resources to help you identify your preferred communication style(s) or preferences, and to develop strategies to make requests of others.

DEAL Preference	Neutral Traits	Development Areas	Related Communication Styles
DECIDE When asking remember: <ul style="list-style-type: none"> No chit chat, don't waste time Ask about bottom-line, politely challenge thinking, give a few choices, let them decide When stressed, see Controllers 	<ul style="list-style-type: none"> Extroverted Assertive Serious Intuitive Thinkers Task-oriented 	Improve asking & coping skills through: <ul style="list-style-type: none"> Communication, patience, sensitivity, trusting others Enhance natural strengths in: <ul style="list-style-type: none"> Negotiations, influence, risk taking, decision making 	<ul style="list-style-type: none"> Choleric /Hippocrates Commander/CORE MAP ENT/Myers-Briggs Director/Dominance/DiSC Knower/BrainStyles Red/Personal Insight Inventory Red/Lumina Spark
ENGAGE When asking remember: <ul style="list-style-type: none"> Connect before details/facts Ask for input and creative ideas, will help communicate & engage others, you must follow up When stressed, see Prima Donnas/Dons 	<ul style="list-style-type: none"> Extroverted Bold Casual Intuitive Feeling Relationship-oriented 	Improve asking & coping skills through: <ul style="list-style-type: none"> Impulse control, planning, internal validation Enhance natural strengths in: <ul style="list-style-type: none"> networking, public speaking, multitasking, creativity 	<ul style="list-style-type: none"> Sanguine/Hippocrates Entertainer/CORE MAP ENF/Myers-Briggs Inducement/Influence/DiSC Conceptor/BrainStyles Yellow/Personal Insight Inventory Yellow/Lumina Spark

Continued....

7

Conversation Strategies per DEAL Preference (continued)

DEAL Preference	Neutral Traits	Development Areas	Related Communication Styles
ACCOMMODATE When asking remember: <ul style="list-style-type: none"> Relate to people before profit Ask for insights into personality and best ways to connect. Be considerate and inclusive. When stressed, see Whiners 	<ul style="list-style-type: none"> Introverted Reserved Casual Sensing Feelers Relationship-oriented 	Improve asking & coping skills through: <ul style="list-style-type: none"> Assertiveness, self-care, independent decision making Enhance natural strengths in: <ul style="list-style-type: none"> Mediation, team building, conflict resolution, listening 	<ul style="list-style-type: none"> Phlegmatic/Hippocrates Relater/CORE MAP ISF/Myers-Briggs Sensors/Supportiveness/DiSC Conciliator/BrainStyles Blue/Personal Insight Inventory Green/Lumina Spark
LEVERAGE When asking remember: <ul style="list-style-type: none"> Efficiency over engagement. Ask about process, attempts, best practices. Allow time to think and reflect. Need details & evidence. When stressed, see Complicators 	<ul style="list-style-type: none"> Introverted Reserved Serious Sensing Thinkers Task-oriented 	Improve asking & coping skills through: <ul style="list-style-type: none"> Relaxation, flexibility, letting go of perfectionism, emotional intelligence Enhance natural strengths in: <ul style="list-style-type: none"> Planning, strategy, project management, organization 	<ul style="list-style-type: none"> Melancholy/Hippocrates Organizer/CORE MAP IST/Myers-Briggs Compliance/Conscientiousness/DiSC Deliberator/BrainStyles Green/Personal Insight Inventory Blue/Lumina Spark

NOTE: Everyone possesses all of these characteristics, though one or two are usually more developed and preferred. Related Communication Styles are used as an example only and do not perfectly correlate. Descriptions originally based on COREMAP® - Modified and used with permission.

8



Conversation Strategies per Complainer Type

All of us can exhibit negative behaviors under stress. These Complainer Types correlate with the DEAL Styles and commonly recognized styles of communication. Below are general descriptions that identify each Complainer Type, including ways they complain, what doesn't work, what needs they are seeking to fulfill and the best ways to DEAL with each. Also provided are strategies to gain leadership's support to address the negative behavior and/or negative situation.

Complainer Type	Ways They Complain	What Works/What Doesn't	Best Ways to DEAL
Controllers <i>Under stress:</i> Aggressive, bossy, loud, demanding, impatient, bully <i>Under extreme stress:</i> Shut down	<ul style="list-style-type: none"> Aggressive Impatient Challenging Condescending 	Seek to: <ul style="list-style-type: none"> Control or reach an outcome Don't: <ul style="list-style-type: none"> Make excuses, finger point, over explain, or be aggressive 	<ul style="list-style-type: none"> The best way to negotiate is to <i>stand, deliver</i> and <i>let them decide</i>. Gain leadership's support by <i>spotting risks of bullying, intimidating, harassing and demeaning behavior</i>. Positive Style: Decide
Prima Donnas/Dons <i>Under stress:</i> Aggressive pushy, loud, argumentative, disruptive, impatient <i>Under extreme stress:</i> Shut down	<ul style="list-style-type: none"> Create drama Gossip Interrupt Interfere 	Seek to: <ul style="list-style-type: none"> Gain attention Don't: <ul style="list-style-type: none"> Tell them their reaction is too extreme and excessive, put them on the spot or ask them to be rational. 	<ul style="list-style-type: none"> The best way to negotiate is to <i>acknowledge, avoid getting lost in the drama, and publicize</i>. Gain leadership's support by <i>spotting results created by disruption, low accountability, gossip and distraction</i>. Positive Style: Engage

Continued....

9



Conversation Strategies per Complainer Type (continued)

Complainer Type	Ways They Complain	What Works/What Doesn't	Best Ways to DEAL
Whiners <i>Under stress:</i> Passive, submissive, withdrawn, silent, tearful, sensitive, hurt <i>Under extreme stress:</i> Explode	<ul style="list-style-type: none"> Showing disapproval Venting Withdrawing 	Seek to: <ul style="list-style-type: none"> Gain empathy and connection Don't: <ul style="list-style-type: none"> Tell them they are irrational, solve their problems, or vent with them 	<ul style="list-style-type: none"> The best way to negotiate is to <i>listen, empathize</i> and <i>ask for solutions</i>. Gain leadership's support by <i>spotting decisions not made and work not accomplished</i>. Positive Style: Accommodate
Complicators <i>Under stress:</i> Passive-aggressive, narrow-minded, cold, withdrawn, critical, resistant, stubborn <i>Under extreme stress:</i> Explode	<ul style="list-style-type: none"> Blocking Complicating Creating confusion 	Remember seeking to: <ul style="list-style-type: none"> Keep things calm and stable Don't: <ul style="list-style-type: none"> Tell them to be team players or to adopt a positive attitude, or try to change their minds 	<ul style="list-style-type: none"> The best way to negotiate is to <i>reduce speed, respect effort, and upgrade</i>. Gain leadership's support by <i>spotting unnecessary complications, delays and blocks</i>. Positive Style: Leverage

Toxics: Any type can be a toxic personality. In all instances they have been conditioned away from their natural interactional style and toward passive-aggressive behavior. Extroverts are generally more visible and introverts are more covert in the way they use these tactics. In the extreme these are the sociopaths and psychopaths

10




Text **ASK** to **42828**
for bonus resources on
negotiations and leadership.
Or go to: www.Negotiate.Today

Be a SMART**ASK**



Takeaways	DEAL
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

11

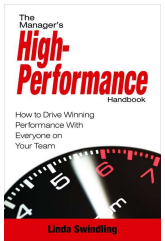


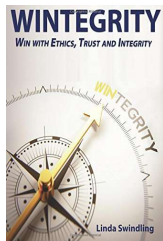
Linda Byars Swindling, JD, CSP

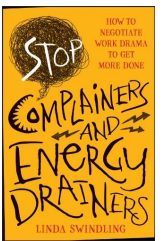
Negotiation speaker, author and expert **Linda Swindling**, empowers leaders to negotiate everything from big deals to workplace drama using proven strategies that drive results without driving others away. Linda learned first-hand how to negotiate from her experiences in the courtroom and the boardroom. A respected mediator and “recovering” attorney, Linda attended Harvard/MIT’s Program on Negotiation. She also spent years advising and coaching CEOs and key executives while a Chair at Vistage. Her engaging programs are based on original research and more than two decades of experience. Chosen as one of the Top 30 Global Gurus in Negotiation, Linda is a frequent media guest and the author/co-author of more than 20 books.


For speaking engagement or training inquiries, contact Linda through Jill@LindaSwindling.com.











12