

NSAE, 2012 Rapport and Influence Building Guide

Compiled by:
Robin K. Dreeke
Author: It's Not All About Me



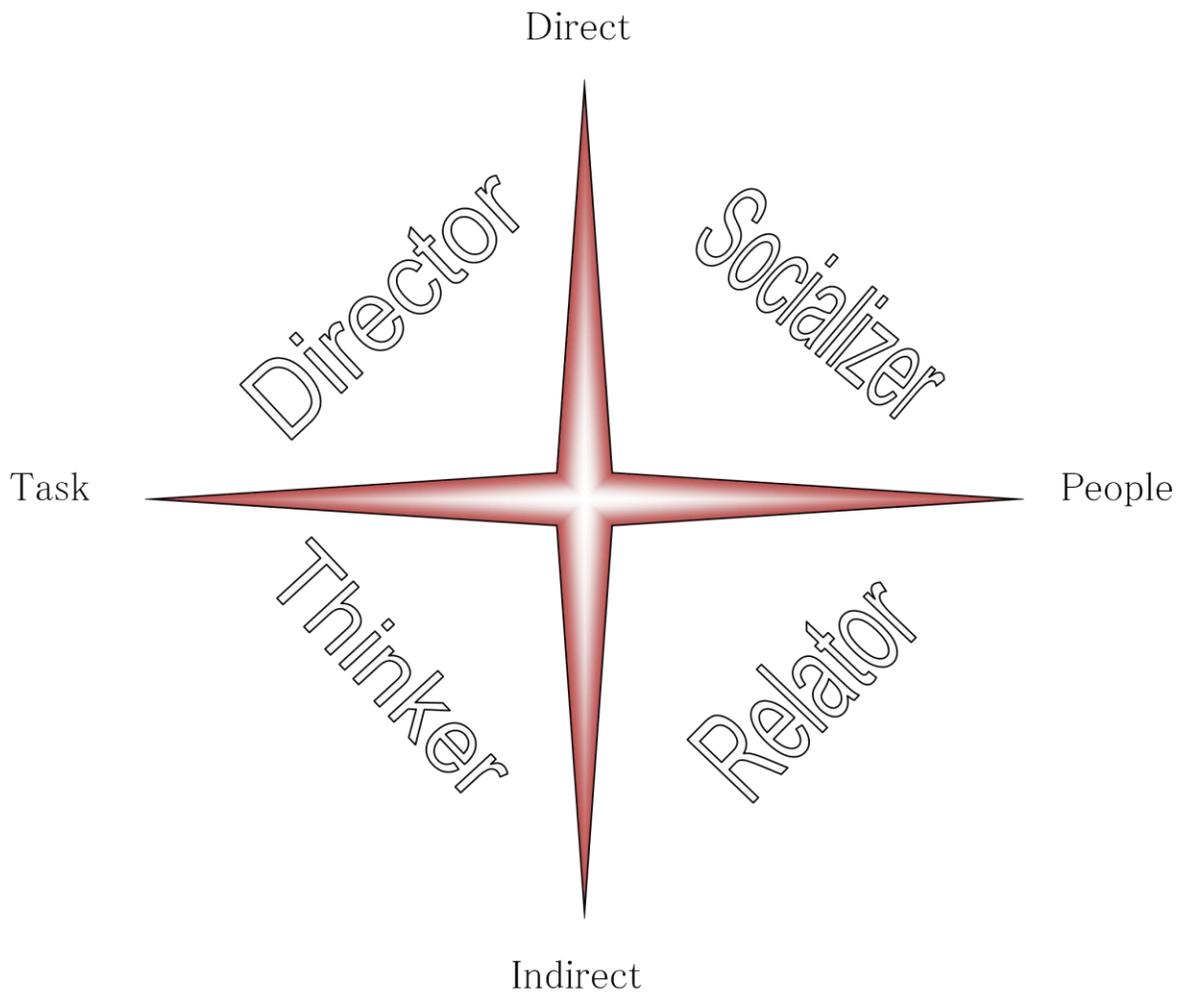
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“CSI”

Communication Style Inventory

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For each pair of statements below, distribute three points between the two alternatives (A and B), depending on how characteristic of you the statement is. Although some pairs of statements may seem equally true to you, assign more points to the alternative that is more representative of your behavior most of the time.

Examples:

If A is very characteristic of you and B is very uncharacteristic, write "3" next to A and "0" next to B.

If A is more characteristic of you than B, write "2" next to A and "1" next to B.

If B is very characteristic of you and A is very uncharacteristic, write "3" next to B and "0" next to A.

If B is more characteristic of you than A, write "2" next to B and "1" next to A.

After you have marked answers to all eighteen pairs of statements, transfer your ratings to the chart on page three. Please base your answers on how you actually behave, not on how you think you should behave. (Remember: the numbers you assign to each pair must add up to 3.)

1A _____ I'm usually open to getting to know people personally and establishing relationships with them.

1B _____ I'm not usually open to getting to know people personally and establishing relationships with them.

2A _____ I usually react slowly and deliberately.

2B _____ I usually react quickly and spontaneously.

3A _____ I'm usually guarded about other people's use of my time.

3B _____ I'm usually open to other people's use of my time.

4A _____ I usually introduce myself at social gatherings.

4B _____ I usually wait for others to introduce themselves to me at social gatherings.

5A _____ I usually focus my conversations on the interests of the people involved, even if it means straying from the business or subject at hand.

5B _____ I usually focus my conversations on tasks, issues, business, or subject at hand.

6A _____ I'm usually not assertive, and I can be patient with a slow pace.

6B _____ I'm usually assertive, and at times I can be impatient with a slow pace.

7A _____ I usually make decisions based on facts and evidence.

7B _____ I usually make decisions based on feelings, experiences, or relationships.

8A _____ I usually contribute frequently to group conversations.

8B _____ I usually contribute infrequently to group conversations.

9A _____ I usually prefer to work with and through others, providing support when possible.

9B _____ I usually prefer to work independently or dictate the conditions in terms of how others are involved.

10A _____ I usually ask questions or speak tentatively and indirectly.

10B _____ I usually make emphatic statements or directly express opinions.

11A _____ I usually focus primarily on ideas, concepts, or results.

11B _____ I usually focus primarily on persons, interactions, and feelings.

12A _____ I usually use gestures, facial expression, and voice intonation to emphasize points.

12B _____ I usually do not use gestures, facial expression, and voice intonation to emphasize points.

13A _____ I usually accept others' points of view (ideas, feelings, and concerns).

13B _____ I usually don't accept other's points of view (ideas, feelings, and concerns).

14A _____ I usually respond to risk and change in a cautious or predictable manner.

14B _____ I usually respond to risk and change in a dynamic or unpredictable manner.

15A _____ I usually prefer to keep personal feelings and thoughts private, sharing only when I wish to do so.

15B _____ I usually find it natural and easy to share and discuss my feelings with others.

16A _____ I usually seek out new or different experiences and situations.

16B _____ I usually choose known or similar situations and relationships.

17A _____ I'm usually responsive to others' agendas, interests, and concerns.

17B _____ I'm usually directed toward my own agendas, interests, and concerns.

18A _____ I usually respond to conflict slowly and indirectly.

18B _____ I usually respond to conflict quickly and directly.

Please transfer your scores to the following table. (Note: Sometimes the "A" response appears first; other times, the "B" response is first.) After you have transferred your answers, add the columns for a column total as indicated.

<u>P</u> _{eople Oriented}	<u>T</u> _{ask oriented}	<u>D</u> _{irect}	<u>I</u> _{ndirect}
1A	1B	2B	2A
3B	3A	4A	4B
5A	5B	6B	6A
7B	7A	8A	8B
9A	9B	10B	10A
11B	11A	12A	12B
13A	13B	14B	14A
15B	15A	16A	16B
17A	17B	18B	18A
TOTAL: _____	TOTAL: _____	TOTAL: _____	TOTAL: _____

Now, compare the **P** and **T** scores. Which is higher? Write the higher score in the blank below and circle the corresponding letter:

_____ **P** or **T**

Then compare the **D** and **I** scores. Which is higher?

Write the higher score in the blank below and circle the corresponding letter:

_____ **D** or **I**

SO WHAT'S THE VERDICT?

Here's how to figure out which style is most descriptive of you-along with a quick recap of what makes that style tick.

If you circled the **T** and the **D**, you tend toward being a **DIRECTOR**.
(Move over and let the big dog drink)

Other Terms: Dominant, Driver, Director
Emphasis: Controlling the environment by overcoming opposition to achieve desired goals
Basic Intent: To Overcome
Strengths: Administration, taking initiative
Weaknesses: Impatience, insensitivity
Irritation: Indecision
Goals: Productivity, control, results
Fear: Being "hustled", losing control of the environment, being taken advantage of
Motivator: Challenge, winning
Engagement strategy: Potential results of cooperation and working together

DIRECTOR (D) quadrant people are self-starters who get going when things get tough. They thrive on competition and are usually direct, positive, straight forward and sometimes blunt. They like to be center stage and in charge.

D's will fight hard for what they think is the way to go, but can accept momentary defeat without grudges. They hate routine and are prone to changing jobs, especially early in their career, until they find the challenge they need.

D's thrive on competition, tough assignments, heavy work loads, pressure and opportunities for individual accomplishment. They are discontented with the status quo. They are real individualists and very self-sufficient. They demand a great deal of themselves and others.

What the **DIRECTOR** looks for in communication:

Brevity	Businesslike manner
Command of subject	Efficient use of time
Logical organization	Competence
Benefits early	Self confidence
Options	Focus on results
Innovation	Logic
Authority	

If you are a **DIRECTOR**:

To build rapport with another DIRECTOR:

- Just be yourself
- Be direct and straightforward
- Allow the DIRECTOR to take on difficult assignments that will challenge logic and analytical ability
- Delegate and allow the DIRECTOR to speak his or her mind
- Offer options whenever possible
- Allow the DIRECTOR to take control of certain projects
- Help the DIRECTOR to be aware of the effect his/her abruptness has on others

To build rapport with a SOCIALIZER:

- Relax a bit
- Be friendly, democratic and willing to discuss situations freely
- Make sure that you give this individual recognition for accomplishments
- Allow this person to interact with a variety of people and provide a certain degree of independence
- Exhibit some interest in the SOCIALIZER as a person
- Help the SOCIALIZER to prioritize, manage time, and meet deadlines

To build rapport with a RELATOR:

- Give everyone recognition
- Take an interest in the RELATOR, both in his/her work and as a person
- Provide sincere appreciation
- Combine change with plenty of warning
- Control your urge to discuss on a no-holds-barred basis
- Allow the RELATOR to work at an established and self-regulated pace

To build rapport with a THINKER:

- Evaluate the THINKER on long-term projects rather than short-term goals
- Outline exactly what you expect
- Provide projects that require precision, organization, and planning
- Don't put too much pressure on this person
- Be available to discuss key moves in stressful situations
- Help the THINKER keep projects moving with less checking and re-checking

If you circled the **P** and the **D**, you show many qualities of a **SOCIALIZER**:

(Let me entertain you)

Other Terms: Influencer, Expressive, Persuader

Emphasis : Creating the environment by motivating and aligning others to accomplish results.

Basic Intent: To Persuade

Strengths: Persuasion, interacting with others

Weaknesses: Disorganization, carelessness

Irritation: Routine

Goals: Popularity, applause, people involvement

Fear: Loss of prestige, rejection, loss of approval

Motivator: Recognition

Engagement strategy: How working together and cooperation will make a difference to many people

SOCIALIZER (S) quadrant people thrive on social contact, one-on-one situations, and freedom from control and detail. S's are friendly, outgoing, persuasive, and confident.

Their basic interest is in people. They are poised and meet strangers well. People seem to respond to them naturally, and they usually have a wide range of acquaintances. Their innate optimism and people skills helps them get along with most people, including competitors.

Often very fashionable dressers, S's often join organizations for prestige and personal recognition.

What the **SOCIALIZER** looks for in communication:

Enthusiasm

Big picture

Creativity

References to other's reaction

High energy tone

Visual approach

Rewards and benefits

Personal anecdotes, stories

Humor

What's in it for them

Attention grabbing delivery

If you are a **SOCIALIZER**:

To build rapport with a DIRECTOR:

- Respect the DIRECTOR's time
- Don't over generalize; back up your statements with facts and logic
- Stress results
- Give difficult assignments that challenge logic and analytical abilities

To build rapport with a SOCIALIZER:

- Allow him/her some time in the spotlight
- Concentrate more on details, facts, risks, and probabilities than you normally do
- Give the SOCIALIZER a chance to be heard
- Keep assignments varied and interesting

To build rapport with a RELATOR:

- Pay attention to deadlines
- Allow the RELATOR to work at an established and regulated pace
- Don't drop last minute projects on the RELATOR
- Develop contests in which everyone can win
- Provide a stable environment that evidences permanence, security, and consistency
- Encourage participation in the decision-making process
- Encourage feedback
- Approach matters in a systematic, low-key manner

To build rapport with a THINKER:

- Be supportive and responsive
- Deflect pressure whenever possible
- Help the THINKER see the big picture
- Establish realistic parameters
- Answer all questions carefully
- Provide detailed instructions

If you circled the **P** and **I**, you're predominantly a **RELATOR**.

(It's not whether you win or lose, it's how many friends you have)

Other Terms: Steady, Supportive, Amiable

Emphasis : Maintaining the environment to carry out specific tasks.

Basic Intent: To Support

Strengths: Servicing, listening

Weaknesses: Over-sensitivity, indecision

Irritation: Insensitivity

Goals: Acceptance, stability, security

Fear: Sudden change, losing security

Motivator: Appreciation, Involvement

Engagement

strategy: How working together and cooperating will stabilize and support others

The **RELATOR** (R) quadrant person thrives in a relaxed, friendly atmosphere without much pressure, one that offers security, limited territory, predictable routine, and credit for work accomplished.

They are usually amiable, easy-going, warm-hearted, home-loving, and neighborly. On the other hand, they may be undemonstrative and controlled. They conceal their feelings and sometimes hold a grudge.

Most of the time R people are even-tempered, low-key, emotionally mature, and unobtrusive. They are generally content with the status quo and prone to leniency with themselves and others.

R people dislike change. Once under way, they work steadily and patiently, and they dislike deadlines. They are usually very possessive and develop strong attachments to their things, their family, their job, and their position.

What the **RELATOR** looks for in communication:

Sincerity

Low-key delivery

New ideas tied to

established methods

Logic, facts, structure

Assurance of support

Emphasis on benefits to others

Absence of controversy

Appeals to security and stability

If you are a **RELATOR**:

To build rapport with a DIRECTOR:

- Use straightforward communication
- Be confident
- Be professional and businesslike
- Provide options
- Don't take criticism personally
- Give assignments that challenge
- Learn to delegate
- Keep discussions of personal matters to a minimum

To build rapport with a SOCIALIZER:

- Help the SOCIALIZER prioritize and organize
- Help the SOCIALIZER meet deadlines
- Give recognition for accomplishments
- Provide freedom, but with clearly defined limits
- Give assignments that require motivating people
- Allow free discussion

To build rapport with a RELATOR:

- Encourage and support organizing efforts
- Point out what needs changing in a non-threatening way
- Encourage the RELATOR to make decisions
- Appeal to sense of loyalty and team spirit
- Explain the reasons for directions

To build rapport with a THINKER:

- Demonstrate procedures in an efficient, logical manner
- Don't mix personal and professional comments unless you know the person well
- Keep praise simple and concise
- Allow the THINKER to plan for change
- Establish agreeable checkpoints and times
- Allow the THINKER to save face, if possible

If you circled the **T** and the **I**, you have lots of **THINKER** characteristics.

(I'd rather be right than quick)

Other Terms: Conscientious, Cautious, Analytical

Emphasis: Structuring the environment to produce products and services that meet high standards

Basic Intent: To Avoid Trouble

Strengths: Planning, analyzing

Weaknesses: Perfectionist, overly critical

Irritation: Unpredictability

Goals: Accuracy, thoroughness, order

Fear: Criticism of performance, lack of standards

Motivator: Progress, Protection, Security

Engagement

strategy: How working together and cooperating is a logical choice for them and how their actions and process will benefit the system

The **THINKER** (T) quadrant person thrives on order, pre-determined methods, tradition, and conflict-free atmospheres with ample opportunity for careful planning without sudden changes.

T methods are pre-determined, precise, and attentive to detail. They prefer to adapt to situations to avoid conflict and antagonism. Their need for self-preservation causes them to document everything that they do, and they try to do whatever others want them to do.

Naturally cautious, they prefer to wait and see which way the wind is blowing. Once their mind is made up, however, they can be very firm in adhering to procedures.

What the **THINKER** looks for in communication:

Facts and data

Clear description of processes

Time and information
to examine and evaluate

Clear procedures, guidelines, specifications

Reassurance

Exact figures

Assessment of risk

Logical, detailed presentation

Carefully chosen words

If you are a **THINKER**:

To build rapport with a DIRECTOR:

- Encourage the DIRECTOR to take charge of certain projects, but control which ones
- Make sure that the DIRECTOR understands checkpoints and times
- Give the DIRECTOR options whenever possible
- Don't take criticism personally
- Compliment the DIRECTOR on achievements, not personal attributes
- Describe the results you desire
- Listen to the DIRECTORS suggestions

To build rapport with a SOCIALIZER:

- Give only those details that are necessary
- Recognize that the SOCIALIZERS like to learn hands-on rather than in theory
- Help establish priorities
- Be enthusiastic; don't squelch the SOCIALIZER's natural optimism
- Occasionally pay the SOCIALIZER a personal compliment
- Give visual support for your instructions
- Reinforce or reward positive behaviors
- Show SOCIALIZERS how to implement ideas

To build rapport with a RELATOR:

- Give the RELATOR adequate time to train or adjust to new situations
- Be patient
- Show the RELATOR how actions benefit others
- Compliment teamwork and dependability; and let them know that others see them the same way
- When you must correct them, don't blame or judge the person; keep the conversation focused on behavior and its appropriateness
- Explain why they need to meet certain deadlines
- Allow the RELATOR to work at an established and self-regulated pace

To build rapport with a THINKER:

- Praise the THINKER but keep it simple and concise
- When you want behavior changed, specify exactly what you want to change and outline how you want this to happen
- Make sure that you keep the THINKER informed about impending change
- Provide support and backup in difficult situations
- Emphasize deadlines and parameters
- Help them substitute quality for perfection
- Encourage the THINKER to be less hard on him/herself

**IDENTIFY YOUR CUSTOMER'S PRIMARY COMMUNICATION PREFERENCE
AND WRAP YOUR CONTENT WITH THE APPROPRIATE STYLE**

IDENTIFY THE PREFERENCE

DIRECT

INDIRECT

TAKES RISKS	AVOIDS RISK
SWIFT DECISIONS	SLOWER TO DECIDE
CONFRONTING, EXPRESSIVE	LESS ASSERTIVE
IMPATIENT	EASYGOING PATIENT
TALKS AND TELLS	LISTENS AND ASKS
OUTGOING	RESERVED
OFFERS OPINIONS FREELY	KEEPS OPINIONS PRIVATE

PLATINUM RULE, PG 65

IDENTIFY THE PREFERENCE

PEOPLE ORIENTED

TASK ORIENTED

RELAXED, WARM	FORMAL, PROPER
LIKES OPINIONS	FAVORS FACTS
RELATIONSHIP ORIENTED	TASK ORIENTED
READILY SHARES FEELINGS	KEEPS FEELINGS PRIVATE
FLEXIBLE ABOUT TIME	DISCIPLINED ABOUT TIME
FEELING ORIENTED	THINKING ORIENTED
SPONTANEOUS	PREFERS PLANNING 42

The Top Ten Rapport Building Techniques:

1. **Establishing artificial time constraints:** Allow the person being targeted to feel that there is an end in sight.
2. **Accommodating nonverbals:** Ensure that both your body language as well as your voice is non-threatening.
3. **Slower rate of speech:** Don't oversell and talk too fast. You lose credibility quickly and come on too strong and threatening.
4. **Sympathy or assistance theme:** Human beings are genetically coded to provide assistance and help. It also appeals to their ego that they may know more than you.
5. **Ego suspension:** Most likely the hardest technique but without a doubt the most effective. Don't build yourself up, build someone else up and you will have strong rapport.
6. **Validate others:** Human beings crave being connected and accepted. Validation feeds this need and few give it. Be the great validator and have instant, great rapport.
7. **Ask... How? When? Why? :** When you want to dig deep and make a connection, there is no better or safer way than asking these questions. They will tell you what they are willing to talk about.
8. **Connect with quid pro quo:** Some people are just more guarded than others. Allow them to feel comfortable by giving a little about you. Don't overdo it.
9. **Gift giving (reciprocal altruism):** Human beings are genetically coded to reciprocate gifts given. Give a gift, either intangible or material and seek a conversation and rapport in return.
10. **Managing expectations:** Avoid both disappointment as well as the look of a bad used car salesman by ensuring that your methods are focused on benefitting the targeted individual and not you. Ultimately you will win, but your mindset needs to focus on them.

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