

# EXPRESSIVES

- Make direct eye contact
- Use an energetic and fast-paced pitch
- Allow time for socializing in meetings
- Ask about their intuitive sense of things
- Support ideas with testimonials of people they like
- Paraphrase any agreement made
- Balance fun and reaching objectives
- Talk about them

# AMIABLES

- Make eye contact, but look away
- Speak at a moderate pace with a softer tone
- Don't use a harsh tone or language
- Try not to counter ideas with logic
- Encourage them to express doubts or concerns
- Avoid putting excess pressure on them to make decisions
- Mutually agree on goals, action plan, and completion dates

# DRIVERS

- Make direct eye contact
- Speak quickly in short sentences
- Get down to business quickly
- Focus on results
- Be calm, specific and brief
- Don't over-explain or ramble
- Be organized and well-prepared
- Arrive on-time and don't linger
- Don't expect warm fuzzies

# ANALYTICAL

- Speak in soft and low voice
- Be more formal in speech and mannerisms
- Present pros and cons as well as options
- Don't overstate benefits of something
- Follow-up in writing
- Be on time and keep it brief
- Show how your approach has little risk
- Be prepared to talk about details

## 1

### I BE IF I BE PERFECT

1. Things are seldom gray; they are good or bad, right or wrong.
2. People just don't put enough effort into doing things correctly.
3. I read self-help and self-improvement books to become better.
4. I frequently feel like I'm wasting too much time.
5. I try to be very orderly and organized.
6. People don't try hard enough to improve themselves.
7. There's frequently not enough time to do it right.
8. Worries plague most of my thoughts.
9. My word is my bond.
10. I am always punctual, and bothered when others are not.
11. There is no reason for people to use incorrect grammar or spelling.
12. If I'm not perfect, I won't be loved.
13. If everything is not done perfectly, the entire event will be ruined for me.
14. A place for everything and everything in its place.
15. With me, honesty is more than a virtue; it is a compulsion.
16. I analyze the cost and value of purchases.
17. I try to be fair, and expect the same of others.
18. Spontaneity sometimes offends my need to plan and organize.
19. I am often seen as very serious.
20. I see myself as disciplined, practical, and reliable.
21. I fear criticism by others.
22. Time is precious and not to be wasted.
23. In social settings, I can be amusing, but never silly; there is a difference between fun and foolishness.
24. I rarely over-indulge in anything.
25. People seldom meet my expectations of them.

I want people to *appreciate* me.

## 2

### I BE IF I BE NEEDED

1. People often refer to me as nurturing.
2. I am a caregiver by nature.
3. I worry if I'm left out of things.
4. I love to be in charge, so I can help.
5. I look for opportunities to compliment people.
6. My feelings can be easily hurt.
7. I am very sensitive to being criticized.
8. I sometimes struggle expressing my needs to others.
9. I switch off a television program if the violence becomes too graphic.
10. The most important thing in life is to be in loving relationships.
11. I cannot bear to watch suffering and mistreatment of people.
12. When I take vacations, I spend much of my time doing things for family and friends.
13. People are aware of how giving I am, and appreciate me.
14. People find me to be a trusted confidante.
15. People say they are comfortable around me because I am open.
16. People expect me to repeatedly give of my time and talent.
17. I take pride in being a person of service.
18. It pleases me to care for others.
19. I'm often asked to volunteer for things because I rarely say no.
20. People seek me out for guidance and advice.
21. I'm often the first in the group to raise my hand to volunteer.
22. I sometimes feel that I give more than I get in return from my friends.
23. Sometimes I feel burdened by all I have to do for others.
24. I really don't need that much to be happy.
25. My emotions are generally visible for all to see.

I want people to *need* me.

## 3

### I BE IF I BE SUCCESSFUL

1. There is no such thing as second place; there is #1, and all the losers.
2. People see me as a high-energy, assertive, on-the-go person.
3. For me and mine, failure is not an option.
4. Appearances are very important.
5. People comment on how much I can do in a short period of time.
6. I will do whatever it takes to win.
7. Whether I show it or not, I hate to lose even when I'm simply playing a game.
8. To succeed, you sometimes have to set your own ethics aside.
9. I consider it important to make a good first impression.
10. Most people do not live up to their full potential.
11. I will put in as much time and effort as necessary to get the job done.
12. I make decisions quickly and easily.
13. People **expect** me to be able to accomplish the difficult tasks.
14. I am almost never bored, because I always have something to do.
15. I am challenged and energized by contests.
16. People expect me to excel when I take on an assignment.
17. I sometimes watch the clock too much.
18. When looking back, I tend to emphasize good times, rather than bad, and what I did well, rather than what I did poorly.
19. I often use superlatives to describe the people and events in my life—best, most beautiful, greatest, smartest, most dominant, et al.
20. I like to surround myself with people I see as successful.
21. I appreciate clearly stated goals, and a means to evaluate where I stand on the way to achieving them.
22. I frequently compare myself with others.
23. It is important to me to be successful, and very important to *appear* to be successful.
24. The image presented by my family and friends is important to me.
25. Organizing and accomplishing things seems to come naturally to me.

I want people to *envy* me.

## 4

### I BE IF I BE SPECIAL

1. Most people don't understand me.
2. I work hard to develop my talents.
3. I consider myself a person of good taste and refinement.
4. I experience a wide range of emotions, from deep lows to exceptional highs.
5. My dress and style set me apart from the crowd.
6. I live by my own rules.
7. Most people do not recognize or appreciate the beauty around them.
8. Some people see me as aloof.
9. I tend to feel more deeply than most people.
10. I have difficulty sharing who I really am.
11. I tend to hide behind role-playing.
12. I like to be seen as an original.
13. When people give me orders, I react immediately and negatively.
14. My ideals are important to me.
15. I am greatly touched by beauty.
16. I enjoy the theatre and the arts.
17. I have a keen sense of intuition.
18. My appearance is very important to me.
19. I am sensitive to personal remarks made about me.
20. My friends enjoy my unique perspective on things.
21. I strive to find the meaning in life.
22. I am known for doing things with class.
23. Home, work, and play environments are all very important to me.
24. Most people do not do things as they should be done.
25. I try to maintain a cool and casual appearance.

I want people to *notice* me.

## 5

### I BE IF I BE LEARNING

1. Generally, I read to learn, not to be entertained.
2. I'm better at expressing thoughts, rather than feelings.
3. I need and value my private time and space.
4. When I speak, people often don't get it.
5. Most people don't take the time to do the proper research.
6. I'm seen as a listener more than a talker, and am often asked what I'm thinking.
7. I often see people with whom I disagree as simply stupid people.
8. I like to work things out by myself before discussing them with others.
9. I am always open to new ideas, whether I find myself agreeing with them or not.
10. I try to reserve judgment until I know all the facts.
11. I tend to hold onto magazines, books, tapes, and other learning items, in case I might need them in the future.
12. My soft tone of voice prompts others to ask me to speak more loudly; this irritates me.
13. Most problems can be resolved with more thinking.
14. I consider myself analytical, objective, and perceptive.
15. I can be stingy with my thoughts if I consider that they will be wasted on the listener.
16. I am more a reader and a thinker than a doer.
17. I shy away from group involvement and personal commitment because they tend to take up too much of my time.
18. Some see me as negative and cynical, when in fact I am simply assessing the situation.
19. I prefer being alone, or with one or two people, to being at a social gathering.
20. Most people waste my time.
21. It is fine with me if others take the lead.
22. I am different from most people.
23. People frequently bore me.
24. I can get so caught up in projects or reading that I lose track of time.
25. I really don't care if you like me or not.

**I want people to *respect* me.**

## 6

### I BE IF I BE LOYAL

1. I sometimes doubt my ability to do and be many things.
2. I feel comfortable when my roles are clearly defined.
3. It helps me to know what the limits are.
4. Rarely, if ever, would I flout authority.
5. Those in higher authority generally know better and they deserve respect.
6. Most people do not take their responsibilities seriously enough.
7. I frequently feel threatened by people, and am often fearful.
8. I normally do not like change.
9. I'm generally perceived to be a hard-worker.
10. People want me in their group because I am loyal.
11. Fidelity is a choice, not a matter of feelings.
12. I rarely question the rules I'm asked to follow.
13. Most people don't appreciate tradition as much as I do.
14. Policies and procedures are in place for a reason; I don't always feel the need to know the reason.
15. Those around me seem to ask many unnecessary questions.
16. I generally have the best interest of my company at heart.
17. Parents have not just a right but a duty to enforce the rules they impose on their children.
18. Procedures should be followed whether or not one agrees with them.
19. Questioning authority is *usually* inappropriate and counter-productive.
20. The world would be better off if everyone just followed rules more closely.
21. I value schedules, and predictable situations, with very little guess-work involved.
22. Institutions with clear and strict rules will succeed more frequently than those that allow too much flexibility.
23. If religions imposed clearer rules, their members would enjoy more peace and security.
24. The world order is deteriorating because there is too much social and intellectual freedom, and too little legal regulation and enforcement.
25. Just tell me what I need to do, and you can consider it done.

**I want people to *count on* me.**

## 7

### I BE IF I BE HAPPY

1. I see no value in holding grudges, and find it relatively easy to forgive and move on.
2. If something is unpleasant, I tend to put it off until later.
3. I enjoy large groups as well as small, intimate gatherings.
4. I would prefer to keep my conversations light rather than heavy and deep.
5. I enjoy making plans, and anticipating events.
6. People find me to be optimistic and fun.
7. For the most part, my childhood memories are happy ones.
8. It is important to me to be nice, and to make things nice for others.
9. Because I enjoy life, I sometimes go to excess.
10. Sometimes I might lie to avoid a painful situation.
11. I rarely meet someone I don't like.
12. My philosophy is: It is just as easy to choose to be happy as to choose to be miserable.
13. I am always eager to help out.
14. Given the choice between an evening alone or a social event, I choose the social event nearly every time.
15. If something is psychologically painful for me, I almost always choose avoidance or denial over dealing with the situation.
16. Aggressive confrontation is almost never productive.
17. If I become uncomfortable, I usually leave.
18. Most people get into disagreements for no reason.
19. I thoroughly enjoy life—both living in this moment and thinking of the next.
20. If a little is good, then more is much better.
21. I am a high energy person, and seldom bored; there is always something to do.
22. I would prefer to surround myself with optimistic people—just like me.
23. I like myself, and am good to myself.
24. People enjoy talking to me because I'm a good listener, and because I really do care.
25. It is very important to me that I be liked.

**I want people to *like* me.**

## 8

### I BE IF I BE POWERFUL

1. It tends to be my way or the highway.
2. If I see something as unjust, I speak up immediately.
3. Bullying bothers me, and I always step in to stop it.
4. Some people see me as overbearing and aggressive.
5. I like to participate in rule-making.
6. I don't like to be told what to do.
7. I want to be seen as powerful, strong, and assertive.
8. I have little fear of people or situations, and if I have any at all, I will not show it.
9. I abhor *weakness* in me or those around me.
10. I will call you on it if you try to take advantage of me.
11. I know where the power resides in any room or organization.
12. You don't have to like me, but I want you to fear or at least respect me.
13. People should not allow others to walk all over them.
14. I would never conform just to blend in. If I conform at all, it's because I am on the right side.
15. Most people create their own problems.
16. If you don't want to know, then don't ask me what I think.
17. It is easy for me to make decisions. And when I do, I'm generally right.
18. I am sometimes accused of causing or looking for trouble.
19. Sometimes I spar verbally just to alleviate boredom.
20. I have trouble allowing people to get away with anything.
21. It is important that I look out for people under my care.
22. I'll show my softer side only if I am certain it won't be mistaken for weakness.
23. When cornered, I fight like mad.
24. I am a colorful, interesting conversationalist.
25. Don't mess with me.

**I want people to *fear* me.**

## 9

### I BE IF I BE PEACEFUL

1. It is just as easy to get along as to fight.
2. Most people who fight were looking for a fight in the first place.
3. Some people are easily upset about things that are no big deal.
4. I frequently seek to be one with nature.
5. It is usually more constructive to walk away from a disagreeable situation than to stay and fight.
6. I am peaceful on the outside, but I am sometimes agitated on the inside.
7. People see me as open and supportive.
8. I try to promote harmony among the people in my environment.
9. When conflict arises, people often come to me to help resolve the issues; I am seen as a peacemaker.
10. I am generally fair and impartial.
11. I am sometimes late for appointments, and don't see why that should be so upsetting to some people.
12. I'm a creature of habit, and I'm most comfortable with a routine.
13. I like the familiar.
14. Some people may see me as boring because of my unwillingness to become involved in controversy.
15. Some people accuse me of procrastination.
16. My passive demeanor might be confused with weakness, but it is not.
17. Because I am open and available, people confide in me.
18. For the most part, I don't become overly excited about much.
19. Problems can often be resolved if all parties are willing to give the issues more time and thought.
20. I enjoy just hanging out; I don't have to be going somewhere or doing something different.
21. I am easily entertained, and frequently prefer an evening with the computer or television over an evening spent in a group.
22. It has been my experience that in most instances, one position is as good as another, and therefore neither is worth a fight.
23. I am a settled, stable person—and like it that way.
24. When I sense heat, I sometimes turn the fire down by minimizing the importance of the issues.
25. If you create disharmony and conflict in my life, I will ask you to leave.

**I want people to honor me.**

## Criticize with compliments

- **“You’re too good at what you do to let things like this distract you.”**
- **“You’re too polished a professional to let something like this tarnish your reputation”**
- **“I think so much of you I felt I could be straight with you about this”**

## IMPROMPTU DUCT-TAPE SCRIPT

- 1) Good...
  - Give your greeting
- 2) As we all know...
  - State the obvious
- 3) We’ve all...
  - Establish common ground
- 4) I’ve...
  - Say who you are
- 5) So, let’s all...
  - Call for action
    - Raise a glass
    - Round of applause
    - Bow our heads

## THE DIPLOMATIC DECLINE

1. Empathize
  - “Under normal circumstances”
  - “I can see you’re in a bind”
2. Say no
  - “Unfortunately I can’t”
  - “But I have to say no”
3. Say why
  - I have another commitment
  - It’s not in my budget
4. Suggest alternatives
  - But please keep me in mind next time something like this comes up
  - But I’d be happy to consider other ways I could help out

# DISENGAGE TO STOP THE RAGE

You must disengage:

- Physically
- Mentally
- Verbally
- With a business tool

## PRE-EMPTIVE STRIKE

“I know this is going to be frustrating...”

“Unfortunately this is going to be aggravating...”

“This can, unfortunately be an irritating and lengthy process”

## THE FED-EX MIRACLE CURE:

“If you can just give me a chance...”

## BOUNDARY BASICS

The three laws of boundaries:

1. Interpersonal boundaries are invisible and are different with every person
2. You set boundaries by communicating them through your words and actions
3. Mixed messages yield mixed results

**Time**-Be willing to set and maintain time limits

**Personal Space**-State your rules for the use of your things

**Keeping your word**-Notice whose actions match their words

**Personal Information**-Draw the line when you've heard more than you need to know

**Emotional Expression**-Let others know your comfort zone

**Manners/Courtesy**-Remember it's okay to ask for the common courtesies you seek

**Noise**-Find ways to turn down the volume or block noise

**“I” STATEMENTS ARE THE KEY**

# I FORGOT MY PAPERWORK!

## 5 Steps:

- Pre-emptive strike
- Validate and sympathize
- Explain the process
- Give empowerment steps
- Offer Follow-up service

# STOP THE GOSSIP!

## I-C-R

- INTRODUCED
- CRITICIZED
- REVEALED
  - THEN LET THEM OFF THE HOOK WITH A CLOSED-ENDED QUESTION

EXAMPLE: "MARY, YOU JUST INTRODUCED JOHN INTO THE CONVERSATION, CRITICIZED HIM PERSONALLY, AND REVEALED SOME PERSONAL INFORMATION ABOUT HIM TO ME-WAS THAT YOUR INTENT?"

# STOP WASTING MY TIME

Remember "I" Statements

## ALWAYS BE BUSY

"I am right in the middle of something, but I have a minute-what's up"

*When the minute's up-it's up*

## Try a B-C-A

- Behavior
- Consequence
- Attitude check

"When I visit like this I can't focus on the work I need to get done, would it be OK with you if I caught up with you later?"

## Criticize with compliments

**"You're too good at what you do to let things like this distract you."**

**"You doing enough already without having additional problems like this to worry about"**

**"You're too good at what you do to let something like this tarnish your reputation"**

**"I think so much of you I felt I could be straight with you"**

# PERSONAL COMPASS

I AM \_\_\_\_\_

I'M HERE TO \_\_\_\_\_

I WANT \_\_\_\_\_

I WILL \_\_\_\_\_

# COPING STATEMENTS

**1) PRESENT**

**2) POSITIVE**

**I AM** \_\_\_\_\_

**AT THIS MOMENT, I  
CHOOSE** \_\_\_\_\_

**I just got this bill in the mail and I've  
already paid it!**

## **ACTION STEPS:**

- 1) Validate & sympathize
- 2) Explain the process
- 3) Give empowerment steps
- 4) Offer follow-up service

## ***For example:***

- 1) I understand how aggravating it is to receive a bill that you already paid on time
- 2) Unfortunately, this is not uncommon, because it can take up to six weeks for your payment to clear the system, and in the process, sometimes these bills get sent out
- 3) My suggestion is to take that bill, shred it, and forget it
- 4) And if after another six weeks you get another bill, please call us and we will help you get this taken care of, we're here Monday through Friday from 8-4 EST.

**Can't you just call my insurance company  
and work it out?**

**My insurance company was supposed to pay  
this, so you work it out with them!**

**Can't you just get my EOB yourself?**

## **SAYING NO:**

- 1) I'd like to be helpful...
- 2) However I'm afraid...
- 3) So I'm wondering...

**For example:**

- 1) Mr. O'Connor, I'd like to help you with that
- 2) However, I'm afraid that you are the only person who's authorized to talk to your insurance company about this
- 3) So, I'm wondering, can I help you by getting you the number to save you that step?

**PRE-EMPTIVE  
STRIKE:**

**“I realize this can be a frustrating process, but if you give me a chance,”**

**ASSURANCES:**

**“I assure you that I will do everything I can to make it as painless as possible. The first thing I suggest is...”**

**COPING STATEMENTS**

- 1) PRESENT**
- 2) POSITIVE**

**I AM \_\_\_\_\_**

**AT THIS MOMENT, I  
CHOOSE \_\_\_\_\_**

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## **QUESTIONS:**

**CLOSED-ENDED (C):** *one-word answer*

Do you / would you / can I / is this

**OPEN-ENDED (O):** *more than one-word answer*

Tell me about / what do you think about / how do you feel about

**TAG (T):** *more likely to get you a "yes"*  
...isn't it? ...wouldn't you agree?

**ALTERNATE CHOICE (A):**

You could...or...

*Examples:*

(C) Could I have your account number again for quick reference? (O) Tell me about when you first started having trouble. (T) That is frustrating, isn't it?

(A) I can either have an account manager call you back later, or I could try and help you with this now, which I believe I could if you give me a chance.

## **ABUSIVE CUSTOMERS:**

**Bottom-line statements:**

I don't allow...

**Re-direct with assumptions:**

When you're ready to...I'll be ready to...

*For example:*

"I don't allow myself to be abused verbally, and when you're ready to stop swearing, I'll be ready to help you with this."

**EMPOWERMENT PHRASE:**

"Are you ready to continue now?"

## **DANGER PHRASES!**

No problem

Thank you.

I'm sorry

Idea

May I put you on hold?

Calm down

I know how you feel

Mistake

Disagree

I'm sorry you feel that way

You need to

Don't take this the wrong way but

Policy

My computer is slow

I don't know

I need

You claim

EOB

You didn't

You failed to

## **THE NAGASAKI METHOD**

1. Tell a secret
2. Make a confession
3. Ask a favor

*For example:*

"Mr. Jones, let me give you my personal phone number-now this has to be a secret, because I'm not supposed to give it out, but I have to confess that that's one rule I've bent when I have a customer like yourself who has been through the ringer, but if I give it to you, you have to do me a favor and promise that you won't give it to anyone else, and you won't tell anyone here that I gave it to you-can I count on you to do that?"

## **THE BLAME GAME**

- 1) Acknowledge the possibility**
- 2) Take responsibility**
- 3) Give corrective action**
- 4) Suggest preventative action**

### ***For example:***

**It's certainly possible that a mistake was made, or something was misinterpreted, and you're in luck, regardless of how the mistake was made, I'm the one who can help to find and fix it. I'm going to review your file now, and make sure to communicate with your XYZ department the step-by-step procedures, in case I didn't make it clear before, to ensure there's no more confusion. Would you like me to send you an email confirmation when this is done?**

## **You were rude**

- 1) Apologize for...**
- 2) Stress CS importance**
- 3) Ask for help**
- 4) Give action steps**
- 4) Give assurances**

**"I apologize for any embarrassment or aggravation this caused you because we pride ourselves on our customer service skills. If you could please help me by getting more information, such as the name the person spoke to, I can get that call reviewed to see just where the breakdown occurred, what happened, and ensure it doesn't happen again. Do you think you could get that information for me?"**

## **4 MAGIC DUCT-TAPE PHRASES**

That's interesting; tell me more  
That's interesting; why would you say that?  
That's interesting; why would you ask that?  
That's interesting; why would you do that?

### **Duct-tape lead-in lines for open-ended probing questions:**

Tell me about...  
What do you think about...  
How do you feel about...

***Why are you asking me for this information again? You already have it?***

**BEFORE they ask you that-  
when you're asking for  
information you know they  
have given before:**

***"FOR QUICK REFERENCE"***

## **THE FEEL FELT FOUND**

- 1) Validate**
- 2) Generalize**
- 3) Respond**

"This is more of a hassle than what I was doing before!"

*For example:*

I can understand why you would feel that some aspects of this are frustrating and inefficient, because I have other customers who felt that way too when I first started working with them, however, after they gave us a chance to work through the initial glitches and growing pains, they found that we are not only more efficient, but more cost-effective and customer-friendly as well, and I think you will to if you can please give me a chance to help you work through this. My name's Dan, and I can help you with this.

## **N-L-P BASICS**

**I see what you're saying.  
That looks good to me.  
It's perfectly clear.**

**I hear what you're saying.  
That sounds great to me.  
That rings a bell.**

**I get what you're saying.  
I can grasp that concept.  
That feels right.**

## **CALM DOWN DOCTOR!**

- 1) I realize you're frustrated and I can sure understand why
- 2) But if you please give me a chance
- 3) My name is \_\_\_\_\_ and I know you can count on me.

**Magic phrases:**

**YOU'RE RIGHT \_\_\_\_!**

**THANK YOU FOR \_\_\_\_.**

**I APOLOGIZE FOR \_\_\_\_.**

## **ACTIVE VOICE VS PASSIVE VOICE**

It appears as though you didn't get your paperwork to us on time.

Your staff made a mistake

You need to send in your paperwork by Friday morning

**VS**

It appears the paperwork wasn't delivered on time.

Unfortunately it appears as though a mistake was made.

The paperwork needs to be sent by Friday morning.