



MFS ADVISOR EDGE™

DISC Style Analysis and Communication Strategies



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Mastering Communication Success
Leveraging collective intelligence to drive team performance

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<p>High D</p> <p>Drivers of the World</p>	<p>The High D personality can be described as direct, driven, decisive and daring. High Ds seek challenges and space, preferably exclusive, in which they can wield power and position. They are able to apply broad concepts within a logical framework with an eye toward strategic options.</p>	<ul style="list-style-type: none"> ▪ Start trends rather than follow status quo ▪ Have “the bigger the risk, the bigger the payoff” mentality
<p>High I</p> <p>Influencers in Society</p>	<p>The High I is highly motivated by social recognition, new experiences, tangible rewards and freedom from control and detail. Friendly and gregarious, High Is genuinely enjoy people. They fear rejection and looking bad. They wear their emotions on their sleeves. They are able to visualize the big picture and respond positively to the personal approach, emphasizing meaning and values.</p>	<ul style="list-style-type: none"> ▪ Go where the big names are — clubs, restaurants that cater to celebrities, the media ▪ Latest cause will capture attention and heart ▪ Like activities that combine high society, high style and high stakes
<p>High S</p> <p>Stewards of the Community</p>	<p>Service, steadiness, status quo and specialization are terms that characterize the High S. High Ss make wonderful friends and partners — they tend to be patient, accommodating and loyal. They eschew center stage, preferring instead to listen and support. They want their environment and their life to be predictable, harmonious and consistent. They work hard to avoid or resolve conflict, confusion and change. While aggressive behavior turns them off, they respond favorably to the familiar approach based on concrete facts and structure.</p>	<ul style="list-style-type: none"> ▪ Family is a primary priority, and this includes the organizational family ▪ Investments need to be safe and secure, preserving wealth for future generations ▪ Loyalties run deep — alma maters, hospitals, local organizations rank high in giving
<p>High C</p> <p>Conformists to Tradition</p>	<p>The High C wants nothing so much as perfect solutions, top quality and zero defects. High Cs approach problems analytically with supporting research, and they apply protocol and good form to all endeavors. Private and inclined to worry, they may be seen as somewhat fastidious, but diplomacy and a healthy skepticism balance them and help in social situations. Because of their emphasis on the cerebral and the complex, they prefer a scholarly approach based on the latest knowledge and best resources. High-risk decisions intimidate them, and they fear mistakes and breakdowns.</p>	<ul style="list-style-type: none"> ▪ Lifestyle reflects attention to correct protocols and etiquette ▪ May be tempted to invest in startup companies with a technological orientation

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	HIGH D	HIGH I	HIGH S	HIGH C
<p>If your style is</p> <p>HIGH D</p> <p>Try these EQ adaptations with these style types</p>	<ul style="list-style-type: none"> Appeal to power, ego, being #1 and exclusivity Respect frankness — agree to disagree Focus on results Listen — seek first to understand Be prepared with 3 to 4 ideas Use direct close, with options <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> You are both competitive — compromise to avoid win/lose Be direct, but let client take charge 	<ul style="list-style-type: none"> Be friendly and sociable Ask for their ideas and opinions Use testimonials — ask WHO questions Expect impulse decision maker Use indirect, assumed close <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Be friendly and conversational Keep impatience in check 	<ul style="list-style-type: none"> Listen patiently and sincerely Take time to explain step by step Develop more empathy and patience Ask process questions — how, when and where Pay more attention to details Control body language <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Emphasize evolutionary — not revolutionary — change Be sensitive to impact on family, circle of relationships 	<ul style="list-style-type: none"> Be polite and respectful Slow down and listen Be organized and know details Lower your tone of voice Be conservative in assertions — focus on WHY questions Answer questions precisely based on data Evaluate and use pro/con close <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Provide time to digest facts Answer all questions fully
<p>If your style is</p> <p>HIGH I</p> <p>Try these EQ adaptations with these style types</p>	<ul style="list-style-type: none"> Ask WHAT questions — stress bottom line Hit the high points of conversation Don't waste their time — stress speed and efficiency Stress new and innovative Flatter their ego Use direct close, with options <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Don't overtalk or get off the path Be brief and to the point 	<ul style="list-style-type: none"> Give each other time to talk Use their words to accomplish objectives Provide friendly environment Don't dwell on details Don't forget business purpose Use testimonials of experts Ask WHO questions Use assumed close <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Combine personal with business Help with details 	<ul style="list-style-type: none"> Ask process questions — how, when, where Slow down — explain the details Control body language and lower emotion Speak with sincere tone of voice Listen patiently Present in a logical order <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Be positive, but realistic Don't overtalk and underlisten Underscore safety in change 	<ul style="list-style-type: none"> Restrain body language and emotion Ask WHY questions Give full details Be patient and listen carefully Restrain your enthusiasm If possible, sit down to talk Use pro/con close <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Don't be overly optimistic and glib Be able to prove what you say
<p>If your style is</p> <p>HIGH S</p> <p>Try these EQ adaptations with these style types</p>	<ul style="list-style-type: none"> Speed up pace and focus on big picture Speak with confidence — ask WHAT questions Don't waste their time Stress speed, efficiency, exclusivity and ego Stress new ideas and concepts Use direct close, with options <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Respond directly to key points Don't speak too slowly or deliberately 	<ul style="list-style-type: none"> Ask WHO questions Be more demonstrative with your facial gestures Allow time for socializing Be flexible and adaptable Be prepared for them to be emotional Let them know you are interested in helping them <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Maintain lively pace Keep free flow of communication 	<ul style="list-style-type: none"> Maintain a friendly environment Show a sense of urgency Present information in a systematic fashion If change is necessary, give many reasons and benefits Show sincere appreciation Stress security and support <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Guide process but don't push Set deadlines to get outcomes 	<ul style="list-style-type: none"> Be diplomatic and courteous Ask WHY questions Avoid criticism of their comments or choices Provide assurances of correct decisions Avoid sudden or abrupt changes Use pro/con close <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Clean up sloppy work environment Avoid irrelevant data and facts
<p>If your style is</p> <p>HIGH C</p> <p>Try these EQ adaptations with these style types</p>	<ul style="list-style-type: none"> Speed up your rate of speaking Ask WHAT questions Recognize that they are risk takers Flatter their ego and be positive Be efficient with big-picture focus Give direct answers Stress how your plan will save time and money Use direct close, with options <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Emphasize benefits over features Avoid overly detailed discussions 	<ul style="list-style-type: none"> Be more friendly and conversational Give fewer details than you normally would Exhibit more confidence than you really feel Use more gestures and active body language Ask WHO questions Don't worry about presenting all the data you have <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> You will handle the details Avoid a "follow-the-book" approach 	<ul style="list-style-type: none"> Be friendly and supportive Stress family and team Present information in a systematic fashion Give many reasons if any changes have to be made Show them you are as dependable as they are Help them establish priorities and a sense of urgency, if needed <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Avoid an over-reliance on rules versus people Don't be cool and distant 	<ul style="list-style-type: none"> Don't bury each other in rules and details Avoid criticism of their work Give assurances of correct decisions Don't ask too many personal questions Avoid sudden, abrupt changes Use pro/con close and ask for order <p>Ways to avoid tension:</p> <ul style="list-style-type: none"> Don't lose sight of the big picture Stay focused on key needs

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Confident Extroverts

Confidence to change world, fast-paced, inflected speech, tells with a macro orientation

Reserved Introverts

Reserved about shaping world, slow-paced, reticent speech, asks with a micro orientation

Four Styles	Task-Oriented	People-Oriented	People-Oriented	Task-Oriented
	Assertive and in charge, closed mannerisms	Expressive and friendly, open mannerisms	Amiable and patient, casual mannerisms	Cool and analytical, formal mannerisms
	D Drivers of the world (18%)	I Influencers in society (28%)	S Stewards of the community (40%)	C Conformists to tradition (14%)
Key Drives	<ul style="list-style-type: none"> ▪ Takes charge and initiates ▪ Confident and competitive ▪ Results-driven and risk taker ▪ Fears being duped or being soft ▪ Blunt, forceful, decisive ▪ Combative, short fuse ▪ WHAT questions 	<ul style="list-style-type: none"> ▪ Enjoys people and fun ▪ Natural social skills, poised ▪ Popularity and attention ▪ Fears social rejection ▪ Enthusiastic, well-groomed ▪ Emotional, optimistic ▪ WHO questions 	<ul style="list-style-type: none"> ▪ Serves team and family ▪ Patient listener and loyal ▪ Security, comfort, old ways ▪ Fears change, instability ▪ Accepting, easygoing ▪ Stoic, even-keeled ▪ HOW and WHEN questions 	<ul style="list-style-type: none"> ▪ Perfectionist solutions ▪ Analysis and research ▪ Total quality and zero defects ▪ Fears criticism of work ▪ Skeptical, fact-driven ▪ Cerebral, observing ▪ WHY questions
Action Plan	<ul style="list-style-type: none"> ▪ Use concepts within logical framework ▪ Emphasize strategic possibilities ▪ Stress challenge and accountability ▪ Provide choices, options ▪ Be businesslike 	<ul style="list-style-type: none"> ▪ Use concepts with personal approach ▪ Emphasize meaning, values ▪ Stress people and peer recognition ▪ Prioritize order of results ▪ Ask for feelings, opinions ▪ Propose simple, specific plan ▪ Allow social time 	<ul style="list-style-type: none"> ▪ Use facts with a personal approach ▪ Emphasize practical results ▪ Stress opportunity to help others ▪ Take consistent action or steps ▪ Use as a sounding board ▪ Be sincere and genuine 	<ul style="list-style-type: none"> ▪ Use facts within logical framework ▪ Emphasize efficiency ▪ Stress security and right solution ▪ Precise direction, accuracy ▪ Positive reinforcement ▪ Be proper and polite
Closing Strategies	<ul style="list-style-type: none"> ▪ Direct close ▪ Develop strategy with options and choices so they control decisions ▪ Be professional and stay focused on results ▪ Enjoy combat and show desire to help increase results ▪ Answer objections directly and logically 	<ul style="list-style-type: none"> ▪ Assumed close ▪ Take personal approach stressing how client's influence and position grows ▪ Be enthusiastic and let client verbalize dreams ▪ Provide success stories and spare client from effort ▪ Summarize client's words to stay on track 	<ul style="list-style-type: none"> ▪ Soft close ▪ Emphasize how good research yields stable results and long relationships ▪ Show sincere concern for things and people ▪ Assure personal support and attention ▪ Probe for hidden concerns 	<ul style="list-style-type: none"> ▪ Pro/Con close ▪ Emphasize track record and quality performance ▪ Respect privacy and avoid playing expert ▪ Respond logically and fully to key questions ▪ Don't let details fall between cracks
Trivia	<ul style="list-style-type: none"> ▪ Ruth Bader Ginsburg ▪ Elon Musk ▪ Tiger Woods ▪ Michael Jordan ▪ 1-page executive summary 	<ul style="list-style-type: none"> ▪ Jay Leno ▪ Jimmy Fallon ▪ Oprah ▪ Ellen DeGeneres ▪ Outline for discussion 	<ul style="list-style-type: none"> ▪ Warren Buffett ▪ Joe Montana ▪ Michelle Obama ▪ Martin Luther King Jr. ▪ Standardized report detailing progress 	<ul style="list-style-type: none"> ▪ Jacqueline Kennedy ▪ Ben Bernanke ▪ Bill Gates ▪ Albert Einstein ▪ Comprehensive detailed report

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