

L.I.K.E.	UNDERSTANDING AND COMMUNICATING WITH THE DIFFERENT SCALES			
1-5 Personality Scales	What they desire	Communicate with/by	Communication - Dislikes	Needs help in
SCALE 1: THE "L" LEADER & DIRECTOR FEARS: LOSING CONTROL	<ul style="list-style-type: none"> ▪ Power and authority ▪ Freedom from restraints ▪ Results (the bottom line) ▪ Clearly defined authority ▪ Likes directness ▪ Direct the effort of others 	<ul style="list-style-type: none"> ▪ Brief, direct comments ▪ Compliment results ▪ Verify what you said ▪ Options to achieve goal ▪ Firm and direct ▪ Offering direct answers 	<ul style="list-style-type: none"> ▪ Telling him/her what to do ▪ Attacking their character ▪ Win-Lose challenges ▪ Not focusing on results ▪ Having decisions questioned ▪ Too much "story" 	<ul style="list-style-type: none"> ▪ Really listening to others ▪ Showing appreciation ▪ Showing compassion ▪ Understand feelings of others ▪ Asking open-ended questions ▪ Show personal interest
SCALE 2: THE "I" INTERACTOR & PERSUADER FEARS: LOSS OF SOCIAL APPROVAL	<ul style="list-style-type: none"> ▪ Popularity and prestige ▪ Inclusion with others ▪ Enjoyment/friendliness ▪ To be liked ▪ Optimistic situation ▪ Recognition for "wins" ▪ Freedom of expression 	<ul style="list-style-type: none"> ▪ Share stories ▪ Requesting feedback ▪ Respond to their feeling ▪ Two-way dialogue ▪ Providing recognition ▪ Open and verbal ▪ Physical interaction 	<ul style="list-style-type: none"> ▪ Avoiding or rejecting them ▪ Denying their acceptance ▪ Negativism, arguing ▪ Being TOLD what to do ▪ Not being able to respond ▪ Conflict Issues ▪ Personal criticism 	<ul style="list-style-type: none"> ▪ Realizing the seriousness ▪ Not jumping to conclusions ▪ Self-discipline ▪ Being objective ▪ Stating the facts - in brief ▪ Listening before responding ▪ Summarizing what was said
SCALE 3: THE "K" KINDNESS AND STABILITY FEARS: SECURITY LOSS & SUDDEN CHANGE	<ul style="list-style-type: none"> ▪ Appreciation & sincerity ▪ Cooperation/teamwork ▪ Predictability ▪ Group achievements ▪ Being directed ▪ Recognize their value 	<ul style="list-style-type: none"> ▪ Ask for their help ▪ Ask their opinion ▪ Allow time to respond ▪ Open-ended questions ▪ Accept them and listen ▪ Calm atmosphere 	<ul style="list-style-type: none"> ▪ Overloading them with details ▪ Unplanned changes ▪ Possible conflict ▪ Pressured for an answer ▪ Ignoring their opinions ▪ Ignoring the effect on others 	<ul style="list-style-type: none"> ▪ Decision deadlines ▪ Expressing opinions ▪ Allows others to "dump" ▪ Accepting unplanned change ▪ Resolving issues ▪ Giving straight talk
SCALE 4: THE "E" EXACTING AND ORDERLY FEARS: CRITICISM OF THEIR PERFORMANCE	<ul style="list-style-type: none"> ▪ Work autonomy ▪ Being the "expert" ▪ Policies/procedures ▪ Perfection/accuracy ▪ Setting the standards ▪ Conventional methods 	<ul style="list-style-type: none"> ▪ Use specific, detail ▪ Praise of their work ▪ Logical presentation ▪ One on one ▪ Rules of engagement ▪ The facts 	<ul style="list-style-type: none"> ▪ Criticizing their efforts ▪ Asking personal questions ▪ Inaccurate opinions ▪ Potential conflict ▪ No opportunity to ask "Why" ▪ Guessing at facts 	<ul style="list-style-type: none"> ▪ Setting deadlines/priorities ▪ Showing emotion ▪ Being overly critical of others ▪ Seeing the big picture ▪ Trusting others ▪ When to stop getting details
SCALE 5: MOTIVATIONAL ENERGY	HIGHER SCORE <ol style="list-style-type: none"> 1. Internally motivated to make own decisions and take action 2. Forceful, will seek to be in charge and control of most situations 3. Strong willed - personally driven to results 		LOWER SCORE <ol style="list-style-type: none"> 1. Responds to external motivation 2. Usually an effective team player who follows direction well 3. Comfortable with a strong, capable, manager/leader 	