How to Read and Understand Your Behavioral Graphs

A reference guide for use in interpreting Behavioral Assessments.

THE BROOKS GROUP
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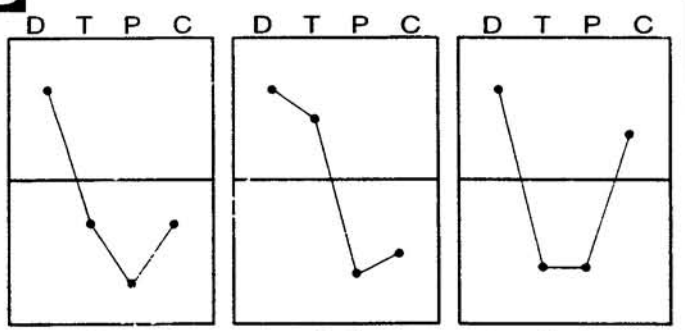
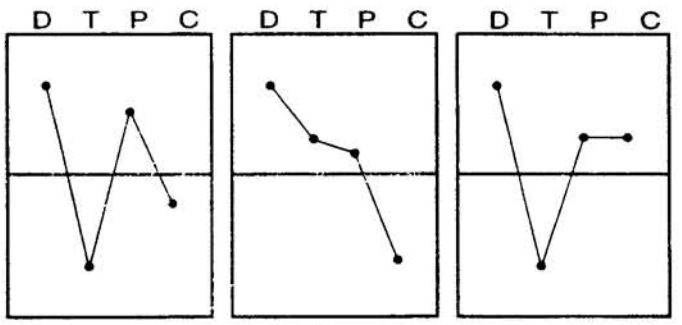
INSIGHTS INTO PERSONAL BEHAVIOR

This page identifies the most common Doer, Talker, Pacer, and Controller (DTPC) graphs. First locate the graph that is most similar to your graph I, then repeat for graph II. My graph I is most like _____. My graph II is most like_____. Pages 2–9 will provide more information to help you further understand your Adapted and Natural style.

D





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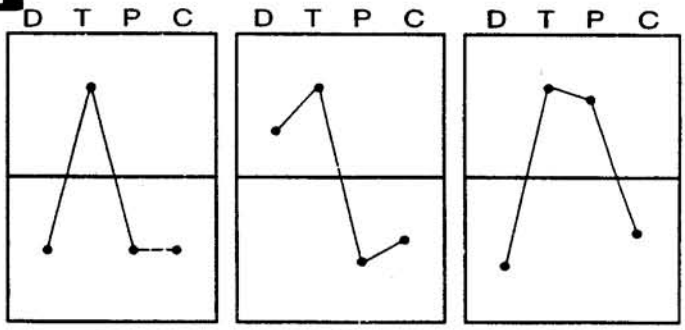

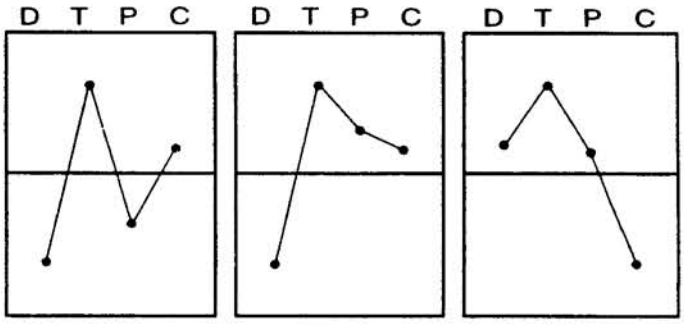

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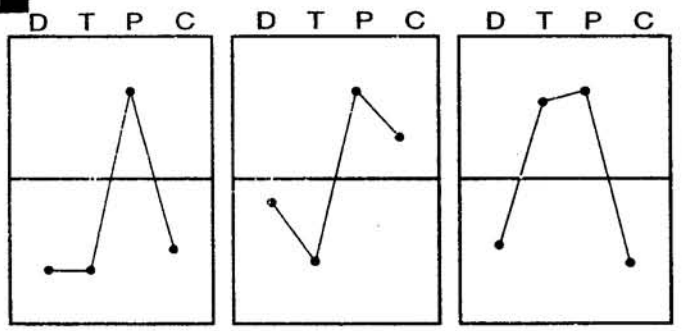

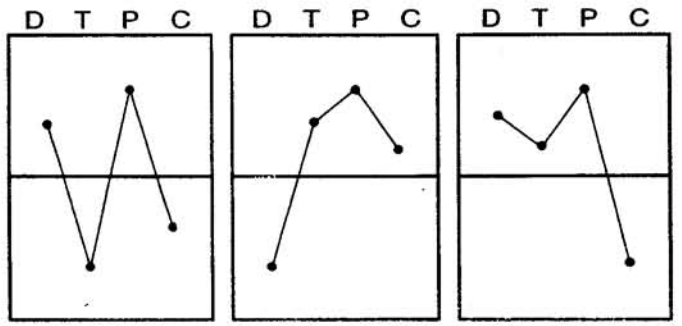

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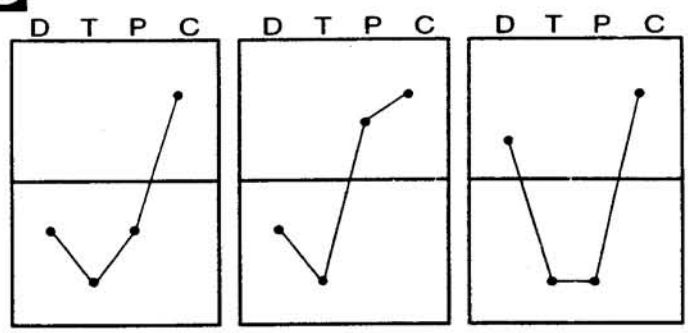
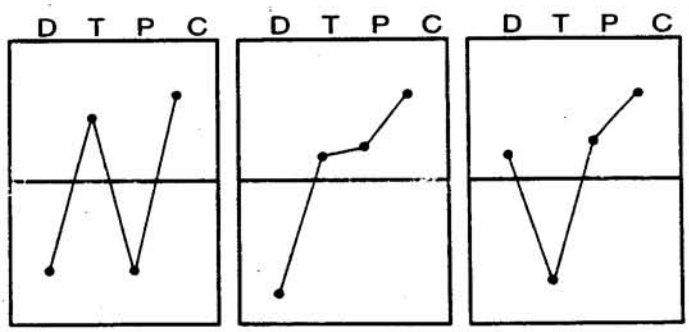




DOER BEHAVIORAL GRAPHS

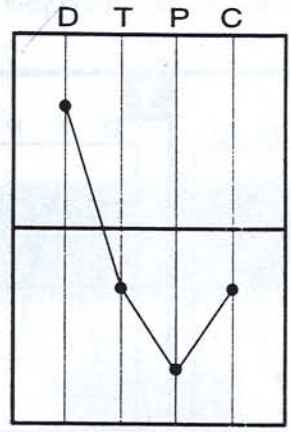
KEY STRENGTHS

- ❒ Ability to tackle tough problems dealing with many issues
- ❒ Forward-looking, aggressive and competitive
- ❒ Ability to work in an environment that has variety and change
- ❒ Initiate activity and set a pace to achieve desired results

IMPROVE EFFECTIVENESS BY

- ❒ Being less intense, opinionated and blunt
- ❒ Not coercing others who may not be as committed to a project as they are
- ❒ Patience, concern for people, humility

D-1



TENDENCIES

Goal: Dominance and independence

Judges others by: Their ability for getting the task done quickly

Influences others by: Force of character, persistence

Value to the organization: Show 'em attitude

Overuses: Challenge and contest

When under stress: Becomes quiet and analytical

Fears: Losing control

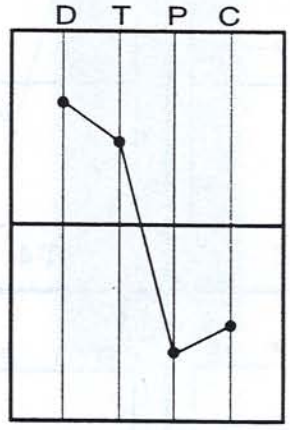
KEY STRENGTHS

- ❒ Results-oriented with a sense of urgency to accomplish goals and meet deadlines
- ❒ Decisive and aggressive when presented with challenges
- ❒ Initiate activity through other people to get desired results
- ❒ Extroverted and actively seek relationships with a variety of people

IMPROVE EFFECTIVENESS BY

- ❒ Becoming less irritated if deadlines are delayed or missed
- ❒ Not taking on too many responsibilities at one time, more consistency
- ❒ More follow-through, directness, lower expectations

D-2



TENDENCIES

Goal: Aggressive and confident to win

Judges others by: Ability to communicate and to think

Influences others by: Friendliness and desire for results

Value to the organization: Good planner, problem solver and resourceful

Overuses: Position and their way

When under stress: Becomes restless, impatient and insensitive

Fears: Losing and failing

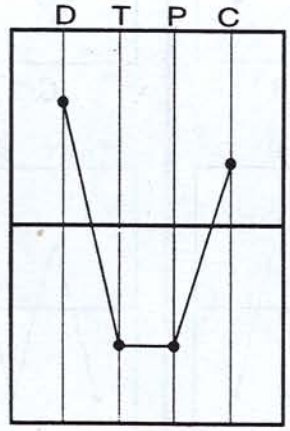
KEY STRENGTHS

- ❒ Set high standards for self and others expecting performance and teamwork
- ❒ Aware and sensitive to the cost of errors and mistakes
- ❒ Structured in use of time
- ❒ Systematically solves problems without letting emotions influence decisions

IMPROVE EFFECTIVENESS BY

- ❒ More warmth and appreciation of other team members
- ❒ Being more consistent with decisions—quantity versus quality issues
- ❒ Not being so blunt and critical of people who do not meet your standards

D-3



TENDENCIES

Goal: Dominance and pioneering

Judges others by: Their own standards, progressive ideas

Influences others by: Competition and unique challenges

Value to the organization: Initiate change on their own

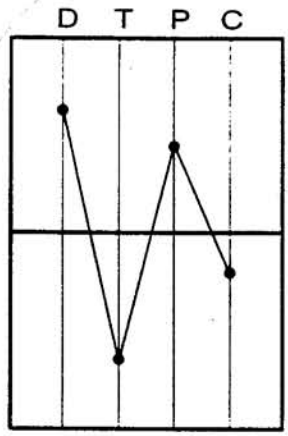
Overuses: Bluntness, overly critical

When under stress: Driving and demanding

Fears: Not being influential

DOER BEHAVIORAL GRAPHS

D-4



KEY STRENGTHS

- ❒ Ability to come up with a new idea and follow it through to completion
- ❒ Appreciate others who are team players
- ❒ Ability to see the "big picture" along with the small details
- ❒ Determination and persistence

IMPROVE EFFECTIVENESS BY

- ❒ Not being overly focused on one issue and missing other opportunities
- ❒ Being less concerned with personal standards
- ❒ Checking priorities with others

TENDENCIES

Goal: Determined

Judges others by: Amount of work completed

Influences others by: Tenacity and persistence

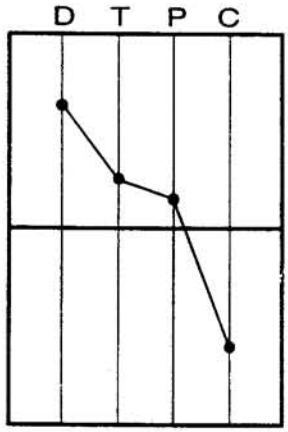
Value to the organization: Results-oriented with a sense of consistency

Overuses: Reliance on self

When under stress: Stubborn, quiet and nondemonstrative

Fears: Involvement with too many people

D-5



KEY STRENGTHS

- ❒ Direct and independent
- ❒ High personal goals that usually surpass the goals of others
- ❒ Ability to be self-sufficient, challenging yourself when others fail to provide support
- ❒ Face obstacles and competition with optimism

IMPROVE EFFECTIVENESS BY

- ❒ Not displaying too much independence at inappropriate times
- ❒ Being more careful with details
- ❒ Using patience, planned approaches to solutions, delegation

TENDENCIES

Goal: Aggressively works through people to achieve results

Judges others by: Expectations and likability

Influences others by: Persuasiveness

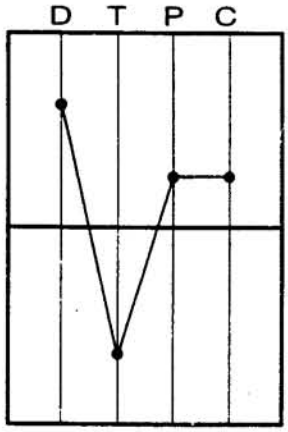
Value to the organization: Innovation and determination

Overuses: Old ways, strong will

When under stress: Impatient, driving, unstructured

Fears: Not achieving desired goals

D-6



KEY STRENGTHS

- ❒ Ability to express ideas without getting emotionally attached
- ❒ Single-minded concentration on goals and vital issues
- ❒ Careful scrutinizing of others who may impact your performance
- ❒ Ability to explain technical data clearly and translate theory into workable solutions

IMPROVE EFFECTIVENESS BY

- ❒ Sharing knowledge, thoughts and emotions with others
- ❒ Not hesitating to act under heavy pressure
- ❒ Developing people contact and verbalization

TENDENCIES

Goal: Self-sufficient

Judges others by: Comprehension and power of reasoning

Influences others by: Rational, indirect manner

Value to the organization: Self-starter, goal-oriented

Overuses: Self-reliance

When under stress: Ambivalent and pessimistic

Fears: Deadlines without time for quality assurances

TALKER BEHAVIORAL GRAPHS

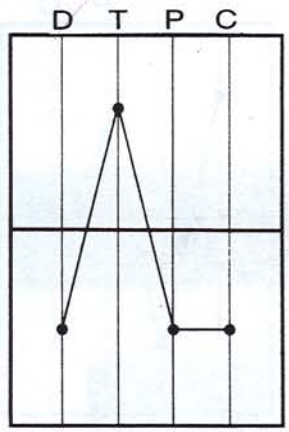
KEY STRENGTHS

- ❒ Very optimistic with a positive sense of humor
- ❒ Place focus on people and high trust in relationships
- ❒ Develop friendships quickly, enjoy networking
- ❒ Use a consensus approach to decision-making

IMPROVE EFFECTIVENESS BY

- ❒ Keeping sight of career goals
- ❒ Being less concerned with the feelings of others
- ❒ Being organized and having a realistic attitude

T-1



TENDENCIES

Goal: Obliging and accommodating

Judges others by: Their warmth

Influences others by: Friendliness and interpersonal skills

Value to the organization: Communicates the "big dream," ability to bring a team together

Overuses: Dependency on others and optimism

When under stress: Emotional, too trusting

Fears: Not being liked enough

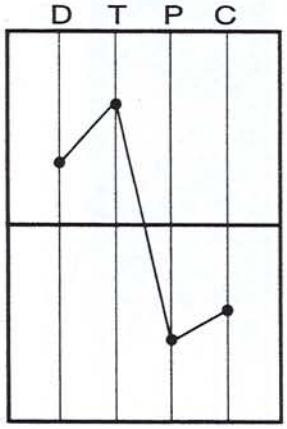
KEY STRENGTHS

- ❒ Ability to influence people to their way of thinking
- ❒ Communicate in a very open manner
- ❒ Ability to calm conflict situations
- ❒ Ability to promote new ideas and products

IMPROVE EFFECTIVENESS BY

- ❒ Making decisions based less on emotions
- ❒ Being willing to confront when required
- ❒ Having realistic deadlines, and practicing good time management

T-2



TENDENCIES

Goal: Maintain friendships

Judges others by: Influential contacts, commitment

Influences others by: Inspiration and charisma

Value to the organization: Stable, dependable, wide range of friendships

Overuses: Enthusiasm

When under stress: Overly verbal

Fears: Failure

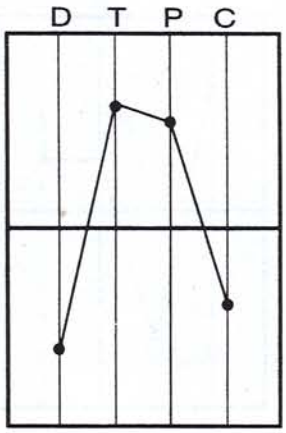
KEY STRENGTHS

- ❒ Ability to help others using warmth, empathy and understanding
- ❒ Protect and value both people and things
- ❒ Good at people problems, provide a counseling approach
- ❒ Good listener and good talker

IMPROVE EFFECTIVENESS BY

- ❒ Being assertive and decisive in certain situations
- ❒ Not avoiding confrontation even when risky
- ❒ More initiative, sense of urgency

T-3



TENDENCIES

Goal: Maintain long-term friendships

Judges others by: Their loyalty to the relationship

Influences others by: Personal relationships, setting a good example

Value to the organization: Good listener, patient with others

Overuses: Tolerance

When under stress: A grudge-holder, uneasy under stressful situations

Fears: Confrontation

TALKER BEHAVIORAL GRAPHS

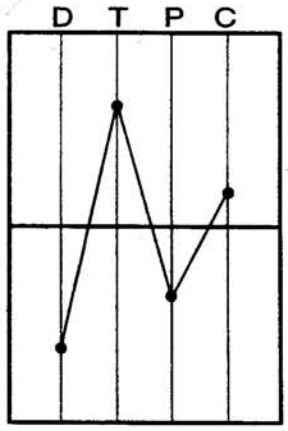
KEY STRENGTHS

- ☐ Ability to handle difficult situations tactfully, sensitive to the needs of people
- ☐ Ability to create a pleasant, comfortable atmosphere
- ☐ Ability to promote ideas effectively
- ☐ Prefer a fast-paced environment

IMPROVE EFFECTIVENESS BY

- ☐ Being less analytical
- ☐ Communicating less information when selling products or ideas
- ☐ Being more assertive

T-4



TENDENCIES

Goal: Approval and acceptance

Judges others by: Their ability to read verbal and nonverbal cues

Influences others by: Poise and confidence

Value to the organization: Relieves tension and promotes people and projects

Overuses: Control of conversation

When under stress: Verbal, caustic with others

Fears: Loss of uniqueness

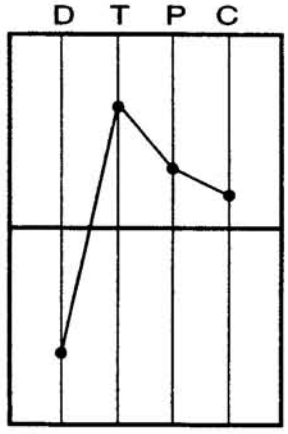
KEY STRENGTHS

- ☐ Ability to be adaptable in many situations
- ☐ An optimistic, sociable and cooperative team player
- ☐ Will attempt to bring the team together in a well-organized manner
- ☐ Patience to listen to what others are saying

IMPROVE EFFECTIVENESS BY

- ☐ Being less accommodating of others
- ☐ More consistent display of assertiveness
- ☐ More directness and better time management

T-5



TENDENCIES

Goal: Systematic results through others

Judges others by: Their ability to communicate and to think

Influences others by: Diplomacy

Value to the organization: Careful and personable

Overuses: Position and their standards

When under stress: Possessive and overly sensitive

Fears: Not being part of the team

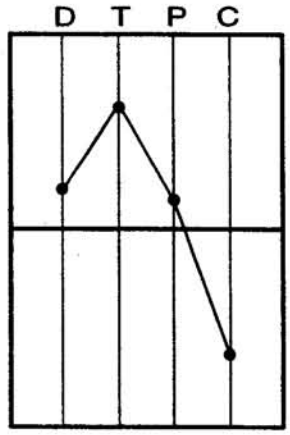
KEY STRENGTHS

- ☐ Ability to be persuasive, assertive and steady
- ☐ Ability to be independent when the need arises
- ☐ Ability to create and promote an idea
- ☐ Ability to present ideas in a positive and somewhat direct manner.

IMPROVE EFFECTIVENESS BY

- ☐ Being less opinionated
- ☐ Gathering enough information before acting
- ☐ More attention to details, organization

T-6



TENDENCIES

Goal: Sociable and convincing

Judges others by: Their dedication and tenacity

Influences others by: Taking responsibility

Value to the organization: Enthusiasm and directness with new ideas and opinions

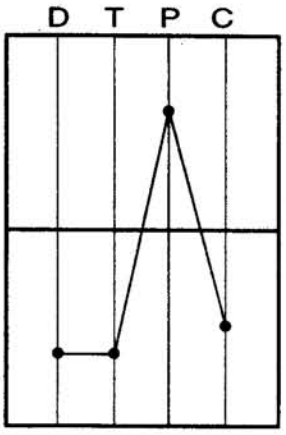
Overuses: Ambitiousness

When under stress: Superficial

Fears: Not being seen as a team player

PACER BEHAVIORAL GRAPHS

P-1



KEY STRENGTHS

- ❒ Ability to present self in a calm and controlled manner, using the ability to concentrate as a means to listen and learn
- ❒ Ability to stay with a task that provides meaningful contribution to the organization
- ❒ A team member who can be open, patient and tolerant of differences
- ❒ Enjoy praising others

IMPROVE EFFECTIVENESS BY

- ❒ Projecting a sense of urgency when the need arises
- ❒ Less reliance on routines
- ❒ More initiative, adaptability to change

TENDENCIES

Goal: Dependable and stable

Judges others by: Their consistency

Influences others by: A congenial disposition, serving others

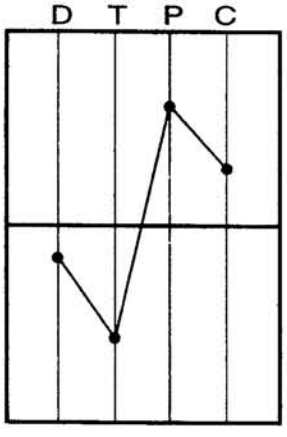
Value to the organization: Stabilizes the environment in a friendly manner

Overuses: Composure

When under Stress: Nonexpressive

Fears: Not being appreciated, and the unknown

P-2



KEY STRENGTHS

- ❒ Ability to begin a project and follow through to completion
- ❒ Willing to work for a leader and cause
- ❒ Excel in seeking solutions to problems through logic that will be comprehensive and pleasing to all involved
- ❒ Demonstrate positive leadership through the consideration shown to the feelings of others on the team

IMPROVE EFFECTIVENESS BY

- ❒ Learning to be self-promoting
- ❒ Using a direct approach
- ❒ Displaying concerns and feelings

TENDENCIES

Goal: Achieve high standards set for self

Judges others by: Use of knowledge

Influences others by: Ability to follow through

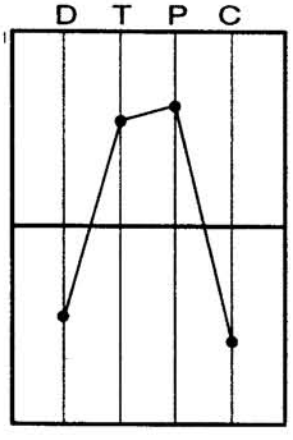
Value to the organization: Adding focus and logic to existing needs

Overuses: Resistance to change

When under stress: Becomes determined, stubborn

Fears: Not meeting specific requirements

P-3



KEY STRENGTHS

- ❒ Good listening skills with the ability to empathize with people
- ❒ Skilled at helping and supporting others achieve goals and aspirations
- ❒ Gifted at accepting people's sentiments, beliefs and values
- ❒ Ability to create an environment where people feel significant

IMPROVE EFFECTIVENESS BY

- ❒ Being assertive and decisive
- ❒ Being less accepting of the status quo
- ❒ More strength, firmness and self-assertion

TENDENCIES

Goal: Acceptance

Judges others by: Loyalty, sincerity, dependability

Influences others by: Offering understanding, friendship

Value to the organization: Supports, harmonizes and offers stability under pressure

Overuses: Kindness, compassion

When under stress: Withdrawn

Fears: Dissension, conflict, being unliked

PACER BEHAVIORAL GRAPHS

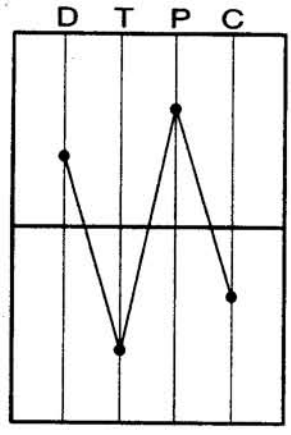
KEY STRENGTHS

- ❒ Ability to take a problem and follow through to successful completion
- ❒ Persistent, determined, tenacious and logical in the pursuit of results
- ❒ Excel at maintaining relationships both on and off the job
- ❒ Team player who will display leadership skills and stand up aggressively for what they believe in

IMPROVE EFFECTIVENESS BY

- ❒ Demonstrating less passive behavior, even if it affects their security
- ❒ Using new and creative thinking when problem solving
- ❒ Not resisting new situations that may be out of their comfort zone

P-4



TENDENCIES

Goal: Personal achievement

Judges others by: Their accomplishments and successes

Influences others by: Perseverance

Value to the organization: Works independently and likes challenge

Overuses: Bluntness

When under stress: Obstinate, inflexible, relentless

Fears: Not attaining desired results

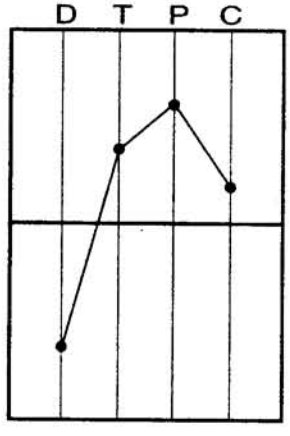
KEY STRENGTHS

- ❒ Ability to be supportive, friendly and optimistic in any relationship
- ❒ Sociable with the ability to enjoy the uniqueness of each human being
- ❒ Ability to use balanced judgment bringing stability to the entire team
- ❒ Good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced

IMPROVE EFFECTIVENESS BY

- ❒ Staying focused on roles and expectations to be effective
- ❒ Having a sense of urgency
- ❒ Sincere appreciation of shortcut methods

P-5



TENDENCIES

Goal: Status quo

Judges others by: Friendship

Influences others by: Consistency of performance, accommodation

Value to the organization: Planner, consistency, maintains pace

Overuses: Modesty, conservatism

When under stress: A grudge-holder

Fears: Conflict, losing face

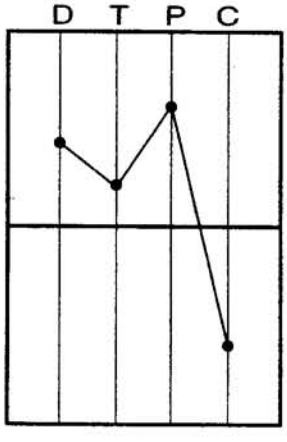
KEY STRENGTHS

- ❒ Ability to empathize with others' feelings while maintaining their own independence
- ❒ Excel at projects that require a determination and persistence to win
- ❒ Positive influence on uncooperative or negative team members
- ❒ Good at bringing people to the negotiation process and listening to opposing views

IMPROVE EFFECTIVENESS BY

- ❒ Prioritizing daily activities
- ❒ More weighing of pros and cons
- ❒ Being more firm and consistent in their convictions

P-6



TENDENCIES

Goal: Success through consistency

Judges others by: Loyal friendships

Influences others by: Persuasive people skills

Value to the organization: Solves problems creatively and innovatively works through people

Overuses: Intensity

When under stress: Passionate, forceful

Fears: Not being supported by the team and change

CONTROLLER BEHAVIORAL GRAPHS

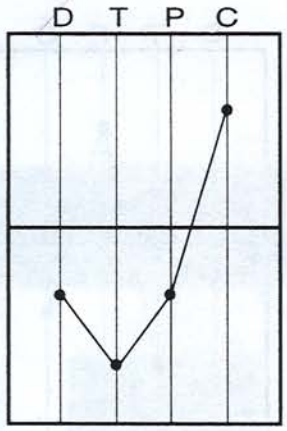
KEY STRENGTHS

- ❒ Ability to do tough assignments right the first time
- ❒ Alert and sensitive to errors where precision and accuracy are required
- ❒ Professional and disciplined in their approach as it relates to an area of their expertise
- ❒ Organization skills, wise use of time

IMPROVE EFFECTIVENESS BY

- ❒ Being less of a perfectionist
- ❒ Going "by the book" less often
- ❒ More enthusiasm, less reliance on data

C-1



TENDENCIES

Goal: Accuracy and quality

Judges others by: Correct results, proof and facts presented

Influences others by: Use of data and exactness

Value to the organization: High standards for self and subordinates, well-disciplined

Overuses: Rules and regulations

When under stress: Becomes overly critical of self and others

Fears: High-risk decisions

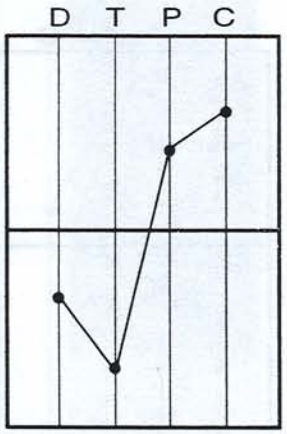
KEY STRENGTHS

- ❒ Ability to set and accomplish high standards of conduct and work
- ❒ Alert and sensitive to problems, rules, errors and procedures
- ❒ Ability to make tough decisions without letting emotions interfere
- ❒ Ability to understand and preserve the need for quality systems

IMPROVE EFFECTIVENESS BY

- ❒ Stating true feelings on issues
- ❒ Less concern that change may damage relationships or quality
- ❒ More confidence, interdependency

C-2



TENDENCIES

Goal: Security and neatness

Judges others by: Precise standards

Influences others by: Dependability, attention to detail

Value to the organization: Conscientious, maintains standards

Overuses: Dependency on standard operating procedure

When under stress: Becomes introverted, obstinate

Fears: Antagonism

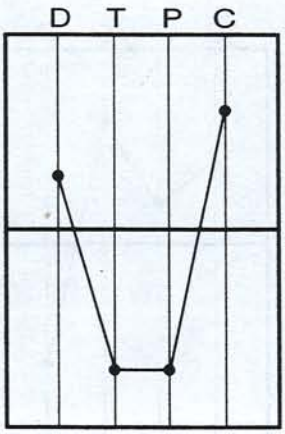
KEY STRENGTHS

- ❒ Ability to do quality work while exploring new ways to increase quantity
- ❒ Ability to make tough decisions, using insight and facts, while remaining unemotional
- ❒ Ability to push hard to discover correct acceptable solutions to problems
- ❒ Expect and challenge high levels of performance from the team

IMPROVE EFFECTIVENESS BY

- ❒ Being sensitive to the feelings of others
- ❒ Being less blunt and direct
- ❒ Lowering expectations of others and sincerity

C-3



TENDENCIES

Goal: Designing systems

Judges others by: Their own high standards

Influences others by: Setting a pace in developing systems

Value to the organization: Precise, conscientious worker

Overuses: Facts and figures

When under stress: Takes on too much

Fears: Disorganization

CONTROLLER BEHAVIORAL GRAPHS

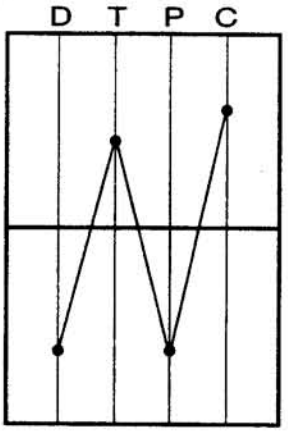
KEY STRENGTHS

- ☐ A promoter of quality systems
- ☐ A good sense of urgency balanced with maintaining high standards
- ☐ Organized, even in relationships. Appreciates company of people with similar ideas, likes being organized and quality-conscious
- ☐ Sensitive to changes in the social and work environment

IMPROVE EFFECTIVENESS BY

- ☐ More accepting of others' ideas and beliefs
- ☐ Setting realistic goals
- ☐ Not being overly sensitive of other people's comments

C-4



TENDENCIES

Goal: Diplomatic

Judges others by: Who they know, prestige and accomplishments

Influences others by: Strategy in good relations

Value to the organization: Creates a good working environment

Overuses: Tactfulness

When under stress: Becomes too suave

Fears: Having to trade quality for good relationships

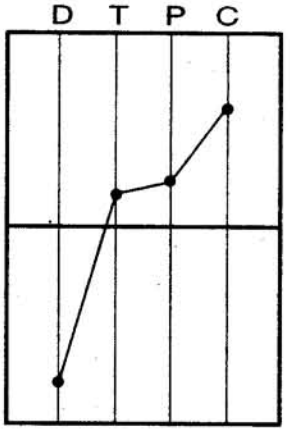
KEY STRENGTHS

- ☐ Willing to adapt and be an integral part of the team—unless adapting lowers quality
- ☐ Ability to see both the good and the bad in any situation
- ☐ Ability to get results through people and complete tasks with high standards
- ☐ Place a high priority on conserving resources

IMPROVE EFFECTIVENESS BY

- ☐ Being realistic when appraising people
- ☐ Making quicker decisions even when more data relating to quality is needed
- ☐ Respecting others' efforts and valuing team members

C-5



TENDENCIES

Goal: Technical ability

Judges others by: Their skills and expertise

Influences others by: Being levelheaded

Value to the organization: Combined task and people skills

Overuses: High standards

When under stress: Becomes uneasy, unpleasant

Fears: Lack of recognition

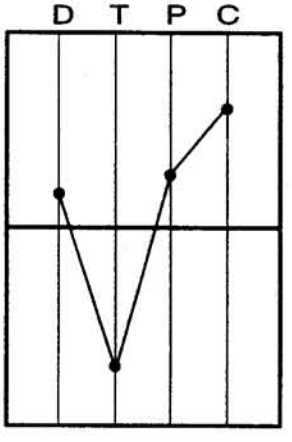
KEY STRENGTHS

- ☐ Ability to fight hard for results and/or procedures to ensure quality and correctness
- ☐ Ability to ask the right questions to uncover hidden facts
- ☐ Avoid favoritism when evaluating personnel
- ☐ Will combine analytical and intuitive skills when dealing with complex issues

IMPROVE EFFECTIVENESS BY

- ☐ Being less analytical in trying to achieve correctness
- ☐ Not hiding emotion and expressing more thoughts to others
- ☐ Sharing information, team cooperation

C-6



TENDENCIES

Goal: Problem solver

Judges others by: Their use of data

Influences others by: Facts and figures

Value to the organization: Independently accepts analytically challenging assignments

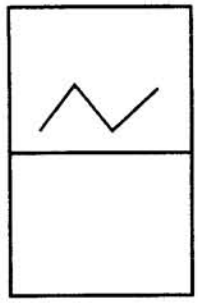
Overuses: Perfectionism

When under stress: Becomes blunt

Fears: People contact, high risks and lack of privacy

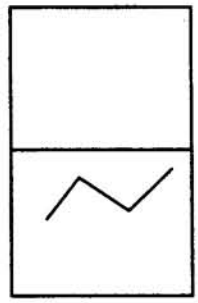
UNUSUAL GRAPHS

Although the instrument is designed to measure normal behavior, there are three graphs that can occur which indicate unusual behavior. The three unusual patterns must be interpreted based on their occurrence in either Graph I or Graph II.



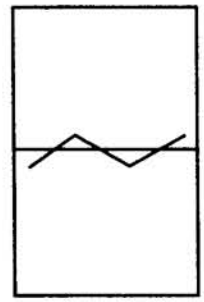
OVERSHIFT

All plotting points above the midline.



UNDERSHIFT

All plotting points below the midline.



TIGHT

All plotting points near the midline.

When observing an unusual graph, first check to see if the instrument was scored properly. If proper scoring has occurred, one cause may be the inability to understand the word choices. Additional causes must be investigated depending on which graph the unusual graph occured.

Unusual graphs (Overshift - Undershift - Tight) in **Graph I** may be caused by the following reasons:

1. Attempting to outsmart the instrument.
2. Trying to be an overachiever.
3. Overanalyzing by taking too long to respond.
4. Being new to the job and not understanding the behavior required to be successful.
5. Transition from one environment to another.

Unusual patterns in Graph I are usually temporary, responding to another Style Analysis Instrument with a proper focus should develop an accurate graph. Also, if you are new to the job wait a few weeks before responding to the second instrument so you have the opportunity to determine the correct work behavior.

Unusual graphs (Overshift - Undershift - Tight) in **Graph II** may be caused by the following reasons:

1. Attempting to outsmart the instrument.
2. Overanalyzing by taking too long to respond.
3. Experiencing a significant emotional event (or a personal trauma of some kind).
4. Under pressure to "be all things to all people."

An unusual pattern appearing in Graph II should be taken seriously. You may be experiencing discomfort and the result will have a direct effect on performance and relationships. If you have an unusual graph pattern, please see your seminar leader.