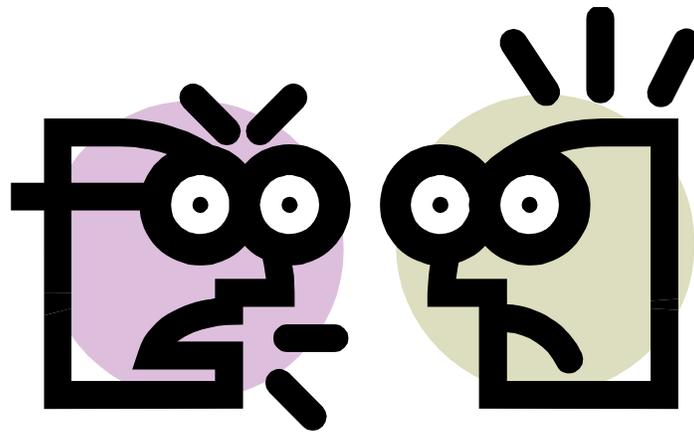


Annette Estes

From Can't Stand  
to Understand



How to Handle Difficult People

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# Chapter 11



## Real Stories and Examples

I'm sure you have some great stories of how someone's behavior upset, confused, angered, or otherwise affected you. When you really understand DISC behaviors, you can laugh at behavior that used to drive you crazy. Most of the time.

### **Some of the TRUE STORIES from this chapter**

Here are a few examples of behaviors I've witnessed, some irritating and some amusing, and all understandable with DISC training.

#### ***Dominant Dan at his Worst***

I was asked by a board of directors to coach the president of a company to modify his ineffective behavior. He completed my Behavior and Motivators assessment and it showed he had a very High *D* factor as his core style and a High Individualistic value.

The man said impatiently that he hated having to deal with state bureaucrats. He complained to me

they moved and acted too slowly and he regularly chewed them out hoping to get them to take action on his company's needs sooner.

But the company's board members, older and wiser, knew the importance of working with and through people to get results and that berating them only made matters worse and made the company look bad.

I explained the man's High *D* tendencies and coached him to change his ways. He said he would, but I found out later that he didn't. He subsequently was fired.

### ***Small Change, Big Results***

I was training the executive director of an agency and his staff in DISC and Values. One of the staff members asked my advice. He had a Core *C* style; the director had a Core *D* style.

The staffer told me the boss had asked him to do some research on a project they might undertake and give him a report. The young man said he'd given the director a detailed report but he hadn't said a word about it in more than a week. I suggested to the man that he write the report again on one page, using bullet points. The next day when I arrived for the second part of the workshop, the man happily told me he'd done as I suggested and his boss had handed him the report back in the afternoon and said, "Looks good; let's do it."

This stuff really works.

## ***Grumpy Gussie***

A woman at a television station where I anchored the news was very unfriendly toward me. Whenever I passed her in the hall, I'd say hello and smile. She wouldn't smile, speak, or even grunt at me; just looked straight ahead and kept going.

After several incidents like this, and beginning to wonder if the world would be a better place if I hadn't been born, I decided to treat her the same way she was treating me and see how she liked it. The next time we passed in the hall, I didn't speak nor smile; just looked straight ahead and kept going. I felt like the meanest person on earth.

Later that day, she came up to the cubicles of my co-anchor and me and talked with him. Then she turned and spoke to me in the friendliest way she knew how. Not understanding behavioral styles, I smugly thought, "Hah, gave her a taste of her own medicine and she didn't like it." But I realize now that what I did was to treat her the way she liked being treated. So she felt more comfortable around me. She was obviously high in the *D* and *C* factors, low in the *I* and *S*; which means people skills were not her strong suit.

I've often thought that if I'd known then what I know now, I could *own* that TV station.

## ***Oil and Water***

My DISC mentor, Judy Suiter, held a workshop once when I was just beginning to learn about behaviors. She knew I had a Core *I* style. During a break, she asked if I'd help with a little "experiment" to

demonstrate how people with the Core C style get uncomfortable with overly friendly, “touchy-feely” people.

She asked a man (Core C style) and me to come to the front of the room and have a conversation. As she had instructed, I talked animatedly with the man and touched his arm occasionally. Every time I moved close to him he backed away, obviously extremely uncomfortable with my invasion of his personal space.

When Judy stopped us, we were quite a distance from where we’d started. She explained to the man and everyone else why I had done that and asked both of us how we felt about the experience.

### ***Saved the Best for Last***

This is a story about the behavior of a good friend of mine that made me want to scream at her. But since I understand her behavioral style, which is the opposite of mine, I didn’t say anything.

Read this amazing story (you’ll either agree with her behavior or roll your eyes with disbelief!) when you order ***From Can’t Stand to Understand*** today.

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