



**Stand out**  
**whenever**  
**you Speak**

INFLUENCING  
KEY  
CONVERSATIONS

*Participant Field Guide*

OPTIMAL RESULTS  
WINNING TEAMS  
STRONGER RELATIONSHIPS

SUCCESS





# TABLE OF CONTENTS

## THIS GUIDE

5

### CHAPTER ONE

What Are Key Conversations?

6

### CHAPTER TWO

The Cale Approach

7

### CHAPTER THREE

Connect - The INDV Model

8

### CHAPTER FOUR

Ask

9

### CHAPTER FIVE

Listen

10

### CHAPTER SIX

Explain

11

### CHAPTER SEVEN

Body Language

13

### APPENDIX A

CALE Conversation Planner

15

### APPENDIX B

INDV Communication Model/Assessment

## WRAP-UP

## AUTHOR BIO

# THIS GUIDE

Key conversations occur every day at every level in all organizations. Handled effectively, they result in:

- Optimal Results
- Winning Teams and
- Stronger Relationships

This guide will provide you with a consistent approach to participating effectively in key conversations.

Please enjoy!



# 1

# CHAPTER

## WHAT ARE KEY CONVERSATIONS?



Every day, all of us are engaged in conversations. Some are more important, some more relaxed than others. A Key Conversation is one where the participants want to achieve a particular result, perhaps agreement on a strategy, or next steps in furthering a plan. For a key conversation to be successful, it is important that everyone involved in the conversation has the ability to voice their opinions and concerns in an open, honest, and relaxed way.

# 2 CHAPTER

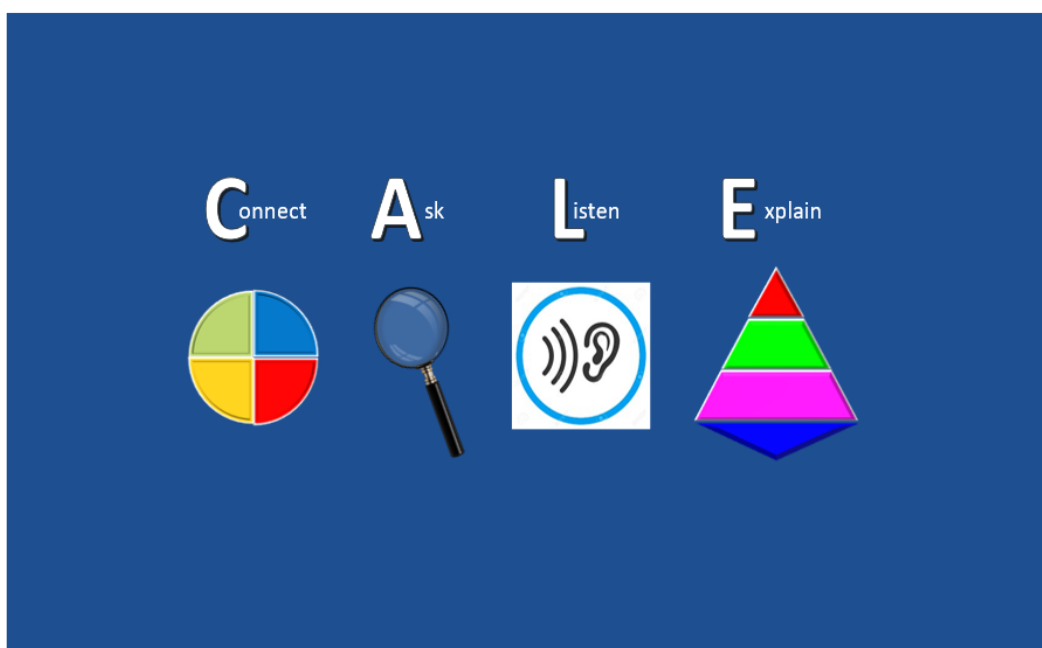
## THE CALE APPROACH

You see it in meetings all the time. Some people are always in a rush to be the first person with the right idea and collisions occur. Others who are knowledgeable, are uncomfortable voicing their concerns because they don't think that they will be valued by the group. Their great ideas run the risk of never being voiced.

The CALE approach is a simple, effective, and consistent approach that when mastered, will not only give you the voice to express your ideas but provide encouragement to others as well.

The first step is establishing a connection with the other meeting participants by understanding your communication style, the communications styles of others in the room and how you relate to them. The second step is to be sincerely curious about the topic and the ideas that everyone is expressing. To do this, you simply ask well thought out, respectful, open-ended questions. Third, ensure you listen attentively, not to respond but to understand. Fourth, now that you have heard everyone's point of view, it is time for you to explain yours in a concise, impactful way.

Let's go through each step in a little more detail.



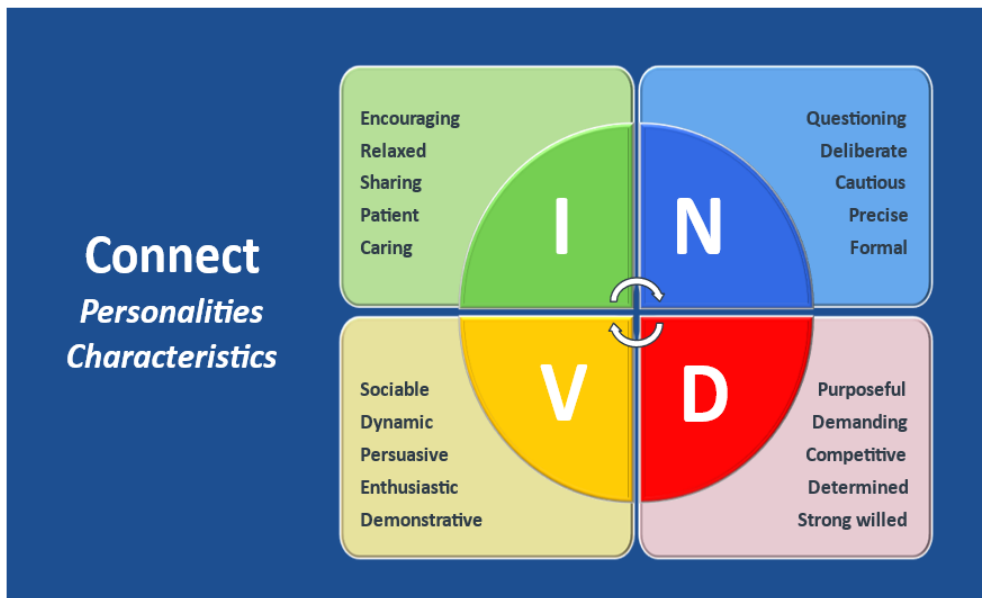
# 3 CHAPTER

## THE INDV MODEL

To connect with others, it is not only important that you know and feel comfortable with your communication style but that you can identify others' communication styles and know how to connect with them in the most productive way.

The INDV model is a simple yet effective tool to help you do just that. It suggests that most people can be divided into one of four communications styles, each has its own set of characteristics. Importantly, no one style is better or worse than another. As well, your style is situational, meaning that it may change based who you are talking to.

The diagram below gives a quick summary of the characteristics for each style. Which one are you? What are your strengths and weaknesses? How do others relate to you? How can you work better with them? To find out, complete the INDV assessment included at the end of this guide. When you complete it, keep in mind a specific conversation, as well as those who will be participating along with you. Doing so will make your results much more meaningful.



In the report, you will find two pages specific to each style. The first summarizes your style's communication characteristics, including your strengths and weaknesses. The second, breaks down how each style relates to you, what they question about your style as well as how you can work better with them.

Assessing others' communication style and understanding how to flex yours to better deal with them will pave the way to you having more productive key conversations.

# 4 CHAPTER

## ASK

Once you have assessed the communication style(s) of those participating in the meeting with you, the best next step is to be sincerely curious and ask other meeting attendees supportive, open-ended questions that revolve around what you really want for:

- Yourself
- Them
- Your relationship
- The organization/team

Regard yourself as a facilitator or resolver whose job is to contribute to the conversation not trying to be right. In this step, you confirm the issues before you talk about what you can offer. It can be very revealing. The best questions revolve around; what? why? and how?

Some questions you may consider using are:

1. What are the essential facts?
2. Why is this issue/goal important to us, our clients, or our vendors?
3. How can we best solve this problem? (considering cost, time, manpower, etc.)
4. What are the important obstacles?
5. Why are they obstacles?
6. How can we best remove them?



# 5 CHAPTER

## LISTEN

Good listeners listen to understand and not just to respond. Unfortunately, not many people are good listeners. Many people remember the popular TV series, “The Big Bang Theory.” Most would agree that Leonard and Sheldon are both very bright, but Leonard is a much better listener. Take a look below at the characteristics of both good and bad listeners and keep them in mind when you participate in your next key conversation. Try to be a Leonard :).

### Active Listening

#### Listen *Attentively*

#### Good Listeners

- Probe for clarification
- Actively listen
- Empathize
- Summarize well
- Ask “Why do you feel this way?”
- Ask “What else have you considered?”
- Ask “How may I be of help?”
- Ignore distractions
- Look...but don’t stare
- Encourage by nodding...slight smile
- Control body movement

#### Bad Listeners

- Interrupt
- Automatic listening
- Respond too soon
- Jump to conclusions
- Ask closed-ended questions
- Match client’s points
- Provide advice too quickly
- Judge you
- Take calls, texts, etc...
- Fidget

# 6 CHAPTER

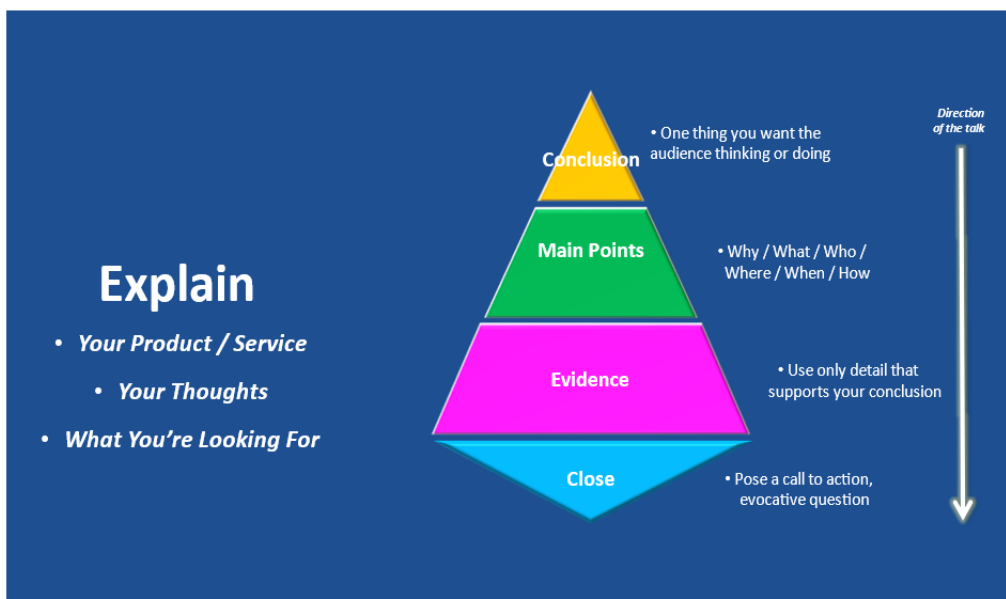
## EXPLAIN

Once you've connected with the meeting participants and uncovered the true issues by asking sincerely curious questions and listening attentively to their answers, you are in a perfect spot to explain your position, thoughts, or ideas. And, because you've been a supportive facilitator throughout, the meeting participants are more likely to want to listen to what you have to say.

For an impactful conversation start with your conclusion framed with a WOW factor. Second, list the main points that support your conclusion ask yourself Why? Who? What? When? Where? and add How? Third, identify the evidence, but only include the evidence that support the Main Points. Finally, develop a strong close with a call to action, or an emotional appeal.

The secret sauce that pulls it all together is the PAUSE Delivery technique. It replicates our relaxed conversational style, our best speaking style. When you speak, keep your rate of words brisk and don't speak in sentences, but in bursts of ideas separated by silent pauses before and after each idea. Silence is golden, it gives the other person a chance to process what you've said.

Also important is eye contact. When you talk, look at your audience 80 to 90% of the time and just before and after you deliver an idea.



# 7 CHAPTER

## BODY LANGUAGE

### THE 4 BODY POSITIONS



REFLECTIVE



FUGITIVE



COMBATIVE



RESPONSIVE

Understanding Body Language can enhance your communication and interpersonal skills. It requires your ability to read other people's behavioral signals while learning to control your own. It's much easier to do in person-to-person meetings than in virtual meetings.

Keep in mind the following four main body positions when you're speaking to others:

1. **Reflective:** Leaning back, open - Interested and receptive, but not actively accepting. Not the time to ask for agreement. This is the time to present further facts. It may also be a good time to keep quiet and let the person think.
2. **Fugitive:** Leaning back, closed - Wants to physically escape by walking out or mentally escape into boredom.
3. **Combative:** Leaning forward, closed - Active resistance. This is the time to defuse anger, avoid contradiction and outright argument, and to steer the person into a reflective mode.
4. **Responsive:** Leaning forward, open - Actively accepting. This is the time to ask for agreement.



# CHAPTER

## BODY LANGUAGE

As well, remember to watch for:

- **Clusters:** Think of gestures as words. One gesture represents only one word and its meaning can be misconstrued. Instead watch for clusters to get to the truth. For example, people seeing someone with their arms crossed will think that person is disagreeing with what is being said. In fact, they could be cold or it might be their resting position. To prevent confusion when people are looking at your body language, try to not cross your arms because they are likely not trained to look for clusters.
- **Congruence:** Look for harmony between what people are saying with what they are doing.
- **Changes:** We have most control over our face and we have moderate control over our hands, but we have little control over our feet. Feet never lie. Watch for shaky feet, it usually means something's up.
- **Mirroring:** We subconsciously mirror another's gestures & tone, but you can gain a lot when you do it with purpose. When you mirror someone else, they will feel you are a kindred spirit and, you will feel what they feel. You can also use mirroring to lead others from a negative position to one that's positive.
- **Eye Contact:** Proper eye contact is important. In a business context, keep your eyes focused on theirs. In social settings, keep your eyes focused on the centre of their face. If your eyes move lower, it may be regarded as challenging or more intimate. In a virtual meeting, it suffices to look at your webcam when you speak.

# APPENDIX A

## Your CALE Sales Conversation Planner



### C - CONNECT

Find out about the person you are dealing with. Look for common ground and build rapport – get to know them and help them get to know you.

#### 1. Connect

What issue(s) do you need to address? \_\_\_\_\_  
\_\_\_\_\_

With whom? \_\_\_\_\_

What is your personality type? \_\_\_\_\_

What is their personality type? \_\_\_\_\_

How do they relate to you? \_\_\_\_\_  
\_\_\_\_\_

What do they question about your personality type? \_\_\_\_\_  
\_\_\_\_\_

How can you work better with their personality type? \_\_\_\_\_  
\_\_\_\_\_



### A - ASK

What? Why? How?

Move into asking business related questions. Control the flow of dialogue and educate yourself. Understand their issues before you talk about what you can offer.

#### 2. Ask – *What Do They Really Want?*

What are the essential facts? \_\_\_\_\_  
\_\_\_\_\_



What are the important issues? \_\_\_\_\_  
\_\_\_\_\_

How have you tried to solve them? \_\_\_\_\_  
\_\_\_\_\_

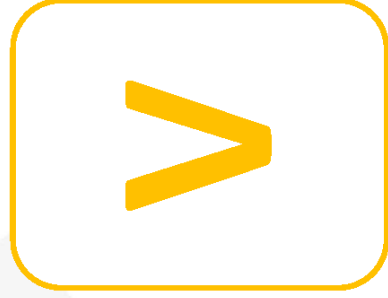
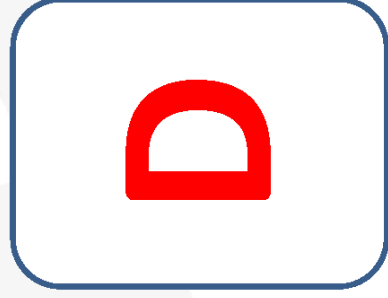
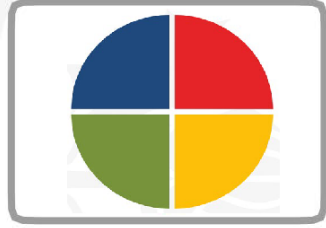
What would success look like? \_\_\_\_\_  
\_\_\_\_\_

# APPENDIX A

## Your CALE Sales Conversation Planner

 <p><b>L - LISTEN</b></p> <p>Listen to understand, not to respond. Show them you care by probing for clarification, paraphrasing, showing empathy. Mirror their body language and intonations.</p>	<p><b>3. Listen</b></p> <p>Probe for Clarification: _____</p> <p>Empathize: _____</p> <p>Paraphrase: _____</p> <p>Ignore Distractions: _____</p> <p>Leverage Verbal Nods: _____</p>
 <p><b>E - EXPLAIN</b></p> <p>Make your point or pitch using the Presentation Pyramid Model. Keep it short, using the information you have gathered to focus your message on what your listeners have told you they are looking for.</p>	<p><b>4. Explain</b></p> <p>How do I open? Why do they need me? _____</p> <p>_____</p> <p><b>What are their reasons to buy?</b></p> <p>What: _____</p> <p>Why: _____</p> <p>How: _____</p> <p><b>What is the evidence?</b></p> <p>_____</p> <p>_____</p> <p>Who does what by when?</p> <p>_____</p> <p>_____</p>

# Black Isle Global INDV Communication Model



# HOW TO USE THE QUESTIONNAIRE AND REPORT

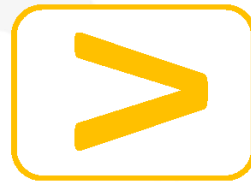
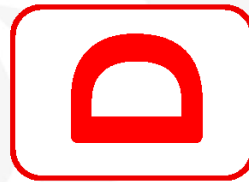
The INDV Communications Style report is a tool to help leaders to understand more about themselves and how they interact with others.

Complete the questionnaire to find out your dominant INDV style and then look through the following pages for advice on how to use the compass to flex your style when communicating with others.

Please answer the questions on the following pages instinctively – do not “over-think” possible answers, as this may give an unreliable indicator of your true “natural” style or preferences.

Finally, please take care to answer the questions as if YOU are describing YOURSELF, or your preferred style in a relaxed state.

Do not score yourself regarding how you think you would like to be, should be for a certain role, or how you might think others might score you, this will give an unreliable indicator of your “natural” style.



## **Integrators are:**

- Diplomatic
- Dependable
- Supportive
- People orientated

## **Nerds are:**

- Prudent
- Diligent
- Task orientated
- Systematic

## **Directors are:**

- Independent
- Results orientated
- Candid
- Pragmatic

## **Visionaries are:**

- Passionate
- Articulate
- Visionary
- Fun loving



## Part One

	0	1	2	3	4	5	6	7	8	9	
Formal											Informal
Controlled											Responsive
Disciplined											Spontaneous
Think with your head											Think with your heart/ gut feelings
Appears organised											Appears disorganised
Reserved											Impulsive
Withholds feelings											Expresses feelings
Think											Feel
Cold											Warm
Distant											Close

Total score \_\_\_\_

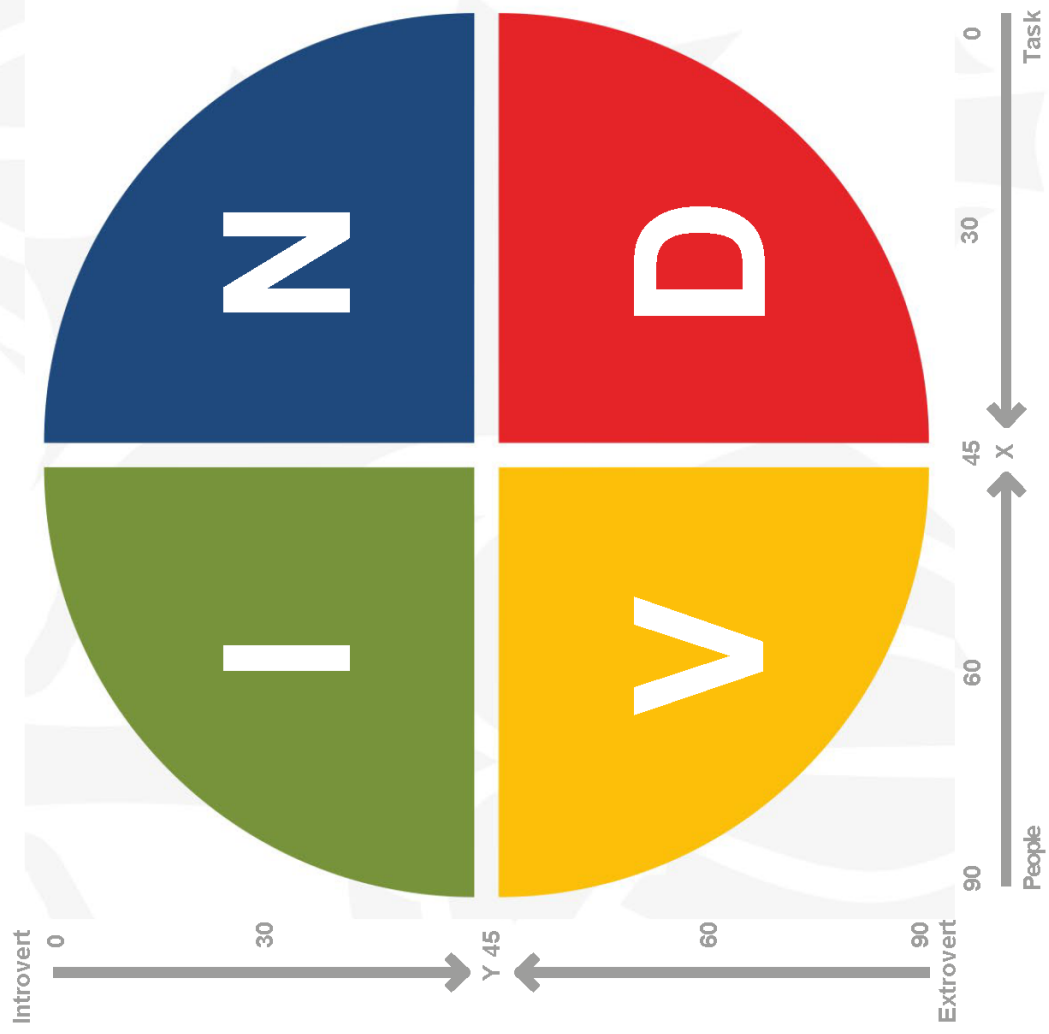
## Part Two

	0	1	2	3	4	5	6	7	8	9	
Passive & gentle											Aggressive & pushy
Hesitant & quiet communicator											Communicate & talk readily
Appears shy											Appears confident
Submissive & relaxed											Authoritative
Goes along											Takes charge
Ask questions											Makes statements
Accepts others views											Challenges others views
Subdued/standoffish											Overbearing
Appears thoughtful											Appears active
Indirect											Direct

Total score \_\_\_\_

# INTERPRETING THE RESULTS

1. Your answers from the questionnaire can be turned into a REPORT indicating your communication style
2. Each tick scores the number at the top of the column. Add up the total score for **Part 1** of the questionnaire and write it at the bottom of the page
3. Now do the same for the **Part 2**
4. Mark the score for **Part 1** (TASK/PEOPLE) on the horizontal (x) axis of the Communication Style Compass
5. Mark the score for **Part 2** (INTROVERT/EXTROVERT) on the vertical (y) axis
6. Mark the intersection of these two points on the compass. That point represents your communication style
7. Look up your communication style for tips on how to better communicate with others



## The Integrator as Leader

- Prefers working with others, especially in small groups or one-to-one
- Doesn't seek the spotlight and seldom goes into ego clashes with others
- Can be skilled at encouraging others and are good at seeing value in other people's contributions
- Generous with their time
- Appear to build relationships with empathy, especially sensitive to other people's feelings
- Usually performs best in a stable, clearly structured situation
- Industrious, service orientated workers
- Calm outside while a storm rages within

## The Characteristics of Integrators as Leaders

- Place emphasis on relationships
- Like getting to know people and building trust
- Measure their personal worth by the response of others
- Like to support others by listening, being warm and accepting
- Pushy or aggressive behaviour rapidly switches them off
  - Steady, agreeable and calm
  - Slow and relaxed in movement
  - Needs to maintain and strengthen relationship
  - No barriers physically or conversation
  - Make decisions only after careful consideration
  - Anxiety that a wrong decision might expose them to criticism



## STRENGTHS

Diplomatic  
Dependable  
Supportive  
People orientated

## WEAKNESSES

Conflict avoider  
Dependent  
Permissive  
Inattentive to task

## Influencing Integrators

- Arrange for them to be with a group of colleagues
- Give them your full attention and adopt a non-assertive approach
- Get acquainted and build trust
- Talk slowly and easily; be warm, likeable and informal
- Focus on the positive, about how your proposal will show them in a good light with others
- Offer reassurances and guarantees – lower their risk
- Involve them – ask for their contribution, be patient and give them time
- Use credentials, showing what others have done in their position

# INTEGRATORS

## Directors\*

### RELATE TO YOUR:

- Supportive, helpful, team-orientated and careful nature

### QUESTION YOUR:

- Lack of initiative, need for detail, small thinking and responsive side

### TO WORK BETTER WITH DIRECTORS:

1. Be business-like – let them tell you how to help and what they want. Do not try to build a relationship or a friendship
2. Stay on schedule, stick to the agenda and provide factual summaries
3. Let them make decisions based on the options you provide

\*Working with this style will require you to exercise your maximum flexibility.

## Visionaries

### RELATE TO YOUR:

- Supportive, friendly, responsive and helpful characteristics

### QUESTION YOUR:

- Slowness to act and your careful, complying, non-competitive stance

### TO WORK BETTER WITH VISIONARIES:

1. Try to bring definite opinions, backed by third-party endorsement
2. Publicly recognise and praise their accomplishments. Never embarrass or allow them to lose face
3. Stand your ground when challenged about the rules and previously established procedures

## HOW OTHERS RESPOND TO YOUR INTEGRATOR STYLE

## Nerds

### RELATE TO YOUR:

- Cooperative, careful, quiet, thoughtful and willing ways

### QUESTION YOUR:

- Soft-hearted, easy-going nature – emotional responses and compliance with others

### TO WORK BETTER WITH NERDS:

1. To build your case, stress the need for facts and data rather than emotions – but let them do the work-up within a time limit
2. Build confidence in the relationship through demonstrating technical competence

## Other Integrators

### PERCEIVE YOU AS:

- Supportive, quiet, friendly, shy, retiring, team-orientated, helpful, kind, thoughtful, slow to act, non-threatening, soft-hearted, easygoing, complying, responsive, open, willing, careful and cooperative

### TO WORK BETTER WITH FELLOW INTEGRATORS:

- Be hard-nosed, insistent and directive (an uncomfortable role, but necessary in this situation) – otherwise, it is likely that no one will take the necessary initiative and the end result will be unsatisfactory.

## The Nerd as Leader

- Perfectionists
- Want things they're associated with to be right
- Set very high standards and willing to do the work needed to achieve them
- Tend to be the most critical of styles – hard on themselves and others
- Systematic and well organised
- Loyal when going gets tough
- Strive in accuracy and expect it in others
- Don't wear their feelings on their sleeves - retreat from emotion

## The Characteristics of Nerds as Leaders

- Dislikes change and personal attention
- Measures achievement by precision and accuracy
- Task is a priority, method and detail vital
- Serious, orderly, persistent and cautious
- Set high standards for themselves and others
  - Prefer to work alone and like organisational structures
  - Offices neat and tidy, work related charts and graphs on the walls, with 'to-do' lists and 'have done' achievements mementoes
  - May have unusual hobbies



## STRENGTHS

Prudent  
Diligent  
Task orientated  
Systematic

## WEAKNESSES

Indecisive  
Painstaking  
Impersonal  
Bureaucratic

## Influencing Nerds

- Don't be over friendly, respect their need for personal space
- Be formal, logical and to the point in presentations
- Send material in advance of any meeting
- Present logically to appeal to their need for procedures
  - Will need to be able to justify supporting you, and that means logic must be strong
  - Will want to know how your proposal will work in practice and you should make sure it will enhance their credibility
  - Expect questions and deliberation. Be specific and detail in your reply
  - Cover both sides of the issues to show that you have done your homework and do not expect an immediate decision

# NERDS

## Directors

### RELATE TO YOUR:

- Logic, command of data, accuracy and dependability

### QUESTION YOUR:

- Over-abundance of facts, lack of decisiveness and lack of risk-taking

### TO WORK BETTER WITH DIRECTORS:

1. Summarise the facts and various outcomes, let them decide
2. Depend on self-discipline rather than on excessive reports or precise instructions
3. Recognise results with monetary rewards

## Visionaries\*

### RELATE TO YOUR:

- Cooperativeness and dependability

### QUESTION YOUR:

- Dependence on facts, criticalness, stuffy nature, impersonal approach and lack of fun

### TO WORK BETTER WITH VISIONARIES:

1. Spend informal time with them
2. Recognise their need for package sales, incentives and contests
3. Ask for their opinions and input on a non-critical and accepting basis

\*Working with this style will require you to exercise your maximum flexibility.

## HOW OTHERS RESPOND TO YOUR NERD STYLE

## Other Nerds

### PERCEIVE YOU AS:

Thoughtful, wanting more facts, conservative, quiet, logical, critical, cool towards others, thorough, cooperative, distant, reserved, stern, austere, dependable and accurate

### TO WORK BETTER WITH FELLOW NERDS:

Recognise the need for making timetables and for reaching decisions. Reinforcing one another's desire for more information may form a self-perpetuating cycle that does not produce results – analysis paralysis!

## Integrators

### RELATE TO YOUR:

- Cooperative and conservative nature with accuracy and patience

### QUESTION YOUR:

- Dependence on figures, lack of warmth and close relationships

### TO WORK BETTER WITH INTEGRATORS:

1. Show interest in them as people rather than workers
2. Use their skills as mediators to build relationships inside the organisation
3. Help them to perceive the big picture and how they relate to it

## The Director as Leader

- Results focused, the most practical of the styles
- Goal orientated, planned approach
- Sets high, yet realistic objectives and then achieves them
- 'Get the job done' type person. Makes things happen
- Purposeful. Focuses on the immediate, excels at time management, forthright and decisive
- Task-orientated approach to communication, high energy, fast paced
- Straight talkers
- More reserved with emotional feelings

## The Characteristics of Directors as Leaders

- Measure success in term of tangible results
- Work to shape their world in order to achieve their goals
- Priority is task and getting it done
- Rely on control and dominance for security
- Make judgements based on likely benefit and risk
  - Don't like emotional issues
  - Independent and strong willed.
  - In pursuit of goals can be cool, calculating and competitive
  - Enjoy challenge, welcome authority
  - Impatient with slower paced people
  - Best working alone - not good team player



## STRENGTHS

Independent  
Results orientated  
Candid  
Pragmatic

## WEAKNESSES

Poor collaboration  
Lack team spirit  
Abrasive and intolerant  
Short sighted

# DIRECTORS

## Influencing Directors

- Use a fast and decisive speaking style
- Be assertive, well briefed and succinct
- Offer a range of options giving them the choice
- Frame proposals so that by agreeing Type A will move towards their goals and enhance their control
- Have a one-page summary of your idea with back up material separately
- Know the risks and benefits
- Be professional
- Stick to facts; focus on bottom line results and benefits
- Avoid qualifiers in speech (perhaps, might, maybe)
- Ask for a decision on the spot

## Other Directors

### PERCEIVE YOU AS:

Action-orientated, in a hurry, commanding, bossy, efficient, stubborn, disciplined, tough, independent, not listening, secretive, logical, demanding, quick, decisive and unfeeling

### TO WORK BETTER WITH FELLOW DIRECTORS:

Agree in advance on specific goals and provide freedom to work within these limits. An unproductive deadlock can occur when there is too much dominance and no allowance for independence and individuality

## Visionaries

### RELATE TO YOUR:

- Accomplishment;
- independence and
- decisiveness

### QUESTION YOUR:

- Coldness, lack of playfulness, critical nature and discipline

### TO WORK BETTER WITH VISIONARIES:

1. Be more open about yourself, feelings, gossip and opinions
2. Relax time constraints within structure and provide incentives
3. Provide recognition for accomplishments (let them win in front of others)

## HOW OTHERS RESPOND TO YOUR DIRECTOR STYLE

## Needs

### RELATE TO YOUR:

- Efficiency, logic, command of data and task-orientation

### QUESTION YOUR:

- Haste, bossiness, decisiveness, competitiveness and risk taking

### TO WORK BETTER WITH NEEDS:

1. Bring them detailed facts and logic in writing
2. Be patient while they evaluate and check the accuracy of the data
3. Help them to reach conclusions by encouraging them to set deadlines after you have provided time for review

## Integrators\*

### RELATE TO YOUR:

- Efficiency and discipline

### QUESTION YOUR:

- Lack of feeling, tough-mindedness, bottom-line focus, impatience and secretiveness

### TO WORK BETTER WITH INTEGRATORS:

1. Show concern for them and their families, interests, etc
2. Slow down and provide details and specifics about how to accomplish objectives
3. Support efforts and accomplishment with personal attention

\*Working with this style will require you to exercise your maximum flexibility.



## The Visionary as Leader

- Most flamboyant of the styles. They thrive on being in the limelight and gravitate towards centre stage
- This spirited style bristles with energy, wants to be continually on the go
- When bored in meetings they will be engaged in a side conversation – or obviously, disengaged
- Seem to relate easily and effortlessly to strangers
- High-contact people; well tapped into the grapevine
- Their vision is typically bold and imaginative; push people to look beyond the merely mundane and practical
- Impulsive – act first think later
- Work according to opportunity rather than plan

## The Characteristics of Visionaries as Leaders

- Measures personal status by recognition from others
- Places emphasis on relationships
- Seek person to person situations and like to join in
- Like to be the centre of attention
- Enthusiastic – charismatic in leadership
  - Do not like detail, often disorganised
  - Tends to jump to conclusions
  - Go for friendly open environments – seats away from the desk are where Type C like to meet
  - Offices cluttered with pieces of paper, personal achievement awards, photographs and motivational slogans
  - See themselves as visionaries – others might call it “dreaming”



## STRENGTHS

Passionate  
Articulate  
Visionary  
Fun-loving

## WEAKNESSES

Poor listener  
Impatient  
Impractical  
Distracting

## Influencing Visionaries

- Match their style – formal or informal
- Be friendly; maintain a fast, spontaneous style of speech
- Be lively, stimulating and energetic
- Frame proposals that will enhance their status
- Present boldly; focus on originality and imaginativeness
  - Stimulate and excite them with your ideas
  - Allow them time to talk, link their ideas to yours and your ideas to their goals and ambitions
  - Suggest an idea for a decision on the spot – ideally when they are most enthusiastic

# VISIONARIES

## Directors

- RELATE TO YOUR:**
- Outgoing, imaginative, competitive and personable aspects

- QUESTION YOUR:**
- Flamboyant, demonstrative, impulsive, show-off, emotional side

### TO WORK BETTER WITH DIRECTORS:

1. Back-up your enthusiasm with actual results – demonstrate that your ideas work
2. Be on time and keep within agreed limits – provide materials promptly
3. Offer choices whenever possible

## Other Visionaries

### PERCEIVE YOU AS:

Outgoing, enthusiastic, warm, opinionated, talkative, intuitive, emotional, stimulating, imaginative, impulsive, excitable, flashy, dramatic, loud, personable, competitive and caring

### TO WORK BETTER WITH FELLOW VISIONARIES:

Provide the discipline in this relationship, or all the fun and creativity will accomplish little. Keep on track and emphasise the basics, allowing carefully limited experimentation as a reward for results

# HOW OTHERS RESPOND TO YOUR VISIONARY STYLE



## Needs\*

- RELATE TO YOUR:**
- Imaginative, stimulating and thought-provoking nature

- QUESTION YOUR:**
- Ability to perform as stated, your follow-through and your loud and flashy emotional side

### TO WORK BETTER WITH NEEDS:

1. Talk about facts, not opinions, and break down component parts, preferably in writing
2. Back-up your facts with proof from authoritative sources
3. Be quietly patient while they discover for themselves what you already know

\*Working with this style will require you to exercise your maximum flexibility.

## Integrators

- RELATE TO YOUR:**
- Warmth, enthusiasm and your stimulating and personable nature

- QUESTION YOUR:**
- Outgoing, loud, dramatic, and impulsive side

### TO WORK BETTER WITH INTEGRATORS:

1. Slow down the pace and the volume – allow time to build a relationship
2. Work on one item at a time, in detail – avoid the confusion of too many tasks or ideas at one time
3. Encourage suggestions and participation in team activities with supportive roles

## Wrap Up

**There you have it; all you need to influence key conversations successfully ...  
at any time, with anyone.**

**Remember, success depends not only on understanding the principles  
contained in this guide, but like any skill, practicing them too.**

**Go for it!**



# ABOUT

B A R R Y K U N T Z

**Managing Director  
Black Isle Consultants (N.A.) Ltd.  
Toronto, Ontario**

Barry is a captivating presenter and trainer and executive coach. Known as a motivator, team builder, and collaborator, Barry is both passionate and talented at helping individuals, teams and organizations achieve their best.

Before joining Black Isle as Managing Director, Barry held senior executive positions at General Motors of Canada Ltd. in sales, service, marketing, and public affairs. His book, "PAUSE: Standout Whenever You Speak" has been widely acclaimed.

Since joining Black Isle, he has embarked on a journey that has been uplifting, inspiring, and rewarding; helping leaders to stand out, whenever they speak. As a certified practitioner in the Dr. Reuven Bar-On method, Barry also enjoys coaching executives to become more effective at emotional intelligence, helping them to manage behaviour, navigate social complexities, and make decisions that achieve positive results.

Barry has worked with senior executives from RBC, BMO, CIBC, Citibank, Barclay's Bank, Bank of Canada, Canaccord Genuity, Manulife Financial, TJX Canada, Enbridge Gas, Lubrizol, Deloitte Consulting, McKinsey & Company, Wrigley, Ontario Pension Board, Unilever, Clorox, Madison Square Garden, Coeur Mining, JLL Partners, Nissan and General Motors of Canada, as well as politicians, presidents of Canadian universities, TEDx Speakers and Dragon's Den contestants.

Barry is a graduate from the University of Saskatchewan with a Bachelor of Administration degree. He is an active supporter of numerous charities having sat on the Board of Directors for the Canadian Medic Alert Foundation, the Traffic Injury Foundation, the Yves Landry Foundation Board, as well as the Grandview Children's Foundation, and as a trustee for the Robert McLaughlin Art Gallery.

**647.220.1702 - [BARRY.CLEARDEV@GMAIL.COM](mailto:BARRY.CLEARDEV@GMAIL.COM)**