Adapting to how others think and decide
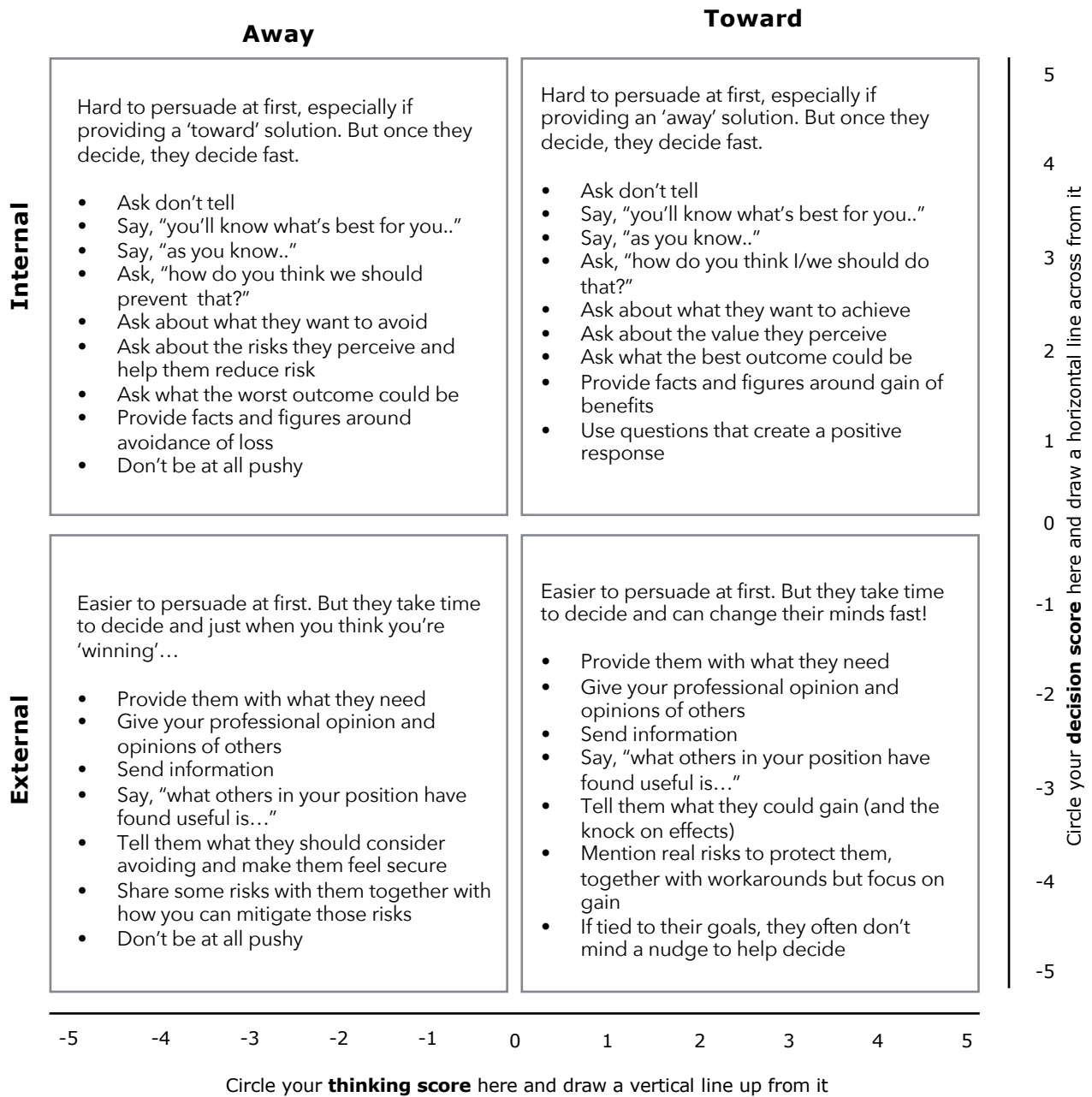
	Away	Toward	
I tend to think and talk more about things that I'd rather avoid happening			I tend to think and talk more about things that I want to happen
I'm more about ensuring that I'm safe, secure, steady and that I get things 'right'?			I'm more about progress, achievement, moving forwards, possibility, taking risks, trying when I know I may fail, and pursuing my dreams and desires
Given the choice (and if I built the capabilities) I'd rather be a CFO of a successful business			Given the choice (and if I built the capabilities) I'd rather be a CEO of a successful business
Given the choice I'd prefer to manage			Given the choice I'd prefer to lead
I tend to be risk averse and focus more on what I don't want to happen			I tend to focus more on what I want to happen

Thinking Score: _____ (#ticks in 'toward' - #ticks in 'away')

	External	Internal	
I tend to seek out the opinions and thoughts of others, and question my own opinions			I tend to feel confident about my own opinions. I stand by them and could confidently argue why I'm right
I take my time making decisions, preferring to research, read reviews and see what's popular			I tend to make decisions quickly know clearly what I want or don't want
When people tell me what I should do or have, I seek to understand why they think that and how it could benefit me			When people tell me what I should do or have, inside I'm pretty closed to what they're saying, as I know better than they do
I rarely judge people when I meet them, preferring to learn what I can about them first			If I'm honest, I may judge people a little too quickly
I consistently question, listen and dig deep when talking to people to fully understand them before suggesting answers or solutions			I often like to get the answer or solutions to people as fast as I can, and as a result may not always listen as thoroughly as I perhaps should

Decision Score: _____ (#ticks in 'internal' - #ticks in 'external')

Adapting to how others think and decide

	Away	**Toward**

Internal

Away / Internal:

Hard to persuade at first, especially if providing a 'toward' solution. But once they decide, they decide fast.

- Ask don't tell
- Say, "you'll know what's best for you.."
- Say, "as you know.."
- Ask, "how do you think we should prevent that?"
- Ask about what they want to avoid
- Ask about the risks they perceive and help them reduce risk
- Ask what the worst outcome could be
- Provide facts and figures around avoidance of loss
- Don't be at all pushy

Toward / Internal:

Hard to persuade at first, especially if providing an 'away' solution. But once they decide, they decide fast.

- Ask don't tell
- Say, "you'll know what's best for you.."
- Say, "as you know.."
- Ask, "how do you think I/we should do that?"
- Ask about what they want to achieve
- Ask about the value they perceive
- Ask what the best outcome could be
- Provide facts and figures around gain of benefits
- Use questions that create a positive response

External

Away / External:

Easier to persuade at first. But they take time to decide and just when you think you're 'winning'…

- Provide them with what they need
- Give your professional opinion and opinions of others
- Send information
- Say, "what others in your position have found useful is…"
- Tell them what they should consider avoiding and make them feel secure
- Share some risks with them together with how you can mitigate those risks
- Don't be at all pushy

Toward / External:

Easier to persuade at first. But they take time to decide and can change their minds fast!

- Provide them with what they need
- Give your professional opinion and opinions of others
- Send information
- Say, "what others in your position have found useful is…"
- Tell them what they could gain (and the knock on effects)
- Mention real risks to protect them, together with workarounds but focus on gain
- If tied to their goals, they often don't mind a nudge to help decide

Vertical axis (right side): 5, 4, 3, 2, 1, 0, -1, -2, -3, -4, -5 — Circle your **decision score** here and draw a horizontal line across from it

Horizontal axis (bottom): -5, -4, -3, -2, -1, 0, 1, 2, 3, 4, 5 — Circle your **thinking score** here and draw a vertical line up from it

It's all very well learning how you think and decide. But what about other people?

How could you spot the style of someone else fairly quickly?

Once you think you know their style, you can use the ideas in the boxes to plan how you could engage them better and help them think and make decisions in a way that works for them.