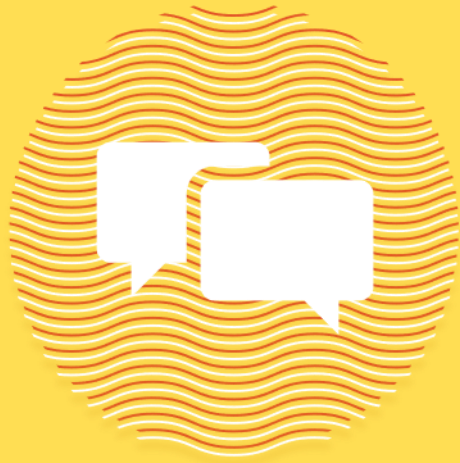# Communication styles in remote working

Personality Styles' role in purpose-driven leadership development

The best guide to understand how to take advantage of your personality to nurture culture, create a sense of belonging, and lead in remote and hybrid environments

Palombini

What is my purpose here?

What you will learn

Communication Styles

Written communication per style

Strengths and Challenges for Purpose-driven leadership per style

Strengths and challenges for remote and hybrid work per style

Communication between styles

Practical Tips for communication development per style

I want to help you adjust your compass to yourself and find the best route for your leadership.

I decided to write this guide with some important insights to help you go through the troubled waters of the VUCA world.

I have witnessed how helpful it can be to take a closer look at your own behavior more objectively and methodically.

You may know that you must improve your communication, maybe you've already had some feedback about that but where can you start?

When it comes to behavior change you must start from within. There is no other way around it, but I can assure you that it is easier than you think and certainly more effective.

Once you accept the way you are it is easier to make a significant change in your communication.

In this e-book you will find a framework to understand your personality style and guidance for using it to improve your communication towards a more purpose-driven leadership adapted to working in hybrid and remote environments.

I hope you find it as helpful as I have. After working on people and leadership development for over 15 years I've had great feedback when I used DISC assessments in communication development.

Enjoy and share

Purpose-driven Leadership

"People who fail to connect emotionally with their audience fall at the bottom of the influence competence hierarchy: They may mean well, but they lack the means to get their message across".

(Daniel Goleman)

Purpose-driven leadership is providing meaning in the workplace and inspiring the workforce towards the company's vision.

There are 4 factors for leaders who want to nurture a purpose-driven culture:

1. Know your purpose
2. Have a clear vision of future
3. Inspire and guide people
4. Make an impact

Leading by purpose means being consciously aware of your intentions and building strong connections between your own values, your actions, and your communication with companies' culture and goals.

This means you, as a leader, must ask 'WHAT FOR', must transmit purpose.

If you want to adapt to the digital revolution and thrive in the VUCA world you must have a clear understanding of the mission you are trying to achieve as a team in a way that you can ripple this purpose in your communication and practices.

Only then it is possible to work on inspiring people through empathy and guiding them towards the company's goals and make an impact on society.

Once you have a clear purpose with your leadership the mission statement will work as a compass for your actions and your communication.

You will become less reactive and more proactive and intentional when talking to people.

But how can you develop yourself towards this kind of leadership? Begin within. I invite you to take a scientific approach to analyze yourself and your personality style.

Disclosure on personality assessments

How I use personality assessments in my coaching practice

In my experience personality assessments can be very useful to start important conversations around how you behave. Most people have a hard time observing themselves because they lack a framework to see through.

When you read your personality report you might agree or disagree with some traits, but it becomes clearer where you should focus your attention to get a more accurate view of yourself.

The personality report works like a mirror. You can more easily find your strength and weaknesses in various areas like leadership, communication, motivation, preferred ways to interact with people and make decisions.

That by itself has helped my clients to raise their self-esteem, build clear professional and personal purposes and find ways of improving their relationships.

Becoming aware of how you come across to people that are different from you is another advantage of using this tool. I feel amazed by how blind people are to these personality differences.
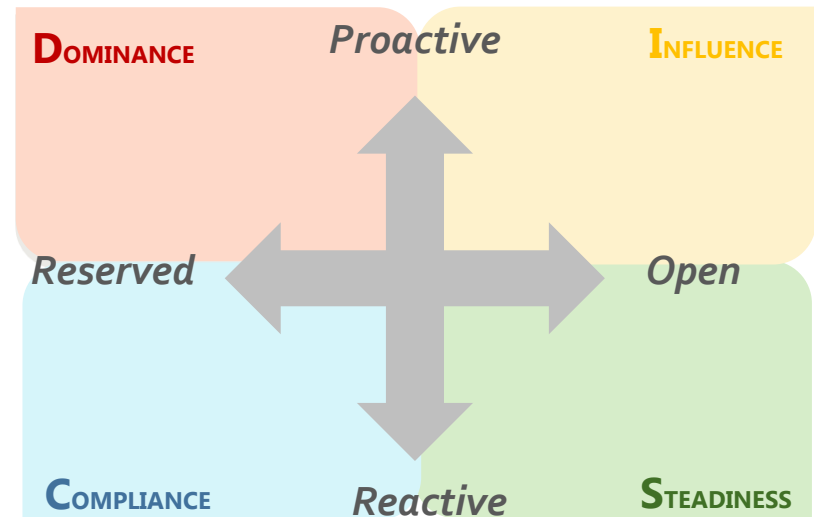
Expecting people to behave as you would can negatively impact your leadership and your communication.

Can they predict behavior?

No. Behavior is not determined only by personality traits, but also by social and cultural background, family dynamics, unconscious biases, psychological projections, and level of emotional intelligence maturity.

Although personality tests are not reliable as the only source of behavior analysis, they can be very useful for self-development and self-knowledge.

Don't treat people the way you'd like to be treated. Treat them the way they'd like to be treated. Empathy plays a big role in communication and relationships.

DISC Method in a Nut Shell

DISC assessments are behavior self-assessment tools based on the 1928 DISC emotional and behavioral theory of psychologist William Moulton Marston.

DISC's framework analyses behavior through two axes: 'Proactive vs Reactive' attitude towards the environment and 'Open vs Reserved' attitude towards people.

Attitude towards the environment can be proactive, direct and immediate or reactive, cautious and patient.

When it comes to the way people interact socially Marston divided people into open, people-oriented, and friendly opposing to a more reserved, practical, and task-oriented attitude.

From the combination of these attitudinal preferences Marston created 4 basic personality traits that can be present in different levels forming several kinds of behavior styles.

Did you know that Charles Marston, the father of DISC theory, was also the creator of the Wonder Woman character?

DISC Traits

When you take a DISC personality assessment you will know the level of each of the four factors below. That will give you more specific knowledge of your personality. Some traits might be so strong as to be easily perceived by others, while other traits will not play a big role in your life leaving room for acting comfortably accordingly to the scenario you find.

Frequently people have one or two high factors. That means that those personality traits are easily observed in their behavior.

Low levels of specific factors can also have an impact on your behavior.

You will probably not have a 100% identification with the descriptions in this picture. They are describing types with a high level of each main factor and low levels of the other ones. But it is a good starting point to place people you communicate with within this framework.

Get in touch for taking an online test and finding out your DISC profile.

	DOMINANCE	**INFLUENCE**	**STEADINESS**	**COMPLIANCE**
HIGH	Assertive Competitive Direct Objective Proactive Result-oriented Strong-willed	Outgoing Trusting Optimistic Persuasive Communicative Impulsive Sociable	Empathetic Good listener Patient Kind Persistent Cautious Seek Safety	Disciplined Reserved Analytical Formal Perfectionist Procedure-oriented Systematic
LOW	Conservative Reserved Moderate Diplomatic Cooperative Careful	Serious Logical Skeptical Formal Reserved Reflective Rational	Active Restless Impetuous Sense of urgency High Energy Flexible Seek diversity	Firm Audacious Independent Adventurous Impulsive Informal Take risks

Dominance Type Communication

When dominants communicate, they intend to find solutions.

They will ask questions until the point they think they have the answer. Their direct and objective style might be interpreted as rude by more sensitive personalities but can also be seen as confident and motivational.

Communication Style

Focus on results & challenges

Energetic

Fast-paced

Extraverted

Rational

Objective

One-way speech

Impatient with details

Direct

Written Communication Style

✓ Small direct texts

✓ Imperative form prevails

✓ May use exclamation marks too frequently

✓ Tendency to write 'urgent' in too many message titles

✓ Uses group chats to give immediate orders

✓ Might feel cold to others and leave colleagues feeling unappreciated or even hurt

✓ Can be blunt and intimidating

Preferred tools: This type likes in-person conversation, but for remote communication, they will go for sync tools that allow them to get answers immediately., like Instant Messaging, Team Chat, Phone Calls.

Dominance Type & Purpose-driven Leadership

D leaders are very independent and result-oriented.

People with extremely high D factor can even be competitive to a point of becoming tyrants and having violent communication.

Unless the I or S factors are also high, this type will struggle to accept vulnerability and cooperation as important leadership skills.

Strengths

✓ Clearly communicate goals

✓ Give a clear vision of future possibilities

✓ Inspire people to action

✓ Let people know what is expected from them

✓ Embrace and explain ambiguity

✓ Agility to change paths according to new scenarios

Challenges

✓ Connect with people's purposes and values

✓ Listen actively looking for new perspectives

✓ Be vulnerable. You don't have to have all the answers

✓ Trust people and delegate

✓ Create a collaborative environment

✓ Bridge the gap between generations

✓ Use Culture as a new structure

✓ Let go of the command-and-control mindset
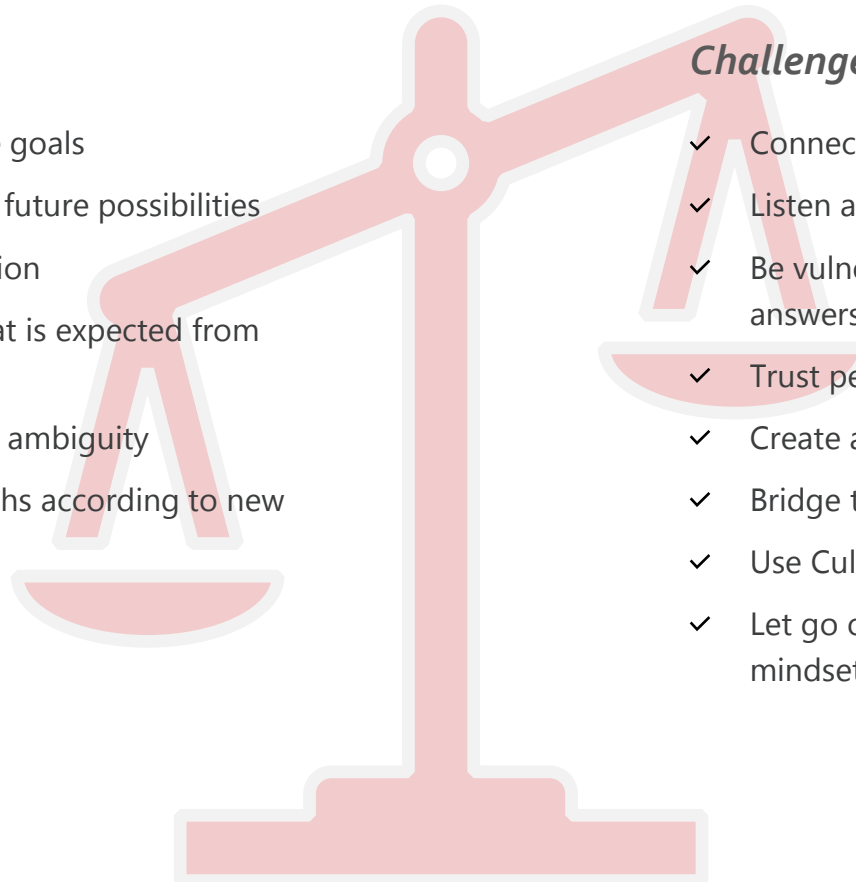
Dominance Type on Hybrid work

The biggest challenge for dominant leaders is to resist micromanaging their teams.

They will also have a hard time creating a sense of belonging with remote teams since D types often count on their magnetism and energy to motivate and engage people.

Communication Challenges

- ✓ Understanding that not every communication aims at problem-solving

- ✓ Active listening - Not interrupting

- ✓ Accepting criticism

- ✓ Explaining why - giving purpose

- ✓ Delivering bad news calmly

- ✓ Asking for and listening to other viewpoints

- ✓ Showing the way without giving orders

Remote and Hybrid Communication

- ✓ Will keep focused and motivated even at a distance

- ✓ Open to new collaboration and communication tools

- ✓ They will find a way to speak up, even at a distance

- ✓ Misses personal contact, mobility, and action, so will tend to get closer to people working with them at the office

- ✓ Distancing from the remote team (especially for leaders with weak sociability skills)

- ✓ Tendency for micromanaging or intensive need to follow-up

- ✓ May get lost in people's schedules and send messages in the middle of the night (lack of empathy)

- ✓ No patience to wait for email replies.

⚠ *Alert:* Leaders with high D factors may take things into their own hands since they are more disconnected from people and like to work independently. Collaborating remotely can be a big challenge.

Dominance Type Development

The highest the D factor is, the greater will be the challenge for purpose-driven leadership.

Dominant Types should focus on changing their mindsets and abandoning the control and command paradigm. Take advantage of their result-oriented style and include people's well-being as a goal.

Tips for Communication Improvements

- ✓ Write a leadership mission statement including how you want to make people feel not only what you want to achieve as a result.

- ✓ Be the last to speak at team meetings

- ✓ Stop interrupting people – make this a goal.

- ✓ Set alarm to prevent sending messages out of working hours.

- ✓ Use a tone detector app before you send written messages

- ✓ Powerful questions list – focused on going deeper into the other's opinions and feelings.

- ✓ Deliver praise – set structure

- ✓ Confirm understanding as a habit

- ✓ Agree on preferred communication channels with your team

- ✓ All hands-on meetings for raising motivation and connecting with all of your team

Dominance Type communicating with...

Dominance Types

- Will go smoothly if both have the same goal and their responsibilities are well defined

- Might turn into conflict if they see each other as obstacles for their goals

- Fast-paced and objective conversations

- Negotiations may be hard since Ds are competitive

- For feedback focus on KPIs related to people skills and cultural goals

Influence Types

- Fast-paced

- Ds might get impatient if Influents get into small talk

- I types might want to show the interpersonal impacts of Ds decisions that they might overlook

- Many ideas can result from this combination

- For feedback focus on giving an image for the improvement you want the I type to achieve

Steadiness Types

- One-direction

- S types get into details that might bore Ds

- D types feel heard and understood by Steadiness types

- D's dynamic style, are likely to be frustrated by S types more patient and stable attitude.

- For feedback focus on the tasks they need to improve to reach desired goals and be careful not to be too blunt

Compliance Types

- Ds may get impatient with C's questioning or technical details

- Might get into arguments between results vs quality

- Objective conversations

- They might forget people's wellbeing

- Neither of them will take opinions personally

- For feedback focus on the quality of their work. You can go straight to the point.

Influence Type Communication

When influents communicate, they desire to maintain or expand social interaction.

They will engage in any conversation, generally dominating the scene. They tend to talk about their feelings but can be poor listeners and interrupt people often.

Communication Style

- Focus on people & relationships
- Energetic
- Fast-paced
- Extraverted
- Feeling
- Talkative
- Enthusiastic & open
- Talks about people they know

Written Communication Style

- ✓ Long subjective e motivational texts
- ✓ Uses emojis and words that cue emotions and intentions
- ✓ Tendency to send too many messages around the same subject and in many different channels
- ✓ Actively uses group chats to connect and not only to inform or give orders
- ✓ Might feel self-centered to others if they only talk about themselves and their achievements
- ✓ Likes storytelling style of communication
- ✓ Include company values key-words

Preferred tools: This type likes to communicate in any way. They are open to trying new tools and engaging with people using many different channels, always trying to find the best way to connect and impact people. Influent types may also like to give webinars and speak to larger audiences

Influence Type & Purpose-driven Leadership

Influent leaders are very democratic and inspiring.

They value the strengths of the team, maintaining a positive and stimulating work climate even at a distance.

If the Dominance factor is low, they will have difficulty communicating harsh and unpopular decisions. Since they tend to be understanding, they might avoid conflicts that can be constructive for the team's development

Strengths

- Able to bring ideas to life by using images, metaphors, and examples
- Inspire people to action
- Connect with people's purposes and values
- Trust people and delegate
- Create a collaborative environment
- Use Culture as a new structure
- Use the group's core values in making decisions and clarifying choices

Challenges

- Giving people bad feedback
- Listen actively. Not interrupting people
- Balance a focus on task with attention to relationships
- Accepting not everyone will like them
- Not playing favorites
- Set challenging goals for the team
- Understand that conflict can be positive and constructive

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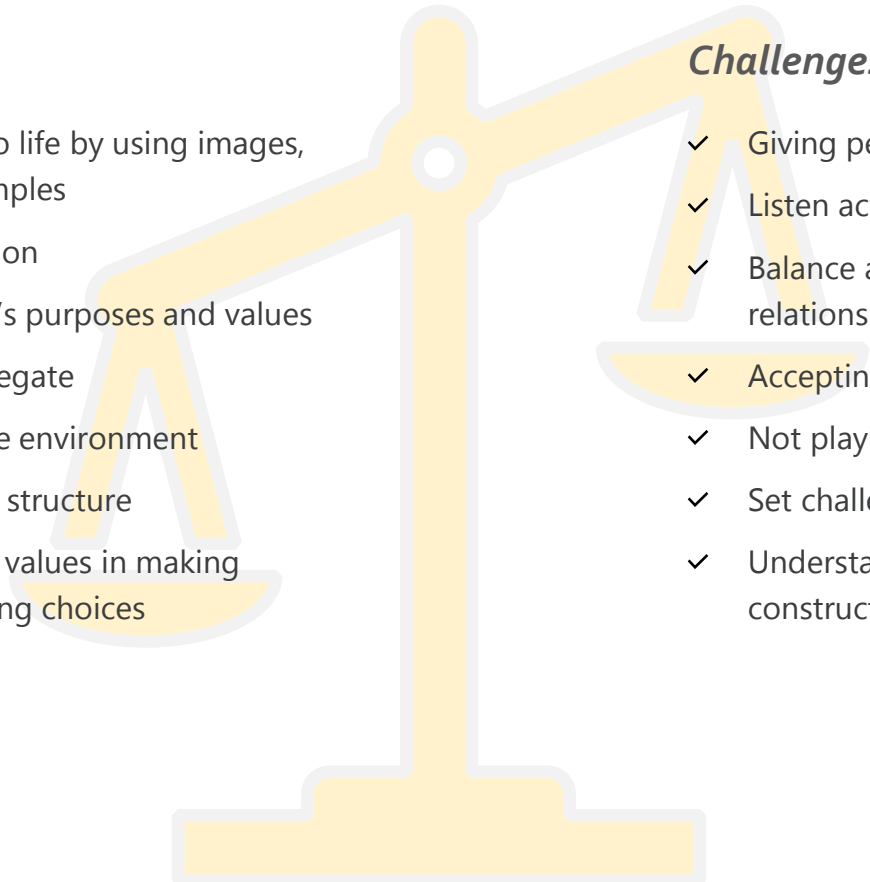
Influence Type on Hybrid work

The biggest challenge for leaders with high I factor is to ensure equitable treatment across remote and in-person employees.

They might also feel isolated and struggle to manage their time and avoid online distractions like social media and group chats.

Communication Challenges

- ✓ Keep focus and motivation at a distance
- ✓ Understand reserved people have different ways to connect
- ✓ Giving people the chance to speak
- ✓ Respecting people's privacy
- ✓ Keep video meetings short and objective
- ✓ Focus too much on coming to agreements
- ✓ Antagonizing the team when their demands are not met by the company
- ✓ Taking responsibility for unpopular decisions

Remote and Hybrid Communication

- ✓ Open to new collaboration and communication tools
- ✓ Able to keep a strong connection with remote teams
- ✓ Able to create a sense of belonging in remote teams
- ✓ Tendency to get closer to employees they have more personal contact with
- ✓ Good at setting clear intentions, explaining why things should be done
- ✓ Prolong video conversations with personal issues
- ✓ Impulsively send messages or share irrelevant content
- ✓ May talk to many people at the same time using different channels

⚠️ *Alert:* Influent leaders need interaction and will tend to overcompensate the physical absence with virtual meetings and may interrupt people's focused work and get in the way of productivity.

Influence Type Development

Leaders with high Influence factor will find it rewarding to adopt a coaching style with their team.

To develop themselves toward effective communication they should work on their listening skills and more objective communication.

They can take advantage of their ability to make connections and work towards more structured and intentional communication.

Tips for Communication Improvements

✓ Write a leadership mission statement including results you'd like to achieve with your team.

✓ Be the last to speak at team meetings. Your view might blind others.

✓ Give all people a chance to speak, not only talkative ones.

✓ Make sure you are not praising the same person over and over

✓ Set more structured feedback and feedforward sessions. Reserved people need that.

✓ Begin emails by stating your intentions.

✓ Read your messages before you send them. Check if they can be more objective and if you already have all the information to press send.

✓ Hold your anxiety for replies. Use proper channels for urgent conversations

Influence Type communicating with...

Dominance Types

- Fast-paced conversations
- I types might find Ds are rude and cold
- Many ideas can result from this combination
- I types might feel pressured by D types for results
- For feedback focus on KPIs related to people skills and cultural goals

Influence Types

- Explosive and loud
- Friendly and joyful
- Influents will talk over each other and that won't be a problem.
- Meetings may take longer than needed for Influents love to talk and share personal stories
- For feedback focus on giving an image for the improvement you want the I type to achieve

Steadiness Types

- Good communication
- Might feel that S types are too cautious and process-focused (get bored).
- May ask for too much in terms of sincere emotional engagement, causing introvert types to withdraw.
- For feedback focus on the tasks they need to improve to reach desired goals and be careful not to be too blunt

Compliance Types

- I types might think C types are distant
- Influential people might feel frustrated with the formality of C style communication
- I types might feel that C types are pessimists and do not support new ideas
- For feedback focus on the quality of their work. You can go straight to the point.

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Steadiness Type Communication

When S types communicate, they intend to nurture close relationships

They will be open to conversations in small groups aiming at listening and giving support. They are likely to ask questions to go deeper into people's feelings but are closed to discussing their own.

Communication Style

- Focus on people & relationships
- Calm & patient
- Slow-paced
- Introverted
- Feeling
- Empathic
- Good Listener
- Reserved
- Collaborative

Written Communication Style

✓ Ask questions regarding people's wellbeing

✓ Long and detailed texts

✓ Likes to explain the process by which they came to that result

✓ Uses emojis and words that cue emotions and intentions with people they are closer

✓ More reactive than active on group chats

✓ Might get into gossips

✓ Don't like to be the center of attention

✓ Might not speak their minds if it contradicts the group's opinion

Preferred tools: People with a high Steadiness level are cautious and prefer to take their time to answer technical matters but like to stay connected to people. They will prefer asynchronous tools for technical work and synchronous for one-on-one conversations

Steadiness Type & Purpose-driven Leadership

Steadiness leaders are very reliable and supportive.

They are inclusive, humble, and inclined to see the points of view of others. S types value positive interaction which makes it easier to foster collaborative environments.

On the other hand, S types leaders aren't comfortable in being demanding and assuming strong positions which can compromise alignment with the company's goals.

Strengths

- ✓ Transparent and trustworthy
- ✓ See vulnerability as a strength
- ✓ Connect with people's purposes and values
- ✓ Listen actively
- ✓ Create a collaborative environment
- ✓ Use Culture as a new structure
- ✓ Build employee experience suing their empathy skills
- ✓ Bridge the gap between different generations

Challenges

- ✓ Trust people and delegate
- ✓ Giving people bad feedback
- ✓ Inspire people for action
- ✓ Set challenging goals for the team
- ✓ Understand that conflict can be positive and constructive
- ✓ Inspire people to action
- ✓ Be more proactive in reaching out to people instead of just being available
- ✓ Quickly adapt to change or unclear expectations

Steadiness Type on Hybrid work

The biggest challenge for leaders with a high S factor is to have a structured environment and clear processes in remote or hybrid situations.

Once they established an efficient workflow, they will feel more comfortable managing remote and hybrid teams. Until then, they might resist new ideas and ways of working and not speak about their problems unless with people they are close to and trust.

Communication Challenges

- ✓ Open to new collaboration and communication tools

- ✓ Speak their minds even if it contradicts the group's opinions.

- ✓ Focus too much on coming to agreements

- ✓ Antagonizing the team when their demands are not met by the company

- ✓ Setting clear intentions and demanding goals

- ✓ Show urgency and be assertive

- ✓ Showing enthusiasm for new ideas

Remote and Hybrid Communication

- ✓ Keep motivation at a distance

- ✓ Able to keep a strong connection with remote teams if they learn how and are given proper tools

- ✓ Can create a sense of belonging in remote teams

- ✓ Speak with one person or team at a time. Not a fan of multitasking

- ✓ May get anxious for not being able to read the organizational mood as well as on onsite work.

- ✓ Tendency to go into too many details in their written messages

- ✓ Good time management and able to help people with organization issues

- ✓ Will not send messages out of working hours.

⚠️ *Alert:* Leaders with high S factors may take things into their own hands just because of their introverted style and for not knowing ways to collaborate in remote environments.

Steadiness Type Development

Leaders with a high Steadiness factor will easily adopt an orchestrator mindset and will be happy to abandon a command-and-control attitude.

To develop themselves toward effective communication they must develop assertiveness and proactiveness.

They can use their highly developed listening and empathy skills to design and structure organizational communication that improves employee experience.

Tips for Communication Improvements

- ✓ Be the first to speak at leadership meetings. Don't play safe all the time. Your opinion matters.

- ✓ Write a leadership mission statement including actions you'd like your team to accomplish.

- ✓ Don't listen to gossip. Discourage them in all situations.

- ✓ Remember to proactively give punctual feedback and feedforward. You don't have to wait for the assessment period.

- ✓ Begin emails by stating your intentions and what you expect people to do.

- ✓ Check if your message needs that many details and if that is the proper channel.

- ✓ Show urgency. Defining suitable channels with stakeholders beforehand will make you more comfortable with this.

Steadiness Type communicating with...

Dominance Types

- S types may feel threatened and anxious
- Won't speak their minds unless D type asks them
- S types feel pressured by D types demands for goals and deadlines
- Both need to have control of working conditions and this can bring conflicts
- For feedback focus on KPIs related to people skills and cultural goals

Influence Types

- Friendly and respectful
- S types might feel invaded by I types personal questions
- S types slow down I types and make them get back on track when they get distracted
- S types might get bothered by the lack of focus and the constant interruption due to other people the I type is talking to
- For feedback focus on giving an image for the improvement you want the I type to achieve

Steadiness Types

- Good communication
- S types focus on people's needs, so they will probably feel safe to trust each other.
- Tendency that they will get lost in details or spend too much time checking information closely.
- Tendency for a strong bond
- For feedback focus on the tasks they need to improve to reach desired goals and be careful not to be too blunt

Compliance Types

- S types can interpret C's practical and rational style as discourtesy.
- S types will communicate people's needs, feelings and might not find that C types are very interested.
- S types look for answers at different levels, mainly social and personal, and may consider Cs a bit cold and closed
- For feedback focus on the quality of their work. You can go straight to the point.

Compliance Type Communication

When Cs communicate, they want to give and receive complete and accurate information.

C types are focused on facts, data, and getting things right. They will tend to overlook social and interpersonal aspects and concentrate on explaining why they are right. Tendency to make many questions before each decision.

Communication Style

Focus on data & tasks

Calm & formal	Slow-paced
Introverted	Thinking
Cautious	Logical & Analytical
Reserved	Collaborative

Written Communication Style

- ✓ Objective and technical texts
- ✓ Active on forums to debate technical matters
- ✓ Do not worry about saying things that people like, nor are afraid of their reaction.
- ✓ Will speak their minds if they think they are right
- ✓ Will adopt a diplomatic attitude
- ✓ Love to use bullets
- ✓ Logical and structured, sometimes in an intellectual way
- ✓ Too many technical details
- ✓ May spend a lot of time arguing the technical matter in group chats

Preferred tools: Cs will prefer asynchronous communication that give them proper time to think before answering. They like debate forums for knowledge seeking and emails or project management tools with room for explaining their solutions and line of thinking

Compliance Type & Purpose-driven Leadership

C-type leaders are very collaborative and debate-oriented.

They can notice subtle changes in the environment that can turn into big risks or great opportunities.

There are two big challenges for purpose-driven leadership for people with high C factor: connecting with people with empathy and embracing error as part of the process.

Strengths

- ✓ Transparent and trustworthy
- ✓ Set challenging goals for the team
- ✓ Manage positive and constructive technical debates
- ✓ Create a collaborative environment
- ✓ Let people know what is expected from them
- ✓ Embrace and explain ambiguity
- ✓ Seek mutual gain
- ✓ Co-create innovation

Challenges

- ✓ Trust people and delegate
- ✓ See vulnerability as a strength
- ✓ Dissociate mistakes and failure
- ✓ Listen actively
- ✓ Connect with people's purposes and values
- ✓ Use Culture as a new structure
- ✓ Sharing Information
- ✓ Transmitting feelings
- ✓ Giving more objective, less detailed information

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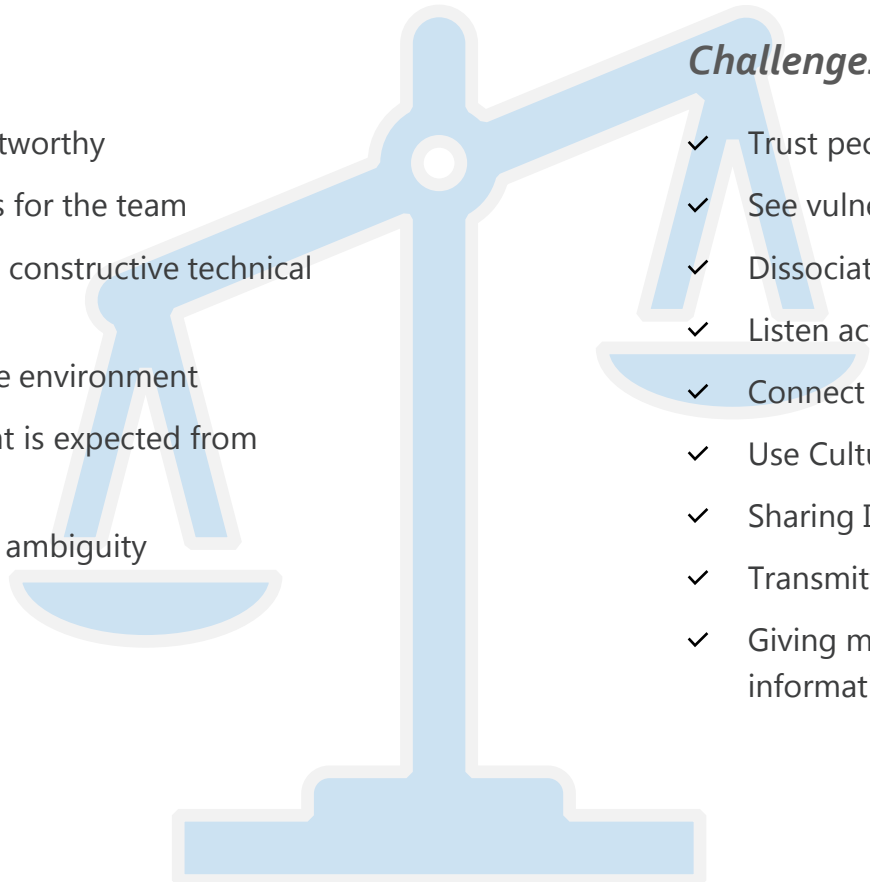
Compliance Type on Hybrid work

The biggest challenge for C leaders is to connect with people and show empathy in remote or hybrid situations.

They will keep work running efficiently and respect people's needs for focused work.

People with high Compliance can easily distance themselves in remote environments if they are not intentional about connecting.

Communication Challenges

- ✓ Create a sense of belonging in remote teams

- ✓ Showing enthusiasm for new ideas and not discourage them because they are not perfect

- ✓ Admitting when wrong

- ✓ Pay more attention to your audience and adapt your speech accordingly

- ✓ Starting conversations with NO, BUT, HOWEVER

- ✓ Listen actively and with empathy

Remote and Hybrid Communication

- ✓ Tendency to go into too many technicalities

- ✓ May become distant for focusing too much on technical work and forgetting to interact

- ✓ Will keep motivation working alone

- ✓ Will research for the best tools for collaboration and communication

- ✓ Set clear and demanding quality goals

- ✓ May not communicate enough

- ✓ Focus their interactions on the exchange of information that allows good decisions and achieve goals

⚠️ *Alert:* Leaders with high C factors are so afraid to make mistakes that they might take things into their own hands and the team may feel this as a lack of trust in their ability to deliver with quality.

Compliance Type Development

Compliance Leaders may find it hard to abandon a command-and-control attitude and to create connections.

Cs need to change their mindsets regarding their roles as leaders and accept they won't have all the answers every time in a volatile, uncertain, complex, and ambiguous world.

They can use their analytical skills to work a method for improving their communication.

Tips for Communication Improvements

- ✓ Include KPIs related to nurturing cultural values in your goals

- ✓ Be the last to speak at team meetings. Your opinion might be taken as the correct answer.

- ✓ Write a leadership mission statement including your intentions toward nurturing values and culture

- ✓ Remember to proactively give punctual feedback and feedforward. You don't have to wait for the assessment period.

- ✓ Begin your communication by asking how people are doing

- ✓ Check your audience to adapt your speech to lay terms

- ✓ Use a tone detector app before you send written messages

- ✓ Have a powerful questions list – focused on going deeper into the other's opinions and feelings.

Compliance Type communicating with...

Dominance Types

- C types feel pressured by D types for deadlines
- Might get stressed if D overlooks quality
- Objective conversations
- They might forget people's wellbeing.
- Cs will speak their mind and not be threatened by D's authoritative style
- For feedback focus on KPIs related to people skills and cultural goals

Influence Types

- Cs may think I people are inconvenient in approaching personal matters.
- Cs see Influents as idealists and over-optimistic, so they often play advocate's lawyer and show the downsides
- Cs might think I types are too distracted and naïve.
- For feedback focus on giving an image for the improvement you want the I type to achieve

Steadiness Types

- Calm and respectful communication
- Both are reserved, so they might not get close
- Difficulty in collaborating
- Cs might find S types to be too sensitive
- Cs might find support in S types for their ideas
- For feedback focus on the tasks they need to improve to reach desired goals and be careful not to be too blunt

Compliance Types

- If both C types are knowledgeable in the same subject this conversation may never end.
- They might go over arguments until they determine who is right, for the sake of knowledge.
- Tendency to get lost in technicalities and lose the big picture
- For feedback focus on the quality of their work. You can go straight to the point.

Thank You

Engaging with Palombini

Real-life solutions for real leadership problems

I'd love to help you!

Consulting

I can help you guide your organization into the fourth industrial revolution. Assessing your company's needs and creating personalized solutions for People Strategy.

Mentoring

In groups or individuality, I can help leaders to increase productivity, retain clients and talents. Learn through practice and get support for the implementation and follow-up.

Coaching

For leaders or teams.
This approach will help them to become more goal-oriented and define unique strategies to get results and develop emotional intelligence.

Programs and workshops

The best of all worlds. These are personalized programs that use strategies of coaching, mentoring, and co-creative techniques with its focus being on improving KPIs.

About Carolina Palombini

I am a Psychologist, working with people development for over 20 years.

I have been an executive in many multinational companies and after all this time I have helped dozens of executives, leaders, and teams to be more productive, leveraging emotional intelligence and creating a more creative and agile environment.

I believe in real-life solutions for real leadership problems.

As a consultant and coach, I realized that the best way to achieve results is not by content-based training, but by getting into real problems and finding solutions that can be applied to the teams' and executives' routines.

That is why I like to create my own tools to help my clients, according to their company's culture and personality type.

I love my job, and my greatest satisfaction comes from the feedback and testimonials I receive.

That's how I realize I'm on the right path, fulfilling my purpose.

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