

Your Style

Check the word or phrase in each set that is most like you.

1. ___ Competitive 2. ___ Joyful 3. ___ Considerate 4. ___ Harmonious	1. ___ Will try new ideas 2. ___ Optimistic 3. ___ Wants to please others 4. ___ Respectful	1. ___ Will power 2. ___ Open minded. 3. ___ Cheerful 4. ___ Obliging	1. ___ Daring 2. ___ Expressive 3. ___ Satisfied 4. ___ Diplomatic
1. ___ Powerful 2. ___ Good mixer 3. ___ Easy on others 4. ___ Organized	1. ___ Restless 2. ___ Popular 3. ___ Neighborly 4. ___ Abides by rules	1. ___ Unconquerable 2. ___ Playful 3. ___ Obedient 4. ___ Fussy	1. ___ Self-reliant 2. ___ Fun-loving 3. ___ Patient 4. ___ Soft-spoken
1. ___ Bold 2. ___ Charming 3. ___ Loyal 4. ___ Easily led	1. ___ Outspoken 2. ___ Companionable 3. ___ Restrained 4. ___ Accurate	1. ___ Brave 2. ___ Inspiring 3. ___ Submissive 4. ___ Timid	1. ___ Nervy 2. ___ Jovial 3. ___ Even-tempered 4. ___ Precise
1. ___ Stubborn 2. ___ Attractive 3. ___ Sweet 4. ___ Avoids confrontation	1. ___ Decisive 2. ___ Talkative 3. ___ Controlled 4. ___ Conventional	1. ___ Positive 2. ___ Trusting 3. ___ Contented 4. ___ Peaceful	1. ___ Takes risks 2. ___ Warm 3. ___ Willing to help 4. ___ Not extreme
1. ___ Argumentative 2. ___ Light-hearted 3. ___ Nonchalant 4. ___ Adaptable	1. ___ Original 2. ___ Persuasive 3. ___ Gentle 4. ___ Humble	1. ___ Determined 2. ___ Convincing 3. ___ Good-natured 4. ___ Cautious	1. ___ Persistent 2. ___ Lively 3. ___ Generous 4. ___ Well-disciplined
1. ___ Forceful 2. ___ Admirable 3. ___ Kind 4. ___ Non-resisting	1. ___ Assertive 2. ___ Confident 3. ___ Sympathetic 4. ___ Tolerant	1. ___ Aggressive 2. ___ Life-of-the-party 3. ___ Easily fooled 4. ___ Uncertain	1. ___ Eager 2. ___ High-spirited 3. ___ Willing 4. ___ Agreeable

Scoring For Style

Counting and recording:

1. Count the number of 1's that you marked. Write that number in the Tally Box marked 1. Do the same with the 2's, 3's and 4's.
2. On the first scale, draw a line through the number on the bar graph that corresponds with your total number of 1's. This is the end line for your bar graph.
3. Beginning at the left end, shade in the space on the bar up to your end line on the first bar graph.
4. Do the same for the second, third and fourth graphs.

Tally Box

1		0	1	2	3	4	5	6	7	8	9	10	11	12	14	16	18
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2		0	1	2	3	4	5	6	7	8	9	10	11	12	14	16
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3		0	1	2	3	4	5	6	7	8	9	10	12	14	16
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4		0	1	2	3	4	5	6	7	8	9	10	12	14
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_____ Total must equal 24

Guidelines for Recognition

Behavioral Styles

	<i>Amiable</i>	<i>Expressive</i>	<i>Analytical</i>	<i>Driver</i>
How to recognize:	They like positive attention, to be helpful, and to be regarded warmly.	They get excited, loud, talk a lot, very persuasive.	They seek a lot of data, ask many questions, are methodical.	They like their own way; decisive, strong points of view.
Strengths:	Supportive Easy going	Enthusiastic Imaginative	Precise Systematic	Determined Objective
Measures personal values by:	Attention	Applause	Activity	Results
On the job, excels at:	Service, social or relationship tasks; teaching	Promotion, ideas, drama, marketing, graphics, art.	Research and development, analysis, statistics, data gathering.	Planning, management, coordination, organization.
Appeal to them by:	Being supportive; show that you care; being agreeable.	Getting excited with them; show emotion.	Providing lots of data and information; being accurate.	Letting them be in charge; giving them decisions to make; being efficient.
High Wants:	Guarantees, security, appreciation, quality control, specialization Relationships; friendship means a lot to them.	Social recognition, free from details, to impress others, to provide service, group activities Likes to save effort; Rely heavily on intuition, feelings, quickly move on.	Perfection, tradition, procedures. Like to save face; they hate to make an error, be wrong or not have information.	Authority, power, free from controls, options. Likes to save time; they like to be efficient, get things done now!
Will improve with:	A structure of goals and methods to reach each goal.	Recognition and some structure within which to reach each goal.	Interpersonal communication skills.	A position that requires cooperation with others.
Needs to learn to:	Reach for goals; to act without agreement from others.	Slow down, check out perceptions, restrain impulsiveness.	Initiate, act, to risk mistakes.	Listen and to follow others.
When stressed:	Permissive	Overbearing Unrealistic	Nit-picking Inflexible	Domineering Unfeeling

Style Descriptors

<i>Driver</i>	<i>Expressive</i>	<i>Amiable</i>	<i>Analytical</i>
action-oriented	verbal	patient	diplomatic
decisive	motivating	loyal	accurate
a problem solver	enthusiastic	sympathetic	conscientious
direct	gregarious	a team person	a fact finder
assertive	convincing	relaxed	logical
demanding	emotional	systematic	conventional
a risk taker	impulsive	mature	sensitive
forceful	generous	organized	controlled
adventuresome	influential	questioning	orderly
competitive	charming	supportive	precise
self-reliant	confident	stable	disciplined
independent	inspiring	considerate	deliberate
determined	dramatic	empathetic	cautious
an agitator	optimistic	persevering	high standards
results oriented	animated	trusting	details
		congenial	

Ideas for Working with Analyticals

Consider Doing More	Consider Doing Less
1. Prepare your "case" in advance.	1. Don't be disorganized or messy.
2. Approach them in a straightforward, direct way; stick to business.	2. Don't be giddy, casual, informal, loud.
3. Support their principles; use thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.	3. Don't rush the decision-making process.
4. Make an organized contribution to their efforts; present specifics and do what you say you can do.	4. Don't be vague about what's expected of either of you; don't fail to follow through.
5. Take your time, but be persistent.	5. Don't dilly-dally.
6. Draw up a scheduled approach to implementing action with step-by-step timetable; assure them that there won't be surprises.	6. Don't leave things to chance or luck.
7. If you agree, follow through.	7. Don't provide special personal incentives.
8. If you disagree, make an organized presentation of your position.	8. Don't threaten, cajole, wheedle, coax, whimper.
9. Give them time to verify reliability of your actions, be accurate, realistic.	9. Don't use testimonies of others or unreliable sources; don't be haphazard.
10. Provide solid, tangible, practical evidence.	10. Don't use someone's opinion as evidence.
11. Minimize risk by providing guarantees over a period of time.	11. Don't use gimmicks or clever, quick manipulations.
12. When appropriate, give them time to be thorough.	12. Don't push too hard or be unrealistic with deadlines.

Ideas for Working with Amiables

Consider Doing More	Consider Doing Less
1. Start, however briefly, with a personal comment. Break the ice.	1. Don't rush headlong into business or the agenda.
2. Show sincere interest in them as people; find areas of common involvement; be candid and open.	2. Don't stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
3. Patiently draw out personal goals and work with them to help achieve these goals; listen; be responsive.	3. Don't force them to respond quickly to your objectives; don't say: "Here's how I see it."
4. Present your case softly, non-threateningly.	4. Don't be domineering or demanding; don't threaten with position power.
5. Ask "how?" questions to draw their opinions.	5. Don't debate about facts and figures.
6. Watch carefully for possible areas of early disagreement or dissatisfaction.	6. Don't manipulate or bully them into agreeing because they probably won't fight back.
7. If you disagree, look for hurt feelings, personal reasons.	7. Don't patronize or demean them by using subtlety.
8. Move casually, informally.	8. Don't be abrupt and rapid.
9. Define clearly (preferably in writing) individual contributions.	9. Don't be vague; don't offer options and probabilities.
10. Provide guarantees that their decision will minimize risks; give assurances that provide them with benefits.	10. Don't offer assurances and guarantees you can't fulfill.
11. Provide personal assurances, clear, specific solutions with maximum guarantees.	11. Don't keep deciding for them or they'll lose initiative; don't leave them without backup support.

Ideas for Working with Drivers

Consider Doing More	Consider Doing Less
1. Be clear, specific, brief and to the point.	1. Don't ramble on, or waste time.
2. Stick to business.	2. Don't try to build personal relations.
3. Come prepared with all requirements, objectives, support material in well-organized "package".	3. Don't forget or lose things; don't be disorganized or messy; don't confuse or distract their mind from business.
4. Present the facts logically; plan your presentation efficiently.	4. Don't leave loopholes or cloudy issues – if you don't want to be zapped.
5. Ask specific (preferably "what?") questions	5. Don't ask rhetorical questions, or useless ones.
6. Provide alternatives and choices for making their own decisions.	6. Don't come with a ready-made decision, and don't make it for them.
7. Provide facts and figures about probability of success or effectiveness of options.	7. Don't speculate wildly or offer guarantees and assurances where there is risk in meeting them.
8. If you disagree, take issue with facts, not the person.	8. If you disagree, don't let it reflect on them personally.
9. If you agree, support results, not the person.	9. If you agree, don't reinforce with "I'm with you."
10. Motivate and persuade by referring to objectives and results.	10. Don't try to convince by "personal" means.
11. Support, maintain.	11. Don't direct or order.
12. After talking business, depart graciously.	12. Don't do an "epilogue" bit after finishing business.

Guidelines for Recognition

Controls Emotions

How responsive is the person?

(Horizontal axis)

- Reserved, unresponsive
- Poker faced
- Actions are caution or careful
- Wants facts and details
- Eye contact infrequent while listening
- Eyes harsh, severe or serious
- Limited use of hands, clenched tightly, folded or pointed
- Limited person feelings, storytelling, or small talk

How assertive is the person?

(Vertical axis)

Asserts by Asking

- Seldom uses voice to emphasize ideas
- Expressions and posture are quiet and submissive
- Deliberate, studied or slow in speech
- Indifferent handshake
- Asks questions more often than makes statements
- Unclear about what is wanted
- Tends to lean backward

Analytical	Driver
Amiable	Expressive

Asserts by Telling

- Emphasizes *ideas* by tone change
- Expressions are aggressive or dominant
- Quick, clear or fast paced
- Firm handshake
- Makes statements more often than asks questions
- Lets one know what is wanted
- Tends to lean forward to make a point

Displays Emotions

- Animated, uses facial expressions
- Smiles, nods, frowns
- Actions are open or eager
- Little effort to push for facts
- Eye contact frequent while listening
- Friendly gaze
- Hands free, palms up, open
- Friendly gestures
- Shares personal feelings
- Attentive, responsive, enjoys relating to others

Under Stress

Analytical
becomes

- Avoiding
- then
- Autocratic

Driver
becomes

- Autocratic
- then
- Avoiding

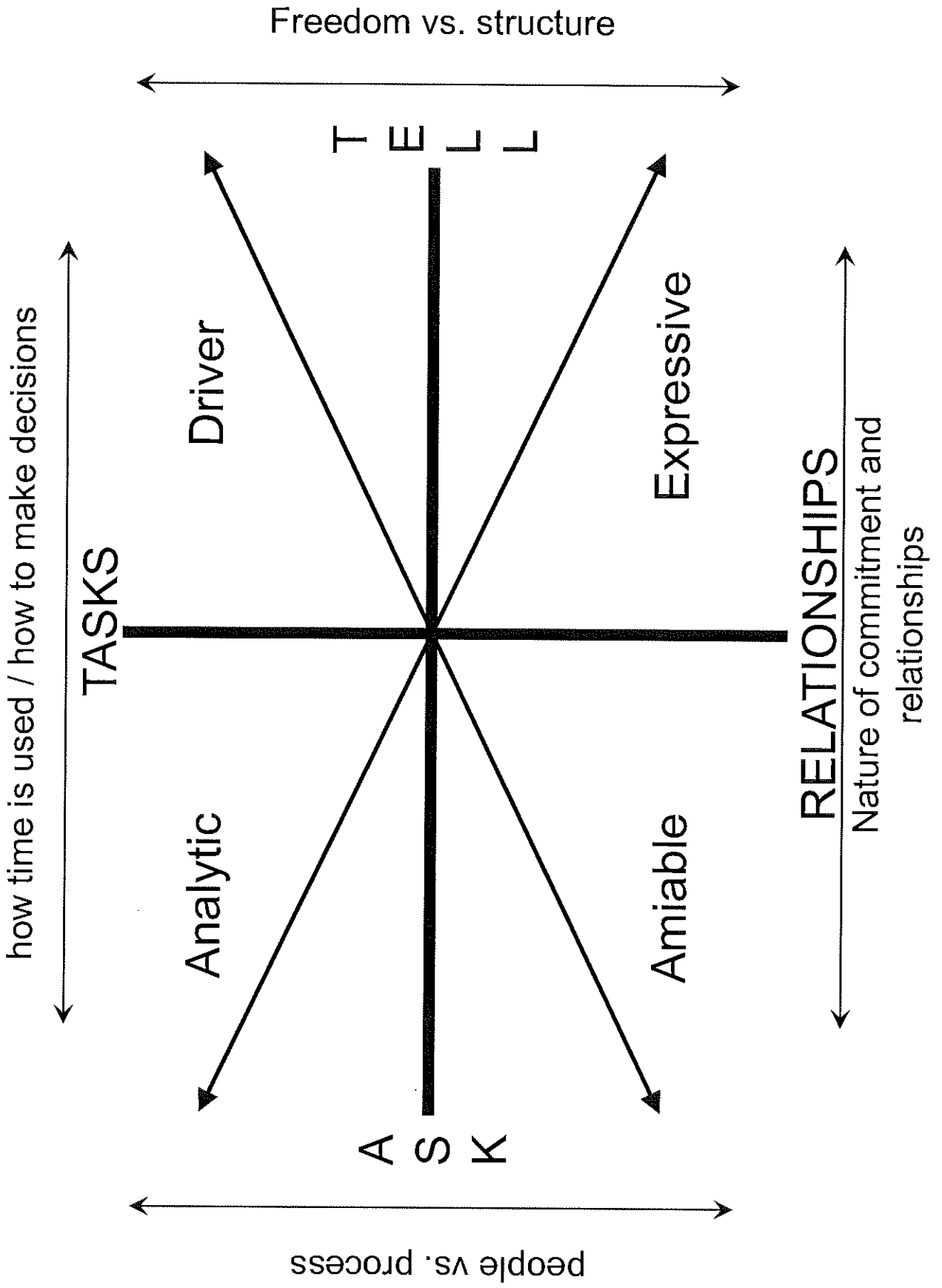
Amiable
becomes

- Acquiesant
- then
- Attacking

Expressive
becomes

- Attacking
- then
- Acquiesant

Conflict: when styles converge



Too much of a good thing?

When qualities become weaknesses

Analytic's strength

Orientation for quality

(excellence through perfection...beat them into submission)

Driver's strength

Forcefulness

(move/shake, make it happen, step all over people)

Harmonizer

(keep that conflict under wraps... please?)

Amiable's strength

Spontaneity

(What about what you promised?)

Expressive's strength

