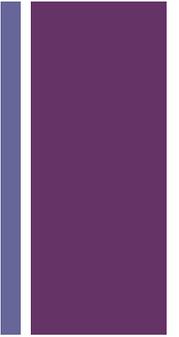


Communication Styles

Martha Tuttle
King County Wastewater Treatment Division
PNCWA Spring Workshop 2011

+ Overview of Session

- Introductions
- Assessment & Scoring
- Definition of styles/Styles grid
- How to recognize styles
- Styles under stress
- Too much of a good thing?
- Group Activity (if time)
- Versatility
- Tips when working with different styles



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

+

Assessment

- Check the word or phrase in each set that is most like you.
- Once you have finished, turn your page over and begin scoring.



+ 4 Styles

■ Analytical

- plans, researches, collects data, analyzes, exact, detail-oriented, perfectionist, cautious, skeptical, prepared, thorough
- “Look before you leap”

■ Amiable

- wants to get along, people-oriented, dislikes conflict, supportive, helpful, builds relationships, giving, honest, picks up on subtleties
- “Let’s work together”

■ Driver

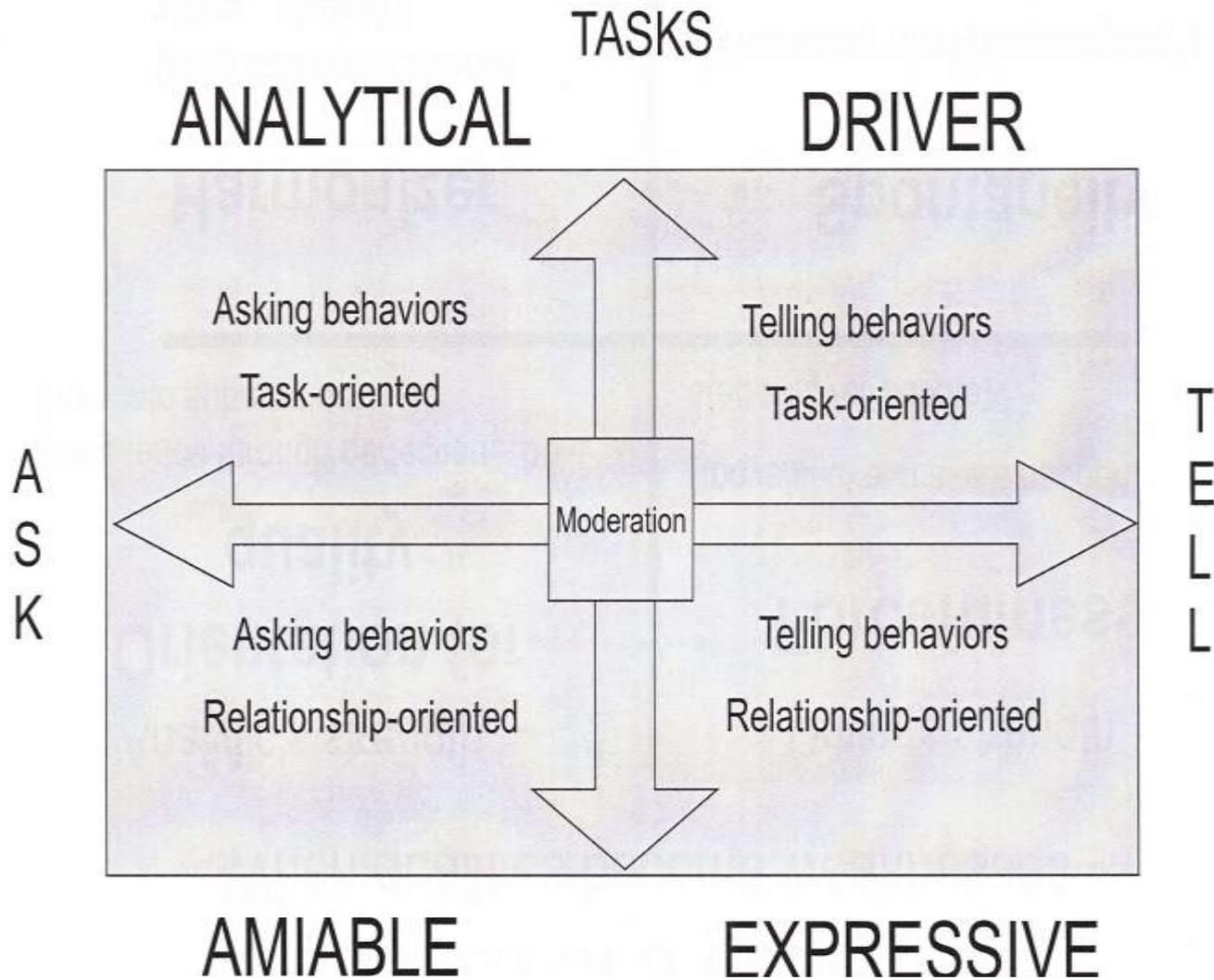
- direct, dutiful, practical, decisive, fast-paced, lead not follow, results, on time, on task
- “Get it done”

■ Expressive

- energetic, inspiring, fast, flamboyant, playful, creative, rapid reactor, flexible, non-linear, tests limits
- “Trust me”



Four Communications Styles





Guidelines for Recognition

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

+ What motivates each style?

■ Analytical

- R-E-S-P-E-C-T

■ Amiable

- APPROVAL

■ Driver

- RESULTS

■ Expressive

- RECOGNITION





How to Recognize the Style



	<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



Common Misperceptions



■ Analytical

- They don't have feelings
- They don't know how to have fun!

■ Driver

- They are impersonal and pushy

■ Amiable

- They place too much emphasis on relationships
- They move too slowly on decisions

■ Expressive

- They are flighty
- They joke around too much
- They are not task-oriented

Under Stress

Analytical
becomes

- Avoiding
then
- Autocratic

Driver
becomes

- Autocratic
then
- Avoiding

Amiable
becomes

- Acquiesant
then
- Attacking

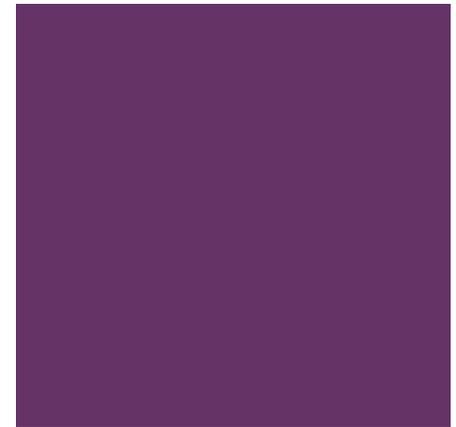
Expressive
becomes

- Attacking
then
- Acquiesant



Too much of a good thing?

When qualities become weaknesses





Small Group Activity

- Quickly pair with one person.
- With what you know about styles, describe the most difficult public communication interaction you have had.
 - What was the issue?
 - What was their style/approach?
 - What was your reaction?
 - What can you do differently next time?
- Now switch!



Flex your style...
Versatile responses

- **Identify** the person's social style
- **Reflect** on what that person's expectations are for comfortable relationships
- **Modify** your behavior

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 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.



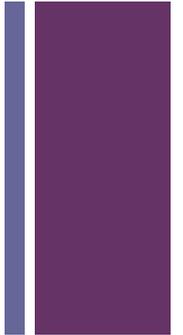
Ideas for Working with Amiables

Consider Doing More	Consider Doing Less
<ol style="list-style-type: none">1. Start, however briefly, with a personal comment. Break the ice.2. Show sincere interest in them as people; find areas of common involvement; be candid and open.3. Patiently draw out personal goals and work with them to help achieve these goals; listen; be responsive.4. Present your case softly, non-threateningly.5. Ask "how?" questions to draw their opinions.6. Watch carefully for possible areas of early disagreement or dissatisfaction.7. If you disagree, look for hurt feelings, personal reasons.8. Move casually, informally.9. Define clearly (preferably in writing) individual contributions.10. Provide guarantees that their decision will minimize risks; give assurances that provide them with benefits.11. Provide personal assurances, clear, specific solutions with maximum guarantees.	<ol style="list-style-type: none">1. Don't rush headlong into business or the agenda.2. Don't stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.3. Don't force them to respond quickly to your objectives; don't say: "Here's how I see it."4. Don't be domineering or demanding; don't threaten with position power.5. Don't debate about facts and figures.6. Don't manipulate or bully them into agreeing because they probably won't fight back.7. Don't patronize or demean them by using subtlety.8. Don't be abrupt and rapid.9. Don't be vague; don't offer options and probabilities.10. Don't offer assurances and guarantees you can't fulfill.11. Don't keep deciding for them or they'll lose initiative; don't leave them without backup support.

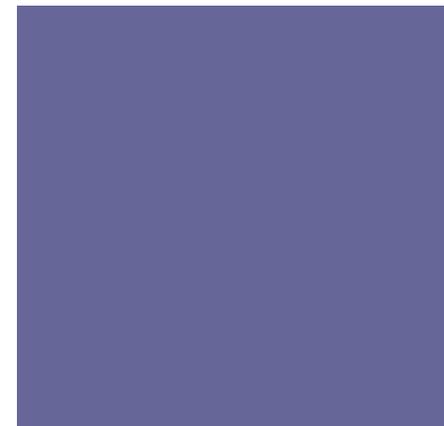
Ideas for Working with Expressives

Consider Doing More	Consider Doing Less
1. Plan interaction that supports their dreams and intentions.	1. Don't legislate or muffle.
2. Leave time for relating, socializing.	2. Don't be curt, cold or tight-lipped.
3. Talk about people and their goals; opinions they find stimulating.	3. Don't drive on to facts and figures, alternatives, abstractions.
4. Don't deal with details; put them in writing, pin them to modes of action.	4. Don't leave decisions hanging in the air.
5. Ask for their opinions / ideas regarding people.	5. Don't waste time trying to be impersonal, judgmental, task-oriented.
6. Provide ideas for implementing action, surprises.	6. Don't "dream" with them or you'll lose time.
7. Use enough time to be stimulating, fun loving, fast moving.	7. Don't kid around too much or "stick to the agenda" too much.
8. Provide testimonials from people they see as important, prominent.	8. Don't talk down to them.
9. Offer special, immediate and extra incentives for their willingness to take risks.	9. Don't be dogmatic.

+ Quick Tips



- Be aware of your own style
- Try to quickly identify others' style
- You can't change your style, but you can flex your style to find a common ground



Thank you!

Chaos, Panic & Disorder..
my work here is done.