

Tips for Understanding and Working with Others

When working on communicating, we need to find ways to "connect" with others. Apart from a common language, we need to share interests and terminology to understand what the other is saying. In the same way, we must work to bridge our differences in personality.

The following rule generally holds true:

The further away you are from someone on the personality grid the more difficult it is to relate to them.

For example, a highly analytical person will likely find it difficult to work with someone who is very expressive. The same conflict could occur between a driver and an amiable. This is because their ways of thinking and working are quite different.

Most of the time we will not have the luxury of choosing who we will work with. Because of this, we must work with all personality types. To do this effectively, you will need to:

- *Observe.* Listen and watch for personality cues; be open to someone else's style, values and perspective.
- *Adapt.* Find common ground with someone who is different; this could be your speed of speaking or the terms you use (e.g., talking about facts vs. feelings).
- *Connect.* Watch for body language and get feedback from others to see if you are being understood; check your own thoughts/feelings. Do you feel harmony or discord?

The objective is to understand and relate to all other personality types. That is when communication clicks and working together works best.

In order to better understand personality types, it is best if we understand our own personality type.

The Value of Personality Analysis

Here are some ways the personality analysis can help you become a leader:

- *Increased self-acceptance.*
You will begin to accept more of your strengths and your weaknesses.
- *Improved awareness.*
You will recognize where your strengths can become weaknesses.
- *More perspective.*
You will be able to see (and have more understanding of) different sides of yourself and others.
- *Greater choice.*
Knowing different personality qualities, you will be able to develop the ones you want.
- *More understanding and ability to work with others.*
You will see the strengths and needs of people around you.
- *Enhanced personal growth.*
You will feel more balanced, more integrated, and whole.

Continue to the assessment:

SELF-ASSESSMENT OF SOCIAL STYLES

Use the questionnaire and chart on the next page to assess your social style. Total your score on assertiveness and divide by 15. Then total your score on responsiveness and divide by 15. Plot the two average scores on the chart (back page).

Assertiveness Ratings

I perceive myself as:

Quiet..... Talkative	
1 2 3 4	
Slow to Decide Fast to Decide	
1 2 3 4	
Going along..... Taking charge	
1 2 3 4	
Supportive..... Challenging	
1 2 3 4	
Compliant..... Dominant	
1 2 3 4	
Deliberate..... Fast to Decide	
1 2 3 4	
Asking questions Making statements	
1 2 3 4	
Cooperative..... Competitive	
1 2 3 4	
Avoiding risks Taking risks	
1 2 3 4	
Slow, studied..... Fast-paced	
1 2 3 4	
Cautious..... Carefree	
1 2 3 4	
Indulgent..... Firm	
1 2 3 4	
Nonassertive..... Assertive	
1 2 3 4	
Mellow..... Matter-of-fact	
1 2 3 4	
Reserved..... Outgoing	
1 2 3 4	

Total Score = _____ / 15 = _____

Responsiveness Ratings

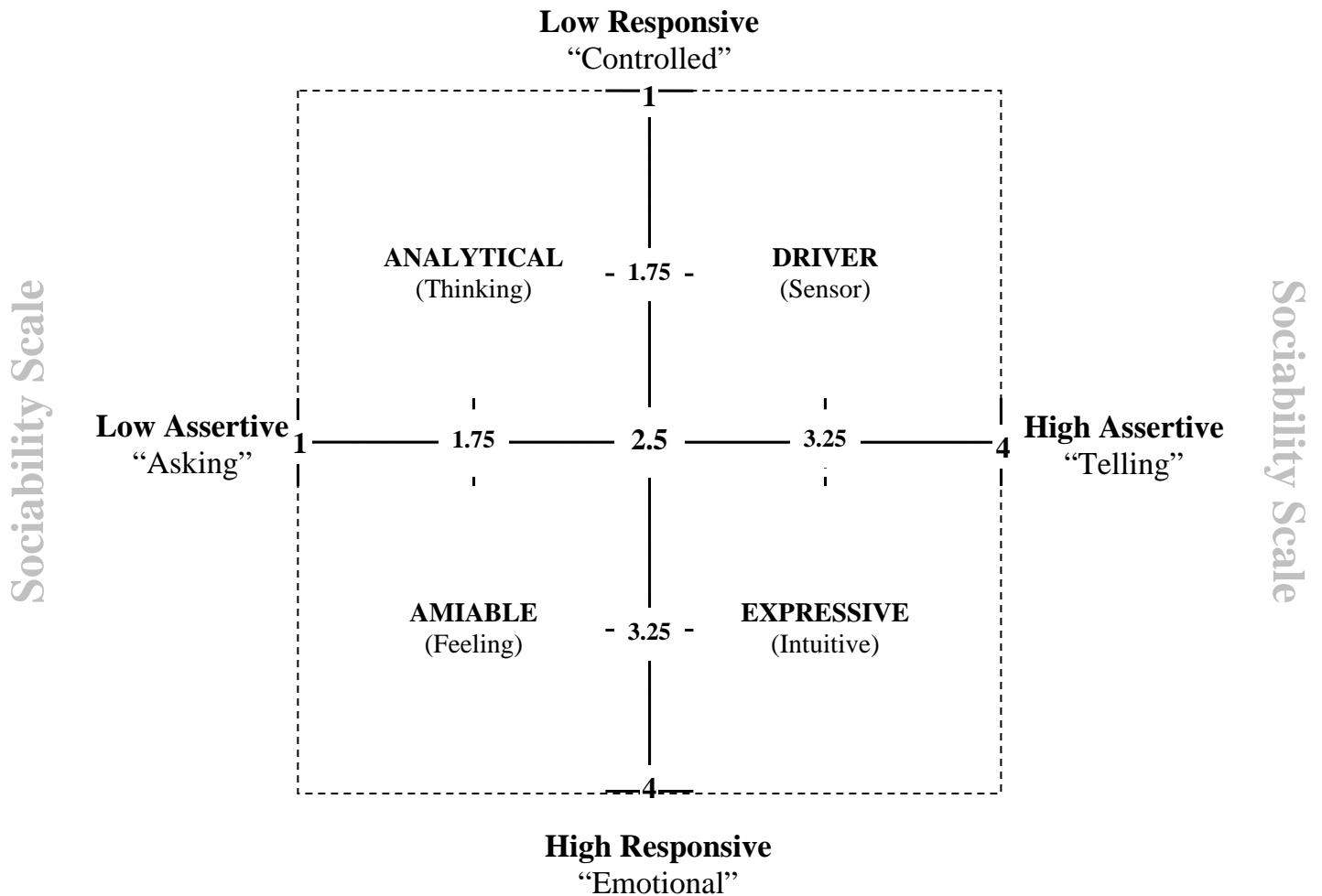
I perceive myself as:

Open..... Closed	
4 3 2 1	
Impulsive..... Deliberate	
4 3 2 1	
Using opinions Using facts	
4 3 2 1	
Informal Formal	
4 3 2 1	
Emotional..... Unemotional	
4 3 2 1	
Easy to know..... Hard to know	
4 3 2 1	
Warm..... Cool	
4 3 2 1	
Excitable..... Calm	
4 3 2 1	
Animated..... Poker-faced	
4 3 2 1	
People-oriented Task-oriented	
4 3 2 1	
Spontaneous Cautious	
4 3 2 1	
Responsive Nonresponsive	
4 3 2 1	
Humorous Serious	
4 3 2 1	
Impulsive..... Methodical	
4 3 2 1	
Lighthearted..... Intense	
4 3 2 1	

Total Score = _____ / 15 = _____

SELF-ASSESSMENT OF SOCIAL STYLES

Dominance Scale



Dominance Scale

Assertiveness	<i>Dominance</i>	The degree to which a person attempts to control situations or the thoughts and actions of others.
Responsiveness	<i>Sociability</i>	The readiness with which a person outwardly displays emotions or feelings and develops relationships.
Driver	<i>Sensor</i>	Quick reactions to here and now sensory input
Expressive	<i>Intuitive</i>	Imagination and thought
Amiable	<i>Feeling</i>	Emotional and personal reactions to experiences
Analytical	<i>Thinking</i>	Logically organizing and analyzing data

Four Social Styles

ANALYTICAL: Low Responsiveness, Low Assertiveness

Analytical people can appear unsociable, especially to Amiables and Expressives. They may seem serious and indecisive. This is because they need to look at every conceivable angle before they feel satisfied. A consequence of this is that they are persistent in their questioning and focus on detail and facts. However, once they have made a decision, they stick with it as they invariably feel that it is infallible.

In conflict, they can "whine", become sarcastic and are often negative.

Summary:

Characteristics: Serious, mull matters over, Indecisive, persistent, ask lots of questions, attention to detail.

In conflict: whining, sarcastic, negative

Solution: Keep to the facts, Don't agree with them, listen attentively

Basic Need: To be correct

DRIVER: Low responsiveness, high assertiveness

Drivers are task orientated and expect efficiency from everyone they come into contact with. Little emphasis is placed on building relationships with other people. They can be perceived as aggressive and uncaring, especially by amiables, though are often needed to take risks and push things through. In conflict, they will try to "steam roller" over anyone who comes in their way.

Summary:

Characteristics: Task orientated, clearly defined goals, committed, determined, risk takers, efficient.

In conflict: Aggressive, rude, abrupt,

Solutions: Be assertive and firm, have a solution to the problem, listen.

Basic Need: To be in control

Four Social Styles

AMIABLE: (High Responsiveness, Low Assertiveness)

The amiable person likes other people's company, though is more of a listener than a talker. Expressive people find them useful, because they are prepared to listen to what they are saying. They are loyal, personable and show patience when dealing with other people.

They may however not be perceived as people " who get things done " because they spend more time developing relationships with others. They are also unlikely to take risks as they need to have the feeling of security.

In difficult situations, they are likely to avoid the situation and lack conviction of their feelings and if pushed likely to make promises that they cannot keep. Drivers often find them frustrating because they want a straight answer and the amiable can find this difficult to deliver.

Summary:

Characteristics: Loyal, personable, patient, Uncomfortable with risk, Non-Confrontational, Dislike pressure, Enjoy the company of others.

In conflict: Likely to be " passive", lack conviction, avoidance,

Solution: Reassure, Support, Confirm commitment

Basic Need: Security

EXPRESSIVE: (High Responsiveness, High Assertiveness)

The expressive likes the company of other people, though unlike, the amiable this is because they need to " express " themselves. Amiables complement them very well, unless the expressive becomes too aggressive and puts them off.

They can be good people to have at a party, because they're enthusiastic, dramatic and "interesting" people to have around. However, if they don't receive the attention they crave, they can get upset and even "difficult" to deal with.

In conflict, they become emotional, prone to exaggeration and unpredictable. The best way to deal with this is to let them calm down. Try not to fuel the fire by saying anything controversial.

Summary:

Characteristics: People orientated, centre of attention, positive, emotional, talkative, enthusiastic, dramatic.

In conflict: Unpredictable, emotional.

Solutions: Allow them time to gain composure, Ask questions, problem solve.

Basic Need: Recognition

Analytical

- Low assertiveness
- Low responsiveness.
- Technical specialists.

- Likes organization and structure
- Dislikes involvement
- Asks specific questions
- Prefers objective, task-oriented, intellectual work
- Wants to be right, so collects much data
- Works slowly, precisely, and alone
- Seeks security and self-actualization
- Has good problem-solving skills

Drivers

- High assertiveness
- Low responsiveness.
- Control specialists.

- Decisive in action and decision making
- Likes control; dislikes inaction
- Prefers maximum freedom to manage self and others
- Cool, independent, and competitive with others
- Low tolerance for feelings, attitudes, and advice of others
- Works quickly and impressively alone
- Seeks esteem and self-actualization
- Has good administrative skills

Amiables

- Low assertiveness
- High responsiveness.
- Support specialists.

- Slow in making decisions or taking actions
- Likes close, personal relationships
- Dislikes interpersonal conflict
- Supports and actively listens to others
- Weak in goal setting and self-direction
- Seeks security and identification with a group
- Has good counseling and listening skills

Expressives

- High assertiveness
- High responsiveness.
- Social specialists.

- Spontaneous actions and decisions
- Likes involvement
- Exaggerates and generalizes
- Tends to dream and get others caught up in those dreams
- Jumps from one activity to another
- Works quickly and excitedly with others
- Seeks esteem and group identification
- Has good persuasive skills

The Interaction of Styles

Style flexing is the ability to adjust your style to meet that of your prospect

Styles		Shared Dimension	Source of Conflict	Area of Agreement	
Analytical	v	Amiable	Low Assertiveness	Priorities	Pace
Driver	v	Expressive	High Assertiveness	Priorities	Pace
Analytical	v	Driver	Low Responsiveness	Pace	Priorities
Amiable	v	Expressive	High Responsiveness	Pace	Priorities
Analytical	v	Expressive		Both	
Amiable	v	Driver		Both	

Style Summary

	Driver	Expressive	Amiable	Analytical
Backup Style	Autocratic	Attacker	Acquieser	Avoider
Measures Personal Values By:	Results	Applause	Security	Accuracy "Being Right:"
For Growth Needs to	Listen	Check	Initiate	Decide
Needs climate that	Allows to build own structure	Inspires to reach goals	Provides Details	Suggests
Takes time to be	Efficient	Stimulating	Agreeable	Accurate
Support their	Conclusions and actions	Dreams and Intuition	Relationships and feelings	Principles and thinking
Present benefits that tell	What	Who	Why	How
For decisions give them	Options and probabilities	Testimonials and incentives	Guarantees and assurances	Evidence and service
Their specialty is	Controlling	Socializing	Supporting	Technical

Tips for Your Type

For the Amiable:

- Speed up with "*fast*" people
- Talk more, listen less
- Take control occasionally; be assertive
- Take some risks

For the Analytical:

- Speak more and smile more
- Show appreciation and personal interest
- Relax; share information and be open to others
- Remember: Enthusiasm will not kill you...

For the Driver:

- Slow down with "*slow*" people
- Take time to listen to the ideas of others
- Hold back from dominating; relinquish some control
- Show more patience and act more relaxed

For the Expressive:

- Listen more; slow down, relax
- Write things down; set specific goals
- Check details and stay calm
- Learn to concentrate

The Analytical

Type	Strengths	Potential Weaknesses
Analytical	Thinking Thorough Disciplined	Excludes feelings from decisions Goes too far; perfectionist Too rigid or demanding of self/others

The Analytical is polite but reserved, logical, fact- and task-oriented. This person's focus is on precision and perfection. Other strengths include persistence, diligence, caution, and a systematic approach.

Weaknesses involve being withdrawn, boring, quiet, reclusive, and even sullen at times. If he or she seems indecisive, it's because of a need to assess all the data. Perfectionism can be a fault if the Analytical pushes it too far. This person is definitely not a risk-taker.

The Analytical needs to be right, and won't openly discuss ideas until confident in a decision. His or her pleasure is accuracy. Pain is to be wrong and criticized.

When communicating with an Analytical

- Be systematic, thorough, deliberate, and precise
- Focus on the task
- Be prepared to answer many “how” questions
- Provide analysis and facts
- Don’t get too personal
- Recognize and acknowledge the need to be accurate and logical
- Don’t rush unnecessarily
- Expect to repeat yourself
- Allow time for evaluation
- Use lots of evidence
- Compliment the precision and accuracy of the completed work.

Portrait of an Analytical’s office

The first thing you notice will probably be the glasses. The Analytical will have worn out his or her eyes from constantly reading everything. On the wall you may see a framed degree, but the chief decoration will be charts, figures, and graphs of every kind. The analytical is not very friendly, will often greet you skeptically, and doesn’t want to share much – especially anything personal. There will be no flowers or plant; for the Analytical, they belong in greenhouses. On the desk will be only business-related information, and that will be carefully arranged. It’s not a power office, but it definitely will be functional. As for color, black and white will do nicely.

The analytical person:

- wants to know "how" things work
- wants to be accurate, and to have accuracy from others
- values numbers, statistics, ideas
- loves details

Analyticals fear being embarrassed or losing face. They also tend to be introverted and hide their emotions from others.

The Amiable

Type	Strengths	Potential Weaknesses
Amiable	Supportive Patient Diplomatic	Tends to conform to wishes of others No time boundaries; things do not get done Not assertive or directive

Devoted, consistent, dependable, and loyal, the Amiable is a hard worker and will persevere long after others have given up. He or she is a team player, cooperative and easy to get along with, trustful, sensitive and a good listener. Working in groups with cooperative individuals, the Amiable tries to avoid confrontation. He or she enjoys company, performs best in a stable environment, and often has a stabilizing effect on others.

Weaknesses include indecision and an inability to take risks. Amiables are often too focused on others, conforming, quiet, and passive. They often won’t speak up for themselves, are too compliant and nice, and often painstakingly slow to make decisions.

The Amiable’s pleasure is stability and cooperation. His or her pain is change and chaos.

When communication with an Amiable

- Be relaxed and agreeable
- Maintain the status quo
- Be logical and systematic
- Create a plan with written guidelines
- Be prepared to answer “why” questions
- Be predictable
- Agree clearly and often
- Use the word “we”
- Don’t push
- Don’t rush
- Compliment him or her as a team player
- Be a good listener

Portrait of an Amiable’s office

The first thing you will notice will be pictures of loved ones on the desk: husband, wife, family, favorite pets. They’ll be in a candid style, and the Amiable loves to talk about them. On the walls will be colorful photos of landscapes, waterfalls, birds, and sunsets. You’ll find flowers or plants that are growing well and office colors that are harmonious and restful. The person will almost certainly be dressed in colors that match. Furniture will be fashionable, but not overwhelming. Files are present, but usually kept out of the way. If you’re a little late, the Amiable won’t mind. If you have the Amiable in your company, he or she will stay with you. The Amiable likes company, newsletters, picnics, gatherings, and retirement parties.

The Amiable person:

- wants to know "why?" (e.g., Why am I doing this?)
- wants to build relationships
- loves to give others support and attention
- values suggestions from others

Amiables fear losing trust or having disagreements with others. While somewhat introverted, they also tend to display their emotions.

The Driver

Type	Strengths	Potential Weaknesses
Driver	Independent Decisive Determined	Has trouble operating with others Does not take time to consider other perspectives Domineering; too focused on doing it "my way"

The Driver is a high achiever – a mover and shaker who is definitely not averse to risk. The individual is extroverted, strong-willed, direct, practical, organized, forceful, and decisive. Look for someone who tells it the way it is and is very persuasive. Watch out or you’ll be worn down and bowled over. A driver is task- rather than relationship-oriented and wants immediate results.

This individual is not concerned with how something is done, but what is being done, and what results can be expected. “What” is his or her battle cry. “What’s going on? What’s being done about it? What you should do is ...!”

The Driver can be stubborn, domineering, impatient, insensitive, and short-tempered, with little time for formalities or niceties. He or she can also be demanding, opinionated, controlling, and uncompromising – or even overbearing, cold, and harsh.

The Driver's pleasure is power, control, and respect. His or her pain is loss of respect, lack of results, and the feeling that he or she is being taken advantage of.

When communicating with a Driver

- Focus on the task
- Talk about expected results
- Be businesslike and factual
- Provide concise, precise, and organized information
- Discuss and answer “what” questions
- Argue facts, not feelings
- Don't waste time
- Don't argue details
- Provide options.

Portrait of a Driver's office

Of course, it must be the corner office with two windows, but the Driver never looks at the view. Pictures on the wall are of battlefields, maps, and boats. The Driver is a multi-tasked person and can sign letters, hold interviews, and talk on the phone simultaneously. Office furniture contributes to the impression of power and control, and is the most expensive and incredible available.

The office may also contain flowers and plants, even exotic ones like orchids (carefully chose to contribute to the impression of power), but the Driver never looks after them. There's an assistant to do that. On the desk are often family portraits, but never candid shots. They are formal portraits showing everyone in his or her proper role, frozen forever as the Driver sees them.

The office will probably be decorated by an interior designer to create the feeling of power, and the colors of the office will be strong power colors. Curt and tough, straight to business. That's the Driver at work in his or her den. Don't waste time. Get straight to the point!

The Driver:

- wants to know "what" (What will this do for me/the firm?)
- wants to save time
- values results
- loves being in control, in charge, doing this his/her own way

Drivers fear giving up control. They tend to be extroverts, but do not like showing their emotions to others.

The Expressive

Type	Strengths	Potential Weaknesses
Expressive	Good communicator Enthusiastic Imaginative	Talks too much Comes on too strong Dreamer; unrealistic

The Expressive, a verbally adept personality, is engaging, accommodating, supportive of others, persuasive, socially adept, and relationship- rather than task-oriented. He or she loves to be one of the gang, and is always ready for something new and exciting, especially if the gang is ready to participate. Additional strengths include enthusiasm, diplomatic skills, and the ability to inspire others.

Weaknesses involve impatience, a tendency to generalize, verbal assaults, and sometimes irrational behavior. The Expressive can also be egotistical, manipulative, undisciplined, reactive, unorganized, and abrasive.

The Expressive readily exchanges information and life experiences. His or her main need is to be appreciated and accepted. The Expressive's pleasure is recognition and approval. His or her pain is isolation and lack of attention.

When communicating with an Expressive

- Focus on developing a relationship
- Try to show how your ideas will improve his or her image
- Be enthusiastic, open, and responsive
- Relate to the need to share information, stories, and experience
- Be forthcoming and willing to talk
- Ask and answer "who" questions
- Remember to be warm and approachable at all times
- Work to minimize his or her direct involvement with details or personal conflicts.

Portrait of an Expressive's office

In short, it's a mess. The Expressive loves favorite sayings and has them plastered on the wall or sitting on the desk. Files are never in a filing cabinet. Rather, they're piled all over the office in stacks. But don't be misled. The Expressive knows exactly where everything is and can find virtually anything by its location. Office colors will probably be loud and lively. If there are flowers or plants, they're likely dead – either talked to death or lacking water. The Expressive's greatest reward is personal acknowledgment from others, and examples of this will be displayed. The Expressive is an excitable dreamer, with lots of ideas and projects, but without the time to follow them up.

The Expressive person:

- wants to know "who" (Who else is involved; who have you worked for?)
- values appreciation, applause, a pat on the back
- loves social situations and parties
- likes to inspire others

Expressives fear being rejected. They are extroverts and usually show their emotions to others.