

# The SocialStyles360 Behavioral Style Assessment

Personalized Report for:  
Sample Report

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# Introduction to The SocialStyles360 Behavioral Style Assessment

Dear Sample,

Congratulations on completing the SocialStyles360 Behavioral Style Assessment. Completing the SocialStyles360 Assessment could be one of the most important relationship building decisions you will ever make.

With your personalized and comprehensive SocialStyles360 Behavioral Style Assessment, you have the tools to be successful. Your assessment will not only help you become a better you, it will help you behave more maturely and productively by teaching you how to focus on your goals instead of your fears. Then you can develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. This report does not deal with values or judgments. Instead, it concentrates on your natural tendencies that influence your behavior.

## HOW TO USE THIS REPORT

First, read through the entire report. You'll see that it is divided into three parts. The first part presents your eGraph results. Right after taking your SocialStyles360 Behavioral Style Assessment, you will only see your results. As you invite others to complete the observer assessment, as they see you, more and more plot points will appear on your eGraph. This first section of your report will also cover how to read and interpret your eGraph results. It also includes a discussion of your personal "substyle" with brief descriptions of all 16 SocialStyles360 substyles.

The second part focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. **Please note** that there is no 'best' style. Each style has its unique strengths and opportunities for continuing improvement and growth. The strengths and weaknesses, and any behavioral descriptions mentioned in this report, are *tendencies only* for your style group and may or may not specifically apply to you personally.

The third section of this report focuses on how to use the SocialStyles360 concept with others, from how to visually and verbally identify another person's style to how to adapt your behavior to "connect" with any of the four primary SocialStyles360 styles. This last section is the all important successful application of this concept in all of your interpersonal relationships.

Study the characteristics of your style and how it relates to others. Practice 'reading' the signals others will send you and master it. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills?

During your 30-day observer assessment period, the results of your observer assessments will be compiled. You can see the results plotted on your customized eGraph. This report helps you interpret the composite results of your observers and provides suggestions on how to modify your behavior to have more effective relationships. It's an important component to the total Behavioral Style Assessment because it truly completes the 360-degree perspective initially promised to you.

Isn't a simple Self-Assessment Report accurate enough? Yes, but only from your own point of view. Quite often, the behaviors that are measured are more easily observed by others than by oneself. You know, better than others, what your own thoughts and motives are. However, others may be more accurate observers of your actual behavior... and it is behavior that is intended to be measured here.

In professional and personal dealings with people, most of us experience conflicts from time to time. We may not be able to put our fingers on the cause, but something about the interaction is uncomfortable. Then too, there are those times when we first meet someone, and after several minutes feel as if we have known them for many years.

When we “click” like this with people, we often call it chemistry, or say that we get “good vibes” from that person. Our ability to develop and maintain chemistry with many different kinds of people is crucial to professional and personal success.

The SocialStyles360 recognizes that people are different, that others may not wish to be treated the same way you do. Patterns that work for you may not work for them. In short, the SocialStyles360 allows for individual differences and preferences, and serves as a useful guide for many relationship situations.

When your knowledge of behavioral styles is combined with the application of *The Platinum Rule*™, you have an invaluable tool for creating better chemistry faster, more of the time, in more of your relationships.

You’re encouraged to read through the entire SocialStyles360 Report. Study each section to learn, practice, and reinforce your new skills.

You will learn two things:

1. Your Behavioral Style through the eyes of others
2. Your degree of self-awareness

You will know more about your self-awareness because you will be able to compare your Self-Assessment with the Assessments of your observers and see how similar they are.

## **PERCEPTIONS... WHAT DO THEY MEAN?**

How did your self-perception compare to the observers’ perceptions? There are three possible scenarios:

1. Most saw you the same
2. Most saw you differently
3. Some saw you the same while some saw you differently

The perceptions others have of our behaviors may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you are not your behaviors. With your new found information on behavioral styles, you have choices to modify those behaviors if needed.

Studies have shown that the most effective people:

1. Know themselves
2. Know the needs or demands of the situation or relationship
3. Adapt their behaviors to meet those needs

Our behaviors are a very important part of the communication process. Suppose you tell your child he/she is the most important thing in your life and yet you find little time to spend with him/her. Or you tell your boss that you love your job and yet you are always late.

The goal of these assessments is to help you become aware of your behaviors and the impact they can have on others. Then by practicing suggested behavior changes, you can enhance the relationships that otherwise have been a strain.

If your observers saw you as a different Primary Behavioral Style and you want complete information about that style, you can obtain it in Part III.

So, before diving in, let's briefly review the four SocialStyles360 Primary Styles.

## BEHAVIORAL STYLES

Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four categories. **Behavioral Styles** focuses on patterns of *external, observable* behaviors using scales of assertiveness and responsiveness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to 'read' people. This model is simple, practical, and easy to remember and use.

As you read the descriptions of each style below, think about your new insights into your preferences. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like to tell people what you think rather than keep it to yourself. Then think about the people around you in the office or in your personal life... what style do their behavioral tendencies reflect? The following descriptions and adaptability guidelines will help you get on the same wavelength with each of the four styles.

Keep in mind that no one style is better than another. Each has its' own strengths and weaknesses. Remember, however, strengths pushed to extremes can also become weaknesses. Here's a quick overview of the four behavioral styles and a brief description of how extreme behaviors may be perceived by others.

Here are the four primary behavioral styles:

**The Driver Style:** The Driver Styles are driven by two governing needs: the need to control and the need to achieve. The Driver Styles are goal-oriented go-getters who are most comfortable when they are in charge of people and situations. They want to accomplish many things now, so they focus on no-nonsense approaches to bottom-line results.

The Driver Styles seek expedience and are not afraid to bend the rules. They figure it is easier to beg forgiveness than to ask permission. The Driver Styles accept challenges, take authority, and plunge headfirst into solving problems. They take charge in a crisis. They are fast-paced, task-oriented, and work quickly and impressively by themselves, which means they become annoyed with delays. They are willing to challenge outdated thinking and ideas.

**The Expressive Style:** The Expressive Styles are friendly, enthusiastic "party-animals" who like to be where the action is. They thrive on the admiration, acknowledgment, and compliments that come with being in the limelight. The Expressive Styles just want to have fun. They are more relationship-oriented than task-oriented. They would rather "schmooze" with clients over lunch than work in the office.

The Expressive Style's strengths are enthusiasm, charm, persuasiveness, and warmth. They are gifted in people skills and communication skills with individuals as well as groups. They are great influencers. They are idea-people and dreamers who excel at getting others excited about their vision. They are optimists with an abundance of charisma. These qualities help them influence people and build alliances to accomplish their goals.

**The Amiable Style:** The Amiable Styles are warm, supportive, and nurturing individuals. They are the most people-oriented of the four styles. The Amiable Styles are excellent listeners, devoted friends, and loyal employees. Their relaxed disposition makes them approachable and warm. They develop strong networks of people who are willing to be mutually supportive and reliable. The Amiable Styles are excellent team players.

The Amiable Styles are risk-averse. In fact, they may tolerate unpleasant environments rather than risk change. They like the status quo and become distressed when disruptions are severe. When the Amiable Styles are faced with change, they need to think it through, plan, and accept it into their world. The Amiable Styles, more than the other behavioral types, strive to maintain

personal composure, stability, and balance.

In the office, the Amiable Styles are courteous, friendly, and willing to share responsibilities. They are good planners, persistent workers, and good with follow-through. Amiable Styles go along with others even when they do not agree because they do not want to rock the boat.

The Amiable Styles are slow decision-makers because of their need for security, their need to avoid risk, and their desire to include others in the decision-making process.

**The Analytical Style:** The Analytical Styles are analytical, persistent, systematic people who enjoy problem solving. They are detail-oriented, which makes them more concerned with content than style. The Analytical Styles are task-oriented people who enjoy perfecting processes and working toward tangible results. They are almost always in control of their emotions and may become uncomfortable around people who are very out-going, e.g., the Expressive Styles.

In the office, the Analytical Styles work at a slow pace, allowing them to double-check their work. They tend to see the serious, complex side of situations, but their intelligence and ability to see different points of view endow them with quick and unique senses of humor.

The Analytical Styles have high expectations of themselves and others, which can make them over-critical. Their tendency toward perfectionism – taken to an extreme – can cause “paralysis by over-analysis.” The Analytical Styles are slow and deliberate decision-makers. They do research, make comparisons, determine risks, calculate margins of error, and then take action. The Analytical Styles become irritated by surprises and glitches, hence their cautious decision-making. The Analytical Styles are also skeptical, so they like to see promises in writing.

The Analytical Styles’ strengths include an eye for detail and accuracy, dependability, independence, persistence, follow-through, and organization. They are good listeners and ask a lot of questions; however, they run the risk of missing the forest for the trees.

We generally develop our behavioral style in our childhood. It is the result of some possible genetic predisposition and our early life experiences. Everyone has a primary style that we tend to use most of the time. Although each of us has his or her own primary style, only a small percentage of the total population can be understood clearly by just these four primary styles. Each primary style also contains four substyles. We all use some of the behaviors of the other styles in our daily lives to some greater or lesser degree.

## ADAPTABILITY

This report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation or relationship. This is called adaptability. Social scientists call it ‘social intelligence.’

There's been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today's world. In some cases, social intelligence is even more important than IQ.

It makes sense when you think about it. Often, when we do what comes naturally we alienate others without realizing it. Why? Because that same behavior may not be natural for them. It's essential that we become aware of our natural tendencies – and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by quickly identifying the individual needs of others based on the behavioral signals they will send to us, and then adapting our own behavior to make them feel comfortable. Your ideas don't change, but you can change the way you present those ideas. And the best part of it is – *people will teach you how to treat them if you know how to read the signals their behavioral styles will send you!*

A study was done at the famous Bell Labs think tank near Princeton, New Jersey. They surveyed teams

of electrical engineers. They were asked to name the most valued and productive engineers on the teams. Surprisingly, those who were named were not the people with the highest IQs, or the highest academic credentials or the best scores on achievement tests. The most valued team members were the people whose social intelligence, or adaptability, was highest.

## HERE IS THE VALUE OF ADAPTABILITY...

It can't be overstated. It's a linchpin of **The SocialStyles360 Behavioral Styles Model** and the key to building successful relationships of all kinds. Adaptable people realize there is a difference between their *self* (who they are) and their *behavior* (how they choose to act). Adaptable people consciously decide whether and how to respond to a person, a situation, or an event.

Less adaptable people, on the other hand, respond in a more habitual manner, regardless of whether the response is likely to be appropriate or effective. But even if you are a person who's been wedded to your own ways of thinking and doing for a very long time, there is hope.

You can commit to learn to be more adaptable. When you understand each of the four styles, how to recognize them in others, and how to adapt to them in key ways, you can have command of almost any interpersonal situation.

Whether someone is male or female, young or old, part of a Western culture or some other, our behavioral style is often evident. Let's face it, we may all be created equal, but we surely do not all act the same. And we don't all want to be treated the same. What may be a good response or reaction toward one person may be all wrong for the very next.

Now, it's true, we don't always act the same. You might behave differently with your best friend than with your boss. You don't act at a cocktail party as you do at church. While your style may have its own particular twist, like a song that's interpreted differently by various artists, it's still clearly one of the four basic styles. You're constantly sending out signals revealing that style, through the words you choose, body language, the speed and rhythm of your speech, how you dress, how your space is organized, how fast you walk.

Imagine the benefits of understanding how to treat people the way *they* want to be treated! Your interactions with people can change dramatically. Shaky relationships can suddenly become good ones. Good relationships can now be even better than before. If only for the stress it eliminates in interpersonal relationships, this profile is worth its weight in ...**platinum!**

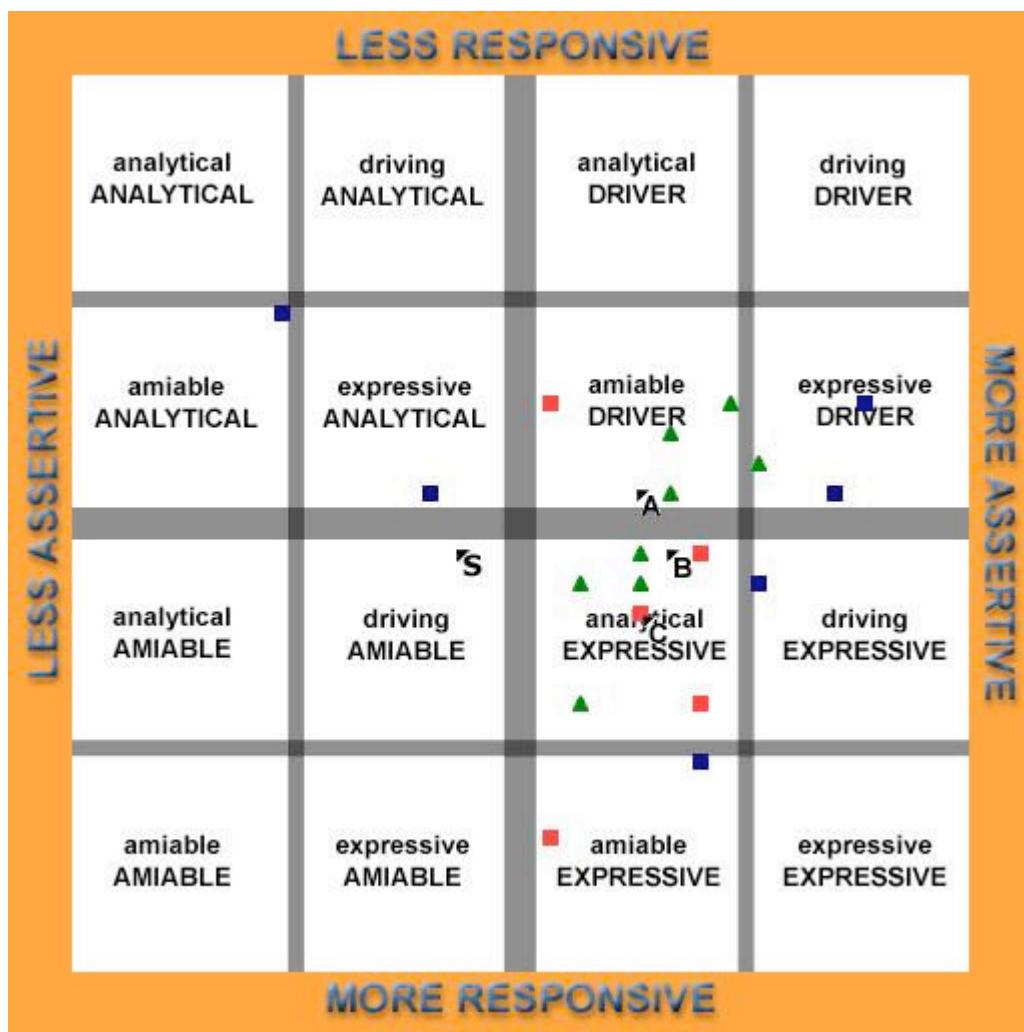
## THE ULTIMATE GOAL OF THE SOCIALSTYLES360...

is personal chemistry and productive relationships. You do not have to change your personality. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for dealing with them. The key objective of this whole concept is understanding your own style, understanding and being able to quickly and accurately identify the style of others, and then adapting so that you treat others the way **they** want to be treated.

These are powerful life-skills that will serve you well in all your relationships: work, friends, school, spouse, and children. Improved relationships create infinite possibilities.

Remember, at the introduction to your Behavioral Style Self-Assessment Report, I reminded you that you can't expect to change a lifetime's habit patterns overnight. But you can begin to change, if you are committed. Your investment of time and resources into this assessment shows that you are on the right track.

## eGraph Results for Sample Report



SYMBOL	DESCRIPTION
<b>S</b>	Self-assessment
■	Observers who know you in this setting: Client
▲	Average of Observers in this setting: Client (will only display if more than 3 observers)
▲	Observers who know you in this setting: Peer
▲	Average of Observers in this setting: Peer (will only display if more than 3 observers)
■	Observers who know you in this setting: Personal
■	Average of Observers in this setting: Personal (will only display if more than 3 observers)

# How to Read and Interpret your eGraph

Chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, the behaviors we're measuring with the SocialStyles360 Behavioral Style Assessment are more easily observed by others than by yourself. You know better than others what your own thoughts and motives are. But others may be more accurate observers of your actual behavior... and it is behavior that we're intending to measure here.

If there is a large discrepancy between your self-assessment and the observer assessments, resist the temptation to dismiss their perceptions. Instead, ask yourself about the implications of these differences. Realize that you possess more assets-and more areas for improvement-than you first might have thought. At the very least, the differences may provide you with some valuable insights.

It is quite common for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before.

Since your eGraph may be updated throughout the 30 day Observer period, it may change from time to time. At the end of the 30 days, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report – and then continue with the interpretation of your eGraph.

## INTERPRETING YOUR eGRAPH

Research indicates that the people who are closest to you are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions to stress, confrontations, triumphs, frustrations, and so on. Often these interpretations will cluster around the same area of your eGraph.

To help you interpret your eGraph, we'll look at the plot points of people who know you in your various observer settings and ask some questions to help you interpret the results.

# Interpreting Client Observer Responses

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from Client observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Above: Expressive and Amiable) or mostly guarded behaviors (Below: Driver and Analytical)?
5. Choose one person, with whom you differ in behavioral style, in this setting – Client. Decide on a way to vary your **level of responsiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Driver and Expressive) or mostly indirect behaviors (Left: Amiable and Analytical)?
7. Choose one person, with whom you differ in behavioral style, in this setting – Client. Decide on a way to vary your **level of assertiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
8. Choose one Client relationship you would like to improve. Determine the other person's style (See pages 28-30 of your self report). Choose one simple thing you can modify in your behavior to elicit a different, more positive response. See pages 36-40 of your self report for suggestions on being more effective with each style.

## Interpreting Peer Observer Responses

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from Peer observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Above: Expressive and Amiable) or mostly guarded behaviors (Below: Driver and Analytical)?
5. Choose one person, with whom you differ in behavioral style, in this setting – Peer. Decide on a way to vary your **level of responsiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Driver and Expressive) or mostly indirect behaviors (Left: Amiable and Analytical)?
7. Choose one person, with whom you differ in behavioral style, in this setting – Peer. Decide on a way to vary your **level of assertiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
8. Choose one Peer relationship you would like to improve. Determine the other person's style (See pages 28-30 of your self report). Choose one simple thing you can modify in your behavior to elicit a more positive response. See pages 36-40 of your self report for suggestions on being more effective with each style.

## Interpreting Personal Observer Responses

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from Personal observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Above: Expressive and Amiable) or mostly guarded behaviors (Below: Driver and Analytical)?
5. Choose one person, with whom you differ in behavioral style, in this setting – Personal. Decide on a way to vary your **level of responsiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Driver and Expressive) or mostly indirect behaviors (Left: Amiable and Analytical)?
7. *Choose one person, with whom you differ in behavioral style, in this setting – Personal.* Decide on a way to vary your **level of assertiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
8. Choose one Personal relationship you would like to improve. Determine the other person's style (See pages 28-30 of your self report). Choose one simple thing you can modify in your behavior to elicit a different, more positive response. See pages 36-40 of your self report for suggestions on being more effective with each style.

## Interpreting the Entire Composite eGraph

Let's take a look at your composite eGraph representing Client, Peer, and Personal observer responses. Refer to a copy of your eGraph on page 8.

1. Were you surprised by the results?  
If so, how?
2. Are the Client, Peer, and Personal observer responses similar or different?  
What does this mean to you?
3. Were the observer responses similar or different from your self-assessment?  
What does this mean to you?

# A SNAPSHOT OF YOUR SUBSTYLE

## THE drivingAMIABLE

While you fall into the broad **Amiable** style quadrant, it is just as important to be aware of your Substyle because within each of the main Styles we still find a tremendous diversity of behaviors.

We break each main Style down into four Substyles. Yours is the **drivingAMIABLE**, which is LESS responsive and MORE assertive than most other Amiables. Below is a snapshot of the **drivingAMIABLE** Substyle... as such, it's a closer look at *you!*

The primary goal that motivates you is a desire for a steady flow of more accomplishments.

Despite your somewhat indirect nature, you can be very direct in situations that are task-focused. Your ability to think through a project makes you a good short-term planner; you can identify the roles, resources, and timelines needed to complete a project successfully. Your search for results leads you to be highly self-reliant, rather than to depend on others to achieve the quality you want.

## COMPARED TO OTHER AMIABLES, the drivingAMIABLE IS MORE LIKELY TO:

- Enjoy being industrious
- Take charge of tasks
- Eagerly and competitively dive into your work
- Break tasks down into parts and supervise closely those parts being done by others
- Be less comfortable with complex or multiple tasks
- Look for concrete, short-term results, especially if they bring personal rewards or recognition
- Become rigid and guarded when under pressure

## YOUR GROWTH OPPORTUNITIES

### *With Tasks:*

You can benefit by understanding more of the big picture. Make sure you are clear about a project before jumping in with your full energy. Retain the support of people who will be involved or affected by the work.

### *With People:*

While you like to do things yourself, you must learn to delegate more. You have a tendency to spread yourself too thin, so limit your involvement in less critical tasks.

## PERSONAL EMPOWERMENT POINTERS

- Make sure you understand the overall goal and context before you jump head first into a task.
- Ask others to share their ideas on how to accomplish tasks and how to satisfy their expectations and yours.
- When making or implementing decisions, check with at least three to five other knowledgeable people to see if there is a consensus. If you do not find a pattern, widen the search.

# Descriptions of the 16 Substyles

## SUBSTYLES OF DRIVERS

The goal that motivates ***the driving*DRIVER** is new opportunities. You are less concerned about what other people think than many other styles; therefore, you are willing to speak your mind and to take more risks. You often question authority and prefer to arrive at your own conclusions based on the facts at hand. Rather than deal with limitations such as the status quo, you tend to ignore them or deal with them and their consequences later—if at all.

The goal that motivates ***the expressive*DRIVER** is dominance and independence. Consequently, you are wary around people who may take advantage of you or beat you to a goal. Because of your results-oriented nature, you may sometimes sacrifice quality for quantity. Your innate sense of self-importance enables you to make mistakes and still feel favorably about yourself. You do not mind confrontation and are willing to challenge others.

The goal that motivates ***the amiable*DRIVER** is accomplishing bigger and better goals according to an internal timetable. You prefer to be involved in your chosen activities from start to finish, and you resist people who are obstacles to your achievements. Your ability to produce makes you highly valued in situations in which an efficient, dependable, or incrementally improving rate of production is desired.

The goal that motivates ***the analytical*DRIVER** is being in a position to direct and redirect task accomplishments. You tend to focus more on the future than on either the present or the past. You are driven by a quest for unique accomplishments and you avoid boredom. Although you are cautious and calculating, your ability to think quickly enables you to act quickly when the situation requires it. As an agent of change, you do not like to leave things as you found them.

## SUBSTYLES OF EXPRESSIVES

The goal that motivates ***the expressive*EXPRESSIVE** is social approval from others. You have a natural tendency to meet people, and others feel comfortable with you. You speak freely about your thoughts, feelings, and experiences, and expect others to do the same. You show your acceptance of others by eye contact and touching as well as by words. You are very receptive to change and adjust well to diverse ways of doing things.

The goal that motivates ***the amiable*EXPRESSIVE** is friendship. You have a natural dislike of pressuring others or telling them what to do. You seek close, personal relationships rather than popularity and have a wide range of friends and acquaintances. You communicate a low-key, casual style of caring and sharing. You are deliberate and patient in your approach to tasks. You are extremely sensitive to criticism, and allow it to affect your relationships.

The goal that motivates ***the analytical*EXPRESSIVE** is to win with flair. However, you do not want to win at any cost or hurt others' feelings. Taking shortcuts seems like cheating to you, so you avoid such behaviors. You can become impatient with those who procrastinate about getting started. At times, you can get so involved with getting a job done that you stretch the truth a bit.

The goal that motivates ***the driving*EXPRESSIVE** is influencing people. You enjoy symbols of authority and prestige. You feel uncomfortable with any kind of confinement or restriction of freedom. Your high level of self-confidence enables you to withstand criticism from others. Each new person and situation is interesting to you, so life seems continually fresh.

## SUBSTYLES OF AMIABLES

The goal that motivates ***the amiableAMIABLE*** is personal stability. Any change or risk that might jeopardize relationships or surroundings is threatening. Therefore, you focus on giving others what they want and on avoiding conflicts. Before you act, you think and plan ahead; you follow proven procedures in an orderly manner. You prefer dealing with concrete situations and data rather than theory, trends, or conjecture. You are most comfortable in a work environment that is pleasant, friendly, and non-competitive.

The goal that motivates ***the analyticalAMIABLE*** is to specialize: to do only what you know and know only what you do. You prefer to focus on your own interests and avoid getting involved with crowds or high-profile situations. The best conditions for you are those that are stable and allow for steady, incremental gains. Generalists complement you; you each take on the tasks that the other dislikes.

The goal that motivates ***the drivingAMIABLE*** is a desire for a steady flow of more accomplishments. Despite your somewhat indirect nature, you can be very direct in situations that are task focused. Your ability to think through a project makes you a good short-term planner; you can identify the roles, resources, and time lines needed to complete a project successfully. Your search for results leads you to be highly self-reliant, rather than to depend on others to achieve the quality you want.

The goal that motivates ***the expressiveAMIABLE*** is the acceptance and approval you gain from helping others. You want to be a person who is wanted and needed by others. You remember birthdays and anniversaries, and you sincerely appreciate thoughtfulness from others. As a good listener, you function better as a sounding board for venting frustrations than as a problem solver. Your interest is more in helping others to make do with the current situation than in suggesting change.

## SUBSTYLES OF ANALYTICALS

The goal that motivates ***the analyticalANALYTICAL*** is the desire to be correct. Your life style reflects your preference for privacy, and your interactions with people are formal and poised. As a naturally curious Analytical, you are more inclined to identify a spectrum of interests and behaviors than people of other types. With a natural talent for methodical and deliberate decision making, you emphasize precise understanding, accurate work, proper manners, and impeccable personal habits.

The goal that motivates ***the drivingANALYTICAL*** is to increase opportunities for unique and significant personal accomplishments. You express yourself more by what you do than what you say. Consequently, you have strong needs to choose your own goals and to work independently. As primarily an idea-generator and developer, you have little interest in dealing with implementation details.

The goal that motivates ***the expressiveANALYTICAL*** is accomplishing goals with excellence. As a quick Analytical, you can deal with many inputs simultaneously; however, you may be slow to take action. The nickname of "Assessor" is based on your evaluative approach to people and tasks; you tend to have strong opinions about people and groups with whom you do not identify or agree.

The goal that motivates ***the amiableANALYTICAL*** is predictable results. You pay attention to key processes and details, as well as to proven procedures and relationships. Your methodical approach, thoroughness, and dependability make you a valued employee in many kinds of organizations, especially those that involve highly specialized and focused work. Although you are not opposed to change, you do want to be sure that the change is attainable and that it will result in the desired improvement.

## Part II

# An Overview of Your Primary Behavioral Style

Amiables are slower-paced and relationship-focused. They are also open and indirect, relatively unassertive, warm, and reliable. They are sometimes seen by others as compliant, soft-hearted and acquiescent.

Amiables seek security. They take action and make decisions slowly. This pace stems from their desire to avoid risky or unknown situations. Before Amiables take action or make a decision, they have to know how other people feel about the decision.

Amiables tend to be very people-oriented. Having close, friendly, personal, first-name relationships with others is one of their most important objectives. Amiables dislike interpersonal conflict so much that they sometimes say what they think other people want to hear. Amiables have natural counseling skills and are extremely supportive. Their theme is, "Notice how well-liked I am."

Amiables tend to be good, active listeners and generally develop relationships with people who are also good listeners. As a result, Amiables have strong networks of people who are willing to be mutually supportive. Others often feel good just being with Amiables.

Amiables focus on getting acquainted and building trust. They are irritated by pushy, aggressive behavior. Amiables question, "How will it affect my personal circumstances and the camaraderie of the group?" Amiables are cooperative, steady workers and excellent team players.

Their primary strengths are relating to, caring for, and loving others. Their primary weaknesses are that they are somewhat unassertive, overly sensitive and easily bullied. Their ideal occupations cluster around the helping professions such as financial advisor, insurance agent, counselor, teacher, social worker, doctor or nurse, personal assistant or customer service representative.

In the business environment, Amiables like others to be courteous, friendly and accepting of their share of the responsibility. In a social environment, Amiables like others to be genuine and friendly.

Their desk contains family pictures and other personal items. Their office walls have personal slogans, family or group photos, serene pictures or mementos. Amiables are high-touch in a high-tech world. Amiables give their office a friendly, warm ambience and arrange seating in a side-by-side, cooperative way.

To achieve more balance and to develop behavioral flexibility, Amiables need to say "no" occasionally; attend to the completion of tasks without over sensitivity to the feelings of others; be willing to reach beyond their comfort zone to set goals that require some stretch and risk; and to delegate to others.

### **AMIABLES' MOTIVATORS**

Amiables strive for stability in their life; therefore, Amiables tend to avoid situations that threaten stability. Amiables place a lot of importance in gaining the acceptance of key people who, otherwise, could jeopardize their stability. Amiables generally seek acceptance, inclusion, and recognition of their worth. Their theme song could be, "You've Got A Friend" or "Bridge over Troubled Waters."

Amiables are concerned about unstable or changing conditions in their personal and business life. Amiables like change to be limited and brought about slowly. They tend to become anxious when unplanned changes pop up. Before changes take place, Amiables prefer to have time to understand and accept the change, as well as to work out ways to maintain their own stability.

Amiables tend to be averse to risk and change. Their greatest fear is probably the loss of what they have

- the known and reliable - for the unknown. Amiables like to hold on to what they have and tend to be quietly possessive; a trait that often goes undetected. Amiables may work persistently at getting themselves firmly entrenched in their position. Then they hold on tightly. One way that Amiables maintain stability is to avoid trying to change other people's attitudes or actions.

A reliable, steady follow-through is, perhaps, the most often recognized trait displayed by Amiables. A related strength is their persistence. Amiables tend to stick to a task no matter how long it takes. Like the proverbial tortoise Amiables realize there is a lot more to winning a race than mere speed.

Another strength that helps Amiables succeed is being methodical. Amiables generally work by following proven procedures in a stepwise and orderly manner. They always know -- and let others know -- exactly where they are in the process.

Amiables tend to make decisions by conferring with others because people -- and pleasing people -- are their primary focus. They are most comfortable in pleasant, friendly, and noncompetitive work relationships and situations. Amiables excel at listening to other's feelings and ideas. They enjoy companionship and are usually willing to accommodate others, as long as they do not jeopardize their own stability. A related talent is their dedication. This is evident in their quiet, calm-appearing, and "worker bee" approach to getting tasks completed.

### **AMIABLES' GROWTH OPPORTUNITIES**

Amiables can increase their effectiveness by learning to better deal with change and complexity. Another key self-improvement area is the ability to more adequately cope with stress. That means controlling their tendency to become indecisive and act slowly. This is especially important if Amiables are in a leadership or management position. Amiables also need to develop the ability to see the big picture, including the fact that the world is constantly changing. They tend to be more comfortable dealing with the trees and often do not see the forest.

Amiables also need to increase their interest, understanding, and expertise in dealing with the world of ideas, analysis, interpretations, forecasts, etc. For example, Amiables are generally more comfortable dealing with concrete situations or data that already exist rather than theories, trends, or conjecture. People often misunderstand this preference and do not realize that Amiables are "doers," rather than Amiables.

Although Amiables are strong in the people-domain, they can stand to further strengthen themselves in this area. Amiables could do better at self-disclosure. Amiables often do not express their feelings or thoughts because they fear this may weaken their position in the eyes of others. Instead, Amiables may tell people what they want to hear. The consequence is that they actually undermine their relationships.

A related growth area is cultivating the ability to be more assertive. This is especially true when conflicts arise because their natural tendency is to become overly submissive. Amiables would benefit from learning and using collaborative problem-solving skills to help them deal with disagreements. Finally, Amiables need to learn to possess an unshakable sense of self-worth. This would reduce or eliminate their dependence on reassurance from others. Amiables are sensitive to the needs of others, but, when taken to an extreme, this can undermine their self-affirmation and self-esteem.

## A Summary of the Amiable Style

### IN A NUTSHELL:

- Amiables are slower-paced and relationship-focused
- Amiables are slow at taking action and making decisions
- Amiables like close, personal relationships
- Amiables dislike interpersonal conflict
- Amiables support and “actively” listen to others
- Amiables are weak at goal setting and self-direction
- Amiables have an excellent ability to gain support from others
- Amiables work slowly and cohesively with others
- Amiables seek security and belongingness
- Amiables have good counseling skills

**STRENGTHS:** Listening  
Teamwork  
Reliability  
Follow-through

**WEAKNESSES:** Oversensitive  
Slow to begin action  
Poor at goal setting

**PACE:** Slower/Relaxed

**GOALS:** Stability  
Safety  
Security

**FEARS:** Sudden changes  
Loss of stability

**MOTIVATORS:** Involvement  
Opportunity to work together with people

**IRRITATIONS:** Insensitivity  
Impatience

**UNDER STRESS:** Become submissive

**DECISIONS ARE:** Consultative

**FOCUS:** Relationships

**WORKPLACE:** Personal  
Relaxed

**GAINS SECURITY THROUGH:** Friendships  
Cooperation

# Amiables on the Job

## THE AMIABLE'S TYPICAL BUSINESS CHARACTERISTICS

- Need to know the order of procedures
- Operate well as members of a work group
- Motivated by usual, known, and proven practices
- Oriented toward more concrete, repeatable actions
- Want order and stability in the workplace
- Focus on how and when to do things
- Work in a steady, predictable manner
- Like a long-term relationship with their business place and fellow employees

## THE AMIABLE'S PREFERRED BUSINESS SITUATIONS

- Like to perform the same kinds of duties day after day no matter what the importance of the type of work involved
- Prefer to work cooperatively with others to achieve common results
- Dislike taking risks
- Enjoy working in a stable, steady, low-key environment which has a minimum of changes
- Like to know each step toward completing their tasks
- Prefer to make decisions by group consensus or other accepted practices rather than by themselves
- Enjoy feeling like a valued member of the work group

## SUGGESTIONS FOR AMIABLES TO BE MORE EFFECTIVE AT WORK

- Take time to prioritize your tasks and responsibility... if you are uncertain about priorities, consult with your supervisor or a trusted coworker
- Be willing to try new ways of doing things and explore new technologies, recognizing that there is always more than one way to accomplish a task... you can move into these new areas at your own pace to retain your sense of stability
- Recognize that a certain amount of conflict or disagreement is inevitable in any workplace
- Speak up for yourself and voice your thoughts and opinions... your full participation is important to the overall success of your group or organization
- Ask for help when needed and delegate tasks when appropriate
- Recognize that deadlines do need to be met... on occasion, this may require that you reduce the amount of time you need to prepare for a task
- Stand up to people with whom you have a disagreement and openly discuss and resolve your differences... do not try to avoid these people or strategize against them

# Amiables in the Social Scene

## THE AMIABLE'S TYPICAL SOCIAL BEHAVIORS

- Like to build ongoing relationships with a small group of people
- Want to be involved in and identified with their group
- Relate to others on a one-to-one basis... preferably with predictable role behavior by each person
- Prefer more casual, calming relationships
- Give and expect sincere attention
- Seek stability in their life through practicing conformity

## THE AMIABLE'S PREFERRED SOCIAL SITUATIONS

- Like to participate in the group's communication and activities
- Enjoy performing regular activities the same way at the same time and place
- Prefer to communicate in a conflict-free gathering of associates or friends
- Want to know how to play games or complete activities through well-defined, step-by-step procedures
- Like to feel appreciated and well-liked by others, just for who they are and what they contribute

## SUGGESTIONS FOR AMIABLES TO BE MORE EFFECTIVE IN SOCIAL SETTINGS

- Respond more favorably to required changes
- Consciously allow occasional disruptions of your peace and stability
- Stand up for yourself when others become insistent, or even belligerent
- Occasionally vary your schedule and try new things
- Occasionally confront others
- Respond somewhat less sensitively to others
- Expand your circle of acquaintances by participating in activities with new people more frequently

# **The Amiable's Behavior and Needs Under Stress**

Under stress, Amiables have a tendency to submit.

An example of a typical response to a stressful situation from Amiables might be: "OK, if that's the way you must have it, we'll try it."

## **UNDER STRESS, AMIABLES MAY APPEAR:**

- Wishy Washy
- Submissive
- Passive
- Dependent
- Hesitant
- Defensive
- Indecisive

## **UNDER STRESS, AMIABLES NEED:**

- Reassurances that they are liked
- Personal assurance
- A slower pace for comfort and security
- Relationships

# How to Reduce Conflict

## AMIABLES' TYPICAL BEHAVIOR IN CONFLICT

- Amiables are quite uncomfortable with conflict, aggression and anger. They will do whatever they can to avoid such situations. If Amiables are not able to physically avoid a situation involving conflict or anger, they will probably attempt to ignore it, functioning as best they can without interacting -- or interacting very superficially -- with others.
- Amiables seldom express their own feelings of anger or dissatisfaction, fearing that doing so would damage relationships and destabilize the situation. Amiables tend to go along with what others want in order to avoid any controversy.
- The anger and dissatisfaction that Amiables have been repressing builds up inside of them and eventually some (often, trivial) event will trigger an explosion, releasing a torrent of angry words and a litany of past offenses -- often in considerable detail. Once Amiables have vented this built up emotion, they return to their normal behavior.
- Amiables may also feel that their feelings, needs and desires are not as important as those of others, which can encourage others to take advantage of them which, in turn, results in more repressed anger.
- Amiables tend to do things to help and benefit others with the expectation that they will reciprocate in some appropriate way. However Amiables rarely share these expectations. As a result the other person fails to meet their expectations; leading to more repressed anger or hurt feelings on their part.

## STRATEGIES TO REDUCE CONFLICT AND INCREASE HARMONY WITH OTHERS

- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Share your needs, feelings and expectations with your friends and coworkers.
- Ask for what you need from your supervisor, friends and coworkers. Do not expect them to know what you want or what you are thinking. This will avoid many misunderstandings and increase your effectiveness and efficiency.
- Be sure to clarify any instructions or communications that you do not fully understand, no matter how busy the other person may appear to be. Pay particular attention to the desired results and timeframes.
- Be open to considering new ways of doing things and undertaking new tasks. Ask your supervisor, friends and coworkers to support you in approaching any significant change.

## Action Plans...

Behavioral adaptability is the key to success with different styles. It can be defined as the willingness and ability to engage in a range of behaviors not necessarily characteristic of your style in response to effectively dealing with the requirements of a situation or relationship. It involves making adjustments to your methods of communicating and behaving based on the particular needs of the relationship at a particular time. Adaptable people make the choice to go beyond their own comfort zone so others also feel more comfortable.

On the next few pages are action plans to give Amiables suggestions on how to adapt their behavior, as well as ideas for others to help Amiables be more adaptable. It will give them clues to understand the Amiable's behavioral tendencies.

To make the most effective use of these assessments and action plans, have all those you interact with complete an observer response form on how they see you, as well as an assessment on themselves. Then set aside some time to discuss strategies you each can use in adapting your behaviors to create greater ease and less conflict in the relationships.

### **Amiables...**

- Are concerned with stability
- Think logically
- Want documentation
- Like personal involvement
- Need to know the step-by-step sequence
- Want others to know their patient perseverance
- Avoid risks and changes
- Dislike conflict
- Accommodate others
- Look for calmness and peace
- Enjoy teamwork
- Want sincere feedback that they are appreciated

### **When Dealing With Amiables...**

- Show how your idea minimizes risk
- Show reasoning
- Provide data/proof
- Demonstrate your interest in them
- Provide outlines and/or 1-2-3 instructions as you personally "walk them through"
- Compliment their steady follow-through
- Give them personal assurances
- Act non-aggressively, focus on common interest or needed support
- Allow them to provide service or support for others
- Provide a relaxing, friendly atmosphere
- Provide them with a cooperative group
- Acknowledge their easy going manner and helpful efforts, when appropriate

# Action Plan...

## ON THE JOB

### For Amiables:

- Stretch by taking on a bit more or different duties beyond your comfort level
- Increase verbalization of your thoughts and feelings
- Speed up your actions by getting into some projects more quickly
- Desensitize yourself somewhat, so that you are not negatively affected by your colleagues' feelings to the point of affecting your own performance
- Learn to adapt more quickly to either changes or refinements of existing practices
- Bolster your assertiveness techniques

### For Others Working with Amiables:

Be warm and sincere by:

- Supporting their feelings by showing personal interest when possible
- Assuming they will take things personally
- Allowing them time to trust you
- Discussing personal feelings – not facts – when you disagree
- Moving along in a slower, informal, but steady manner
- Showing that you are “actively” listening
- Giving assurances that risk will be minimized or handled as reasonably as possible

*NOTE: To be more effective, have other people you work with take the assessment on themselves. Then set aside some time to share the results. Discuss how you each can adapt your behaviors to create more satisfying working relationships.*

# Action Plan...

## IN THE SOCIAL SCENE

### For Amiables:

- Stand up for yourself when others become insistent, or even belligerent
- Respond more favorably to required changes
- Occasionally vary your schedule and do new things
- Expand your circle of acquaintances by participating in activities with new people more frequently
- Respond somewhat less sensitively to others
- Occasionally confront others
- Consciously allow occasional disruption of your peace and stability

### For The Friends of Amiables:

- Focus on a slower-pace and steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change

*NOTE: To enhance your friendships, have other friends take the assessment on themselves. Then set aside some time to share the results. Discuss how you each can adapt your behaviors to create more satisfying friendships.*

## Part III

### Application of Behavioral Styles with Others

#### APPLICATION, APPLICATION, APPLICATION

Understanding your own behavioral style is just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

##### This application section includes:

- How To Identify Another Person's Behavioral Style
- The Four Basic Styles Overview
- What is Behavioral Adaptability
- How to Modify Your Assertiveness and Responsiveness
- Tension Among The Styles
- Action Plans with All Four Styles
- How To Adapt To The Different Behavioral Styles

This section will help you to understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Then identify the behavioral style of the other person using the **How to Identify Another Person's Behavioral Style** section. You can read about their style in **The Four Basic Styles Overview**. The section on **What Is Behavioral Adaptability** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships. Once you know their style and preferences for assertiveness and/or responsiveness, you can use the **How to Modify Your Assertiveness and Responsiveness** section to adjust these areas when relating to this person. You will be amazed at the difference. To further understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference. The **Action Plans with All Four Styles** section will give you a summary of needs and suggested actions to meet those needs. And finally, the last section, **How to Adapt to the Different Behavioral Styles**, will give you suggestions when dealing with each of the four basic styles.

# How To Identify Another Person's Behavioral Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas – **assertiveness and responsiveness**. Is the person less responsive or more responsive and is the person more assertive or less assertive?

## RESPONSIVENESS



### More Responsive Behaviors

- Shows feelings and enthusiasm
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Friendly handshake
- Initiates/accepts physical contact

### Less Responsive Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts
- Formal handshake
- Conversation stays on subject

## ASSERTIVENESS



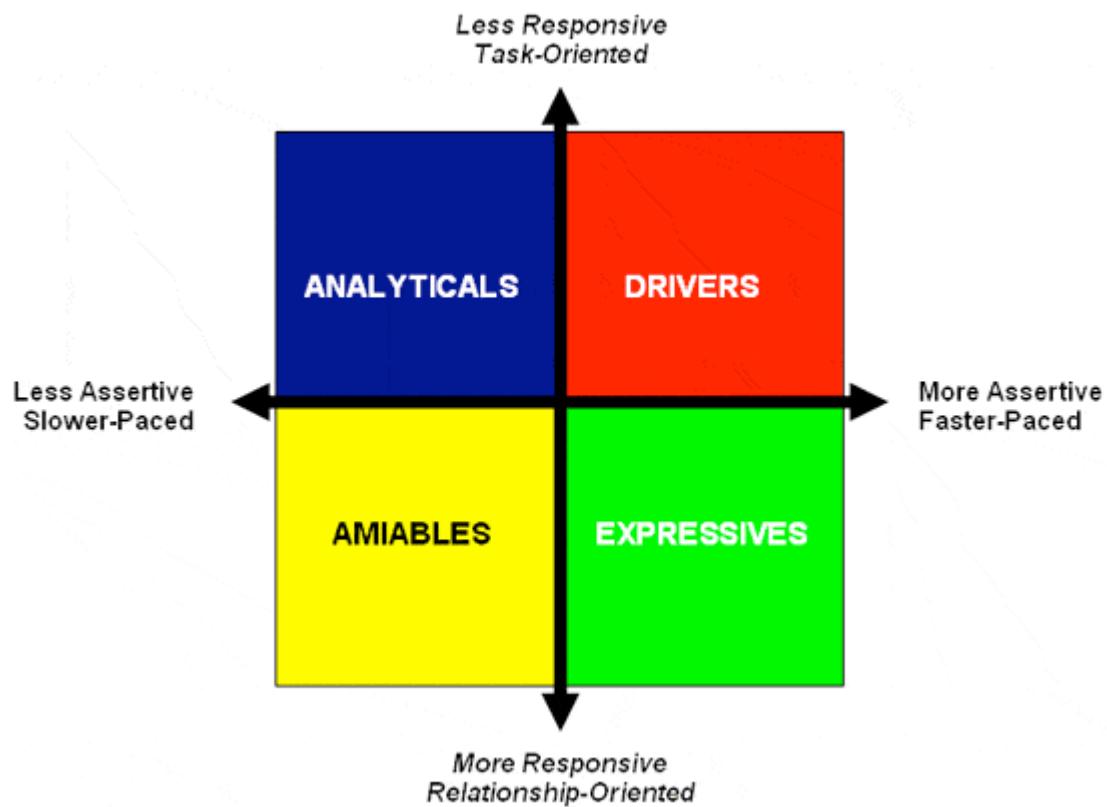
### Less Assertive Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

### More Assertive Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others

## THE WHOLE PICTURE



When you combine the two scales, you arrive at each of the four different behavioral styles. Individuals who exhibit less responsive and more assertive behaviors are Driver Styles. People who are both more assertive and more responsive are Expressive Styles. People who exhibit more responsive and less assertive behaviors are Amiable Styles. Finally, less assertive and less responsive people are Analytical Styles.

So, to quickly identify the styles of other people ask these two questions:

1. Are they more assertive and fast-paced or less assertive and slower-paced?
2. Are they less responsive and task-oriented or more responsive and people-oriented?

## The Four Basic Styles Overview

Below is a chart to help you understand some of the characteristics of each of the four basic styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in various settings.

	DRIVER STYLE	EXPRESSIVE STYLE	AMIABLE STYLE	ANALYTICAL STYLE
<b>PACE</b>	Fast/Decisive	Fast/Spontaneous	Slower/Relaxed	Slower/Systematic
<b>PRIORITY</b>	Goal	People	Relationship	Task
<b>SEEKS</b>	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
<b>STRENGTHS</b>	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systematizing Orchestration
<b>GROWTH AREAS</b>	Impatient Insensitive to others Poor Listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slow to begin action Lacks global perspective	Perfectionists Critical Unresponsive
<b>FEARS</b>	Being taken advantage of	Loss of Social recognition	Sudden changes Instability	Personal criticism of their work efforts
<b>IRRITATIONS</b>	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
<b>UNDER STRESS MAY BECOME</b>	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
<b>GAINS SECURITY THROUGH</b>	Control Leadership	Playfulness Others' approval	Friendship, Cooperation	Preparation Thoroughness
<b>MEASURES PERSONAL WORTH BY</b>	Impact or results Track record and process	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision, Accuracy Quality of results
<b>WORKPLACE</b>	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

# What is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for a Analytical or Amiable Style; or when you move a bit faster for the Driver or Expressive Styles. It occurs when the Driver or Analytical Styles take the time to build the relationship with a Amiable or Expressive Style; or when the Expressive or Amiable styles focus on facts or get right to the point with Driver or Analytical styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation

Adaptability does not mean "imitation" of the other person's style. It does mean adjusting your responsiveness, assertiveness, pace, and priority in the direction of the other person's preference; while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social or personal lives. We tend to be more adaptable at work with people we know less; and we tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat the other people the way they want to be treated.

# How to Modify Your Assertiveness and Responsiveness

In some interpersonal situations, you will only be able to identify another person's assertiveness or responsiveness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of assertiveness or responsiveness before looking at specific guidelines for being more adaptable with each of the four styles.

## TO INCREASE ASSERTIVENESS

- Speak and move at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't conflict with the person
- Increase your eye contact

## TO INCREASE RESPONSIVENESS

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

## TO DECREASE ASSERTIVENESS

- Talk, walk and decide more slowly
- Seek and acknowledge others' opinions
- Share decision-making and leadership
- Lessen your energy level; be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

## TO DECREASE RESPONSIVENESS

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language

## Tension Among the Styles

Each style has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of how fast things should be done.

The Tension Among the Styles Model on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.

Notice that the Driver Style and Expressive Style tend to prefer a faster pace; the Amiable Style and Analytical Style both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Driver and a Expressive. Both are relatively fast-paced behavioral types. Yet the Expressive places more emphasis on people than on tasks, while the Driver tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the Expressive does better with the Amiable. These two will still be getting to know each other while the Analytical and the Driver are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Expressive and Amiable interaction when these two finally do get around to the tasks at hand. The Expressive usually wants it yesterday, whereas the Amiable wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Driver and Analytical, another example of pace-based tension. The faster-paced Driver likes to make quick decisions. The slower-paced Analytical gets uptight when having to make decisions without an opportunity to analyze fully all the alternatives.

When dissimilar pairings occur, as they often do in many work and social encounters, one or the other of the individuals must make adjustments in his style to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

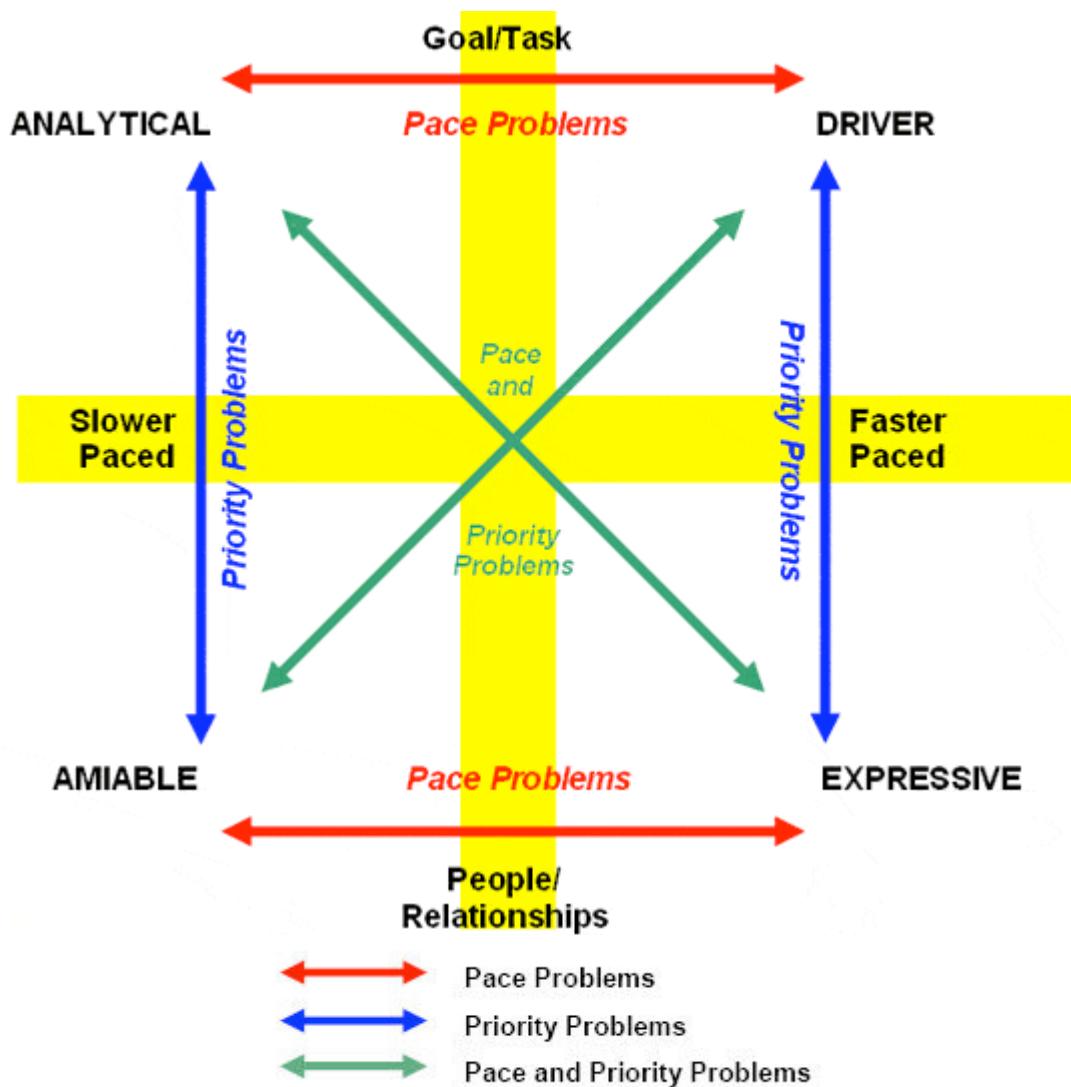
When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Driver and Amiable relationship, as well as in the Expressive and Analytical relationship.

Take the case of the Driver and Amiable interaction: the Driver should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Amiable should try to show more concern for task completion, even if it means putting the personal relationships aside temporarily. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.

The same applies to the Expressive and Analytical relationship. Adjustments should be made in both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these difference.

## Tension Among the Styles Model



# Action Plans With All Four Styles...

AMIABLE TRAITS...	SO YOU...	EXPRESSIVE TRAITS...	SO YOU...
Concerned with stability	- Show how your idea minimizes risk	Concerned with approval and appearances	- Show them that you admire and like them
Think logically	- Show reasoning	Seek enthusiastic people and situations	- Behave optimistically and provide upbeat setting
Want documentation and facts	- Provide data and proof	Think emotionally	- Support their feelings when possible
Like personal involvement	- Demonstrate your interest in them	Want to know the general expectations	- Avoid involved details, focus on the "big picture"
Need to know step-by-step sequence	- Provide outline and/or one-two-three instructions as you personally "walk them through"	Need involvement and people contact	- Interact and participate with them
Want others to notice their patient perseverance	- Compliment for their steady follow-through	Like changes and innovations	- Vary the routine; avoid requiring long-term repetition by them
Avoid risks and changes	- Give them personal assurances	Want others to notice THEM	- Compliment them personally and often
Dislike conflict	- Act non-aggressively, focus on common interest or needed support	Often need help getting organized	- Do it together
Accommodate others	- Allow them to provide service or support for others	Look for action and stimulation	- Keep up a fast, lively, pace
Look for calmness and peace	- Provide relaxing, friendly atmosphere	Surround themselves with optimism"	- Support their ideas and don't poke holes in their dreams; show them your positive side
Enjoy teamwork	- Provide them with a cooperative group	Want feedback that they "look good"	- Mention their accomplishments, progress and your other genuine appreciation
Want sincere feedback that they're appreciated	- Acknowledge their easygoing manner and helpful efforts, when appropriate		

ANALYTICAL TRAITS...	SO YOU...	DRIVER TRAITS...	SO YOU...
Concerned with aggressive approaches	- Approach them in an indirect, non-threatening way	Concerned with being #1	- Show them how to win, new opportunities
Think logically	- Show reasoning	Think logically	- Display reasoning
Seek data	- Give it to them in writing	Want facts and highlights	- Provide concise data
Need to know the process	- Provide explanations and rationale	Strive for results	- Agree on goal and boundaries, then support or get out of their way
Utilize caution	- Allow them to think, inquire and check before they make decisions	Like personal choices	- Allow them to "do their thing," within limits
Prefer to do things themselves	- When delegating, let them check on others' progress and performance	Like Changes	- Vary routine
Want others to notice their accuracy	- Compliment them on their thorough-ness and correctness when appropriate	Prefer to delegate	- Look for opportunities to modify their work-load focus
Gravitate toward quality control	- Let them assess and be involved in the process when possible	Want others to notice accomplishments	- Compliment them on what they've done
Avoid conflict	- Tactfully ask for clarification and assistance you may need	Need to be in charge	- Let them take the lead, when appropriate, but give them parameters
Need to be right	- Allow them time to find the best or "correct" answer, within available limits	Tendency towards conflict	- If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis
Like to contemplate	- Tell them "why" and "how"		

# How to Adapt to the Different Behavioral Styles

## THE DRIVER STYLE

They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure – all on a single page.

The Driver Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the Driver call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Driver Style, in general, be efficient and competent.

### At Work – Help Them To

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

### Sales and Service Strategies with Driver Styles

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible
- Let them know that you don't intend to waste their time

### In Social Settings

- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

# THE EXPRESSIVE STYLE

The Expressive Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

Expressives are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Expressive Styles, in general, be interested in *them*.

## At Work – Help Them To

- Attend to key details and improve their follow-through efforts
- Monitor socializing to keep it in balance with other aspects of life
- Write things down and work from a list, so they'll know what to do when
- Prioritize activities and focus on tasks in order of importance
- Become more organized and orderly in the way they do things
- Get the less appealing tasks of the day over with early
- Pay more attention to time management of activities
- Check to make sure they're on course with known tasks or goals

## Sales and Service Strategies with Expressive Styles

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these towards mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

## In Social Settings

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Focus on how glad you are when they succeed

# THE AMIABLE STYLE

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. Amiables don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Amiable Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Amiable Style, in general, be non threatening and sincere.

## At Work – Help Them To

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Get and accept credit and praise, when appropriate

## Sales and Service Strategies with Amiable Styles

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or work expectations
- Get them involved by focusing on the *human element*... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

## In Social Settings

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change

# THE ANALYTICAL STYLE

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Expressive Styles, it is not a prerequisite.

Support the Analytical Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the Analyticals to be leaders or outspoken contributors, but *do* rely on them to conduct research, crunch numbers, and perform detailed footwork for group. If appropriate, set guidelines and exact deadlines. The Analytical Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the Analytical Styles, in general, be thorough, well prepared, detail-oriented, business-like, and patient.

## At Work – Help Them To

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not everything

## Sales and Service Strategies with Analytical Styles

- Prepare, so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

## In Social Settings

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, as long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

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