



Academy for Leadership
and Training



Individual Communication Assessment
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Understanding Communication Styles

Your Communication Style is the predictable way in which you tend to interact with those people around you, and with your environment. While those behaviors are visible, what is unknown is your reason or rationale behind the behaviors. The Communication Styles framework explores how behaviors are exhibited, and does not explore the values and thoughts that generate those behaviors.

It is worth noting that multiple experiences, and even your genetics, contribute to the formation of your Communication Style. For example, maybe your parents have said things like, “My son/daughter has always acted, or talked, that way.” Your Style is formed early. As you learn about Communication Styles, it’s helpful to remember that no Style is better or worse than another. Too often, we seem to value qualities like speaking abilities, without acknowledging the other incredible skill of listening abilities. For that reason, we sometimes have a bias as we learn our results. For example, we might wish our results showed us to be more of a Driver. However, we challenge you to consider the following... envision the person who has been the most memorable leader in your life.

Was s/he a great listener?

Did s/he take time to focus on people?

If your answer is “yes” to these questions, we urge you to ponder the enormous value of the skill of listening. Excellence in listening is a core leadership trait, and one that requires patience and conscientious nurturing.

In the Communication Styles framework, “Style” refers to how you prefer (tend) to communicate or interact with others. Your Style will be understood based on two dimensions:

1. *Your tendency to talk, or your tendency to listen*
2. *Your tendency to focus on tasks, or to focus on people*

As you review your Communication Style results, try to remain open to learning about yourself, and perhaps consider how to use self-awareness to become a more effective communicator. The adjustments you make for others’ Styles may be the best development for you as a leader.

And, of course, enjoy the process of appreciating your Communication Style!

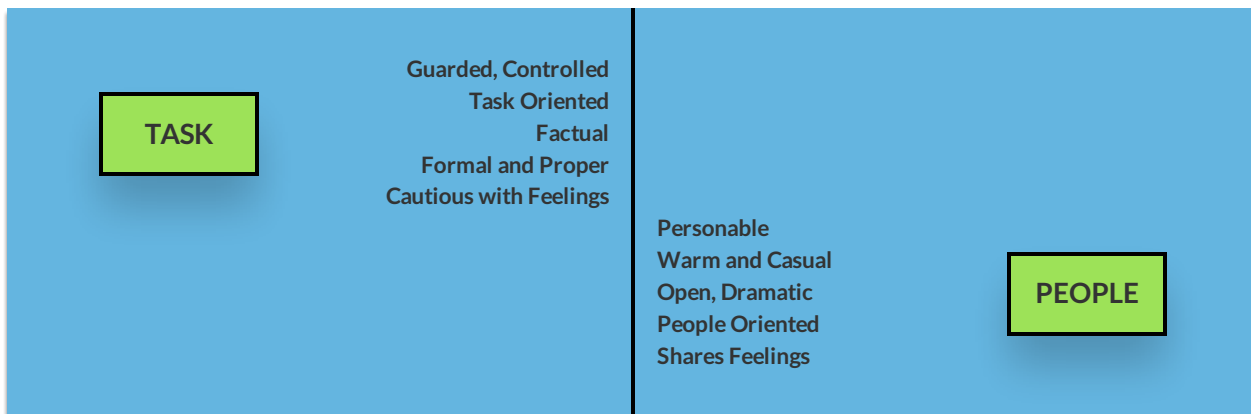
Communication Style Dimensions

There are two dimensions to a person's Communication Style:

ASSERTIVENESS: The degree to which an individual is perceived as direct and forthcoming in the way s/he communicates and interacts with others. Assertiveness is characterized by a tendency to ASK or a tendency to TELL.

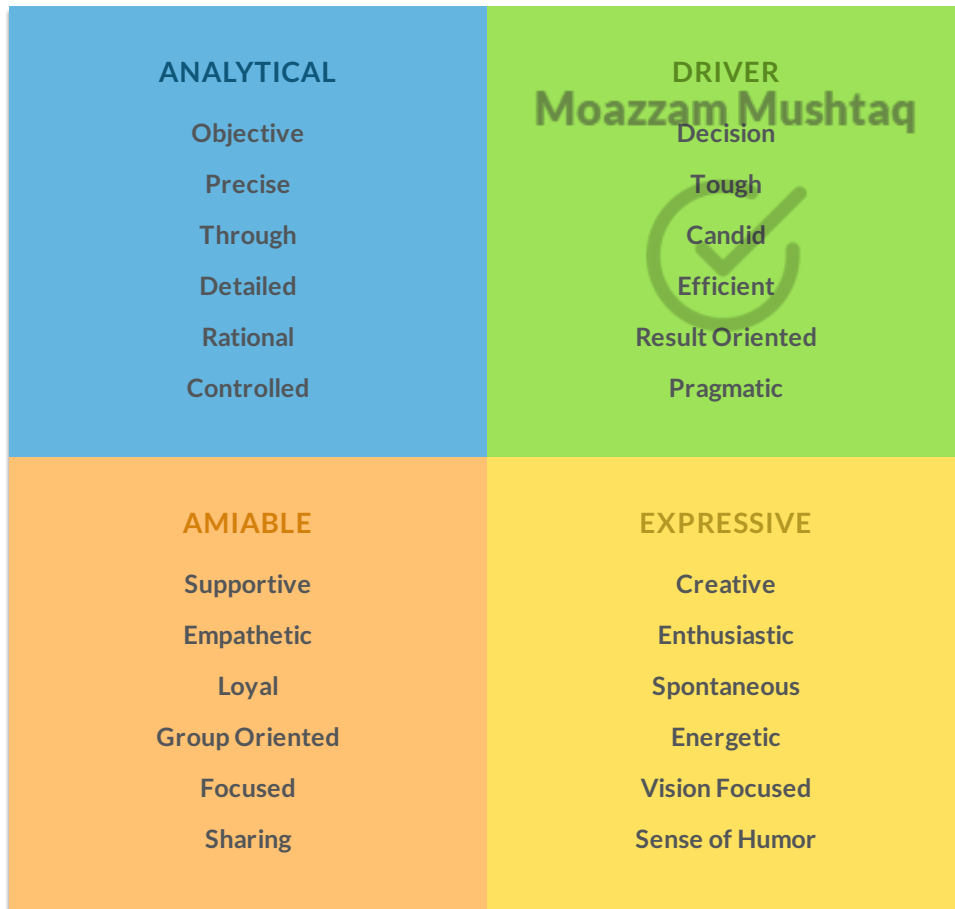


FOCUS: The degree to which an individual is perceived as interacting with others in terms of TASKS or PEOPLE.



TASK DIRECTED

ASK
Slow Pace



TELL
Fast Pace

PEOPLE DIRECTED

Describing Your Style - Driver

AMIABLE-DRIVER

DESCRIPTION: Your primary Communication Style is Driver. The Driver Style can be characterized as having an emphasis on tasks and results. For “Drivers,” the key objective at work is to accomplish goals. The Driver Style tends to enjoy working with others, as long as that work is productive, and remains on-task. Drivers prefer an efficient process, which often translates into moving at a quick, targeted pace.

Drivers

- *Like to shape the environment by overcoming opposition to accomplish results*
- *Speak in a direct manner and are self-contained*
- *Focus on the TASK at hand and on achieving results*
- *May become irritated by what they perceive as “touchy-feely” behavior, particularly if they sense that behavior is inhibiting immediate action*
- *Prefer to remain in control at all times*
- *Rely on their leadership skills to strive to be a “winner”*

COMFORT LEVEL: You may find yourself most comfortable in a work environment that maintains a focus on reproducible and accurate processes, along with high-performing teams. You may enjoy a rapid work pace, with an emphasis on goals, and where you feel surrounded by people who share a bias toward action.

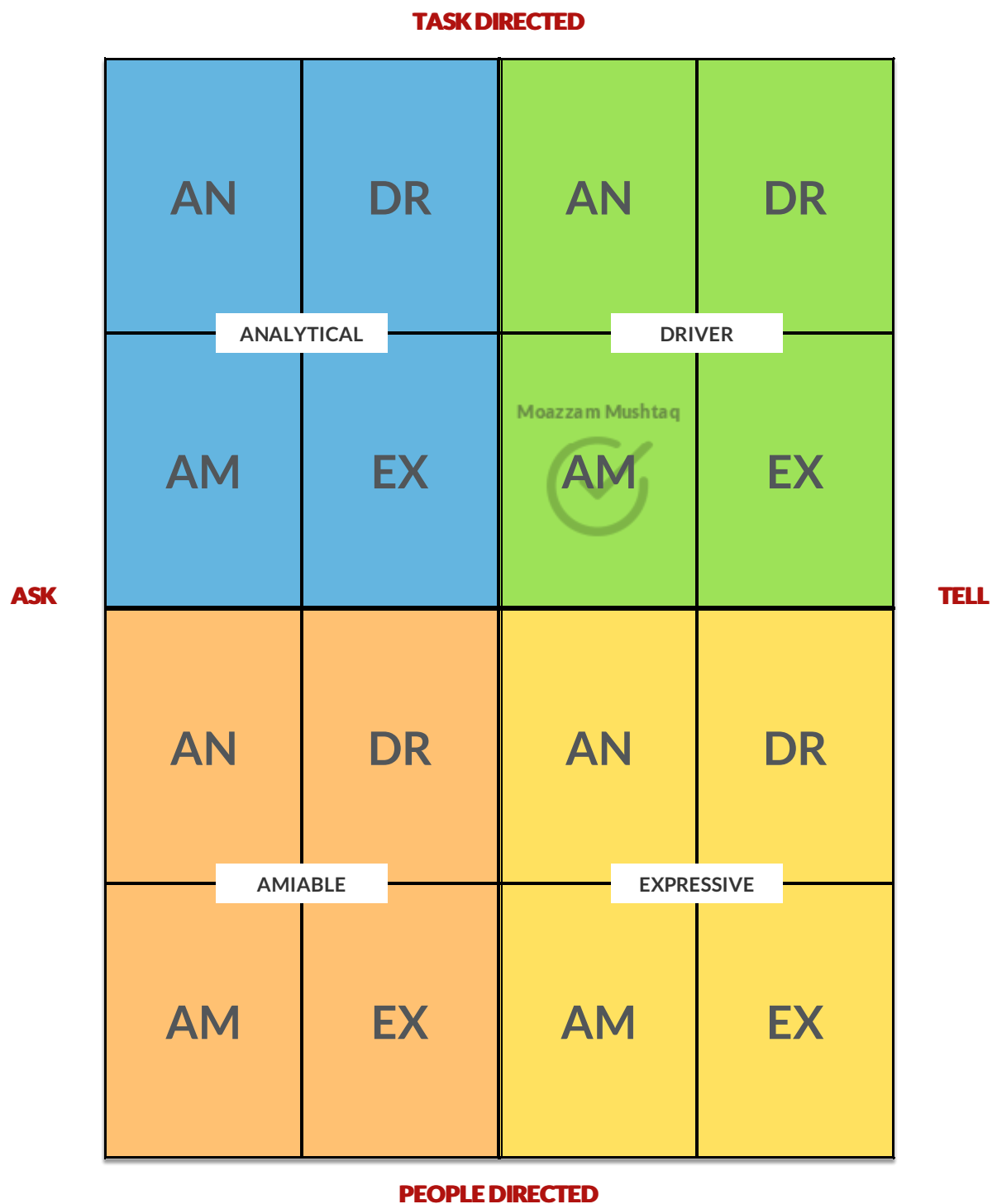
STRESS: You may experience stress in emotionally-charged environments, particularly where interactions do not appear to be channeled toward results, you may experience stress. When confronted with such conditions, Drivers may try to create more productive conditions, and, in turn, run the risk of appearing demanding or dictatorial.

COACH'S CORNER: As a Driver, your first instinct may be to view the workplace mainly in terms of where TASKS are completed. Your passion for results may cause you to miss the bigger picture that work involves people, and people have needs that you may not keep in the forefront of your mind. These needs may include team-bonding, casual and fun interactions, and joy in the work environment. In short, your colleagues may want more social interaction than you, and may want more social interactions from you.

One example of how this may play out... In the morning, when you walk into the office building, your preference may be to take a straight line to your computer. You may be so focused that indeed you walk past some colleagues without so much as a “hello” or “good morning.”

Consider, perhaps, creating a task for yourself, that each morning, you will grab a cup of coffee and greet your colleagues casually, before launching into work. This morning ritual could inspire more goodwill toward you, and may allow you to get to know your colleagues better!

Your Sub-Quadrants



Your Secondary Style

While your primary Communication Style best summarizes your approach to interacting with others, your secondary Style also represents a less prominent, but important, way in which you like to communicate.

AMIALE

DESCRIPTION: Your secondary Communication Style is Amiable. The Amiable Style can be characterized as having an emphasis on people and teams. For Amiables, the key objective at work is to achieve a sense of harmony at work. The Amiable Style greatly enjoys working with others, as long as the team is working well together to achieve their goals. Amiables prefer collaboration, which often translates into moving at a slightly slower pace, to allow for all opinions to be heard.

AMIABLES

- *Like to cooperate with others and to carry out the team's goals*
- *Tend to be slower paced, easy-going, and relaxed*
- *Their priority is PEOPLE and relationships*
- *Focus on building trust and getting acquainted with others*
- *Are irritated by pushy and aggressive behavior*
- *Enjoy supportive behavior, and rely on close and secure relationships*
- *Acceptance is based on conformity, loyalty, and helpfulness*

COMFORT LEVEL: You may find yourself most comfortable in a work environment that supports an open culture, participative leadership, and teams. You may enjoy a less rushed work pace, with an emphasis on team accomplishments and recognition.

STRESS: You may experience stress in highly political, face-paced environments. While others may let political games go, you may find that they affect you deeply, and you lose productivity when others are faced with competition for resources. When confronted with such conditions, Amiables may appear “checked out” and unsure how to move forward.

COACH'S CORNER: As an Amiable, your first instinct may be to consider work as a place where PEOPLE come together to complete team objectives. Your instinct to hear from everyone during meetings may be exactly what the team needs. However, when the team is confronted with immediate deadlines, your Style may appear to others as hindering their ability to advance. In such situations, you may consider shifting into a “Driver” mode, to help the team gain quick consensus, make decisions, and then develop clear action plans to achieve their objectives.

Description of All Styles

ANALYTICALS

- *Like to work with existing circumstances to accomplish high quality products and services*
- *Are usually self-contained and somewhat direct, slow, steady, and methodical*
- *Their priority is the TASK at hand, and they focus on the detail and process*
- *Are irritated by surprises and unpredictability*
- *Like to provide facts and the documentation that support those facts*
- *Like process and systems and depend on their accuracy*

DRIVERS

- *Like to shape the environment by overcoming opposition to accomplish results*
- *Are direct and self-contained*
- *Their priority is the TASK at hand, and they focus on achieving results*
- *Wasting time and “touchy-feely” behavior that blocks action and results irritates them*
- *Prefer to be in control at all times*
- *Depend on their leadership skills and strive to be a “winner”*

AMIABLES

- *Like to cooperate with others and to carry out the team’s goals*
- *Tend to be slower paced, easy-going, and relaxed*
- *Their priority is PEOPLE and relationships*
- *Focus on building trust and getting acquainted with others*
- *Are irritated by pushy and aggressive behavior*
- *Enjoy supportive behavior, and rely on close and secure relationships*
- *Acceptance is based on conformity, loyalty, and helpfulness*

EXPRESSIVES

- *Like to shape the environment by forming alliances with others in order to accomplish results*
- *Are open, stimulating, talkative, and quick paced*
- *Focus on PEOPLE and the interaction and dynamics of the relationship*
- *Are irritated by routine tasks and being alone*
- *Enjoy socializing and rely on flexibility*
- *Acceptance depends on being heard along with generating and selling ideas*

Natural Communication Style

TASK DIRECTED

ANALYTICAL

Somewhat expressionless Controlled & limited body movement
Pushes for facts & details Little sharing of personal feelings
Few gestures to support conversation
Low voice volume
Slow voice speed
Little variation in vocal intonation
Communicates hesitantly
Soft handshake
Intermittent eye contact
Little verbal communication

DRIVER

Conversation focuses on issues & task at hand
Little sharing of personal feelings
Makes empathetic statements
Some gestures to support conversation
High voice volume
Fast voice speed
Firm handshake
Steady eye contact
Questions tend to challenge information
Fast moving

ASK
Slow Pace

TELL
Fast Pace

AMIALE

Mild facial expressions
Limited hand & body movement
Flexible time perspective
Tells stories and anecdotes
Little emphasis on facts and details
Shares personal feelings
Seeks contact
Average nonverbal feedback
Makes tentative statements
Soft handshake
Low voice volume
Slow voice speed

EXPRESSIVE

Animated facial expressions
Much head and body movement
Tells stories and anecdotes
Some emphasis on facts and details
Shares personal feelings seeks contact
immediate nonverbal feedback
Gestures to emphasize points
High voice volume
Changes voice intonation
Communicates readily
Fast moving

PEOPLE DIRECTED

Communication Under Stress

<p>ANALYTICAL</p> <p>WILL WITHDRAWAL OR AVOID</p> <p>May Appear:</p> <ul style="list-style-type: none"> • Over-reliant • Resistant to change • Slow to act • Slow to begin work • Unable to meet deadlines • Lacking in imagination • Withdrawn <p>Need:</p> <ul style="list-style-type: none"> • Guarantees that they're right • Understanding of principle & details • Slow pace for processing information • Removal of threat to accuracy 	<p>DRIVER</p> <p>WILL PRESSURE OR DICTATE</p> <p>May Appear:</p> <ul style="list-style-type: none"> • Restless • Critical • Blunt • Intrusive • Uncooperative • Irritable • Aggressive and pushy <p>Need:</p> <ul style="list-style-type: none"> • Control of the situation and self • Tangible evidence of progress • Fast pace for moving toward goals • Removal of threats to accomplishment
<p>AMIALE</p> <p>WILL ACCEPT OR SUBMIT</p> <p>May Appear:</p> <ul style="list-style-type: none"> • Wishy-washy • Submissive • Passive • Dependent • Hesitant • Defensive • Indecisive <p>Need:</p> <ul style="list-style-type: none"> • Reassurance that they are liked • Personal Assurances • Slow pace for comfort and security • Removal of any threats to relationship 	<p>EXPRESSIVE</p> <p>WILL CHALLENGE OR ATTACK</p> <p>May Appear:</p> <ul style="list-style-type: none"> • Manipulative • Over-eager • Impulsive • Inconsistent • Superficial • Unrealistic • Wasteful of time <p>Need:</p> <ul style="list-style-type: none"> • To get credit • Action and interaction • Quick pace for stimulation • Removal of any threat to image

Communication Styles

We sincerely hope your Communication Style Assessment offers insight into your preferences for communicating. Further, we hope you understand how your Style is similar, or different, to other Styles.

Recognizing these differences, and adjusting for others to “give them what they need,” in terms of information and style, is a key to strengthening what some refer to as your Emotional Intelligence.

We encourage you to start with small behavioral adjustments, using the Coach’s Corner as a beginning, and notice the tremendous improvements that occur in your interactions.

Please contact us for more information, coaching tips, or with any questions.

Sincerely,

Jim Glantz, CEO

The Academy For Leadership And Training