



## Academy for Leadership and Training



### Individual Communication Assessment Individual Communication Assessment

# 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!

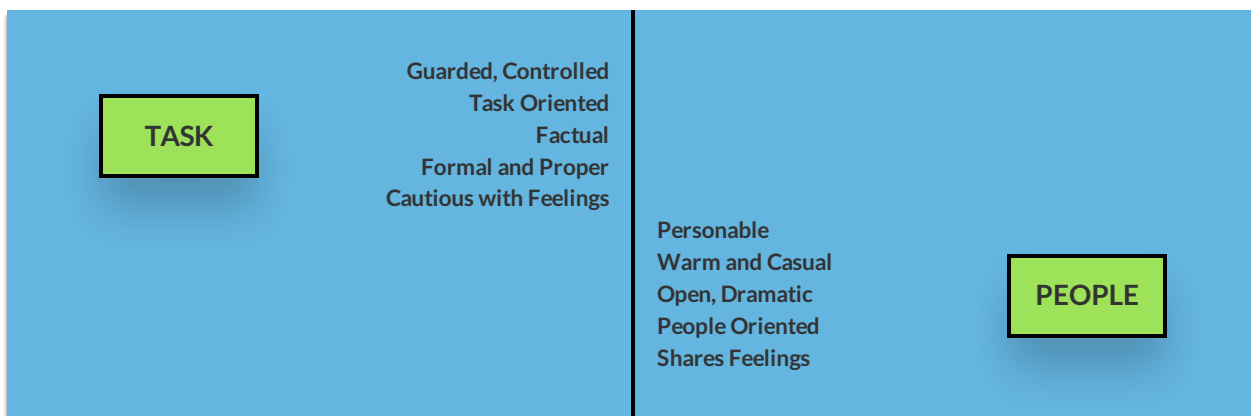
# Communication Style Dimensions

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**



**PEOPLE DIRECTED**

# Describing Your Style - Expressive

## ANALYTICAL-EXPRESSIVE

**DESCRIPTION:** Your primary Communication Style is Expressive. The Expressive Style can be characterized focusing on people and on developing a long-term vision for your team's success. Expressives hold the ability to communicate a vision that paints a picture around which others can rally. The Expressive Style collaborating and brainstorming with others, and appreciates a certain amount of creativity at work. Expressives tend to work at a rapid pace.

## EXPRESSIVES

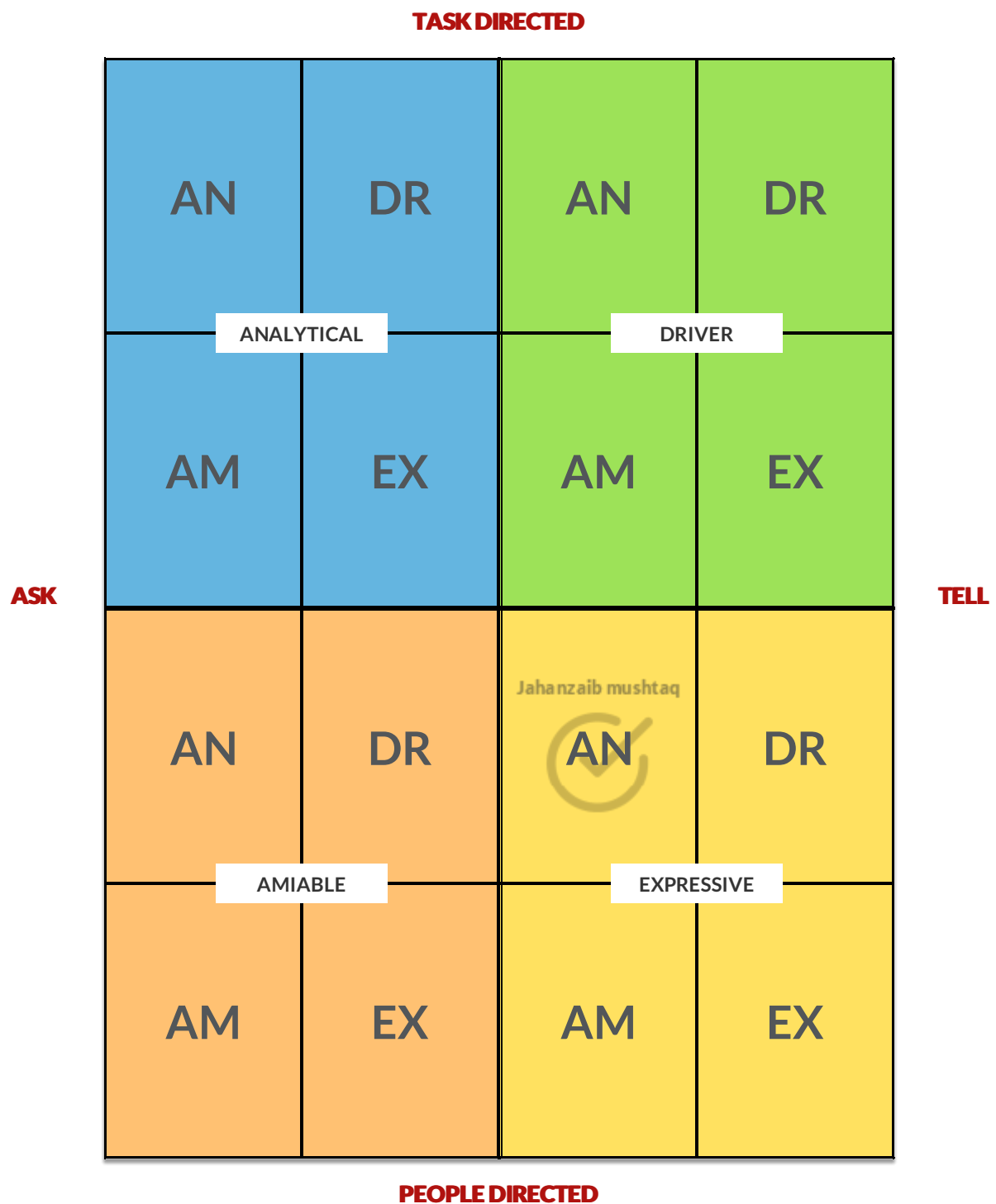
- *Like to shape the environment by forming alliances with others in order to accomplish results*
- *Are open, stimulating, talkative, flexible, and quick-paced environments*
- *Focus on PEOPLE and the interaction and dynamics of the relationship*
- *Are irritated by routine tasks and being alone*
- *Appreciate having their ideas heard and enjoy selling those ideas*

**COMFORT LEVEL:** You may find yourself most comfortable in a work environment that supports an open culture, shared goals, and the ability to brainstorm in teams. You may enjoy when you, and your teams, are recognized for accomplishments.

**STRESS:** Expressives may experience stress when the work environment appears overly reliant on process, and not flexible in how work gets done. Expressives are uncomfortable with a slow pace, and may express that discomfort as restlessness, or dominating a conversation.

**COACH'S CORNER:** As an Expressive, you have a talent for imagining what will occur in the future, and verbalizing that future without yet knowing all of the details. However, some other Styles may be confused as to how this future state can be imagined without those details. They may view your comments as impulsive, or even disruptive. We recommend that Expressives manage this perception by keeping a notepad with them during meetings. When Expressives wish to state their opinions, we advise them instead to use the notepad to jot down their opinions. Before the end of the meetings, Expressives can review their notes and determine which of the opinions still should be communicated to the team. Then, Expressives could ask the team for permission to cover a few items that have not yet been accounted for.

# 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.

## ANALYTICAL

**DESCRIPTION:** Your secondary Communication Style is Analytical. The Analytical Style can be characterized as having an emphasis on process and accuracy. With “Analyticals”, the key objective at work is to create high quality products and services. The Analytical Style tends to be comfortable working independently, and often prefers a slower, steadier, and somewhat methodical pace, to make sure things are done right the first time.

**COMFORT LEVEL:** You may find the most comfort in a work environment that affords the space to think, plan, and create reproducible, accurate processes. Unlike some colleagues, you may prefer to receive all of the facts up-front, and you display a comfort and ease with detailed, supporting documentation for those facts.

**STRESS:** Analyticals may find stress in unpredictable, changing conditions. When confronted with such conditions, you may run the risk of appearing shut-down, or withdrawn. In fact, during these moments, you may appear resistant to change, or that you are slowing down the team.

**COACH'S CORNER:** In meetings, you may find that you're focused on the TASK at hand, and that you prefer a discussion on the facts and supporting documentation. When pushed to make a decision with less than 100% of the information, you may want to stay aware of time. That is, you are likely to want more time for analysis than other team members. In some instances, you may be correct in slowing the team down to gather more facts. However, in other instances, the team may require that you move faster than you might prefer.

In order to provide transparency about your Style, you may want to communicate to the team that your objective is simply to clarify the necessary facts, so that they make the best informed decision. Your goal is to assist in guiding the team toward that outcome. In short, your aim is to establish a clear and solid decision-making process for the team's future success.

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

# 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