

Communication styles

People have different styles of communication. Identifying your own communication style will help you understand how to adapt your style to the needs of others.

Tool:

- Take the time to answer the **Communication Styles Activity**

What are you?

<p>Promoter</p> <ul style="list-style-type: none"> ✓ High energy ✓ Enjoyable to be around ✓ Creative imagination ✓ Initiates relationships ✓ Motivating ✓ Competitive spirit ✓ Goal-oriented 	<p>Facilitator</p> <ul style="list-style-type: none"> ✓ Dedicated and committed ✓ Loyal team member ✓ Good listener ✓ Patient ✓ Good at reconciling factions ✓ Dependable
<p>Controller</p> <ul style="list-style-type: none"> ✓ Task accomplisher ✓ Bottom-line results ✓ Self-motivated ✓ Forward-looking ✓ Fast decision-maker ✓ Initiates activities ✓ Disciplined ✓ Likes to control others 	<p>Analyzer</p> <ul style="list-style-type: none"> ✓ Objective ✓ Conscientious ✓ Defines, clarifies ✓ Concerned with accuracy ✓ Gathers data/information ✓ Tests data ✓ Maintains standards

Promoting style

People with a Promoting style tend to get involved in active, rapidly moving situations. They generally like exciting, activities of an inspirational nature. They can make easy generalizations without sufficient factual information. They are given to exaggerations. They are usually stimulating people to be with, socially outgoing, friendly, lively and personable. Promoters like to have fun and will seek people who like to play and be spontaneous. Because of a somewhat dramatic nature, they may think out loud in a way that convinces others of a particular position or action. Their enthusiasm may come across as instability or egoism and may be perceived by others as manipulative.

They are concerned with the feelings and ideas of others and try to include others in their plans and activities, especially if it's recreational. Promoters are often sports-minded and tend towards being highly competitive. They are usually open with their feelings and try to be helpful in inter-personal situations. They may try to attach themselves to people they believe have qualities of leadership or charisma.

People with a Promoting style usually lack concern for details and may move forward too soon before fully completing a task. They may jump to conclusions on an intuition or hunch.

On the job, Promoters want recognition from both peers and superiors. Because they like to move rapidly from task to task, they will sometimes settle for less than the best in order to get on with it.

They work best in a setting that provides some structure to assist in the planning and follow-through, which is unnatural to them.

Facilitating style

People with a Facilitating style are perceived by others as casual and likable, while trying to minimize interpersonal conflict. They generally let others take the initiative in social situations. They find it difficult to turn down a request because they want to be helpful, even if they must subordinate personal interests. They don't usually impose themselves or try to convince others of their point of view. They are good listeners, accepting of many styles of people, partly because of their need to be liked. They tend to be more focused on relationships than on the task.

Responsive to praise, they may be too eager to please, pretending to agree with people even when they disagree and may often feel resentful as a result. Facilitators are often very intuitive. Once having formed an alliance, they will be loyal. Because they dislike conflict, they may withhold unpleasant information.

A person such as this tends to lack interest in planning and goal-setting and may need structure and specific descriptions of the task to be completed. They will then do all they can to complete it. They may need to learn to stand up for their ideas and be willing to risk the disapproval of others.

Controlling style

People with a Controlling style tend to be active, independent and ambitious, giving an appearance of self-confidence. They take the initiative with others and enjoy orchestrating things with a take-charge attitude.

Controllers often make it their business to discern the who, what, where and how of any given situation. They are generally strong-willed and forceful and are willing to confront others about their ideas and attitudes. They usually make decisions easily and rapidly. This conveys a sense of efficiency and urgency. As a result of a strong task-oriented approach, it may be difficult for the Controller to demonstrate emotion.

They will look to other people for results, but may not offer them encouragement, inspiration or support. They can be demanding at times and may work to meet self-described objectives without realizing their behavior might be irritating to others. They are seen as competent and determined, but at times may push too hard and be too critical of others. They put getting the job done before interpersonal relationships and because of this, may experience the "lonely-at-the-top" syndrome.

Not having the situation under their control may raise anxiety levels. They tend to set objectives and work towards them in an orderly fashion. Because they are results driven, others will naturally accept their authority and leadership.

Analyzing Style

Analyzers tend to take a problem-solving approach to situations. They focus more on ideas and concepts than relationships or feelings. They prefer to study and reflection to immediate action.

They tend to be a steady influence in a group, with their restrained and unassuming way. Deliberate and non-aggressive, they usually wait for others to come to them rather than initiating an opinion. They typically want to collect a great many facts and opinions before making a decision. They prefer to avoid interpersonal confrontation and conflict. Others can perceive them as taking themselves too seriously.

Though they appear sensitive, they can be tough and arbitrary when needed. Personal disclosure comes with great difficulty. Because they are not likely to thrive on hard competition, they will more naturally move to an advisory role. Their steady and quiet manner will often cause others to look to them for counsel, for the facts, for precision.

Having once formed a bond, they are loyal and constant. They tend not to seek personal recognition, preferring to work in the background in a problem-solving, analytical position.

Analyzers will usually wait until they are sure of their ground before they offer opinions; they hate to be wrong and will avoid it at all costs.

Communication Styles Summary Descriptions

Factors	Analyzing	Facilitating	Promoting	Controlling
How to recognize:	Asks lots of questions and seems indecisive	They want attention; to be liked and to be helpful	They get excited	They like their own way; decisive, strong points of view
Tends to ask:	How? (The technical analytical question)	Why? (The personal non-goal question)	Who? (The personal dominant question)	What? (the results-oriented question)
What they fear:	Making a mistake	Rejection; not being cared for	Boring explanations, wasting time with too many facts	Someone wasting their time, trying to decide for them
Best way to deal with:	Give lots of data	Be supportive; show you care	Get excited with them; show emotion	Let them be in charge
Likes to be measured by:	Activity: Keeps busy, believes results will fall into place	Friends; if they still like me, I must be doing it right	Applause, feedback	Results/Goal-oriented
Will Improve with:	Skills of how to communicate with other people	A structure of goals and methods for achieving each goal	Recognition and some structure within which to reach the goal	A position which requires co-operation with others
Likes to save:	Face: They hate to look bad or get caught without enough data	Relationships; friendship means a lot to them	Effort; they like to take the easy way	Time; they like to be efficient
An effective leader will:	Structure a framework or "track" to follow	Detail specific plans and activities to be accomplished	Inspire them to bigger and better accomplishments with short term schedules	Allow them freedom to do things their own way
Need to learn:	Initiative, to act, to enjoy, to appear wrong	Determination, to reach for goals, to act without agreement	Discipline - to think it through, to pause	Humility, feelings, to listen to others, to follow
Must be allowed to:	Be let off the hook, not cornered or pressured	Relax and feel good about the people around them	Get ahead quickly with a fast moving challenge	Know the score, get into competitive situations and win (or appear to)
Take endorsement from:	Knowledge - they relate to others around information	Friends -if they still like me must be doing it right	Social skills - they like to be good at winning people over	Getting the job done well and on time
Rely on the power of:	Expertise - when in doubt, bring more data	Acceptance- the ability to please others will save day	Charm - expect their winning ways will carry them through	Competence- know they're strong enough to win it
On the job, excels at:	Research and development, analysis, statistics, data gathering	Service, social or relationship tasks, personnel, teaching	Promotion, ideas, drama, marketing, graphic art	Organization, development, planning, management, co-ordination

Communicating between styles

You → Others↓	Controller	Analyzer	Facilitator	Promoter
Controller	Agreement in advance on goals. Freedom to work within agreed-upon limits. Let them win and be in charge.	Summarize facts. Let them decide. Rely on self-discipline. Recognize results tangibly.	Be businesslike. Let them decide. Stick to agenda. Don't insist on personal relationship. Let them tell you what they want.	Back up ideas and enthusiasm with results. Keep agreements. Let them choose. Demonstrate workability of ideas.
Analyzer	Bring facts and logic in writing. Be patient while they evaluate. Assist in coming to decision. Work with time limits.	Recognize need to set timetables for decision. Encourage risk-taking. Provide perspective on decision at hand.	Demonstrate technical competence. Acknowledge need for facts and data. Work with time limits.	Talk facts, not opinions. Provide detail. Back up facts with detail. Be patient.
Facilitator	Show personal concern for them and family. Provide details and specifics. Acknowledge their contribution. Be supportive of efforts and accomplishments. Build relationship.	Establish personal relationship. Encourage them to increase goals and upgrade prospects.	Be strong, insistent and directive. Encourage and support work through interpersonal relationship.	Slow down the pace and volume. Allow time for relationship. Work on one agenda at a time. Move on after completion. Encourage suggestions and participation.
Promoter	Be more open about self and emotions. Relax time-consciousness. Give incentives. Let them win. Provide public recognition. Loosen up.	Spend informal time with them. Get to the point quickly. Recognize need for excitement. Ask for ideas.	Be firm when challenged. Public acknowledgment. Provide focus and follow-up. Be in a relationship.	Provide discipline and focus. Stay on track. Move quickly. Use creativity and excitement.