



SOCIAL STYLE

Dimensions

Assertiveness

The extent to which a person is perceived as attempting to persuade, direct, or control others.



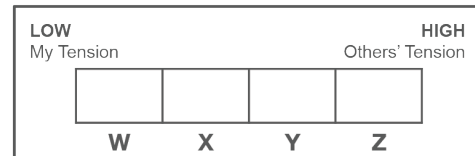
Responsiveness

The extent to which a person is perceived as keeping his or her emotions private or letting them show.

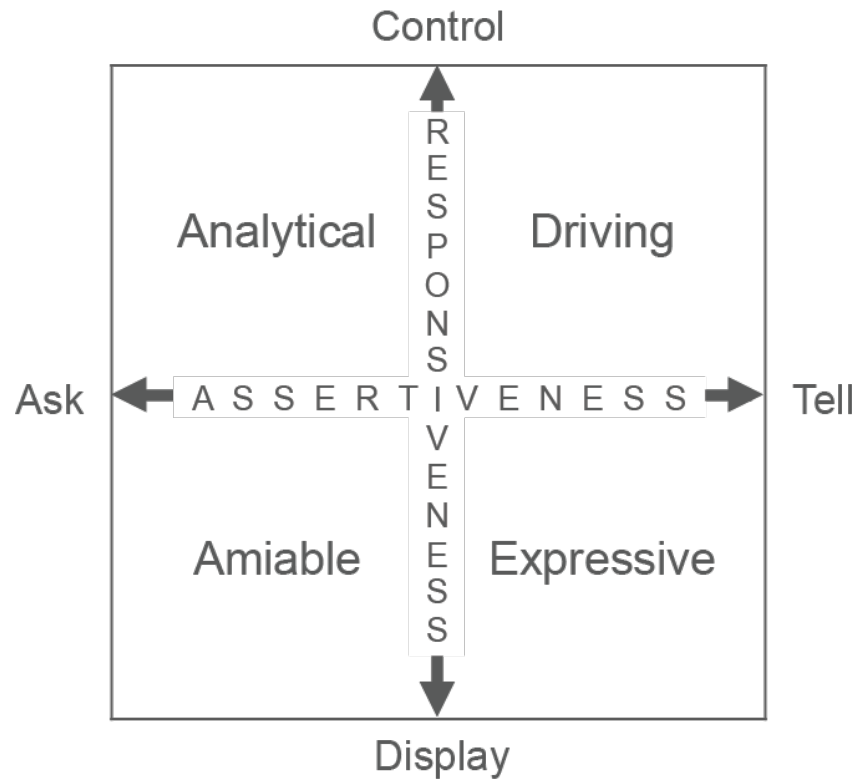


Versatility

The extent to which a person is perceived as adjusting his or her preferred behaviors to make others more comfortable interacting with him or her.



Four Styles



It's true that assigning a "Style" to someone is a form of stereotyping. But it can be *positive* stereotyping; it can help you predict people's actual preferences and therefore create more supportive and productive interactions with them.

Style-Based Strengths

Analytical Style

Analytical Style people are thoughtful and cautious. They like to make sure all the details are in place before moving ahead. Their favored approach to getting good results is to minimize risk by looking at all the options before making a decision. They specialize in accuracy and prudence. Others tend to perceive them as cool, rational, and somewhat detached.

What Analytical Style people contribute to the team:

- Objectivity
- Precision
- Thoroughness, attention to detail
- Systematic thinking
- Professional approach
- Emotional consistency
- Willingness to explore alternatives
- Encourage the team to think carefully, be rational

Driving Style

Driving Style people are fast-paced and goal-oriented, and they can be impatient with those who don't keep up with them. Their favored approach is to act quickly, based on the information they consider relevant—and to make any necessary course corrections later, if needed. They specialize in being straightforward, staying cool under pressure, and completing tasks quickly. Others tend to perceive them as work-oriented, clear, and demanding.

What Driving Style people contribute to the team:

- Decisiveness
- Toughness
- Efficiency
- Candor
- Results orientation
- Pragmatism
- Willingness to take risks
- Encourage the team to decide quickly and take action

Amiable Style

Amiable Style people are considerate and supportive. They like to take time to build rapport and to focus on team success. Their favored approach to getting good results is to find common ground and to gain consensus. They believe the best solution is generally one where everyone involved is “on board.” They specialize in compassion, mediation, and building trust. Others tend to perceive them as kind, skilled with people and teams, and somewhat self-effacing.

What Amiable Style people contribute to the team:

- Supportiveness
- Empathy
- Trustworthiness
- Loyalty
- Team orientation
- Concern with others’ development
- Willingness to share recognition
- Encourage the team to look for win-win solutions

Expressive Style

Expressive Style people are fast-moving and adventuresome. They like to come up with new ideas. Their favored approach to getting good results is to create a picture of the future and then get others’ support by selling the benefits of it. They specialize in energy, humor, and risk taking. Others tend to perceive them as persuasive, innovative, and impulsive.

What Expressive Style people contribute to the team:

- Stimulate creativity
- A sense of fun
- Enthusiasm
- Energy
- Focus on vision
- Promote team spirit
- Willingness to try new things, break new ground
- Encourage the team to be the best

Self-Talk for Teambuilding: “Most people like their own way of doing things. Instead of trying to make them be like me, I want to find out how we can work together, each of us contributing strengths and insights the others may lack.”

Style-Based Weaknesses

A weakness can result from under-use or over-use:

- **Under-use:** You can be weak in skills and behaviors that aren't consistent with your Style.
 - **Over-use:** A Style strength used too often or to an extreme degree can become a weakness.
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Weaknesses and Growth Areas

Analytical	Possible weaknesses	Risk-averse; aloof/impersonal; poor at selling self or ideas; perceived as negative or oppositional; seen as indecisive or rigid.
	Growth area	Share your thinking.
Driving	Possible weaknesses	Not listening; too tough/insensitive; not inclusive; decides too quickly; not open to alternatives.
	Growth area	Look for others' perspectives.
Amiable	Possible weaknesses	Not tough enough; seen as unwilling to confront difficult issues and people; unwilling to try new things; too accommodating.
	Growth area	Take a strong stand.
Expressive	Possible weaknesses	Overstating the pluses; impulsive; lack of detail/follow-through; indiscreet; self-involved.
	Growth area	Do reality checks.

Versatility

<p>Presentation is a relatively minor aspect of Versatility—accounting for 16% of the total Versatility rating.</p>	<p>Presentation is about how you communicate in a public setting— whether others see you as “coming across” well. This aspect of Versatility focuses on whether others see you as moderating your preferred Style to be effective in sharing your point of view with others.</p>
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<p>Competence and Feedback together make up 84% of the overall Versatility rating. This means that you can most easily improve your Versatility by focusing on these areas.</p>	<p>Competence is about how others see you as approaching work (in the broadest sense of “doing things”). Competent people of <i>every</i> Style focus on getting things done; they just place different value on <i>how</i> things get done.</p> <p>When someone scores high on competence, others see that person as being willing and able to shift how he or she approaches doing things in order to support others achieving their work-related goals and accommodate their Style-based preferences.</p>
	<p>Feedback is about how you take in and respond to signals you get from others about how they like to communicate and interact. If competence is about task, feedback is about relationship.</p> <p>Someone who scores high on feedback moderates his or her behavior toward others when they seem uncomfortable with his or her approach, or when they clearly want to use a different approach.</p>

Think about it:

If your overall Versatility assessment was “W”:

You’re seen as consistently over-relying on the preferred behaviors of your Style, primarily using the same approaches regardless of the requirements of the situation or others’ preferences. For example, you may operate at your preferred pace most of the time—not speeding up or slowing down in response to circumstances or others’ pace.

You may view this consistency as a positive attribute; people who are seen as lower Versatility often describe themselves as being “who they are” and “honest.” Understand that increasing your Versatility doesn’t mean being inauthentic or changing your point of view. It just means putting more tools in your behavioral toolkit.

If your overall Versatility assessment was “X”:

You’re seen as often over-relying on the preferred behaviors of your Style, tending to use the same approaches even when the situation or others’ preferences might require a different kind of approach. For example, you may not change your pace as much as others would like; you may often operate at the same pace unless people make direct requests for you to change or circumstances require that you move more quickly or slowly than usual.

Getting an assessment of “X” overall means you have a lot of room to increase your Versatility, but it also means you’re already exercising your Versatility in some situations. Think about times when you’ve flexed—behaved in ways that were new or less comfortable for you in order to improve relationships and outcomes. That’s Versatility in action.

If your overall Versatility assessment was “Y”:

You’re seen as being fairly well-balanced between relying on the preferred behaviors of your Style and incorporating other behaviors when the situation or others’ preferences might require a different approach. For example, you probably change your pace often—operating more quickly or more slowly than usual if the person you’re dealing with seems to prefer that, or if the situation would be better served by faster or slower thought and action.

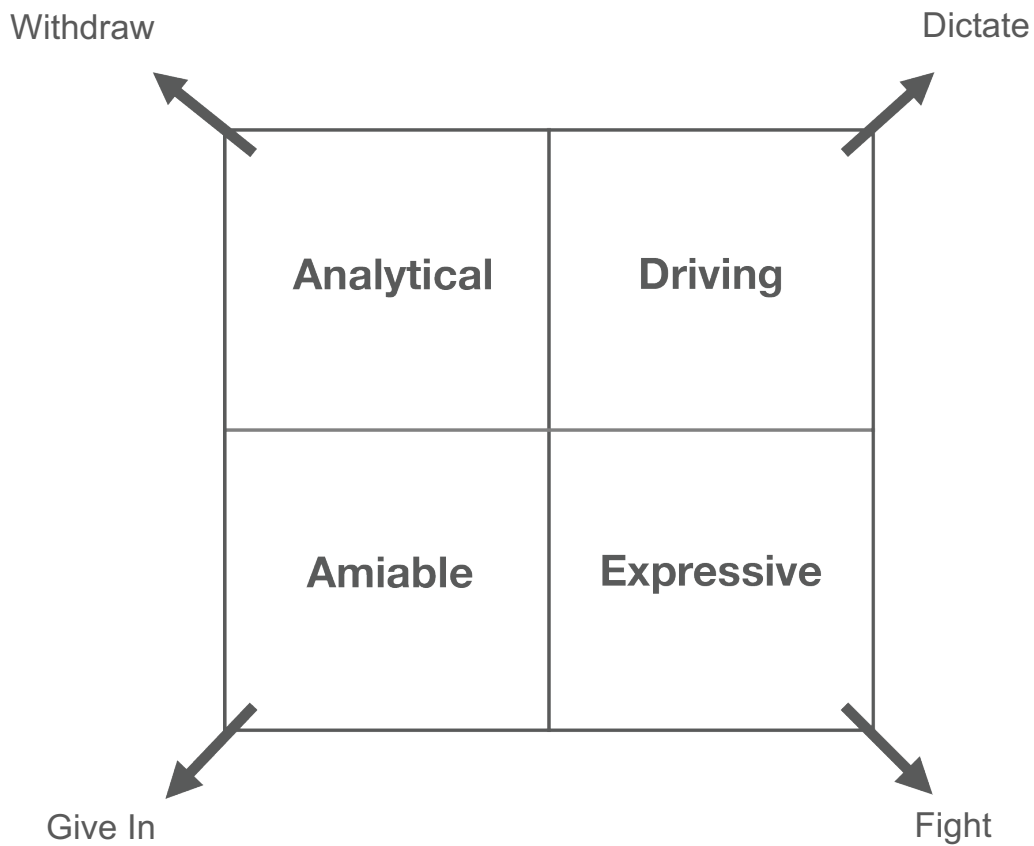
Getting an assessment of “Y” overall means people see you as generally being sensitive to the behavioral preferences of those around you, and having a good toolkit of behaviors to draw from in dealing with a variety of situations. There’s still room for improvement, though—especially in stressful situations and relationships.

If your overall Versatility assessment was “Z”:

You’re seen as having a very good balance between relying on the preferred behaviors of your Style and incorporating other behaviors when the situation or others’ preferences might require it. This is a real strength—it allows you to make full use of your Style-based strengths without over-applying or misapplying them. For example, you probably change your pace easily in response to people and situations, operating more quickly or more slowly than usual if the person you’re dealing with appears to prefer that, or if the situation would be better served by a faster or slower approach.

For someone who’s seen as having “Z” Versatility, the growth opportunity is to make your Versatility more conscious—to learn to be more Versatile even in difficult situations and relationships.

Back-Up Behaviors



How might the perception of you, as a leader, evolve if you were better at managing your behaviors under stress?

Style Reading

ASSERTIVENESS		D	C	B	A
VOLUME		softer			louder
PACE		slower			faster
PERSONAL SPACE		away			in
COMMUNICATION		ask			tell
EMPHASIS		less			more
DECISION-MAKING		slower			faster

RESPONSIVENESS					
FACIAL EXPRESSIONS	GESTURES	INFLECTION	APPROACH	FOCUS	THINKING
1 less	1 less	1 less	1 serious	1 task	1 logic
2	2	2	2	2	2
3	3	3	3	3	3
4 more	4 more	4 more	4 fun loving	4 relationship	4 intuition

Average of all Assertiveness clues: _____

Average of all Responsiveness clues: _____

Style Reading: _____

My Style Map

	D	C	B	A	
	Control/Task				
					1
					2
Ask					Tell
					3
					4
	Display/Relationship				

Increasing You

What Versatility Looks Like

	Low Versatility (My tension)	High Versatility (Others' tension)
Analytical Get things done accurately	<ul style="list-style-type: none"> • Slow to act • Remains silent; doesn't contribute • Isolates themselves from group • Withholds information • Emphasizes details without referencing the "big picture" 	<ul style="list-style-type: none"> • Displays open-mindedness • Displays willingness to change • Expresses opinions readily • Makes decisions quickly • Shows emotion
Driving Get things done fast	<ul style="list-style-type: none"> • Rushed and impatient • Not actively listening • Act first; ask questions later • Discount other approaches • Dominates conversations 	<ul style="list-style-type: none"> • Gets direct reports' input and buy-in before making decisions • Listens to direct reports' point of view • Shares knowledge and opinions • Keeps things moving without rushing others
Amiable Get things done through relationships	<ul style="list-style-type: none"> • Avoids confrontation or giving feedback to employees • Gives in even when they disagree • Withholds opinions, but shares them later indirectly • Alters opinions based on how others feel • Resists change 	<ul style="list-style-type: none"> • Get things done through and with their direct reports • Actively listens • Displays optimism • Communicates well with direct reports • Encourages win-win solutions
Expressive Get things done further	<ul style="list-style-type: none"> • Unprepared and too casual • Talks too much or offers too much information • Undisciplined approach to time • Unreliable follow through • Constant seeking of approval 	<ul style="list-style-type: none"> • Prepares and follows through on commitments • Uses appropriate humor to relieve group tension • Builds group cohesion • Listens without interrupting • Shows respect for more logical approaches

Versatility

Practical Ways to Inspire and Motivate Others

Style Summit

Analytical Style

Helpful

- Don't overstate the advantages
- Provide thinking time; help get the "right answer in the right way"
- Offer documentation
- Ask: "What information do you need in order to make this decision?"
- Provide structure, process, and guidelines
- Focus on relevant detail
- Focus on facts

Unhelpful

- Rush things; press for immediate action
- Overstate advantages, understate risks
- Jump into a topic without context or hard data
- Be vague or inconsistent
- Focus on feelings or "irrelevant" details

Driving Style

Helpful

- Respect time-lines and deadlines
- Be accountable—do what you say you'll do
- Be straightforward—tell them about issues/changes as early as possible
- Be succinct, direct, and confident
- Speak in "concrete" terms, facts, and logic
- Focus on outcomes

Unhelpful

- Communicate issues after key milestone is missed
- Give too much detail
- Be ambiguous or vague
- Focus on process
- Offer no guidance, opinion
- Expect "blind" acceptance of your proposal (e.g., "just trust me")

Amiable Style

Helpful

- Emphasize a team approach
- Provide context and process
- Take time to build rapport
- Stay connected
- Demonstrate loyalty and trustworthiness
- Show patience and flexibility
- Allow time to get comfortable with proposal/change

Unhelpful

- Be cool and formal
- Praise or criticize “unfairly”
- Hurry him/her
- Push for immediate commitment or action
- Act like the boss (over-rely on giving direction, even threats)

Expressive Style

Helpful

- Be open to ideas that may not initially seem feasible
- Be willing to “think out loud”
- Acknowledge their contributions
- Be empathetic
- Provide flexibility to achieve results in new or unconventional ways
- Focus on the big picture and/or the future
- Help them “reality check” without judging

Unhelpful

- Force Expressive to follow others’ path or same steps every time
- Be cool or impersonal
- Be impatient with thinking out loud or “detours” in a conversation
- Attempt to influence by pointing out “holes” in his/her proposal or idea
- Give direction without listening

SOCIAL STYLE—Working with Style

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