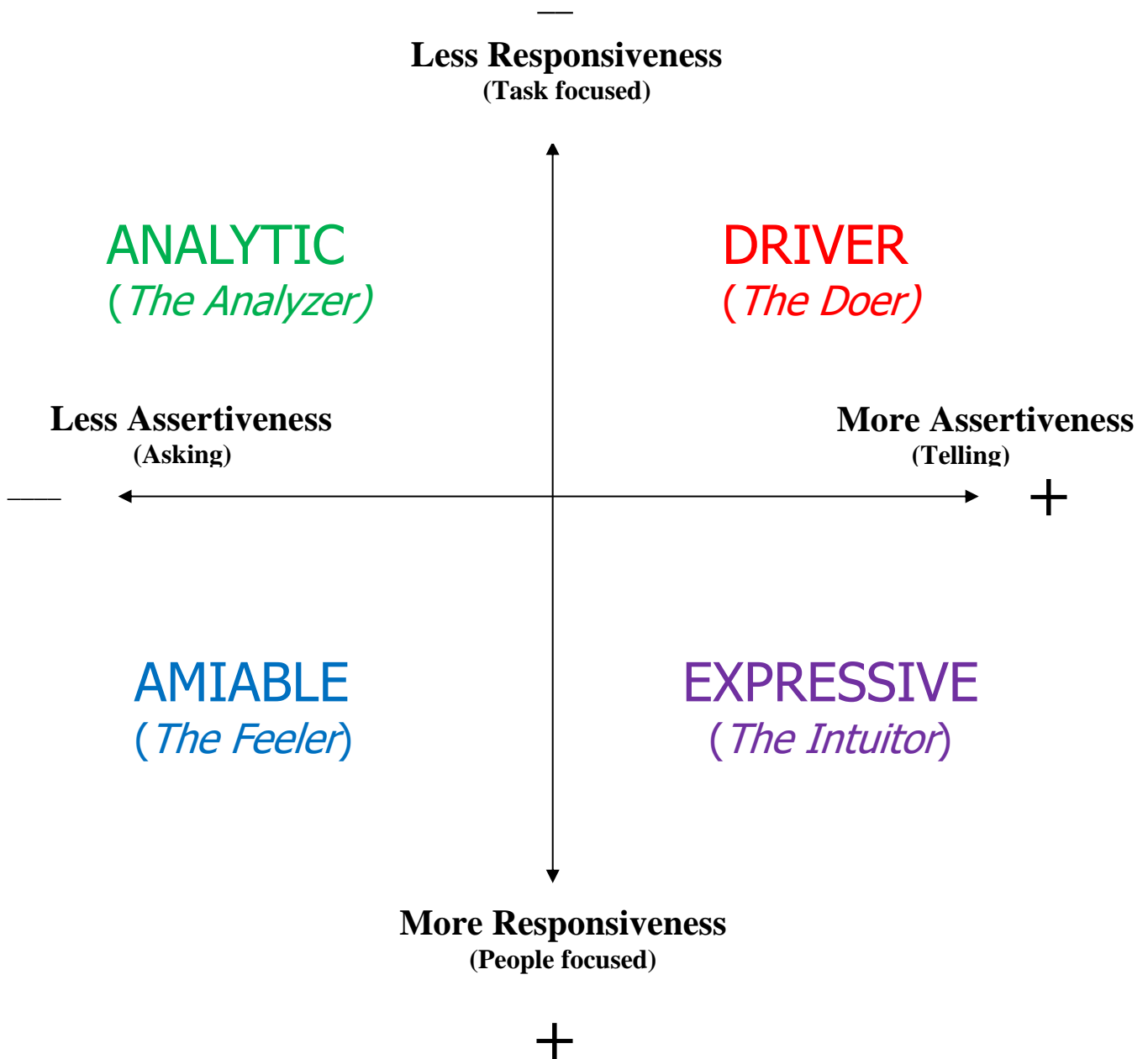


Personal Styles/Social Styles

“Habitual Ways of Interacting”

Model: A balance of “Assertiveness” and “Responsiveness”



Adapted from the work of David W. Merrill and Roger H. Reid. Packet created by University of Washington Medicine Organizational Development & Training (OD&T) & later revised by the Train-the-Trainer Interprofessional Faculty Development Program. © Train-the-Trainer Interprofessional Faculty Development Program, 2017. Authors: Beth Speck, Brenda Zierler, Erin Blakeney & Nicole Summerside

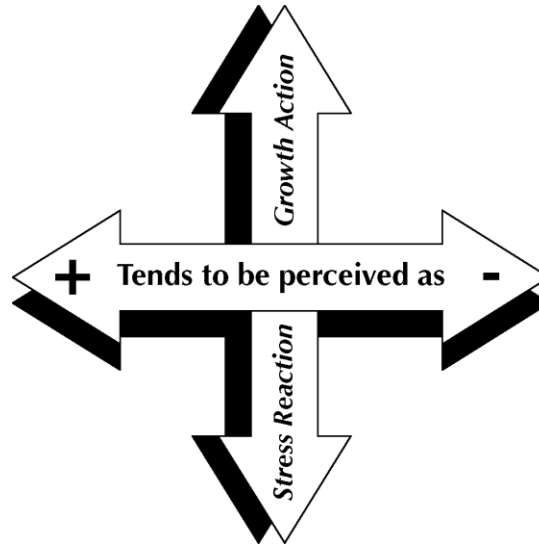
The DRIVER STYLE: Task Specialist

The Doer



Strong willed
Independent
Practical
Decisive
Efficient

LISTEN MORE



Pushy
Severe
Tough
Dominating
Harsh

AUTOCRATIC POWER BEHAVIORS

Behaviors of this Style

Verbal/Vocal

Faster
More statements
Louder
Monotone
Focuses on task
Uses facts/data

Non-Verbal

Points at others
Leans forward to make point
Direct eye contact
Closed hands
Rigid posture
Controlled facial expression

Ways to recognize this Style

Swift reaction time
Maximum effort to control
Minimum concern for caution in relationships
Present time frame
Direct action
Tendency to reject inaction
Need for control/results/achievement

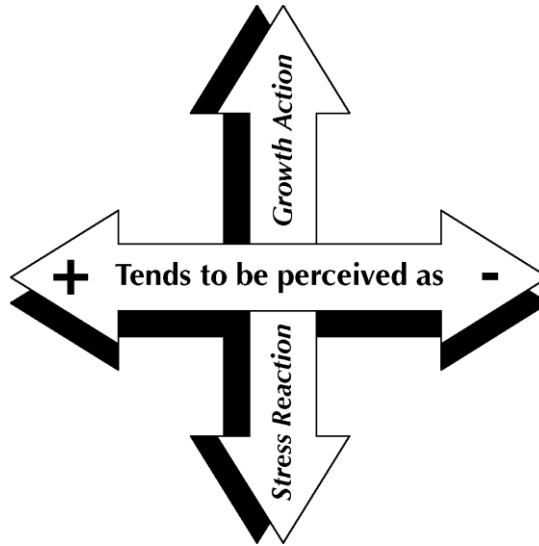
The EXPRESSIVE STYLE: Social Recognition Specialist

The Intuitor

**“CHECK” YOUR OWN
BEHAVIOR/ENTHUSIASM**



**Ambitious
Stimulating
Enthusiastic
Dramatic
Friendly**



**Manipulative
Excitable
Undisciplined
Reacting
Egotistical**

PERSONAL ATTACK BEHAVIORS

**Behaviors of this
Style**

Verbal/Vocal

Faster
More statements
Louder
Uses vocal inflection
Focuses on people
Uses opinions/stories

Non-Verbal

Points at others
Leans forward to make point
Direct eye contact
Open palms
Casual posture
Animated expression

**Ways to
recognize this
Style**

Rapid reaction time
Maximum effort to involve
Minimum concern for routine
Future time frame
Impulsive action
Tendency to reject isolation
Need for excitement/personal approach/acceptance

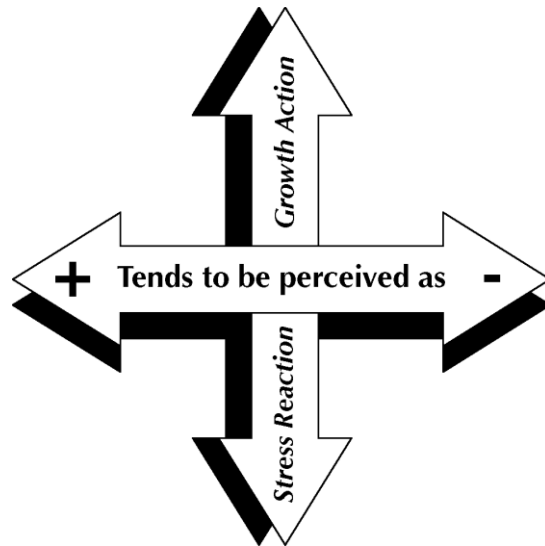
The AMIABLE STYLE: Relationship Specialist

The Feeler



Supportive
Respectful
Willing
Dependable
Agreeable

INITIATE ACTION / SPEAK UP



Conforming
Unsure
Pliable
Dependent
Awkward

COMPLYING BEHAVIORS

Behaviors of this Style

Verbal/Vocal

Slower
Fewer statements
Softer
Uses vocal inflection
Focuses on people
Uses opinions/stories

Non-Verbal

Hands relaxed or cupped
Leans back while talking
Indirect eye contact
Open palms
Casual posture
Animated expression

Ways to recognize this Style

Unhurried reaction time
Maximum effort to relate
Minimum concern for effecting change
Present time frame
Supportive action
Tendency to reject conflict
Need for cooperation/personal security/acceptance

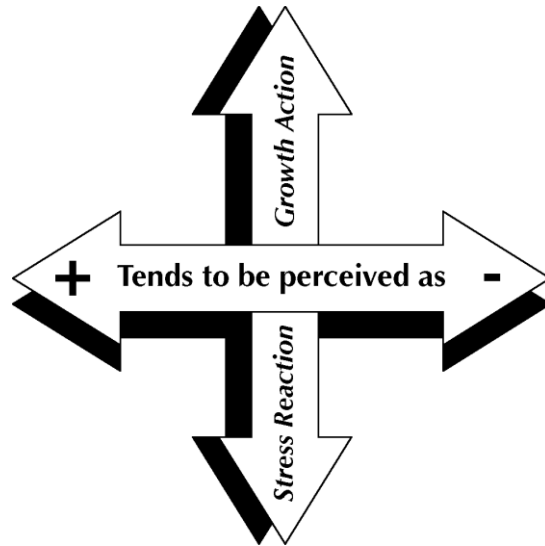
The ANALYTIC STYLE: Technical Specialist

The Analyzer



Industrious
Persistent
Serious
Exacting
Orderly

DECLARE A DECISION/DIRECTION



Critical
Indecisive
Stuffy
Picky
Moralistic

AVOIDANCE BEHAVIORS

Behaviors of this Style

Verbal/Vocal

Slower
Fewer statements
Softer
Monotone
Focuses on task
Uses facts/data

Non-Verbal

Hands relaxed or cupped
Leans back while talking
Indirect eye contact
Closed hands
Rigid posture
Controlled facial expression

Ways to recognize this Style

Slow reaction time
Maximum effort to organize
Minimum concern for relationships
Historical time frame
Cautious action
Tendency to reject involvement
Need for accuracy/being right/achievement

Overview of Personal Styles Characteristics

(Including Tips for working with other types)

FACTORS	DRIVERS	EXPRESSIVES	AMIABLES	ANALYTICS
Recognizing the Style	Action oriented: like their own way, decisive, want to get job done.	Enthusiastic especially about ideas they're presenting	People connected: friendly, like positive attention, are helpful	Detail and fact oriented: like data, ask many questions, think systematically
React to Tension by...	Taking charge, taking more control	Selling their ideas or arguments	Becoming silent and withdrawing	Seeking more data and information
Time Orientation and Decision Making:	Now oriented: want options and probabilities	Future oriented: make impulsive decisions, swayed by testimonials	Present oriented: want decisions good for people	Historically oriented: slow to decide – must be good for future, always need more data
What They Dislike	Wasting time, trying to decide for them	Boring explanations, wasting time with too many facts	Rejection, being treated with uncaring and unfeeling attitudes	Making an error, being unprepared, spontaneity
Under Stress Will Tend to...	Become autocratic and authoritarian	Blame and attack others	Acquiesce to preserve the peace	Withdraw into facts and principles
Best Way to Deal with:	Let them be in charge	Get excited with them, show emotion	Be supportive show you care	Provide framework and information
Measure Self by ...	Results, getting job completed	Recognition, applause, feedback	Friends, close relationships	Accuracy, reliability of information
Must be allowed to...	Strive, to win and be competitive	Get ahead quickly, they like challenges	Relax, feel care about others; they like to know others care	Make decisions at own pace – not pressured
Will Improve with...	Responsibilities that require cooperation with others	Recognition, some structure to help achieve goals	A structure of goals with methods for achieving goals	Closure, interpersonal communications skills
Like to Save...	Control: Like efficiency, getting things done now	Effort: Rely heavily on feeling, hunches, intuition	Relationships: Friends are very important	Face: hate to make errors, be wrong
Tend to Ask	Discuss & answer the "What?" questions	Ask & answer the "Who?" questions	Prepare to answer the "Why?" questions	Prepare to answer the "How?" questions
Key Trust Issue to Meet:	Will you tell me directly?	Will you accept me for who I am?	Can I count on you to help me?	Will you do what you say you'll do?
An Effective Supervisor/ Leader Will...	Allow them freedom to do things their own way	Inspire them to bigger and better accomplishments, give freedom to adapt	Show caring; provide details of specific goals and activities to be accomplished	Provide structure; communicate what data is important to the task
Critical Skill Needed	Listen and ask	Listen and focus in communications	Speak up on goals and issues	Speak up on people, issues, feelings

Third Dimension of Personal Styles Model

Versatility

The Versatility dimension reflects the degree to which you are perceived as being willing (and able) to change your preferred behaviors to make others more comfortable in an interaction.

To build your versatility, identify some “growth actions” for yourself and employ the following skills to shape new behaviors:

- Listen
- Be aware (of your behaviors and others)
- Observe and consider others’ personal styles, including those whose styles you do not know
- Self-reflect
- Practice new skills

The results of greater versatility will be that:

- Others (and you!) remain comfortable, non-defensive and EFFECTIVE in their communication and relationships with you
- You and your team will have greater success in working with others in realizing identified goals

“Growth Actions” to Improve Versatility

If you are an Analytic:

- Declare, take a stand, make a decision
- Show emotional support for the feelings of others
- Show some excitement and involvement in a relationship
- Talk personally with people about their ideas, not dwelling strictly on technical and abstract subjects

If you are a Driver:

- LISTEN
- Build cooperation into work relationships, talk about other people’s ideas
- Avoid the temptation to answer every question immediately
- Learn to make social small talk

If you are an Amiable:

- Initiate action, provide some direction and stick to goals and objectives
- Limit the extent to which you pull others into your personal matters
- Keep communication more in line with business behaviors and issues

If you are an Expressive:

- Check yourself, slow down enough to consider the facts and feelings of others
- Center conversation less on self
- Tone down emotional reactions by presenting factual information and assist in defining goals
- Talk more slowly and less during stressful situations

**These are only generalized suggestions.
Find the ones that work for you and those with whom you interact.**

Versatility Tips to Apply to Other Styles

Working with Analytics:

- Prepare to answer HOW
- Provide data (graphs, stats)
- List pros and cons
- Be accurate, logical
- Give them time
- Provide deadlines
- Don't rush or surprise

Working with Drivers:

- Discuss and answer WHAT
- Keep fast-paced
- Do not waste time (get to the point!)
- Be business-like
- Give them choices (allows some control)
- Be direct

Working with Amiables:

- Prepare to answer WHY
- Use friendly tone of voice, lots of eye contact
- Ask them instead of telling
- Draw out their opinions
- Inquire about personal life (appropriately)
- Define expectations
- Strive for harmony
- Avoid deciding everything for them

Working with Expressives:

- Ask and answer WHO
- Keep faster pace, direct eye contact
- Be enthusiastic, allow for fun
- Support creativity, intuition
- Talk about the big picture, less on details
- Handle details for them
- Value feelings and opinions
- Be flexible

**These are only generalized suggestions.
Find the ones that work for you and those with whom you interact.**