

# ***Social Styles***



## **"Everything You Need to Know About Sample's Social Style"**

**Based on *SocialStyles360*  
Model of Social Styles  
by Dr. Tony Alessandra**

Personalized Social Style Report for:  
Sample Report



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# Introduction to Social Styles

*"Do Unto Others As THEY Would Have You Do Unto Them."*

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Dear Sample,

Congratulations on completing the Social Styles Assessment. Using your personalized and comprehensive assessment will help you become a better, more productive and successful you. It teaches you how to show more empathy with others, a valuable skill in today's 'Conceptual Age.' You learn how to develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. You can then focus more on your goals instead of your fears. This report does not deal with values or judgments. Instead, it concentrates on your natural tendencies that influence your behavior.

## HOW TO USE THIS REPORT

This report is divided into three parts. The first part presents your eGraph results. As you invite others to complete the observer assessment, as they see you, more and more plot points will appear on your eGraph. The second part focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. **Please note** that there is no 'best' style. Each style has its unique strengths and opportunities for continuing improvement and growth. The strengths and weaknesses, and any behavioral descriptions mentioned in this report, are **tendencies only** for your style group and may or may not specifically apply to you personally. The third section of this report focuses on how to use the Social Styles concept with others, from how to visually and verbally identify another person's style to how to adapt your behavior to "connect" with any of the four primary Platinum Rule styles. This last section is the all important successful application of this concept in all of your interpersonal relationships. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills?

## PERCEPTIONS... WHAT DO THEY MEAN?

During your observer assessment period, the results of your observer assessments will be compiled. You can see the results plotted on your customized eGraph. This report helps you interpret the composite results of your observers and provides suggestions on how to modify your behavior to have more effective relationships. It's an important component to the total Social Style Assessment because it truly completes the 360-degree perspective initially promised to you.

Isn't a simple Self-Assessment Report accurate enough? Yes, but only from your own point of view. Quite often, the behaviors that are measured are more easily observed by others than by oneself. You know, better than others, what your own thoughts and motives are. However, others may be more accurate observers of your actual behavior... and it is behavior that is intended to be measured here.

How did your self-perception compare to your observers' perceptions? The perceptions others have of our behaviors may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you are not your behaviors. With your new found information on behavioral styles, you have choices to modify those behaviors if needed.

Studies have shown that the most effective people know themselves, know the needs or demands of the situation or relationship, and adapt their behaviors to meet those needs. The goal of these assessments is to help you become aware of your behaviors and the impact they can have on others. Then by practicing suggested behavior changes, you can enhance the relationships that otherwise have been strained. If your observers saw you as a different Primary Social Style and you want complete information about that style, you can obtain it in Part III.

## BEHAVIORAL STYLES

Both historical and contemporary research reveal more than a dozen models of our behavioral differences, but many share one common thread: the grouping of behavior into four categories. Social Styles focuses on patterns of *external, observable* behaviors using scales of assertiveness and responsiveness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to 'read' people. This model is simple, practical, and easy to remember and use.

As you read the descriptions of each style in Part III of your report, think about your new insights into your preferences. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like to tell people what you think rather than keep it to yourself. Then think about the people around you in the office or at school... what style

do their behavioral tendencies reflect? The descriptions and adaptability guidelines in Part III will help you get on the same wavelength with each of the four styles. Keep in mind that no one style is better than another. Each has its' own strengths and weaknesses.

## **ADAPTABILITY**

This report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation or relationship. This is called adaptability. Social scientists call it 'social intelligence.'

There's been a lot written lately on how your social intelligence is as important as your Intelligence Quotient (IQ) in being successful in today's world. In some cases, social intelligence is even more important than IQ. No matter what you do -- doctor, lawyer, business professional, in sales, service, high tech or blue collar -- The aptitude for relating to and connecting with others will take on more and more importance as a key to success today and in the future.

Imagine the benefits of understanding how to treat people the way *they* want to be treated! Your interactions with people can change dramatically. Shaky relationships can suddenly become good ones. Good relationships can now be even better than before. If only for the stress it eliminates in interpersonal relationships, this profile is worth its weight in ...**platinum!**

## **THE ULTIMATE GOAL OF THE SOCIAL STYLES ASSESSMENT...**

is personal chemistry and productive relationships. You do not have to change your personality, ideas, beliefs or values. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for dealing with them. The key objective of this whole concept is understanding your own style, understanding and being able to quickly and accurately identify the style of others, and then adapting so that you treat others the way **they** want to be treated.

These are powerful life-skills that will serve you well in all your relationships: work, friends, school, spouse, and children. Improved relationships create infinite possibilities.

## **HOW TO READ AND INTERPRET YOUR eGRAPH**

On page 6 you will find your personalized eGraph results. Chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, the behaviors we're measuring with The Social Styles Assessment are more easily observed by others than by yourself. You know better than others what your own thoughts and motives are. But others may be more accurate observers of your actual behavior... and it is behavior that we're intending to measure.

If there is a large discrepancy between your self-assessment and the observer assessments, resist the temptation to dismiss their perceptions. Instead, ask yourself about the implications of these differences. Realize that you possess more assets-and more areas for improvement-than you first might have thought. At the very least, the differences may provide you with some valuable insights.

It is quite common for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before.

Since your eGraph may be updated throughout the Observer period, it may change from time to time. At the end of the Observer period, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report – and then continue with the interpretation of your eGraph.

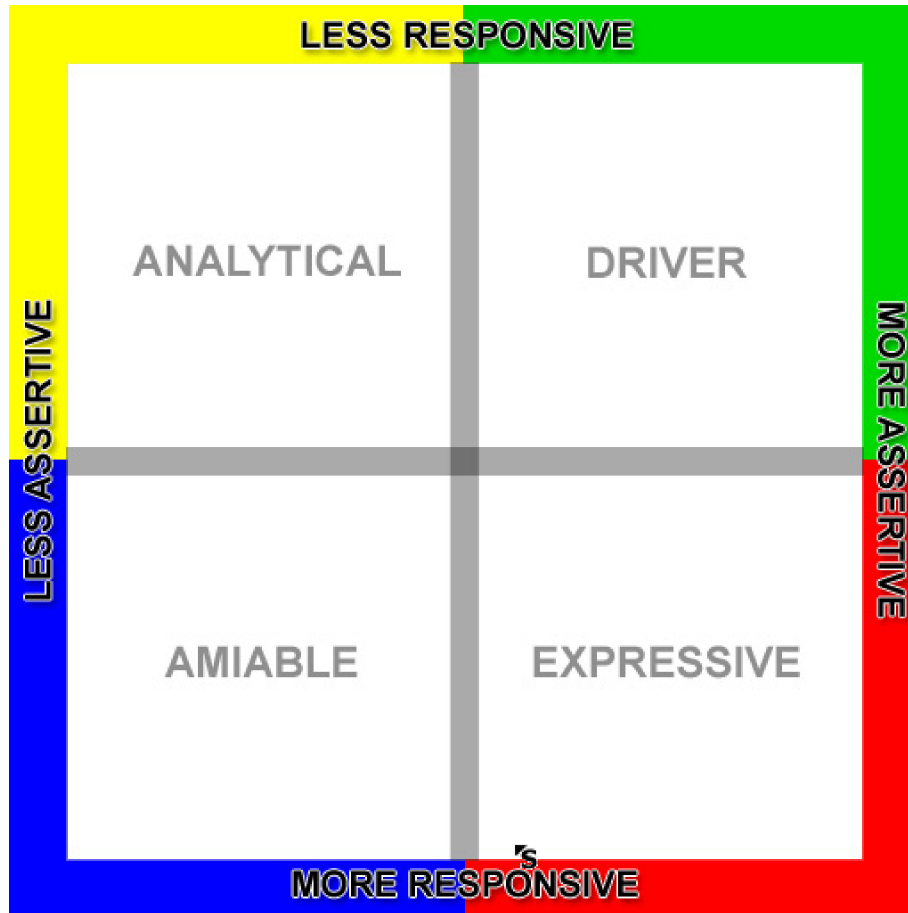
## **INTERPRETING YOUR eGRAPH**

Research indicates that the people who are closest to you are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions to stress, confrontations, triumphs, frustrations, and so on. Often these interpretations will cluster around the same area of your eGraph.

To help you interpret your eGraph, we'll look at the plot points of people who know you in your various observer settings and ask some questions to help you interpret the results.



## for Sample Report



SYMBOL	DESCRIPTION
Ⓢ	Self-assessment
■	Observers who know you in this setting: Personal
Ⓐ	Average of Observers in this setting: Personal (will only display if more than 3 observers)
▲	Observers who know you in this setting: Co-Workers
Ⓑ	Average of Observers in this setting: Co-Workers (will only display if more than 3 observers)
■	Observers who know you in this setting: Customers/Clients
Ⓒ	Average of Observers in this setting: Customers/Clients (will only display if more than 3 observers)
◆	Observers who know you in this setting: Colleagues
Ⓓ	Average of Observers in this setting: Colleagues (will only display if more than 3 observers)



## ***Interpreting Your Observer Responses***

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**Refer to a copy of your Social Style eGraph.**

1. Take a look at the responses from your various observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Are the various observer responses similar or different? What does this tell you?
5. Were your observer responses similar or different from your response? What does this mean to you?
6. Do most of your plots fall above or below the center horizontal line indicating that you use more responsive behaviors (Below: Expressive and Amiable) or less responsive behaviors (Above: Driver and Analytical)?
7. Do most of your plots fall to the right or left of the center vertical line indicating that you use more assertive behaviors (Right: Driver and Expressive) or less assertive behaviors (Left: Amiable and Analytical)?
8. Choose one relationship you would like to improve. Determine the other person's style (See Part III of this report). Choose 2-3 simple behaviors from Part III that you can modify in your behavior to elicit a different, more positive response. Repeat this exercise, as needed, for other important people in your life.



## **PART II**

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### **BASED ON YOUR eGRAPH RESULTS, YOUR PRIMARY STYLE IS EXPRESSIVE**

The primary goal that motivates you is friendship. You have a natural dislike of pressuring others or telling them what to do. You seek close, personal relationships rather than popularity and have a wide range of friends and acquaintances. You communicate a low-key, casual style of caring and sharing. You are deliberate and patient in your approach to tasks. You are extremely sensitive to criticism, and allow it to affect your relationships.

#### **COMPARED TO OTHER EXPRESSIVES, YOU ARE MORE LIKELY TO:**

- Empathize and project genuine concern
- Become overly subjective about people you care about
- Avoid conflict and tension with others
- Be dependable, caring, and responsible
- Listen to people's feelings and share their own
- Show confidence and trust in people
- Prefer people-oriented, positive work environments
- Become too submissive or unrealistic under pressure

#### **YOUR GROWTH OPPORTUNITIES**

##### ***With Tasks:***

You'd benefit by learning when and how to take charge of a situation. You may procrastinate by waiting for others to provide direction. In highly competitive situations, such as sales, you would benefit by seeking coaching on assertiveness.

##### ***With People:***

Being part Amiable Style and part Expressive Style, you have strong people needs. Because you have an extraordinary desire to please people, you can become exhausted by their demands. So you need to learn to sometimes say "no." You also have difficulty dealing with conflict because when people express displeasure or disagreement, you interpret it as personal rejection. You need to learn to deal with the reality of conflict rather than avoiding it.

#### **PERSONAL EMPOWERMENT POINTERS**

- Be more assertive about your personal - needs including preserving your energy and meeting your goals.
- Learn conflict-resolution and negotiating skills.
- Get training or coaching in how to set priorities, manage resources, and monitor tasks.

## **As a Expressive Style, Here are Some Typical Behaviors:**

- Work quickly and excitedly with others
- Smooth-talking tendencies can be interpreted as either silver-tongued oration or evasive double-talk
- Can be impressive, eloquent, silver-tongued spokespeople for change
- Dislike being alone
- Actions and decisions are spontaneous
- In the business environment, Expressives like other people to be risk-takers and to act quickly
- Work quickly and enthusiastically with others
- Their walls may contain awards, stimulating posters or notes and motivational, personal slogans
- As inductive thinkers, Expressives naturally think first about the big picture, then of supporting details but, after seeing the broad overview, they prefer not to personally dwell on specifics
- In a social environment, Expressives like others to be uninhibited, spontaneous and entertaining

## **As a Expressive Style, Here are Some Typical Motivators:**

- Motivating books, tapes, and speeches - pick-me-ups that recharge their batteries to help them overcome obstacles
- An audience - they thrive on involvement with people
- Like to be part of new, varied, or different experiences, especially if they will benefit them
- Motivated to work toward known, specific, quickly attainable incentives
- Approval and recognition for their accomplishments and achievements
- Like to start projects and let others finish them
- Seek companionship and social recognition, so their contributions to group morale often satisfy these needs

## **As a Expressive Style, Here are Some Typical Growth Opportunities:**

- When a little data comes in, Expressives tend to make sweeping generalizations
- Expressives can benefit from controlling their emotional responses and their tendency to wear their heart on their sleeve
- Need to control their time and emotions
- Need to strive for congruency between what they value and what they think they need in life
- Need to place greater emphasis on their sense of self-worth and self-esteem as they often seek approval from others
- Expressives may have so many things going that they may forget to finish tasks by a deadline or they procrastinate until the last minute because of their multiple priorities
- Tend to become easily bored by repetitive routines and complexities
- Need to develop a more objective mindset
- Need to develop more of a task-focus
- Can sometimes be viewed as manipulative, impetuous, and excitable when displaying behavior inappropriate to the situation



## ***On The Job***

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### **As a Expressive Style, Here are Some Typical Business Behaviors:**

- Open to verbal or demonstrated guidance for transferring ideas into action
- Motivated to work toward known, specific, quickly attainable incentives or external motivators; dislike pursuits which drag out over long time periods
- Seek stimulating environments that are friendly and favorable
- Want freedom from control, details, or complexity
- Like the feeling of being a key part of an exciting team
- Enjoy compliments about themselves and their accomplishments

### **As a Expressive Style, Here are Some Suggestions to be More Effective at Work:**

- Check to make sure you are on course with known tasks or goals
- Avoid exaggeration and hyperbole... be realistic in your work-related comments
- Write things down... do not rely on your memory for important facts and details
- Attend to key details, when appropriate
- Avoid relying too heavily upon your feelings and emotions... focus on the results you desire and do not sacrifice productivity in order to please everyone

### **Here are Some Suggestions For Others Working with Expressives:**

- Be enthusiastic, spontaneous, and casual
- Support their opinions, ideas, and dreams when possible
- Don't argue, if possible - you will seldom win
- Spare them the details
- Be upbeat, stimulating, and fast-paced



## ***In The Social Scene***

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### **As a Expressive Style, Here are Some Typical Social Behaviors:**

- Perceive life according to feelings
- Like hosting or attending impromptu gatherings
- Prefer fun people with different interests
- Prefer humor that pokes fun at their own and others' foibles
- Seek more positive people and settings
- Want to be liked and admired

### **As a Expressive Style, Here are Some Suggestions to be More Effective Socially:**

- Focus on facts as well as feelings
- Stick to the subject
- Talk less and listen more
- Stick to the subject!
- Avoid procrastination
- Focus more on substance, less on form
- Fulfill social obligations responsibly and on time
- Balance socializing with tasks

### **Here are Some Suggestions For the Friends of Expressives:**

- Respond openly and congenially
- Give them your attention, time and presence
- Make suggestions that allow them to look good
- Focus on a positive, upbeat, warm approach
- Focus on how glad you are when they succeed



## ***Behavior and Needs Under Stress***

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### **As a Expressive Style, Under Stress You May Appear:**

- Unrealistic
- Impulsive
- Manipulative
- Superficial
- Overeager

### **As a Expressive Style, Under Stress You Need:**

- To get credit
- Prestige
- Action and interaction

### **As a Expressive Style, Your Typical Behaviors in Conflict:**

- If a conflict persists or their anger increases, they are likely to lash out with a strong verbal (or, possibly, even physical) attack on the other person. This may have a startling effect on others since it is so unlike their normal behavior.
- Expressives may experience a desire to get even if someone thwarts a major component of their personal agenda; however, they are not very likely to follow through. Expressives may choose to overlook the matter in order to preserve the relationship or they may simply lash out in anger.
- Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person's support. Of course Expressives may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem.

### **Strategies to Reduce Conflict and Increase Harmony With Others:**

- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.
- Recognize that Expressives can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating their feelings and clarifying their expectations. Be sure, of course, to listen attentively to the responses of others.



## **PART III**

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### **Application of Social Styles with Others**

#### **APPLICATION, APPLICATION, APPLICATION**

Understanding your own behavioral style and natural tendencies are just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to *their* behavioral style, not yours!

#### **This application section includes:**

- How To Identify Another Person's Social Style
- The Four Basic Styles Overview
- What is Behavioral Adaptability?
- How to Modify Your Responsiveness and Assertiveness
- Tension Among The Styles
- Action Plans with All Four Styles
- How To Adapt To The Different Social Styles

This section will help you to understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Then identify the behavioral style of the other person using the ***How to Identify Another Person's Social Style*** section. You can read about their style in ***The Four Basic Styles Overview***.

The section on ***What Is Behavioral Adaptability*** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships. Once you know their style and preferences for assertiveness and/or responsiveness, you can use the ***How to Modify Your Responsiveness and Assertiveness*** section to adjust in these areas when relating to this person. You will be amazed at the difference.

To further understand the tension that may exist in the relationship, you can refer to the ***Tension Among the Styles*** section. Being aware that the differences in preference in pace and priority, and modifying accordingly, can make a big difference. The ***Action Plans with All Four Styles*** section will give you a summary of needs and suggested actions to meet those needs. And finally, the last section, ***How to Adapt to the Different Social Styles***, will give you suggestions when dealing with each of the four basic styles.



# How to Identify Another Person's Social Style

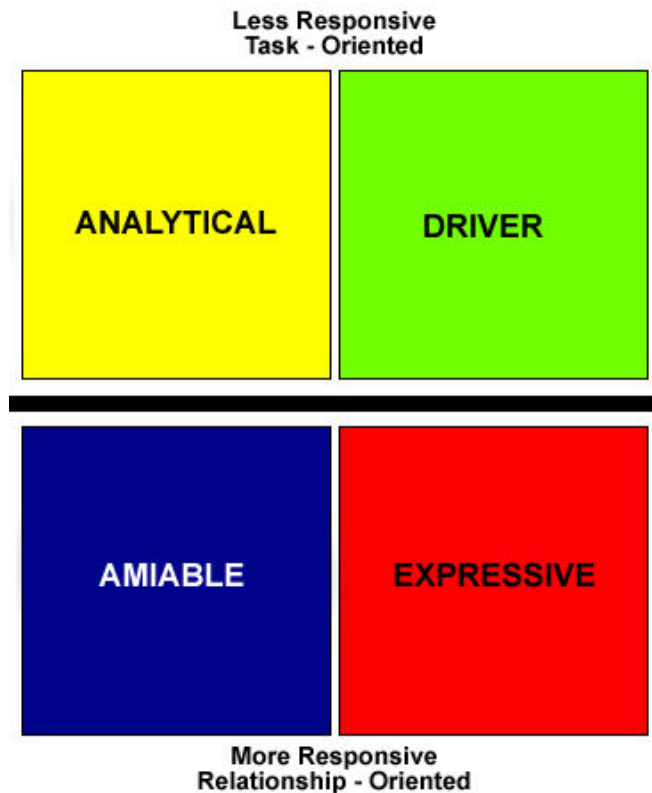
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How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas – **responsiveness** and **assertiveness**. How responsive is the person and how assertive is the person?

## RESPONSIVENESS (Willingness to share feelings, thoughts, opinions):

### Less Responsive Behaviors

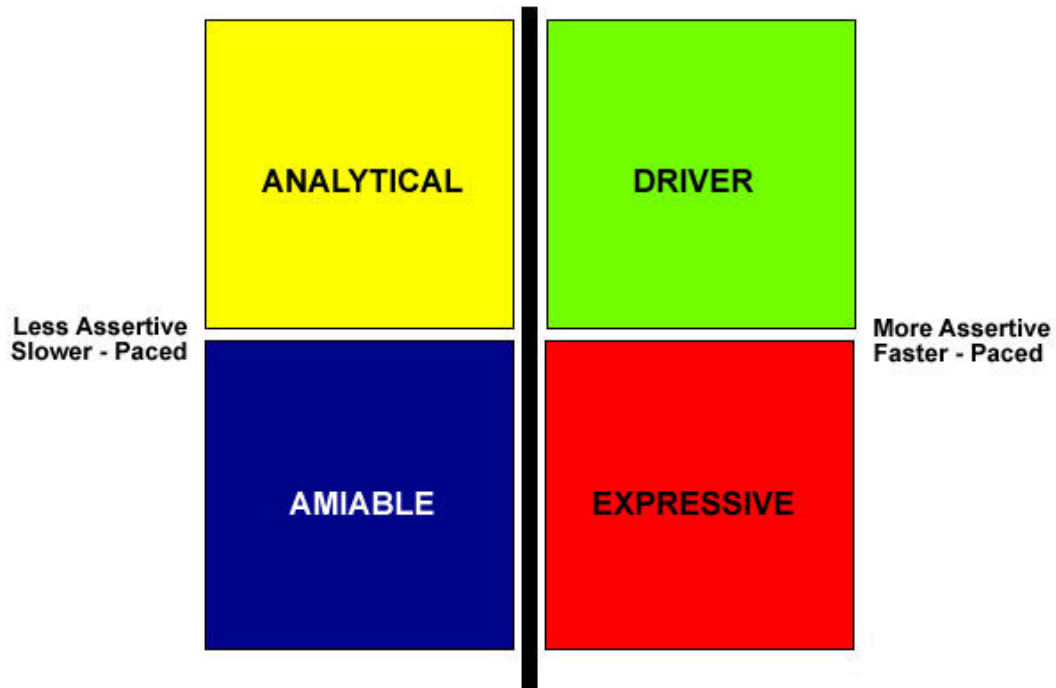
- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts
- Formal handshake
- Conversation stays on subject



### More Responsive Behaviors

- Shows feelings and enthusiasm
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Friendly handshake
- Initiates/accepts physical contact

## ASSERTIVENESS (Measure of a person's natural pace; directness):



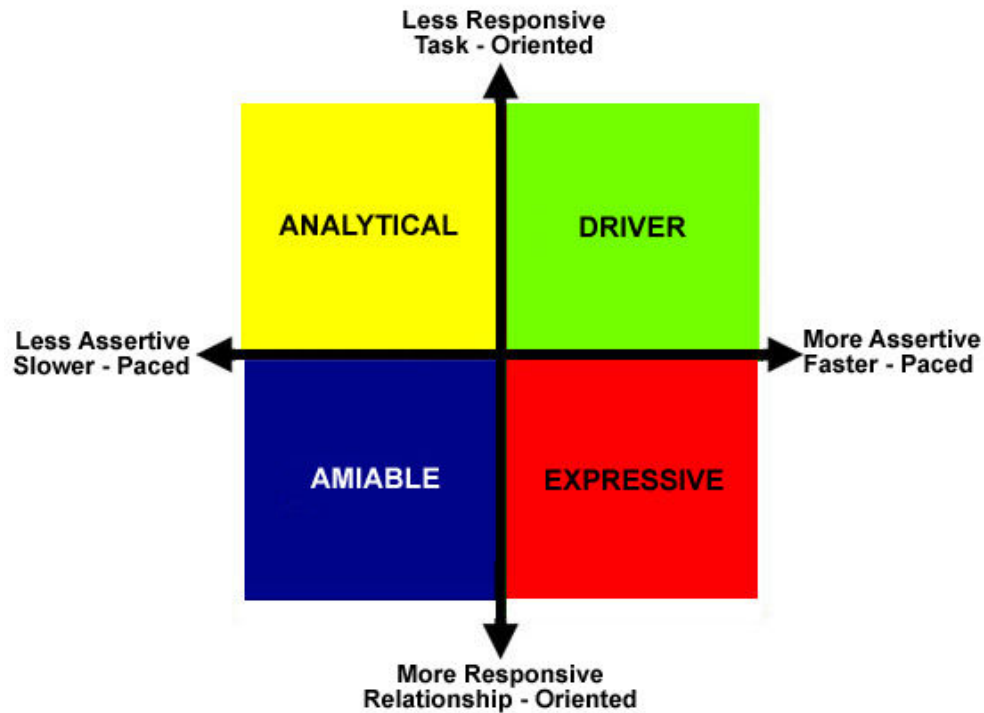
### Less Assertive Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

### More Assertive Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others

## THE WHOLE PICTURE



When you combine the two scales, you arrive at each of the four different behavioral styles. Individuals who exhibit less responsive and more assertive behaviors are Driver Styles. People who are both more assertive and more responsive are Expressive Styles. People who exhibit more responsive and less assertive behaviors are Amiable Styles. Finally, less assertive and less responsive people are Analytical Styles.

So, to quickly identify the styles of other people ask these two questions:

1. Are they more assertive and fast-paced or less assertive and slower-paced?
2. Are they less responsive and task-oriented or more responsive and people-oriented?



## ***The Four Basic Styles Overview***

Below is a chart to help you understand some of the characteristics of each of the four basic styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in various settings.

	<b>DRIVER STYLE</b>	<b>EXPRESSIVE STYLE</b>	<b>AMIABLE STYLE</b>	<b>ANALYTICAL STYLE</b>
<b>PACE</b>	- Fast/Decisive	- Fast/Spontaneous	- Slower/Relaxed	- Slower/Systematic
<b>PRIORITY</b>	- Goal	- People	- Relationship	- Task
<b>SEEKS</b>	- Productivity - Control	- Participation - Applause	- Acceptance	- Accuracy - Precision
<b>STRENGTHS</b>	- Administration - Leadership - Pioneering	- Persuading - Motivating - Entertaining	- Listening - Teamwork - Follow-through	- Planning - Systematizing - Orchestration
<b>GROWTH AREAS</b>	- Impatient - Insensitive to others - Poor Listener	- Inattentive to detail - Short attention span - Low follow-through	- Oversensitive - Slow to begin action - Lacks global perspective	- Perfectionists - Critical - Unresponsive
<b>FEARS</b>	- Being taken advantage of	- Loss of Social recognition	- Sudden changes Instability	- Personal criticism of their work
<b>IRRITATIONS</b>	- Inefficiency - Indecision	- Routines - Complexity	- Insensitivity - Impatience	- Disorganization - Impropriety
<b>UNDER STRESS MAY BECOME</b>	- Dictatorial - Critical	- Sarcastic - Superficial	- Submissive - Indecisive	- Withdrawn - Headstrong
<b>GAINS SECURITY THROUGH</b>	- Control - Leadership	- Playfulness - Others' approval	- Friendship - Cooperation	- Preparation - Thoroughness
<b>MEASURES PERSONAL WORTH BY</b>	- Impact - Results - Track record	- Acknowledgments - Applause - Compliments	- Compatibility - Contribution - Teamwork	- Precision - Accuracy - Quality of results
<b>WORKPLACE</b>	- Efficient - Busy - Structured	- Interacting - Busy - Personal	- Friendly - Functional - Personal	- Formal - Functional - Structured



## ***What is Behavioral Adaptability?***

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Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for an Analytical or Amiable Style; or when you move a bit faster for the Driver or Expressive Styles. It occurs when the Driver or Analytical Styles take the time to build the relationship with an Amiable or Expressive Style; or when the Expressive or Amiable styles focus on facts or get right to the point with Driver or Analytical styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation.

Adaptability does not mean "imitation" of the other person's style. It does mean adjusting your responsiveness, assertiveness, pace, and priority in the direction of the other person's preference; while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social or personal lives. We tend to be more adaptable at work with people we know less; and we tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat the other people the way they want to be treated.



# ***How to Modify Your Responsiveness and Assertiveness***

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In some interpersonal situations, you will only be able to identify another person's assertiveness or responsiveness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Responsiveness or Assertiveness before looking at specific guidelines for being more adaptable with each of the four styles.

## **TO INCREASE ASSERTIVENESS**

- Speak and move at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't conflict with the person
- Increase your eye contact

## **TO DECREASE ASSERTIVENESS**

- Talk, walk and decide more slowly
- Seek and acknowledge others' opinions
- Share decision-making and leadership
- Lessen your energy level; be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

## **TO INCREASE RESPONSIVENESS**

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

## **TO DECREASE RESPONSIVENESS**

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language



## ***Tension Among The Styles***

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Each style has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of how fast things should be done.

The Tension Among the Styles Model on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.

Notice that the Driver Style and Expressive Style tend to prefer a faster pace; the Amiable Style and Analytical Style both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Driver and a Expressive. Both are relatively fast-paced behavioral types. Yet the Expressive places more emphasis on people than on tasks, while the Driver tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the Expressive does better with the Amiable. These two will still be getting to know each other while the Analytical and the Driver are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Expressive and Amiable interaction when these two finally do get around to the tasks at hand. The Expressive usually prefers fast action, whereas the Amiable wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Driver and Analytical (another example of pace-based tension). The faster-paced Driver likes to make quick decisions. The slower-paced Analytical gets uptight when having to make decisions without an opportunity to fully analyze all the alternatives.

When dissimilar pairings occur, as they often do in many work and social encounters, one or the other of the individuals must make adjustments in his style to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Driver and Amiable relationship, as well as in the Expressive and Analytical relationship.

Take the case of the Driver and Amiable interaction: the Driver should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Amiable should try to show more concern for task completion, even if it means temporarily putting the personal relationships aside. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.

The same applies to the Expressive and Analytical relationship. Adjustments should be made in both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these difference.



## ***Action Plans with All Four Styles...***

<b>AMIABLE TRAITS...</b>	<b>SO YOU...</b>
Concerned with stability	Show how your idea minimizes risk
Think emotionally	Explain your reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and one-two-three instructions as you personally "walk them through"
Want others to notice their patience and perseverance	Compliment for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate
Accepts tasks readily but has difficulty delegating because they don't like taking risks and feel they'd be in trouble if the delegation went wrong.	Explain how others will benefit from the opportunity to develop their skills and, by overseeing effectively, there will be little risk.
<b>EXPRESSIVE TRAITS...</b>	<b>SO YOU...</b>
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your genuine appreciation
Easily persuades others to take on tasks that don't interest them, but has difficulty delegating because they feel they would lose personal status and they haven't got the time or patience to explain in detail.	Explain that if they just take the time to think through and explain what is required, good results will follow and they will get the credit for being good managers.



## ***Action Plans with All Four Styles... Cont.***

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<b>ANALYTICAL TRAITS...</b>	<b>SO YOU...</b>
Concerned with aggressive approaches	Approach them in an indirect, non-threatening way
Think logically	Give detailed reasoning
Seek data	Give it to them in writing
Need to know the process	Provide explanations and rationale
Proceed with caution	Allow them to think, enquire and check before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how"
Has difficulty delegating because they can't trust other people to do it the same way and as perfectly as they would.	Explain that perfection is not always necessary and, given detailed instructions, good results will follow even if produced by a different method.
<b>DRIVER TRAITS...</b>	<b>SO YOU...</b>
Concerned with being Number 1	Show them how to win
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goals and boundaries, then give support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like change	Vary routine
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, but give them parameters
Tendency towards conflict	Argue with conviction on points of disagreement, backed up with facts; don't argue "feelings"
Impatient for results so do it themselves	Persuade them 'now' is not always necessary and work-life balance is good
Frequently gives tasks to others but has difficulty delegating because they need to be in control and don't want to give up their time in giving instructions.	Explain that, if they can be a bit less impatient, delegating properly will bring long-term benefits to the organization by developing other people so they can also produce more results.



## ***How to Adapt to the Driver Style***

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They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure – all on a single page.

The Driver Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the Driver have their say because they are not the type who will take a back seat to others.

With the Driver Style, in general, be efficient and competent.

### **At Work – Help Them To:**

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

### **Sales and Service Strategies with Driver Styles:**

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible
- Let them know that you don't intend to waste their time

### **In Social Settings:**

- Convey responsiveness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible



# How to Adapt to the Expressive Style

The Expressive Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

Expressives are social butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Expressive Styles, in general, be interested in *them*.

## **At Work – Help Them To:**

- Attend to key details and improve their follow-through efforts
- Monitor socializing to keep it in balance with other aspects of life
- Write things down and work from a list, so they'll know what to do when
- Prioritize activities and focus on tasks in order of importance
- Become more organized and orderly in the way they do things
- Get the less appealing tasks of the day over with early
- Pay more attention to time management of activities
- Check to make sure they're on course with known tasks or goals

## **Sales and Service Strategies with Expressive Styles:**

- Show that you're interested in them, let them talk, and allow your enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to goals or interests
- Clearly summarize details and direct these towards mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

## **In Social Settings:**

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Focus on how glad you are when they succeed



## ***How to Adapt to the Amiable Style***

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They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings. Amiables don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Amiable Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Amiable Style, in general, be non-threatening and sincere.

### **At Work – Help Them To:**

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Accept credit and praise, when appropriate

### **Sales and Service Strategies with Amiable Styles:**

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly (but professional) manner.
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs, as well as their task or work expectations
- Get them involved by focusing on the *human element*... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

### **In Social Settings:**

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change



## **How to Adapt to the Analytical Style**

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented, so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Expressive Styles, it is not a prerequisite.

Support the Analytical Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. work groups, do not expect the Analyticals to be leaders or outspoken contributors, but *do* rely on them to conduct research, crunch numbers, and perform detailed legwork for the group. If appropriate, set guidelines and exact deadline. The Analytical Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the Analytical Styles, in general, be thorough, well prepared, detail-oriented, business-like, and patient.

### **At Work – Help Them To:**

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not every minor detail

### **Sales and Service Strategies with Analytical Styles:**

- Prepare, so that you can answer as many of their questions accurately
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into hasty decisions
- Tell them both the pros and cons of the complete story
- Follow through and deliver what you promise

### **In Social Settings:**

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, as long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say



# Additional SocialStyles360 Resources

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## Free Resource

- **The Selling With Style eBook** - A PDF e-Book that teaches you how to leverage predictable human behavior; making it comfortable for everyone to buy from you, making it easy to ask for-and receive-referrals, and making it nearly impossible for your customers to ever buy from someone else. Download at <http://www.platinumrule.com/SellingwithStyleeBook.pdf>

## Additional Resources

- **Other Dr. Tony Alessandra Products** - <http://www.alessandra.com/products/index.asp>

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