

Communication Styles and Tendencies

Applies to Leadership, Teams, Sales, Service and Building Relationships

To increase our effectiveness in any capacity, we need to increase our awareness of how we project ourselves and how we impact (or don't impact) others. Take this quiz to learn your range of dynamics. You can also fill in responses to the quiz to learn more about others, based on your perceived clues.

Understanding Your Range of Dynamics

Instructions: In each of the 8 groups there will be 4 phrases. You are to identify **one phrase that is MOST** like you or most frequently applies to you, by circling the corresponding letter in the MOST column and then identify **one item that is LEAST** like you. For each group you will have TWO circled items. Scoring instructions are on the next page.

RANGE OF DYNAMICS RESPONSE ITEMS

	<u>MOST</u>	<u>LEAST</u>		<u>MOST</u>	<u>LEAST</u>
1. <u>When speaking, you ...</u>			5. <u>Describe your physical behavior ...</u>		
... are soft spoken	C	A	... I pace or move around a lot	C	A
... speak loudly	B	D	... I gesture a lot with my hands	B	D
... speak self-assuredly	A	C	... I am reserved in my expressions	D	B
... speak unemotionally	D	B	... I maintain friendly eye contact	C	A
2. <u>When speaking, you ...</u>			6. <u>Responding to people and events ...</u>		
... have a calm, friendly tone	C	A	... are enthusiastic	B	D
... speak rapidly	B	C	... are relaxed	C	A
... cut off small talk	D	B	... restless	A	C
... try to control the conversation	A	D	... keep your distance	D	B
3. <u>When listening, you ...</u>			7. <u>Describe your interaction with others</u>		
... answer very quickly	A	C	... I am friendly	C	A
... are receptive and friendly	C	A	... I observe without interrupting	D	B
... are lively and respond energetically	B	D	... I try to take charge	A	C
... are very attentive to what others have to say	D	B	... I express feelings openly	B	D
4. <u>When questioning, you ...</u>			8. <u>When responding to tasks or relationships, you ...</u>		
... inquire about feelings	B	D	... are spontaneous	B	D
... seek key facts	A	B	... draw quick conclusions	A	C
... seek more information	D	C	... respond cautiously	D	B
... ask "how to" questions	C	A	... are cooperative and systematic	C	A

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STEP 1: You should have 16 total letters. Count up all the “A” letters that appear in **both** the MOST **and** the LEAST columns of the Response items. (It seems counter-intuitive but it works.) Circle this sum as a score for the “A” factor in the grid below.

STEP 2: Now do the same for the remaining three letters, “B”, “C” and “D”. Record the **total** quantity of each.

STEP 3: Identify the “segment” in the far right column that corresponds to your total quantity for each letter.

STEP 4: Then for each symbol, you’ll see the descriptions in the lower table corresponding to the level of intensity for each segment.

A	B	C	D	SEGMENTS
16	16	16	16	6
12	13	12	12	
8	10	8	9	
7	9	7	8	5
6	8	6	7	
5	7		6	
4	6	5	5	4
	5		4	
3	4	4	3	3
	3			
2	2	3	2	2
1	1	2	1	
0	0	1	0	1
		0		

DRIVER	PERSUADER	AMIABLE	THINKER	
<input type="checkbox"/> Direct <input type="checkbox"/> Forceful <input type="checkbox"/> Decisive	<input type="checkbox"/> Enthusiastic <input type="checkbox"/> Self Promoting <input type="checkbox"/> Sociable	<input type="checkbox"/> Patient <input type="checkbox"/> Predictable <input type="checkbox"/> Cooperative	<input type="checkbox"/> Accurate <input type="checkbox"/> Conscientious <input type="checkbox"/> Reasonable	HIGH INTENSITY (Segments 5-6)
<input type="checkbox"/> Competitive <input type="checkbox"/> Self Reliant <input type="checkbox"/> Unobtrusive	<input type="checkbox"/> Poised <input type="checkbox"/> Confident <input type="checkbox"/> Reflective	<input type="checkbox"/> Mild <input type="checkbox"/> Deliberate <input type="checkbox"/> Mobile	<input type="checkbox"/> Analytical <input type="checkbox"/> Indirect <input type="checkbox"/> Persistent	MODERATE INTENSITY (Segments 3-4)
<input type="checkbox"/> Cautious <input type="checkbox"/> Mild <input type="checkbox"/> Modest	<input type="checkbox"/> Controlled <input type="checkbox"/> Pessimistic <input type="checkbox"/> Withdrawn	<input type="checkbox"/> Critical <input type="checkbox"/> Restless <input type="checkbox"/> Spontaneous	<input type="checkbox"/> Random <input type="checkbox"/> Daring <input type="checkbox"/> Reactionary	LOW INTENSITY (Segments 1-2)

Identify where you seem to be in this Range of Dynamics. Identify where others may be and adapt to whomever you are speaking to make a match. Remember that we humans are complex beings who shift styles from time to time, depending on life circumstances, and no person operates exclusively in one style.

Working with Different Communication Styles

This communication model describes four categories of communication styles: (A) Dominant/Driver, (B) Expressive/Persuader, (C) Social/Amiable, and (D) Thinker. Following are descriptions of each, with tips for knowing about and interacting with each style.

(A) Driver

- Drivers are generally the dominant people on your team. Not all drivers are bosses and not all bosses are drivers.
- Drivers act as our masterminds, inventors, architects, and field marshals. They are pioneers. They are natural leaders.
- Drivers understand control and willingly exercise power. Ambitious, forceful, and determined, Drivers actively tackle challenges.

To work with a Driver, know that they value action and results over process. Mirror his or her faster pace, high energy, and focus on the horizon. Arrive well prepared and keep your commitments.

A Driver's potential weakness is unintentionally leaving others feeling as if they have been mowed over because Drivers don't naturally account for the emotional implications of their style or decisions. Drivers may tend to not include those affected in decision-making, or they may not allow enough research to be done or voices to be heard. They sometimes come across as egotistical when, in actuality, they are just concerned and committed to the result. They don't see themselves as better than others.

(B) Expressive/Persuader

- Persuaders are colorful and optimistic champions who are the promoters, performers and persuaders on your team.
- Persuaders excel at delivering creative work and influencing others to support your mission.
- Persuaders can deliver terrific campaigns and programs, including fundraising, and can inspire others beyond anyone's expectations.

To work with a Persuader, encourage free-flowing ideas and allow for creativity. Have a white board and pens handy. They value energetic interaction. Be candid and forthright (they hate not being on the inside track). Let them "think out loud." Bend the rules when you can and don't get hung up on paperwork or process.

A Persuader's potential weakness can be in overwhelming people with too much talk or over-the-top enthusiasm. Usually somewhat disorganized or scattered, they can also come across as pushy or opinionated. Their impulsiveness and lack of concern with detail can get your organization in trouble.

(C) Social/Amiable

- Amiables build relationships naturally and network easily. They get their energy from being around other people.
- They are natural teachers, care-givers, healers and counselors. They are generally seen as warm, cooperative, loyal, and dependable.
- Amiables value consistency, stability, security and a steady pace. They value diversity, excel at bringing others along, and thrive in participatory learning.

To work with an Amiable, don't forget the friendly repartee and be gracious. They value frequent interaction. Share stories and food at your meetings. Include others, welcome newcomers, and allow plenty of time for discussion. Plan carefully and keep things running smoothly.

An Amiable's potential weakness is that they typically struggle with change and don't do well with uncertainty or shifting priorities. They like life to be linear (which, of course, it often isn't). Unless you walk in with homemade blueberry muffins, they don't generally do well with surprises. They usually resist new ideas, and can come across as barriers to innovation.

(D) Thinker

- Thinkers are the framework leaders in our organizations who build infrastructure, organizational systems, procedure, and consistency.
- They focus on the concrete and measurable, valuing a deliberate process and regulations.
- Thinkers make logical, thoughtful decisions only after careful research and deliberation.

To work with a Thinker, stick to the topic and have lots of data on hand. Thinkers value substantive interaction. Ask and answer questions directly and skip the long explanations about intangibles. Don't make a lot of small talk or press to be a confidante or pal.

A Thinker's potential weakness can be in "analysis paralysis" — being unable to make a decision until ever-more information is gathered and absorbed. They might not see the hidden emotional, political, or unspoken undercurrents of a situation. They sometimes come across as antisocial, skeptical, or critical.