Social Styles

- Analyse patterns and characteristics
- Determine the style of others
- Assess your own style
- Plan to accommodate others' needs
- Treat others as they want to be treated

Analyse patterns and characteristics

*Individuals are all different, but …*
Four Social Styles

(Merrill & Reid)

- DRIVER
- EXPRESSIVE
- ANALYTICAL
- AMIABLE

**Responsive vs. Assertive**
- Low Responsiveness: Amiable
- High Responsiveness: Driver

**Analytical vs. Expressive**
- Low Analytical: Amiable
- High Analytical: Driver

Personal styles at work

**Tasks**
- Driver: 'do it right or not at all'
- Expressive: 'we’re great!'
- Analytical: 'do it right or not at all'
- Amiable: 'we’re great!'

**People**
- Driver: 'just do it!'
- Expressive: 'lets all do it!'
- Analytical: 'do it right or not at all'
- Amiable: 'we’re great!'

- Driver: wants to know what and when
- Expressive: wants to know why and who
- Analytical: wants to know how
- Amiable: wants to know who else

- Driver: likes to take charge
- Expressive: likes energy and optimism
- Analytical: likes to plan
- Amiable: likes co-operation and loyalty
Driver (hi A, lo R)

- Is obsessed by a compulsion to perform
- Has a passion for knowledge and is constantly searching to answer the "whys" of life
- Works at a fast and decisive pace (idleness drives them crazy)
- Likes to be in charge, seek productivity, and dislike loss of control
- Measures their personal worth by how much they do
- Wants you in turn to get to the point, because they are irritated by inefficiency and indecision
- Has the ability to deal with tough interactions without becoming upset by criticism or personal rejection

- Their main priority is the task in hand, and the results achieved
- Under pressure, they will assert themselves strongly and dictate the way things are going to be

The Control Specialist

Expressive (hi A, hi R)

- Is friendly and easy-going
- Works at a fast and spontaneous pace
- Struggles with commitment and follow-through
- Tries to create an atmosphere that encourages flexibility
- Achieves acceptance through sociability and creating a stimulating environment
- Wants to be admired and seeks recognition; dislikes being ignored
- Measures their personal worth by the amount of recognition and acknowledgement (or complaints) they receive

- They like to try the new and different; to live for the here and now
- They have happy spirits and can endure hardships and trials easier than other social styles

The Social Specialist
Amiable (lo A, hi R)

- Works well with others and promotes harmony
- Prefers to maintain relationships and avoid confrontation
- Is a good listener and is sensitive to others feelings
- Is a strong and loyal team player
- Prefers an atmosphere that encourages close relationships
- Achieves acceptance through conformity and loyalty
- Likes to have direction and want to be appreciated
- Works at a slow and easy pace, which tends to lend an air of relaxation to others in the group

- They seek deep meaning in relationships and experiences
- Can sometimes create tension for others because of their personal insistence on doing things in a slow-paced, warm and friendly, responsible but non-aggressive way

The Support Specialist

Analytical (lo A, lo R)

- Is more formal and conservative
- Has a strong sense of duty and obligation
- Is steadfast, reliable, and dependable
- Has a forceful work ethic, with a measured and systematic pace
- Prefers an atmosphere that encourages careful preparation
- Achieves recognition through being correct, logical and thorough
- Is a natural giver
- Often takes on too much responsibility and tend to be worriers
- Does not like unpredictability and surprises

- Their main priority is the job at hand and the process to achieve it
- Under pressure, an Analytical will withdraw into their own world and avoid contact with the causes of their stress.

The Technique Specialist
### Driver (hi A, lo R)

**STRENGTH**
- Unemotional
- Independent, self-sufficient
- Strong-willed and decisive
- Change "junkie"
- Must correct wrongs
- Exudes confidence
- Not easily discouraged

**WEAKNESS**
- Bossy, insensitive
- Quick-tempered
- Impatient, can’t relax
- Enjoy argumentation
- Won’t give up when losing
- Unsympathetic
- Dislikes show of emotions

**EMOTIONS**
- Goal-oriented
- Sees the whole picture
- Organizes & plans ahead
- Motivates people to action
- Seeks practical solutions
- Insists on production
- Thrives on opposition

**AS A FRIEND**
- Has little need for friends
- Will lead and organize
- Stimulates activity
- Excels in emergencies
- Will work for group activity
- Is usually right

**AT WORK**
- End justifies the means
- Can over dominate
- Doesn’t analyze details
- May make rush decisions
- Manipulates people
- Intolerant of mistakes
- Can be a workaholic

### Expressive (hi A, hi R)

**STRENGTH**
- Emotional, demonstrative
- Lives in the present
- Talkative, storyteller
- Good sense of humor
- Sincere heart, curious
- Holds listeners physically
- Always a child

**WEAKNESS**
- Exaggerates
- Egotistical
- Naive and gullible
- Seems phony to some
- Weak-willed, reactive
- Restless
- Fearful

**EMOTIONS**
- Volunteers for jobs
- Starts in flashy way
- Has energy & enthusiasm
- Thinks up new activities
- Creative and colorful
- Looks great on the surface
- Charms others into work

**AS A FRIEND**
- Makes friends easily
- Appealing, life of the party
- Likes spontaneous activity
- Thrives on compliments
- Envyed by others
- Apologizes quickly
- Doesn’t hold grudges

**AT WORK**
- Prefers talk, wastes time
- Undisciplined
- Decides by feelings
- Priorities out of order
- Forgets obligations
- Easily distracted
- Confidence fades fast

**WEAKNESS**
- Undependable, reactive
- Hates to be alone
- Needs to be center stage
- Dominates conversations
- Makes excuses
- Looks for credit
- Interrupts; doesn’t listen
### Amiable

**(lo A, hi R)**

<table>
<thead>
<tr>
<th>EMOTIONS</th>
<th>AT WORK</th>
<th>AS A FRIEND</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRENGTH</td>
<td>Low-key personality</td>
<td>Competent and steady</td>
</tr>
<tr>
<td></td>
<td>Quiet, but witty</td>
<td>Has administrative ability</td>
</tr>
<tr>
<td></td>
<td>Calm, cool and collected</td>
<td>Avoids conflicts</td>
</tr>
<tr>
<td></td>
<td>Sympathetic and kind</td>
<td>Finds the easy way</td>
</tr>
<tr>
<td></td>
<td>Patient and well-balanced</td>
<td>Peaceful and agreeable</td>
</tr>
<tr>
<td></td>
<td>Easygoing and relaxed</td>
<td>Mediates problems</td>
</tr>
<tr>
<td></td>
<td>Happily reconciled to life</td>
<td>Good under pressure</td>
</tr>
<tr>
<td>WEAKNESS</td>
<td>Keeps emotions hidden</td>
<td>Not goal-oriented</td>
</tr>
<tr>
<td></td>
<td>Unenthusiastic, shy</td>
<td>Lacks self-motivation</td>
</tr>
<tr>
<td></td>
<td>Indecisive</td>
<td>Lazy and careless</td>
</tr>
<tr>
<td></td>
<td>Too compromising</td>
<td>Prefers to be a spectator</td>
</tr>
<tr>
<td></td>
<td>Self-righteous</td>
<td>Hard to get moving</td>
</tr>
<tr>
<td></td>
<td>Fearful, worried</td>
<td>Resents being pushed</td>
</tr>
<tr>
<td></td>
<td>Avoids responsibility</td>
<td>Discourages others</td>
</tr>
</tbody>
</table>

### Analytical

**(lo A, lo R)**

<table>
<thead>
<tr>
<th>EMOTIONS</th>
<th>AT WORK</th>
<th>AS A FRIEND</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRENGTH</td>
<td>Deep and thoughtful</td>
<td>Schedule/Detail-oriented</td>
</tr>
<tr>
<td></td>
<td>Serious and purposeful</td>
<td>Orderly and organized</td>
</tr>
<tr>
<td></td>
<td>Idealistic</td>
<td>Wants things done right</td>
</tr>
<tr>
<td></td>
<td>Appreciate of beauty</td>
<td>Likes charts, figures, etc</td>
</tr>
<tr>
<td></td>
<td>Sensitivity to others</td>
<td>Sets high standards</td>
</tr>
<tr>
<td></td>
<td>Self-sacrificing</td>
<td>Persistent and thorough</td>
</tr>
<tr>
<td></td>
<td>Conscientious</td>
<td>Finishes what he starts</td>
</tr>
<tr>
<td>WEAKNESS</td>
<td>Remembers the negatives</td>
<td>Not people oriented</td>
</tr>
<tr>
<td></td>
<td>Enjoys being hurt</td>
<td>Hard to please, rigid</td>
</tr>
<tr>
<td></td>
<td>Too introspective</td>
<td>Too much time planning</td>
</tr>
<tr>
<td></td>
<td>Depressed, even moody</td>
<td>Prefers analysis to action</td>
</tr>
<tr>
<td></td>
<td>Low self-image</td>
<td>Depressed at imperfection</td>
</tr>
<tr>
<td></td>
<td>Rigid</td>
<td>Self-Deprecating</td>
</tr>
<tr>
<td></td>
<td>Stuffy</td>
<td>Deep need for approval</td>
</tr>
</tbody>
</table>
Other Theories

(approx correlation)

<table>
<thead>
<tr>
<th>Merrill &amp; Reid</th>
<th>Driver</th>
<th>Expressive</th>
<th>Amiable</th>
<th>Analytical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hippocrates/Galen</td>
<td></td>
<td>Choleric</td>
<td>Sanguine</td>
<td>Phlegmatic</td>
</tr>
<tr>
<td>Le Haye/Littauer</td>
<td></td>
<td>Powerful</td>
<td>Popular</td>
<td>Perfect</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Choleric</td>
<td>Sanguine</td>
<td>Melancholic</td>
</tr>
<tr>
<td>Jung</td>
<td>Director</td>
<td>Intuior</td>
<td>Intuior</td>
<td>Perfect</td>
</tr>
<tr>
<td>Myers-Briggs</td>
<td>Extrovert/Thinker</td>
<td>Front Man</td>
<td>Extrovert/Feeler</td>
<td>Melancholic</td>
</tr>
<tr>
<td>Drucker</td>
<td>Action Man</td>
<td>Adapting-Dealing</td>
<td>Front Man</td>
<td>Melancholic</td>
</tr>
<tr>
<td>LIFO System (Atkins)</td>
<td></td>
<td>Influencing</td>
<td>Intuior</td>
<td>Perfect</td>
</tr>
<tr>
<td>DISC</td>
<td>Dominance</td>
<td>Dominant-Warm</td>
<td>Extrovert/Feeler</td>
<td>Perfect</td>
</tr>
<tr>
<td>Lefton</td>
<td>Dominant-Hostile</td>
<td>Sanguine</td>
<td>Introvert/Feeler</td>
<td>Perfect</td>
</tr>
</tbody>
</table>

* P Bender

Caveats

- Style is an explanation, not an excuse
- There is no such thing as
  - Good or Bad Style
  - Right or Wrong Style
- Beware of
  - Generalities (simplistic stereotyping)
  - Snap Judgments – avoid them
- Just remember:

  75% of the world is not in your quarter!
Determine the style of others

- Talking
  - What they talk about
  - How they talk
  - Tone of voice
  - Pace of speech
- Body Language
- Communication Style
- Responsiveness
- Listening Pattern
- Working
  - Style
  - Area
  - Pace

Talking: what they talk about

<table>
<thead>
<tr>
<th>DRIVER</th>
<th>EXPRESSIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I will…</td>
<td>I want…</td>
</tr>
<tr>
<td>I think…</td>
<td>I feel…</td>
</tr>
</tbody>
</table>

Trigon Systems Consultants P/L (Aust)
Talking: the way they talk

**DRIVER**
- States, commands
- Direct assertion
- Enquires
- Indirect assertion

**TELL**
- States, commands
- Direct assertion
- Enquires
- Indirect assertion

**EXPRESSIVE**
- States, commands
- Direct assertion
- Enquires
- Indirect assertion

**ASK**
- States, commands
- Direct assertion
- Enquires
- Indirect assertion

**AMIABLE**

Talking: tone of speech

**DRIVER**
- Louder
- Uses voice to emphasise points
- Quieter
- Does not vary voice much

**EXPRESSIVE**
- Louder
- Uses Voice to emphasise points
- Gets easily excited
- Quieter
- Does not vary voice much

**ANALYTICAL**

**AMIABLE**
Talking: pace of speech

<table>
<thead>
<tr>
<th>DRIVER</th>
<th>EXPRESSIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Very fast</td>
<td>• Fast</td>
</tr>
<tr>
<td>• Moderate</td>
<td>• Slower</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ANALYTICAL</th>
<th>AMIABLE</th>
</tr>
</thead>
</table>

Body Language

<table>
<thead>
<tr>
<th>DRIVER</th>
<th>EXPRESSIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Leans forward</td>
<td>• Leans forward</td>
</tr>
<tr>
<td>• Limited or no facial expressions</td>
<td>• Limited or no facial expressions</td>
</tr>
<tr>
<td>• Intense eye contact</td>
<td>• Limited or no facial expressions</td>
</tr>
<tr>
<td>• Deliberate movements</td>
<td>• Limited eye contact</td>
</tr>
<tr>
<td>• Leans back</td>
<td>• Limited eye contact</td>
</tr>
<tr>
<td>• Limited gestures</td>
<td>• Limited gestures</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ANALYTICAL</th>
<th>AMIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Control facial expressions</td>
<td>• Some facial expressions</td>
</tr>
<tr>
<td>• Good eye contact – at others?</td>
<td>• Good eye contact</td>
</tr>
<tr>
<td>• Lots of gestures</td>
<td>• Regular gestures</td>
</tr>
</tbody>
</table>
Communication Style

**DRIVER**
- Direct, to the point
- Can be outspoken
- Formal, business-like
- Specific, concise
- Clear, logical
- Formal, bottom-line

**EXPRESSIVE**
- Animated, excitable
- Can come on too strong
- Informal, casual
- Dreamy thoughts
- May seem vague
- Informal, casual

**ANALYTICAL**

**AMIABLE**

Responsiveness

**DRIVER**
- May appear pushy
- More reserved & cautious
- Can appear preoccupied

**EXPRESSIVE**
- Open and warm
- Animated and enthusiastic
- Enjoys the conversation

**ANALYTICAL**

**AMIABLE**
- Friendly
- Responsive
- Enjoys the conversation
Listening Pattern

**DRIVER**
- Can be a poor listener
- Wants to control conversation
- May interrupt
- Likes to summarize
- Listens... but may appear as though they're not

**EXPRESSIVE**
- Listens
- Reacts to what you're saying
- Talks a lot
- Good listener
- Reacts to what you're saying
- Cares

**ANALYTICAL**

**AMIABLE**

Work Style

**DRIVER**
- Works in priority order
- Does several things at once
- Intense, driven
- Generates ideas
- Thorough, attentive to detail
- Step by step procedures
- Concentrates on one thing at a time, pensive

**EXPRESSIVE**
- Unstructured, likes freedom
- Lots of people interaction
- Makes lists of people to call & places to go
- Easy going, cooperative
- Always willing to be of service
- Goes with the flow
- No strong sense of urgency

**ANALYTICAL**

**AMIABLE**
### Work Area

<table>
<thead>
<tr>
<th>DRIVER</th>
<th>EXPRESSIVE</th>
</tr>
</thead>
</table>
| ● Functional, organized  
● Work is in priority order | ● Interesting things, gadgets, novelty items  
● Give-aways readily displayed |
| ● References are at fingertips  
● Lots of paper  
● Work is in piles | ● Sentimental mementos and souvenirs  
● Pictures of family and friends  
● Desk area may appear cluttered |
| ANALYTICAL | AMIABLE |

### Work Pace

<table>
<thead>
<tr>
<th>DRIVER</th>
<th>EXPRESSIVE</th>
</tr>
</thead>
</table>
| ● Works fast – a whirlwind  
● Likes change | ● Faster  
● Bores easily  
● Moves from one thing to another |
| ● Methodical  
● Steady stream of work  
● Likes a predictable routine | ● Slower / rarely in a hurry  
● Needs time to change  
● Dislikes pressure |
| ANALYTICAL | AMIABLE |
Ascertain your own style

How To Recognize Your Own Style

• Self-assessment
  • Characteristics
  • Motivations & attitudes; needs & wants
  • Self-image
  • Behaviour questionnaire

• When all else fails:

  ask your family and friends .... they know!
Characteristics

<table>
<thead>
<tr>
<th>DRIVER</th>
<th>EXPRESSIVE</th>
<th>AMIABLE</th>
<th>ANALYTICAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action-Oriented</td>
<td>Animated</td>
<td>Accommodating</td>
<td>Accurate</td>
</tr>
<tr>
<td>Adventurous</td>
<td>Charismatic</td>
<td>Agreeable</td>
<td>Analytical</td>
</tr>
<tr>
<td>Authoritative</td>
<td>Dramatic</td>
<td>Appreciative</td>
<td>Consistent</td>
</tr>
<tr>
<td>Candid</td>
<td>Enthusiastic</td>
<td>Cooperative</td>
<td>Detail-Oriented</td>
</tr>
<tr>
<td>Challenging</td>
<td>Lively</td>
<td>Diplomatic</td>
<td>Diligent</td>
</tr>
<tr>
<td>Competitive</td>
<td>Motivating</td>
<td>Even-Tempered</td>
<td>Logical</td>
</tr>
<tr>
<td>Hard-Driving</td>
<td>Optimistic</td>
<td>Generous</td>
<td>Meticulosus</td>
</tr>
<tr>
<td>Impressive</td>
<td>Outgoing</td>
<td>Patient</td>
<td>Orderly</td>
</tr>
<tr>
<td>Powerful</td>
<td>Popular</td>
<td>Sentimental</td>
<td>Precise</td>
</tr>
<tr>
<td>Results-Oriented</td>
<td>Spontaneous</td>
<td>Supportive</td>
<td>Task-Oriented</td>
</tr>
<tr>
<td>Self-Reliant</td>
<td>Stimulating</td>
<td>Trusting</td>
<td>Technical</td>
</tr>
<tr>
<td>Strong-Willed</td>
<td>Talkative</td>
<td>Understanding</td>
<td>Thorough</td>
</tr>
</tbody>
</table>

Driver (hi A, lo R)

- **Primary Characteristic [Strength]**
  - Go getter
  - Ambitious

- **Motivated By**
  - Results

- **Attitude to Goals**
  - Sets many goals

- **Group Role**
  - Leader

- **Needs to**
  - Be in control

- **Wants To Be Appreciated for**
  - Productivity
  - Making an impact

- **Likes to be Rewarded with**
  - Power
### Expressive (hi A, hi R)

<table>
<thead>
<tr>
<th>Primary Characteristic [Strength]</th>
<th>Motivated By</th>
<th>Attitude to Goals</th>
<th>Group Role</th>
<th>Needs to</th>
<th>Wants To Be Appreciated for</th>
<th>Likes to be Rewarded with</th>
</tr>
</thead>
<tbody>
<tr>
<td>Networker</td>
<td>Applause</td>
<td>Goals kill spontaneity</td>
<td>Rapport builder</td>
<td>Be centre of attention</td>
<td>Contribution, Giving others opportunities</td>
<td>Recognition</td>
</tr>
<tr>
<td>Socialiser</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Amiable (lo A, hi R)

<table>
<thead>
<tr>
<th>Primary Characteristic [Strength]</th>
<th>Motivated By</th>
<th>Attitude to Goals</th>
<th>Group Role</th>
<th>Needs to</th>
<th>Wants To Be Appreciated for</th>
<th>Likes to be Rewarded with</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peacemaker</td>
<td>Approval</td>
<td>Cautious about commitment</td>
<td>Interpersonal</td>
<td>Feel included</td>
<td>Involvement, Being considerate of others</td>
<td>Approval</td>
</tr>
<tr>
<td>Bridge builder</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Analytical

Primary Characteristic
- Fact finder
- Pragmatist

Motivated By
- Activity

Attitude to Goals
- Goals must be met on time

Group Role
- Information provider

Needs to
- Be given focus and direction

Wants To Be Appreciated for
- Quality
- Sound judgement

Likes to be Rewarded with
- Responsibility

Self-image

<table>
<thead>
<tr>
<th>Merrill &amp; Reid</th>
<th>Driver</th>
<th>Expressive</th>
<th>Amiable</th>
<th>Analytical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Expressions</td>
<td>Boss</td>
<td>Impulsive</td>
<td>Helper</td>
<td>Processor</td>
</tr>
<tr>
<td>Behavioural Commander Dominance</td>
<td>Affective Socializer</td>
<td>Inducement</td>
<td>Interpersonal Supporter Submission</td>
<td>Cognitive Logistical Compliance</td>
</tr>
<tr>
<td>True Colours</td>
<td>Green Eagle Lion triangle</td>
<td>Orange Peacock Otter parallelogram</td>
<td>Blue Dove Cocker Spaniel circle</td>
<td>Gold Owl Beaver</td>
</tr>
<tr>
<td>Bird Symbols</td>
<td>Animal Symbols Shapes</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* P Bender
Plan to accommodate others’ needs

Murphy’s Law of Thermodynamics: “things get worse under pressure”
What do you fear in a change situation?

Panic Zone

- uncertainty
- fear

Comfort Zone

Discomfort Zone

What do you fear in a change situation?

\[ \text{Fears} \ldots \]

<table>
<thead>
<tr>
<th>DRIVER</th>
<th>EXPRESSIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Being taken advantage of</td>
<td>- Being bored</td>
</tr>
<tr>
<td>- Loss of control</td>
<td>- Rejection</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>- Being criticised</td>
<td>- Being alone</td>
</tr>
<tr>
<td>- Quick decisions</td>
<td>- Loss of security</td>
</tr>
</tbody>
</table>

ANALYTICAL

AMIABLE
Under Stress

**DRIVER**
- Is energised
- Will become assertive
- Seeks control
- Gets over-focused on detail
- May withdraw

**EXPRESSIVE**
- Rises to the challenge at first, but may get stressed
- May flip to the dark side!
- Worries, so try to avoid hassle
- Keeps head down, chats to mates
- Seeks chocolate!

**ANALYTICAL**

**AMIABLE**

Under *Extreme* Stress

**DRIVER**
- Will become autocratic
- Will withdraw

**EXPRESSIVE**
- Will become offensive or sarcastic
- Will submit

**ANALYTICAL**

**AMIABLE**
BEHAVIOUR ZONES

- Normal
- Under stress
- Under extreme stress

WORKING TOGETHER

- Broad comfort zones
- Mutual overlap
CHAMELEON - all things to all people

Treat others as they want to be treated
Wants ...

- **DRIVER**
  - Power
  - Perfection

- **EXPRESSIVE**
  - Popularity
  - Peace

- **ANALYTICAL**

- **AMIABLE**

Causes of conflict

- **DRIVER**
  - Priorities
  - Pace & Priorities

- **EXPRESSIVE**
  - Priorities
  - Pace & Priorities

- **ANALYTICAL**

- **AMIABLE**

Trigon Systems Consultants P/L (Aust)
**Driver** (hi A, lo R)

When dealing with...

**DO**
- Focus on the present
- Be brief and efficient
- Get to the bottom line
- Speak in terms of short-term concrete results
- Give them options
- Let them feel in control
- Stress how the Driver will "win" with your proposition

**DON'T**
- Focus on the long-term
- Give too much detail
- Be ambiguous
- "Beat around the bush"
- Get too personal
- Get into a control contest
- Back down, however, if you believe that you are right

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**Expressive** (hi A, hi R)

When dealing with...

**DO**
- Focus on the future
- Illustrate concepts with stories
- Seek their ideas, input
- Focus on the big picture
- Show personal interest and involvement
- Stimulate their creative impulse
- Compliment them
- Stress how the Expressive will stand out from others

**DON'T**
- Get straight down to business
- Dwell on details
- Be impatient with side-trips and creativity
- "Nit-pick"
- Be cool and impersonal
- Be too serious
- Talk down to them
- Put down their enthusiasm and excitement
Amiable  (lo A, hi R)

When dealing with…

**DO**
- Focus on tradition
- Be flexible
- Be easy and informal
- Be personal and personable
- Allow time to “feel good”
- Emphasise a team approach
- Stress how the Amiable can be “safe”

**DON’T**
- Push for too much detail
- Press hard to change things
- Hurry them
- Push for immediate commitment
- Be cool and impersonal
- Confront them
- Attack
- Be dictatorial or autocratic

Analytical  (lo A, lo R)

When dealing with…

**DO**
- Focus on past, present and future
- Talk facts
- Focus on detail and accuracy
- Be logical and well-organised
- Tell them exactly what you will do & when
- Allow time to ponder
- Stress how the Analytical can be assured of being “right”

**DON’T**
- Be vague, inconsistent or illogical
- Be intolerant of details
- Overlook the past
- Rush things
- Be too personal
- Be overly casual
- Appear to not be serious
- Press for immediate action
### ADAPT - Interpersonal Versatility

<table>
<thead>
<tr>
<th>Low Versatility</th>
<th>High Versatility</th>
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</thead>
<tbody>
<tr>
<td>- Concern for self</td>
<td>- Concern for others</td>
</tr>
<tr>
<td>- Reduces tension for self</td>
<td>- Reduces tension for others</td>
</tr>
<tr>
<td>- Narrow interests</td>
<td>- Broad interests</td>
</tr>
<tr>
<td>- Rigidity</td>
<td>- Flexibility</td>
</tr>
<tr>
<td>- Unwilling to adapt</td>
<td>- Adapts readily</td>
</tr>
<tr>
<td>- Resistant to feedback</td>
<td>- Open to feedback</td>
</tr>
</tbody>
</table>

Versatility does not come easily - for most, it takes practice

### References

- The 16 Personality Types, Descriptions for Self-Discovery by Linda V. Berens & Dario Nardi
- Personal Styles and Effective Performance: Make Your Style Work for You by David W. Merrill & Roger H. Reid
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- Please Understand Me: Character and Temperament Types by Davis Keirsey & Marilyn Bates
- What Color is Your Personality?: Red, Orange, Yellow, Green... by Carol Ritberger
- The Delicate Art of Dancing with Porcupines: Learning To Appreciate the Finer Points of Others by Bob Phillips