

Advanced Communication Styles

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Background to your report

Advanced Communication Styles

It is impossible not to communicate. Every minute that you spend with others you are communicating. Even if you are silent, your body and facial expressions send a message.

Over the years, people develop specific communication styles or ways of communicating. You may have noticed that you like to be the centre of attention or that you prefer to step back and observe others. Your conscious and unconscious decisions about how to communicate are determined to a large degree by your communication style.

Your first step in ensuring that your messages are received well and that you understand others is understanding how you communicate. The results of the Communication Styles Survey which you completed are contained in this report and will help you to analyse all aspects of your style so that you can be more aware of how you are communicating and be alert to others' styles as well.

Explanation of the 4 Communication Styles

Every time you communicate you send a message to another person and he/she receives a message. The other person does not necessarily receive the exact message that was sent. That is because the person receiving your message has his/her own interpretation. Misinterpretation often occurs when people with different styles communicate. For example, if you have a reserved or calm style, but the person you are talking to has a warm and lively style, what you say may be interpreted as being negative, unless the person understands that being reserved and calm is your way of communicating.

Carl Jung was a Swiss psychiatrist and psychotherapist who founded analytical psychology. He coined the words Extrovert and Introvert. He examined the way people prefer to interact with the world.

For example, an Extrovert is likely to talk first, think later. It is not uncommon for an Extrovert to berate themselves with something like: "Will I ever learn to keep my mouth shut?"

By contrast an Introvert will probably rehearse things before saying them and prefer that others would do the same. An Introvert will often respond with "I'll have to think about that" or "Let me tell you later."

The four Communication Styles or Personality Types which help people to understand more about how others see them, we have labelled Driver, Expressive, Amiable and Analytical. We have colour coded them Red, Yellow, Green and Blue respectively and this in turn can help you when communicating with colleagues - we'll talk about that later.

Overview of the styles

Advanced Communication Styles

Makes decisions at a fast pace

Is more focused on the task rather than the relationship

Driver

- Decisive actions and decisions
- Likes control
- Dislikes inaction
- Prefers maximum freedom to manage himself or herself and others
- Cool, independent, and competitive with others
- Low tolerance for feelings, attitudes, and advice of others
- Works quickly and impressively by himself/herself
- Seeks esteem and self-actualisation
- Good administrative Skills

Strengths: Directness and ability to get the job done quickly. The Driver is blunt and quite assertive and, therefore, gets fast results. They can generalise from details quickly and see the big picture and the bottom line.

Weaknesses: The weaknesses of the Driver grow out of the strengths in that they can appear abrasive, insensitive to other people, and not concerned about details.

Expressive

- Spontaneous actions and decisions
- Likes involvement
- Dislikes being alone
- Exaggerates and generalises
- Tends to dream and get others caught up in his or her dreams
- Jumps from one activity to another
- Works quickly and excitingly with others
- Seeks esteem and belongingness
- Good persuasive skills

Strengths: Enthusiasm and exciting playful nature. They quickly win people over and get others caught up in their drive to accomplish a task. They are fun to be with and can adapt easily to a changing situation.

Weaknesses: Sometimes come on too strong and are seen as being artificial or “put on”. Sometimes their playfulness and spontaneity is regarded as a lack of seriousness and unpredictability. Not good detail people in that they are easily bored by anything that tends to be monotonous or has to be done alone.

Is more focused on the relationship than the task

Analytical

- Cautious actions and decisions
- Likes organisation and structure
- Dislikes involvement
- Asks many questions about specific details
- Prefers objective, task-orientated, intellectual work environment
- Wants to be right, therefore, over-relies on data collection
- Works slowly and precisely by himself/herself
- Seeks security and self-actualisation
- Good problem-solving skills

Strengths: Analytical types tend to be precise, efficient and well organised. They are task orientated and will persevere on what might otherwise be considered a boring task.

Weaknesses: They are often seen as too task orientated, too cool and impersonal. They are suspected of not being concerned about feelings because they place so much emphasis on facts. They may be perceived to be nitpickers who are too much of a perfectionist to be effective.

Amiable

- Slow at taking action and making decisions
- Likes close, personal relationships
- Dislikes interpersonal conflict
- Supports and “actively” listens to others
- Weak at goal setting and self-direction
- Has excellent ability to gain support from others
- Works slowly and cohesively with others
- Seeks security and belongingness
- Good counseling skills

Strengths: Warmth and ability to build meaningful relationships with others. They are loyal and compliant. They are excellent team workers, willing to conform.

Weaknesses: Some people see them as too concerned about relationships to do an adequate job of completing the task. Drivers perceive them to be slow and ineffective. Often so sensitive to the feelings and needs of others that they are unduly influenced by them.

Makes more decisions at a more measured pace

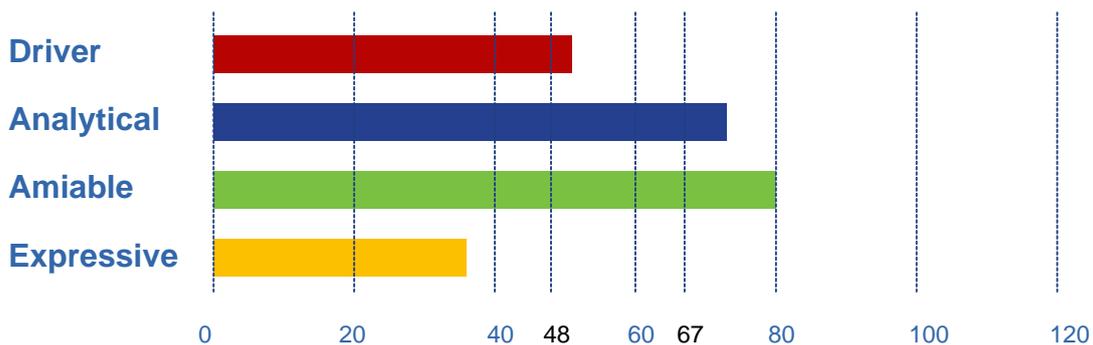
Understanding Your Report

Your communication style comes through whether or not you are aware of it. The style that you use most often is called your **dominant** style. If you look at your scores below, you can see whether you have one dominant style. Based on the answers you gave in the survey, you may have a dominant style when operating in a **Relaxed/Preferred** Environment and a dominant style when operating in a **Pressured/Adaptive** Environment. This might be the same or your style may change when under pressure.

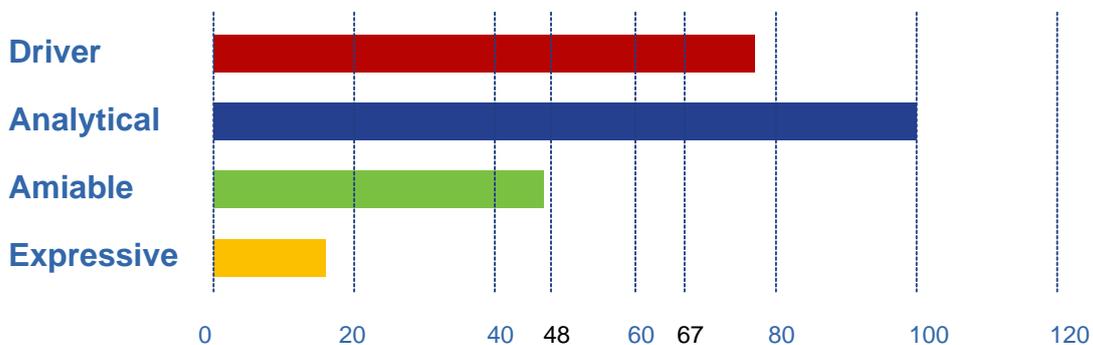
A dominant style would be indicated by a score of **67** or greater. On the other hand, if you scored **48** or below on any one style, you probably do not communicate with that style very often.

You may have three or four scores that are quite similar to each other, and perhaps are within 20 points of each other. In this case, you might want to consider whether you could be classified as an 'all-rounder'. If you are an all-rounder, you will have the advantage of being able to be responsive to all four of the styles, and able to flex your style so that you will be able to adapt to all styles. On the downside, you will not be seen as being very predictable, and you might want to think about how you communicate, especially if you are an all-rounder when in your Pressured/Adaptive style.

Your Report Relaxed/Preferred Environment



Your Report Pressured/Adaptive Environment



Your Report

What does this mean to you in your Relaxed/Preferred Environment

Based on your survey answers	Your notes
<p>Your most dominant style in a Relaxed/Preferred Environment is Amiable. As a very high scoring Amiable you:</p> <ul style="list-style-type: none">• Is a reliable and supportive team player• Loyal, self sacrificing and sympathetic• Gives and receives trust• Good listener. Can help others achieve their goals• Skilled at defusing tense situations• Encourages the underdog <p>Your second most dominant style in a Relaxed/Preferred Environment is Analytical. As a fairly high scoring Analytical you:</p> <ul style="list-style-type: none">• Well organised• A good memory for details• Will question to understand the process <p>As a low scoring Driver you:</p> <ul style="list-style-type: none">• Looks for better ways• Will show loyalty and directness to other team members• Looks for better ways	

Your Report

What does this mean to you in your Pressured/Adaptive Environment

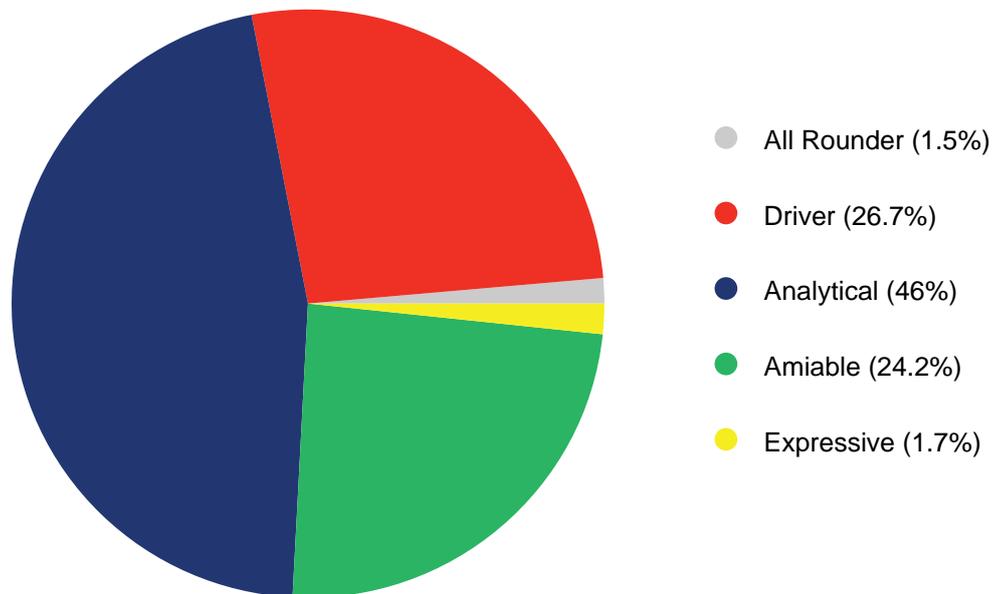
Based on your survey answers	Your notes
<p data-bbox="240 611 778 685">Your most dominant style in a Pressured/Adaptive Environment is Analytical. As an extremely high scoring Analytical you:</p> <ul data-bbox="240 707 754 1021" style="list-style-type: none"><li data-bbox="240 707 655 734">• Ensures decisions are made logically<li data-bbox="240 757 564 784">• Pays great attention to detail<li data-bbox="240 806 754 857">• Brings order and structure through exceptional organisation<li data-bbox="240 880 703 907">• Has intensive problem solving capabilities<li data-bbox="240 929 660 956">• Seeks and provides attention to detail<li data-bbox="240 978 735 1021">• Responsible, methodical and works well with figures and procedures <p data-bbox="240 1093 778 1167">Your second most dominant style in a Pressured/Adaptive Environment is Driver. As a fairly high scoring Driver you:</p> <ul data-bbox="240 1189 770 1335" style="list-style-type: none"><li data-bbox="240 1189 770 1240">• Good at suggesting improved ways of achieving goals<li data-bbox="240 1263 517 1290">• Realistic and systematic<li data-bbox="240 1312 716 1339">• Maintains high standards in self and others <p data-bbox="240 1406 592 1433">As a low scoring Amiable you:</p> <ul data-bbox="240 1456 778 1601" style="list-style-type: none"><li data-bbox="240 1456 778 1482">• Has a balanced attitude to work and personal life<li data-bbox="240 1505 727 1556">• Accommodating and will provide help where needed<li data-bbox="240 1579 552 1606">• An unassuming demeanour	

How do other Amiables change under pressure?

You are a very high scoring Amiable. Often people's dominant communication style changes when under pressure.

The graph below shows how others who completed this survey, who are also dominant Amiables communication preferences changed when operating in a Pressured/Adaptive Environment.

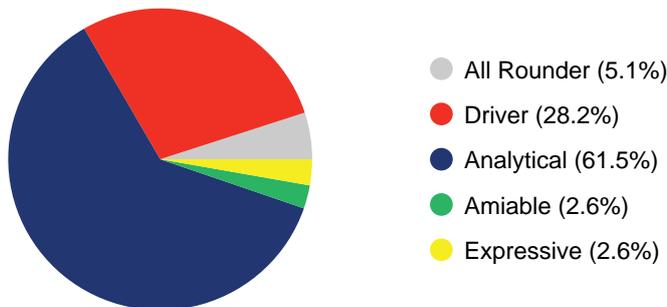
Relaxed Amiables become



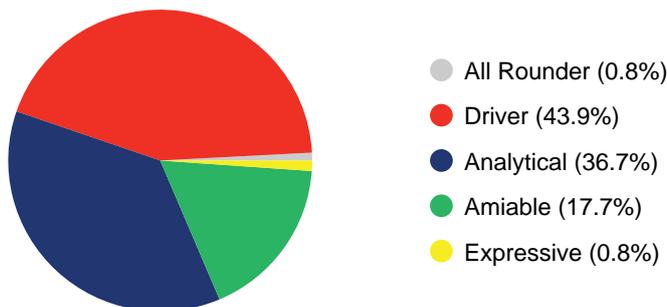
Generally how do the other styles change under pressure

From others who completed the survey, we have seen how their communication style changes when under pressure in the following way:

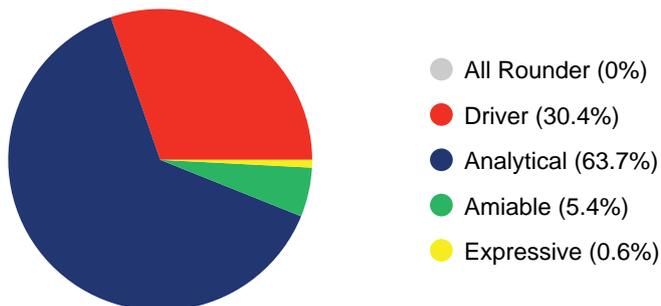
Typical relaxed All Rounders become



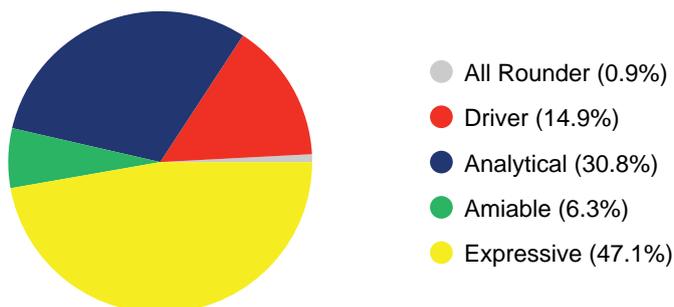
Typical relaxed Drivers become



Typical relaxed Analyticals become



Typical relaxed Expressives become



How you like to be communicated with

<p>When others communicate with you they need to:</p> <p>PLAN to get to know you personally. Be likeable and non-threatening, professional but friendly.</p> <p>MEET you, developing trust, friendship and credibility. Go at a slow pace.</p> <p>STUDY your feelings and emotional needs as well as their technical and business needs. Take time to spell out what is really important to them and help you understand why.</p> <p>PROPOSE by getting you involved. Show the human side of their proposal. Show how it affects you and your relationships with others.</p> <p>CLOSE without pushing or rushing you. Provide personal assurances and guarantees wherever they can.</p> <p>ASSURE by being consistent and regular in their communication. Give you the nurturing and reassurance that you would give to someone who was highly concerned about the decision they had just made.</p> <p>Your strengths as an Amiable are warmth and the ability to build meaningful relationships with others. Amiables are loyal and compliant. They are excellent team workers, willing to conform in order to maintain harmony within the group.</p> <p>The weaknesses of the amiable type grow out of an extension of their strengths in that some people see them as too concerned about relationships to do an adequate job of completing the task. Drivers perceive them to be slow and ineffective. They are often so sensitive to the feelings and needs of others that they are unduly influenced by them.</p>	<p>Your notes</p>
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When Amiable, how opposite types like to be communicated with

Analytical	What must I do most of
<p>When Communicating with Analyticals:</p> <p>PLAN to be well prepared and equipped to answer all their questions.</p> <p>MEET them cordially, but get quickly to the task.</p> <p>STUDY their situation in a practical, logical manner. Ask lots of questions and make sure your questions show a clear direction. The better your questions fit into the overall scheme of things, the more likely they are to give you the appropriate answers.</p> <p>PROPOSE logical solutions to their problems. Document the how and the why and show how your proposition is the logical thing to do.</p> <p>CLOSE as a matter of course. Don't push, give them time to think, offer documentation.</p> <p>ASSURE them through adequate service and follow-through. Be complete.</p>	
<p>Expressive</p> <p>When Communicating with Expressives:</p> <p>PLAN to be stimulating and interested in them. Allow them time to talk.</p> <p>MEET them boldly, don't be shy. Introduce yourself first. Bring up new topics openly.</p> <p>STUDY their dreams and goals as well as their other needs.</p> <p>PROPOSE your solution with stories or illustrations that relate to them and their goals.</p> <p>CLOSE with the details in writing. Be clear and direct.</p> <p>ASSURE that they fully understand what they agreed to and can demonstrate their ability to summarise what it was they agreed to.</p>	

When Amiable, how opposite types like to be communicated with

Driver	What must I do most of
<p>When Communicating with Drivers:</p> <p>PLAN to be prepared and organised, fast paced and to the point.</p> <p>MEET them in such a way that you get to the point quickly, keep things professional and businesslike.</p> <p>STUDY their goals and objectives, what they want to accomplish, what is happening now and how they would like to see it changed.</p> <p>PROPOSE solutions with clearly defined consequences and rewards that relate specifically to the Driver's goals.</p> <p>CLOSE by providing two or three options and let them make the decision.</p> <p>ASSURE them that their time will not be wasted. After the discussion, confirm that the proposals you suggested did in fact provide the bottom line results expected.</p>	

Flexing your Communication Style

When communicating with others, as a dominant Amiable you need to flex your style to mirror the needs of your opposite colour types. The previous section indicated how your opposite colour types like to be communicated with, but here are some general strategies to help you flex your working style:

With Drivers:

Recognise that the strengths of the Driver are directness and the ability to get the job done quickly. The Driver is blunt and quite assertive and, therefore, gets fast results. They can generalise from details quickly and see the big picture and the bottom line. The weaknesses of the Driver grow out of the strengths in that they can appear abrasive, insensitive to other people and their feelings, and not concerned about details.

General Strategies for working effectively with Drivers:

- Support their goals and objectives
- Keep your relationship businesslike
- If you disagree, argue facts, not personal feelings
- Give recognition to ideas - not the person
- To influence decisions, provide alternate actions and probabilities of their success
- Be precise, efficient, time disciplined and well-organised

With Expressive:

The strengths of an Expressive lie in their enthusiasm and exciting playful nature. They quickly win people over and get others caught up in their drive to accomplish a task. They are fun to be with and can adapt easily to a changing situation. Another strength is that they always have something to say regardless of what the topic may be, and they usually say it in an interesting way. The weaknesses of an Expressive result from an extension of their strengths. They sometimes come on too strong and are seen as being artificial or "put on". Sometimes their playfulness and spontaneity are regarded as a lack of seriousness and a tendency toward unpredictability. They are not good detail people in that they are easily bored by anything that tends to be monotonous or has to be done alone.

General Strategies for working effectively with Expressives:

- Support opinions, ideas and dreams
- Don't hurry the discussion
- Try not to argue
- Agree on the specifics of any agreement
- Summarise in writing what you both agreed upon
- Be entertaining and fast moving
- Use testimonials to positively affect decisions

Flexing your Communication Style

With Analyticals:

Strengths of the Analyticals tend to be precision, efficiency and being well organised. They are task orientated and will persevere on what might be considered, by others, a boring task. The weaknesses of an Analytical come from an extension of their strengths in that they are often seen as too task orientated and too cool and impersonal. They are suspected of not being concerned about feelings because they place so much emphasis on facts. They may be perceived to be nitpickers who are too much of a perfectionist to be effective.

General Strategies for working effectively with Analyticals:

- Support their organised, thoughtful approach
- Demonstrate through actions rather than words
- Be systematic, exact, organised, and prepared
- List advantages and disadvantages of any plan you propose
- Give time to verify your words and actions
- Follow up your personal contacts with a letter
- Provide solid, tangible, factual evidence that what you say is true and accurate
- Do not rush decision-making process
- Provide guarantees that actions can't backfire
- Avoid gimmicks

With Amiables:

The strengths of the Amiable are warmth and ability to build meaningful relationships with others. They are loyal and compliant. They are excellent team workers, willing to conform in order to maintain harmony within the group. The weaknesses of an Amiable grow out of an extension of their strengths in that some people see them as too concerned about relationships to do an adequate job of completing the task. Drivers perceive them to be slow and ineffective. They are often so sensitive to the feelings and needs of others that they are unduly influenced by them.

General Strategies for working effectively with Amiables:

- Support their feelings
- Show personal interest
- Accurately spell out objectives
- When you disagree, discuss personal opinions and feelings
- Move along in an informal, slow manner
- Show that you are "actively" listening
- Provide guarantees that any actions will involve a minimum of risk
- Ensure you have considered the effect on the people
- Offer personal assurances that you will stand behind any decisions

Tips to help you identify the dominant Communication Style in others

Drivers:

Behavioural Characteristics:

- Decisive actions and decisions
- Likes control
- Dislikes inaction
- Prefers maximum freedom to manage himself/herself and others
- Cool, independent, and competitive with others
- Low tolerance for feelings, attitudes, and advice of others
- Works quickly and impressively by himself/herself
- Seeks esteem and self-actualisation
- Good administrative skills

Environmental Clues:

- Desk may appear busy - lots of work, projects, and materials
- Walls may contain achievement awards or large planning sheet or calendar
- Office decorated to suggest power and control
- Seating arrangement closed, formal, non-contact, and positioned for power

Theme: Notice my accomplishments

Expressive:

Behavioural Characteristics:

- Spontaneous actions and decisions
- Likes involvement
- Dislikes being alone
- Exaggerates and generalises
- Tends to dream and get others caught up in his or her dreams
- Jumps from one activity to another
- Works quickly and excitingly with others
- Seeks esteem and belongingness
- Good persuasive skills

Environmental Clues:

- Desk may look disorganised and cluttered
- Walls may contain awards, motivational or personal slogans, or stimulating posters
- Decorated in open, airy, friendly manner
- Seating arrangement indicates warmth, openness and contact

Theme: Notice me

Tips to help you identify the dominant Communication Style in others

Analytical:

Behavioural Characteristics:

- Cautious actions and decisions
- Likes organisation and structure
- Dislikes involvement
- Asks many questions about specific details
- Prefers objective, task-orientated, intellectual work environment
- Wants to be right and, therefore, over-relies on data collection
- Works slowly and precisely by himself/herself
- Seeks security and self-actualisation
- Good problem-solving skills

Environmental Clues:

- Desk may appear structured and organised
- Walls may contain charts, graphs, exhibits, or pictures relating to job
- Decorated functionally for working
- Seating arrangement suggests formality and non-contact

Theme: Notice my efficiency

Amiable:

Behavioural Characteristics:

- Slow at taking action and making decisions
- Likes close, personal relationships
- Dislikes interpersonal conflict
- Supports and “actively” listens to others
- Weak at goal setting and self-direction
- Has excellent ability to gain support from others
- Works slowly and cohesively with others
- Seeks security and belongingness
- Good counselling skills

Environmental Clues:

- Desk may contain family pictures and personal items
- Regularly updates their Facebook account and uploads family or group pictures, or serene pictures
- Decorated in open, airy, friendly, bright manner
- Seating arrangement is open, informal, and conducive to building personal relationships

Theme: Notice how well liked I am.

My Observations:

What are my communication weaknesses?:

Areas to build on & develop:

My planned next actions:

Why am I doing this?:

How this will improve my effectiveness:

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