

THE HATS WE WEAR  
THE PEOPLE WE MEET

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May 17, 2011

Gain an understanding of how people perceive each other based on behaviors and use that knowledge to work together more effectively.

## OUR OBJECTIVE

Learn a little, Laugh a little, Improve a little

# AGENDA

- Understand that we all have our own working style
- Introduce the four working style buckets
- Learn key characteristics of each style
- Learn effective ways to work with each style



# THE SCIENCE

- Research by David W. Merrill and Roger H. Reid
- Personal Styles and Effective Performance published in 1981
- Assertiveness/Responsiveness

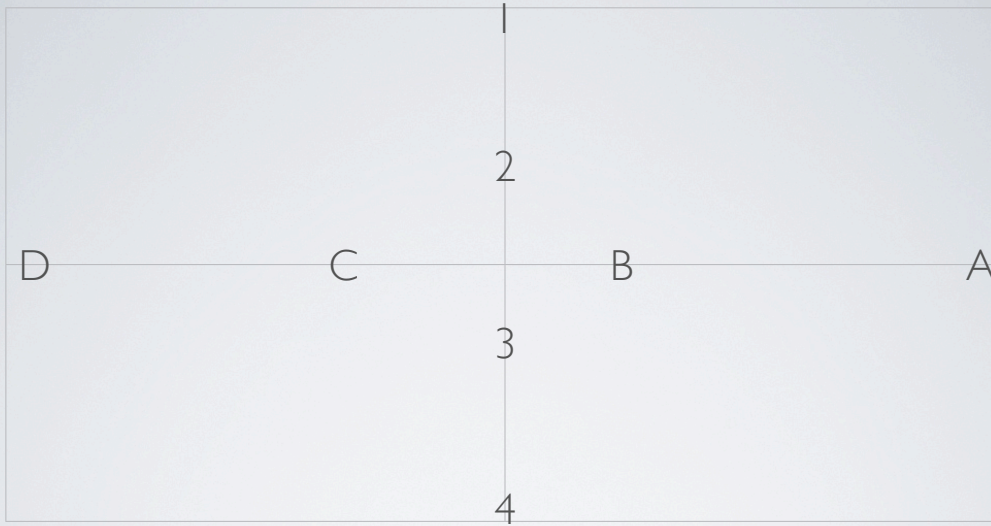
# ASSERTIVENESS

- The degree to which a person's behaviors are seen by others as forceful or directive

# RESPONSIVENESS

- The degree to which a person's behaviors are seen by others as emotionally controlled. More responsive people react noticeable to their own emotions or to the emotions of others. Less responsive people are more guarded in their emotional expression.

WHAT IS YOUR WORKING  
STYLE?



WHERE DO YOU FIT?



Perfectionist  
Stickler for details  
Systematic  
Data, data, data  
Reserved  
Risk -adverse  
Controlled body language  
Ready, aim, fire

## ANALYTICAL

Task Focused/Ask Communicator

Team Player  
Preserves the peace  
Yields to and encourages others  
Cautious in decision making  
Avoids controversy  
Rapport builders  
State point of view in a question  
Ready, ready, ready

## AMIABLE

People Focused/Ask Communicator

Vitality, high energy  
Interpersonally proactive  
Creative problem solvers  
Dislike a lot of structure  
Visually expressive  
Natural storytellers  
Intuition oriented  
Ready, fire, aim

## EXPRESSIVE

People Focused/Tell Communicators

Action oriented  
Decisive  
Efficient  
Make things happen  
Focuses on the immediate situation  
Moves and speaks with intention  
Willing to change on a dime  
Fire

## DRIVERS

Task Focused/Tell Communicators

## WORKING WITH AN ANALYTICAL

- Take the initiative to demonstrate through actions rather than words
- Written presentation of recommendations are helpful
- Take your time and remain persistent
- Once you have a commitment, they will follow through
- If you disagree restate your willingness to do what you said you would do.
- Time: take time to be personally accurate and realistic.

## WORKING WITH AN AMIABLE

- Support the individual's feelings and relationships with others
- Show your personal interest in the individual
- Focus on cooperative efforts
- Look for possible areas of disagreement or dissatisfaction
- Indicate all things you can and will do to support agreed-upon personal objectives
- Time: move slowly and spend time in a casual and informal way

## WORKING WITH AN EXPRESSIVE

- Ask about opinions and ideas
- Future results are important
- Don't rush conversation or discussion
- Let them take as much credit as they want
- Avoid arguing because Expressives feel a strong need to win an argument - focus on "who", "what", and "how"
- Time: fast-paced but easily distracted. Present clear timetables and gain agreement

## WORKING WITH A DRIVER

- Ask questions about specifics
- Stick with “what” questions
- Keep the relationship businesslike
- Support results rather than the individual
- If you disagree indicate “why” and “what” actions you see as alternative actions
- Don't waste time: stay on target

# A FEW POINTS TO REMEMBER

- No one style is superior to another
- The purpose of studying working styles is to practice *VERSATILITY*
- A team will often have all four working styles - the goal is to gain participation from everyone
- Works in personal life as well

# DID WE MEET OUR OBJECTIVE?

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THANK YOU  
for your time