

Group Leadership for Nonmanagers Series

Program 2: Module 2 of 4

Communication Styles



WEBINAR

Program materials may not be reproduced without the express consent of MRA.
MRA has offices in Wisconsin, Northern Illinois, and Iowa/Western Illinois.
www.mranet.org

 **MRA**
Where HR Means Business.

Facilitator Notes

MRA's "Group Leadership for Nonmanagers Series"

Program 2 / Module 2 of 4

"Communication Styles"

Webinar run time: 50 minutes

Estimated learning module time: add approximately 60-90 minutes

Welcome to the MRA Group Leadership series of webinars!

The series of group leadership programs has been designed to provide you, as the program facilitator, with the resources necessary to successfully develop critical leadership skills for those people in your organization who lead without all the formal trappings of authority. Typical job titles of participants might include "lead," "group leader," "team leader," etc.

The facilitator's guide included with each module is intended to provide you with an overview of content. It also provides suggested discussion questions to draw upon participant's experiences, concerns, and generally help cement their learning. Directions for participant self-surveys or group exercises are included.

These modules have *not* been created for use by an individual in isolation. Participants discuss concepts or potential applications of key learning concepts. This expands learning more than asking participants to think about concepts since this implies an individual is trying to work through the content of the program on their own.

General Information:

To create an optimal learning environment, we suggest attention to a few details based on our many years of providing face-to-face learning experiences for literally thousands of participants in a wide variety of settings. Implementing these suggestions will greatly enhance the learning experience you're offering to program participants.

Room Setup:

The room where training is going to take place should be private. Adequate, hopefully adjustable, lighting is necessary. A reasonably quiet atmosphere that is free of distractions allows for the best learning environment. Participants should have adequate space for program materials, pencils, or pens to make notes and the most comfortable seating you can provide. While each module is designed for efficient use of everyone's time, old folding chairs make for an uncomfortable, physically distracting learning environment.

Screen Size:

The larger the screen size on which the webinars can be viewed the better. Having two, three, or more participants trying to crowd around a 15- inch computer screen can be an uncomfortable experience for everyone involved.

Rest Breaks:

It's usually a good idea to allow participants a ten minute break for any program that is expected to take 90 minutes or longer. Please consult the top of your facilitator notes where you'll find both the running time of the webinar *and* our estimate of the total time the module is expected to take. The total time includes discussions and any exercises or quizzes.

Easels/Whiteboards:

A white board or flipchart with an easel and markers are excellent tools that you'll want available in the training space. This will allow you to capture participant thoughts, comments, questions, etc. during the various discussion segments of each module.

Name Placards:

If you'll be working with a group of participants that might not know each other well (or at all), it is helpful to have some sort of name placard that each participant can print their name on and display for other participants to see. This placard can be as simple as a piece of 8 ½" x 11" paper folded in half. Name placards will greatly assist in group communication and participation during the discussion phases of each module.

Before & After Training:

We recommend that those viewing the webinar meet with their manager before the webinar to have the manager lay out the reasons for the series, the company's expectations, and the manager's expectations after the series. Then, after the series, we recommend that the participant's manager follow up on how training is being applied.

Webinar Script (not bolded) with **bolded annotations on activities and discussion questions for facilitators** (if there are any handouts they will be at the end of this document):

Program 2 / Module 2 of 4 ("Communication Styles")

Slide 5

During this session you will be able to identify your personal communication style and the style of others. In addition and, perhaps even more important, you will be able to identify ways to a match your communication style to that of others and to be more flexible in your dealings with your co-workers and those you lead.

Slide 6

So let's get started. Let's first off get an idea of your own communication style. And, yes, this might be a fun thing to think about.

Slide 7

Your facilitator will hand out to you the Communication Style Self-assessment Questionnaire. You will notice that the questionnaire consists of two parts. For part one there are eight situations labeled "A - H. For each of these situations you will have four choices as to how to respond

Slide 8

Let's look at an example. Item "A" ask you to think about what you look for when you are working with another person on a project. You have four choices. Your first choice, the one that is most "like you", will get six points. In this example this person wants somebody who will be pleasant and sensitive. That choice gets six points. This person's second choice, for someone "to be systematic in their thinking" gets three points. Their third choice gets one point. And their last choice gets zero points. For each of the situations labeled A - H your choices will always be six points for your first choice, three points for your second, one point for your third choice, and zero points for your last choice. . No other numbers! And, in case you're wondering, ---no fractions!

Slide 9

The second part of the questionnaire, labeled "I" - "P" also asks you to respond to eight situations, but in this case you will be distributing the 5 points amongst two choices.

Slide 10

So, for example you see here that this person feels strongly that they are a mentally active person, vs a physically active person and they have distributed five points to item number 34 and zero points to item number 33. So those are your choices for the second eight situations. You will always be distributing five points amongst two choices. Again, no fractions! Lastly when responding to all these situations on the entire questionnaire, don't respond as you think you SHOULD or what you think the "correct answer" is or what you wish you would be able to do, but simply how you would respond in his these

situations. By the way, make sure to use your work situation as your frame of reference. Yes, you may respond differently if we were talking about your personal life but for now let's think in terms of a work context. OK?

Slide 11

So now with the help of your facilitator, taking a few minutes to think about yourself and complete your own questionnaire. By the way, don't "overanalyze" the various scenarios—most times, your first reactions are more meaningful.

(Approx 15 minute activity here. Facilitator should make sure that people are filling in questionnaire correctly)

Slide 12

Okay, that wasn't so hard, huh? But, what does it all mean?! Let's score it!

Slide 13

With the help of your facilitator you will add up the numbers into the columns and arrive at four numbers. You will have total scores in the following categories—something called expressive, analytical, amiable, and driving. Your highest score is your primary style and your second highest score is your "back up" style.

(Approx 5-10 minute activity here. Facilitator should help people add up scores correctly)

Slide 14

OK, so what, what does this all mean???

Well, that's what the rest of our session is all about!

Slide 15

We are going to build a Communications Style MODEL

The model we will build consists of two dimensions of communication. One of those dimensions is called DOMINANCE. And that really gets at how much a person dominates or doesn't dominate others when they are communicating with them. The second dimension of communication is called SOCIAL. And this really gets at how sociable or emotional a person gets when interacting with others.

Slide 16

Let's take a look at each of these dimensions a little closer. And, we'll start with DOMINANCE. Let's define dominance as the extent to which a person tries to control the thoughts and actions of others.

Slide 17

Think of it this way. People who are high on the dominance dimension are "Tellers". Do you know people who you consider to be tellers? How come? What is it about them that make you see them that way? Well, we'll cover that in just a moment.

Slide 18

Then we have people who we will refer to not so much as tellers but as askers. We'll say that they are Low on this Dominance dimension. So do you know people who you consider to be askers? How come? We'll give you some hints in just a moment.

Slide 19

So how do you as a leader communicate? When you are trying to get somebody to do something is it better to TELL them to do it or to ask them to do it?

Slide 20

How about we explore in more detail what we mean by this DOMINANCE dimension. Let's describe the behaviors and characteristics of both high and low dominance people. In fact, we'll hear from people on both sides of the scale! We'll "plot" things out on a left to right scale. High Dominance will be on the right and, Low, on the left. Well I am basically competitive by nature... I tend to be more cooperative I'm fast-paced I talk move and think quickly.... I tend to be a little bit slower. I like to take my time when talking and thinking.

A lot of the time when I am talking to someone, I lean forward and towards them..... I feel more comfortable leaning backwards and in a more casual way I have very strong opinions..... Well I have opinions too, but I don't come across as "strong" when I am communicating them. I am more of a directive type of person..... I like to think of myself as more supportive. Most of the times I tend to use power to get things done.... I'll use power when I have to but would rather use other, maybe more subtle methods to get things done. I like to make statements.... I like to ask questions I tend to take charge.... most of the time I tend to go along. I make quick decisions..... I like to take my time when making decisions; I go a little slower, a little more deliberate.

Slide 21

I like to take risks..... I'm a little more cautious, I tend to avoid risks but when I have to I make more of, what I like to call, a "calculated risk" I tend to talk aloud.... I tend to be a little softer spoken. OK, I'll admit it I tend to interrupt.....Really? Well, then, I'll admit it, I guess I sometimes let people interrupt me. When I talk with someone I like to give them direct eye contact.... I am not all that comfortable looking people directly in the eye all the time. I guess it's more "indirect" eye contact.

I am to the point and direct..... I might come across as a little more indirect, maybe sometimes vague, but I'm very good at being subtle. I like to speak, and then I'll think. I like to think before I speak. I tend to be impatient things never seem to be moving

fast enough for me! I tend to be more patient—"Everything in due time", I like to say! I like to talk about my own ideas.... I like to listen to and support other people's ideas. I guess my orientation is focused on myself. I use the word "I" a lot..... I guess my orientation focuses more on "we" and "us".

Slide 22

Well, thanks Mr. Low Dominance and Ms. High Dominance. Interesting perspectives! (With the help of your facilitator, now take a few minutes to think about and discuss with your colleagues the five questions.

1. Which side do you think is better!
2. Are there times when leaders need to use it one side over the other!
3. How do the opposite sides describe each other and feel about each other!
4. What kinds of communication problems could that cause?
5. What happens when the same side tries to communicate with each other! Is it always successful! What could happen?

And where do you think your predominant style is, right or left—Low or High Dominance? Yes, you may have characteristics of both sides, but which side is the real you, most of the time? Would your coworkers agree?)

(5 minute Activity here.

Facilitator can ask participants to discuss above questions and record on flip chart, if desired

Slide 23

We've explored the dominance dimension. Now let's look at the second dimension which is called SOCIAL. By the way, some people think this dimension is actually a little easier to describe and to understand. Simply put it's the extent to which a person expresses their emotions when they communicate.

Slide 24

So somebody who is high on the SOCIAL dimension shows their emotions. They are "easy to read". Have you heard the term "they wear their heart on their sleeve"? That describes somebody who is high on this Social scale.

Slide 25

Whereas; someone who is low on the social dimension does control their emotions and will make great poker players. They might be described as "hard to read". But it's important to remember that these people DO have emotions, they just, for whatever the reason, feel more comfortable CONTROLLING them and are, in fact, good at it!

Slide 26

So how do you as a leader communicate when you are trying to get somebody to do something? In this case is it better to show your emotions or to control them? I am betting that you are probably thinking to yourself, well, it depends. And you are correct. Being high or low on the social dimension is neither good nor bad, just like on that Dominance scale. . Sometimes leaders need to communicate in more of an emotional manner and sometimes by showing less emotion. For example, showing emotion might be great when giving your team a motivating rah-rah talk whereas in those touchy “discipline” situations, it may be more important to control emotions. Once again, that is why it is so important for leaders to be able to be flexible in their communications style. We will have more on that later. But we do know that all of us are probably, most of the time, on the high end of the scale or the low end. That is neither good nor bad. It is just who we are as people, it is what makes us “comfortable” and what seems to work for us!

Slide 27

How about we explore in more detail what we mean by this SOCIAL dimension. We’ll learn about the behaviors and characteristics of both high and low Social people. We’ll ‘plot things out’ on an “up and down scale. The high Social dimension is on the bottom and the Low is on the top. Careful, that might seem a little “backwards, but you’ll get the hang of it! To help us, In fact, let’s hear from people on both sides of the scale! Well I don't show much emotion I tend to control my emotions..... Oh I show a lot of emotion.

I tend to have less facial expressions. Sometimes I am described as having a "poker face". Up In fact, I’m a good poker player. People can’t tell if im looking at a winning or losing hand”..... I show a lot of facial expression. I suppose I’m pretty easy to read. Guess that means I’m a bad poker player! I don't tend to use a lot of and or arm gestures..... I use my hands and arms a lot when I'm talking to people. If my arms and hands were tied behind my back, I probably wouldn't be able to talk!

My voice tends to be not as modulated, sometimes people describe me as more monotone..... my voice has a lot of ups and downs. People say I have a very expressive voice. I tend to talk about facts, things, details, you know—objective stuff. I tend to talk more about my and others' feelings
I like to make decisions in my head based on facts and logic.... I like to make decisions in my gut or my heart, based on my feelings. I suppose I sometimes come across as somewhat serious and, maybe, formal..... Well, I suppose I come across as more casual and informal. I guess I would describe myself as more business and task oriented I pay attention to the task at hand.... And, I would describe myself as more relationship and people oriented, I still want to get the job done, but I make it happen by paying attention to people and their feelings.

Slide 28

Well, thanks Ms. Low Social and Mr. High Social Good to get to know you better!

(Now with the help of your facilitator take a few minutes to think about and discuss with your colleagues the following.

1. Which side do you think is better?
2. Are there times when leaders need to use it one side over the other?
3. How do the opposite sides describe each other and feel about each other! What kinds of communication problems could that cause?
4. What happens when the same side tries to communicate with each other! Is it always successful! What could happen?
5. And where do you think your predominant style is, the top or bottom of the dimension? Yes, you may have characteristics of both sides, but which side is the real you, most of the time? Would your coworkers agree?)

(5 Minute activity here. Facilitator can record participant responses on flip chart, if desired)

Slide 29

Let's put it all together.

Slide 30

Let's discuss each of these styles in some more detail, highlighting some of each style's strengths, as well as their potential weaknesses. And, to do so, let's meet each of them! And we'll start with the Drivers.

Slide 31

I'm glad to have this opportunity to tell you about us Drivers. Now, I don't have enough time, so let's get right down to it. Remember again that we are high in dominance and low in social. And that combination yields many strengths and make us, I say, the best style! For example, we are direct and to the point and that's a good thing. We are very oriented to reaching our goals. Drivers like to talk a lot about the "bottom line," lots of us will say that we will get the job done at all costs. And we are good at not letting feelings get in the way. Look, sometimes feelings just "clutter up" things and get in the way. Yes, Drivers are very fast-paced and we use time to get things done. Most of us, if given the choice, would probably rather work independently and on our own. Let's face it sometimes other people get in the way! Plus when you work with people sometimes you have to deal with their emotions and feelings, and drivers aren't really "feeling" types of people. Yes, we may come across as determined and bold, but, sometimes that is exactly what is needed! And lastly we drivers like to make quick decisions and always based on fact and logic and then move on!

Slide 32

It has been said that, weaknesses sometimes come from the over use of our strengths. And that applies to the four different communication styles. I don't like to admit it, but, yes, this applies to us Drivers, as well. Remember that we are high in dominance and low in social. Because of this we may not be the best listeners or, at least, it probably comes across that way. Maybe listening is something we need to work at a bit. It may appear that we are not paying attention to other people's feelings, and, all right, maybe we are NOT! I'll somewhat, grudgingly admit that that makes us come across as cold, perhaps uncaring, especially because we are so fast-paced and way always racing to get the job done. Yes, I'm sure that people describe us as impatient. And many times because of our preference to work by ourselves we may not come across as "team players." But, I'll still contend that organizations need us!

Slide 33

Thanks for that insight, Mr. Driver! Hope we didn't take too much of your time. I know how busy you are.

Yes, Drivers are wonderful people and they ARE very valuable an organization. Think about YOUR organization. Who are the drivers? And what makes those Drivers good leaders? And, what do they need to be careful of when communicating with and leading others? Take a few minutes to think about these questions and or discuss with your colleagues.

Slide 34

OK, now, let's meet a true EXPRESSIVE!
So, what are YOU all about??

Slide 35

Thanks, I am so happy to be here to tell you about why Expressives are the best GO EXPRESSIVES!!!! Oh, I suppose we should go over the definition again--- details...details....So, OK... like the Drivers, we are high in Dominance But we are also high in social. And that really is a great thing; and gives us a lot of strengths. And expressive get the job done, but get it done by working with people. I like to think that the people I do business with and work with are my friends; otherwise I wouldn't be working with them! (Laugh) Hey, we come across as friendly, sociable, and outgoing. There are a lot of situations when that is great. We are also good at making quick decisions, but we know that we can count on our intuition and "gut feeling" to make the RIGHT decisions. You know, we Expresses are very comfortable taking risks and thinking creatively and "out-of-the-box". Whenever I'm working with others and we seem 'stuck' on something, my reaction is, usually, "What the heck. Let's try it . If it doesn't work, we'll try something else". When speaking to others, either individually or in front of several people we come across dynamic with expressive voices and gestures. I know this is a recording, but I'm waving my arms around as I speak. I know I come across as casual and informal. And by the way, my fellow expressive and me find it easy to and really give praise and recognition. You know giving motivational talks and

patting people on the back. Definitely skills that a leader needs to employ, right? Well, if that's what you want – come to an Expressive!!!

Slide 36

Yeah, yeah--- I suppose we Expressives have some weaknesses, but (laugh) that doesn't prevent us from still being the best!! I guess that sometimes we may take this High Dominance and High Social to an extreme. I suppose sometimes it may not be appropriate, For example I know that sometimes we run the risk of coming across as to fast-paced– I guess I'm even talking fast, now, right?!? And sometimes we're so excited about what we are talking about that we seem impatient. (Hmm– you know, I just realized that Drivers are like that too---hmmmm). And since we are so creative and like to think with our guts and instinct sometimes we can come across as almost “flaky” w, come on ,people, relax!! But I'll admit that, because we use our hearts and intuition and their gut feelings to make decisions we may not pay enough attention to the facts, logic, rules, precedent, and standard operating procedures. Sometimes we may come across as too "off-the-cuff" and spontaneous. I guess I could see how some people 999 they will remain nameless!) Could be uncomfortable with that, But, hey, Expressives still rule!!

Slide 37

Wow, Now this is pretty interesting, Mr. Expressive. You're a ball of fire, huh?
Yes, Expressives sure seem to have a lot going for them.
Think about YOUR organization. Who are your Expressives? And what makes those Expressives good leaders? And, what do they need to be careful of when communicating with and leading others? Take a few minutes to think about these questions and or discuss with your colleagues.

Slide 38

Let's move on now to those amiables.

And now it gets rather fun, because now we will begin to explore opposite ends of the model. Remember those Drivers? Let's meet their exact opposite. I'd like you to meet one of the “Amiable people I know. So, tell us about yourself.

Slide 39

Thanks for this chance to speak with you. It sure is nice to see you again. So, how've you been? How's the family? Oh, I guess I'd better get to the task at hand. Well, let's see. Well now, by definition, we amiables are low in dominance, but, like the expresses are high in the social dimension. And, yes, that is exactly the opposite of those.... Ahem... drivers. Being low in dominance and high in social; mean that we excel in many things. For example we are low key and patient people. I think that people feel comfortable with us and because we like to listen and hear what's on others' minds. We're not always out to have to be in charge and have our own way. For example, I try to find ways to make sure that everyone cooperates and EVERYONE wins by supporting their ideas and trying for, at least, some sort compromise, if possible. Too many times nothing gets done because people have their own agendas and need to everyone always have their way (I don't want to necessarily want to offend them, but to be honest, that's my problem with

those Drivers) And, unlike my good friends, the Drivers, who would probably rather work independently the we Amiables actually prefer to work in a team environment. And in those valuable meetings with team members we're good at listening for other people's ideas and being able to see all sides of an issue. I bet you've heard the term, sympathy, right? Well, we Amiables are very good at EMPATHY—putting ourselves in other people's shoes and seeing the world from their viewpoint. I'll admit I love hearing people debate! Sometimes it's hard for me to figure out who to agree with because I so clearly see both sides of the issue and am sensitive to what makes them tick. I need to tell you something, though; I value Trust more than anything. And I feel that people can trust me. As I think of it, I think that makes us good Coaches and Counselors. And in my years of leading people, I've come to realize that being a good leader sometimes means coaching and counseling. And, you know what? If that is what it takes to get people to accomplish their goals, I'll gladly do it!

Slide 40

Now, I know you are going to want to know about some of the Amiables weaknesses. Our strengths are sometimes our weaknesses, right? OK, well, this tendency on our part to be low in dominance and high in social, I suppose might make us appear to be indecisive or too cautious. Yes, sometimes we find it a bit difficult to work independently since we really feel more comfortable and actually much prefers working in a group. Because we like being real “team players” and like to be cooperative sometimes we (and certainly I) feel like I might be taken advantage of. And, I can personally attest to the fact that I've fallen into the trap of paying too much attention to my feelings and other people's feelings at the expense of logic. I can think of a couple times I've been “burned” there. And someone once told me that I sometimes act as if my feelings are hurt. But, you know what it really was, that I felt that the trust bond had been broken. And that takes a long time to get back.

Does that help you understand me any better? I'm glad to tell you more if you'd like. If not, take care....see you soon.

Slide 41

I'd never thought about it before, but, yes, you Amiables have some great Leadership and communication qualities! Thanks! Think about YOUR organization. Who are your Amiables? And what makes those Amiables good leaders? And, what do they need to be careful of when communicating with and leading others? Take a few minutes to think about these questions and or discuss with your colleagues.

Slide 42

Now let's look at one more style to go as we complete our model. Now let's focus on the Analyticals. I'd like you to meet an Analytical friend of mine--- and note that she is the direct opposite of our Expressive friends.

Slide 43

Thank you for this opportunity to comment on the many aspects of Analyticals. I appreciate that you gave me some time to prepare my responses, since I want to make

sure I have accurate information for you. First, you are very logical in your assertion that we Analyticals are the opposites of the Expressives. We are defined as is low in dominance, just like the amiables, and low in social, just like those drivers. But don't get hung up on the low and low designations. "Low and Low" can be very good, indeed. Your analytical coworkers, like me, are very fact and logic orientated. We tend to have a very methodical and planned out focus for getting the job done, which comes in very useful at times. We thrive on structure and order and are great at planning and organizing. Which every organization needs. In fact, some analyticals get almost as much satisfaction out of that planning and organizing as we do in getting the final job done. But, I digress. We Analyticals are very good at not letting emotions get in the way; we know how to control them. But, remember we do have feelings and emotions, just like everyone; we know when to "keep them in check." I should also point out that we take risks but we want to think about the pros and cons and all the details before we then take a "calculated risk." You know, too many mistakes are made because people just don't think things through. Sure, one can go back and "redo" something, but it is more efficient to get it right the first time. This same principle also applies to thinking things out before we speak. Why say something that one might regret later?

Slide 44

While we have much strength, logic would dictate that we have certain weaknesses, primarily resulting from overused strengths. Because of our low dominance and low social, we may be perceived as a little bit too structured, maybe a little too rigid in our thought process and interactions with other people. Because of that it may seem that we don't pay enough attention to other people's feelings. Secondly, sometimes we get a little bit too hung up on rules and policies and standard operating procedures, at least that is the feedback I have sometimes received. Third, because we tend to take those cautious calculated risks we run the risk of being seen as people who don't like to take chances and that's not strictly true. And lastly we may come across as aloof, or cold or even uncaring! Again, not true. But I guess I can perceive how others might see it that way. I hope that has given you a clear picture of Analyticals. Any other information I can provide?

Slide 45

Well, thanks and, no, you've been very clear and organized (laugh) in your explanation. I guess I never realized it, but I've worked with and still do work with lots of Analyticals.

Think about YOUR organization. Who are your Analyticals? And what makes those Analyticals good leaders? And, what do they need to be careful of when communicating with and leading others? Take a few minutes to think about these questions and/or discuss with your colleagues.

(5 minute Facilitator Led Discussion here)

Slide 46

So there you have it. The four communication styles; Remember again that the styles are based on the degree to which a person is dominant, in other words the extent to which they try to control the thoughts and actions of others, as well as the extent to which he or

she controls or lets out of their emotions, and that's the social dimension. So let's do some comparing and contrasting, OK, to make sure it is clear, OK?

Slide 47

So what do the drivers and the expressives have in common? They are both high in dominance. They are both tellers and like to take control. But the driver takes control using less emotion whereas the expressive does it in a more emotional manner.

Slide 48

Now let's look at the amiables and expressives. They are both high on the social dimension meaning that they show emotion and think from their "guts" and feelings, but the expressives are faster paced whereas the amiables are little bit more patient and low key. Those expressives like to talk about their feelings whereas the amiables might rather listen for the feelings of others.

Slide 49

How about those amiables and analyticals? Well, they are both low on the dominance scale, so they share that patient, cautious, "think it out" philosophy. But those analyticals are thinking more about facts and logic and order, whereas those amiables are probably thinking more about feelings.

Slide 50

And, lastly, let's look at the analyticals and the drivers. Yup, they're both low in social so they're both better at controlling their emotions. They like to think in their head and look at the facts and logic, but the analytical is spending time planning and analyzing, taking the time to make sure it's right, whereas the driver is oriented to the bottom line and getting the job done, probably at all costs.

Slide 51

Hopefully, you have learned that the Expressives, Drivers, Amiables, Analytical all have both strengths and weaknesses. And each style should really work on capitalizing on its strengths and trying to minimize its weaknesses, right? We'll spend our last few minutes in this session discussing just that.

Slide 52

But first, certainly we all have some characteristics, probably of each of the four styles. But we all have one style that is the most prominent one. And that, by the way, it's what you discovered when you completed your self-assessment a while back. Now that you more fully understand the model, go back now and check that score again. Concentrate on your primary style. Does this like you? Would your colleagues, team members, and boss agree? Spend a few minutes with your colleagues. Share your style and see how they scored.

Slide 53

Now let's bring this on home. None of this means anything unless we actually apply it. And by applying it we're talking about not only recognizing your own communication style and that of others but being flexible in how we interact with and lead others. Think of it this way. Our primary communication style is the one we are most comfortable with. It's like having an old comfortable pair of shoes or our favorite well-worn broken in jeans. But sometimes we have to "dress up", right? We may not feel comfortable but we do it because, for some reason, we have to. Well the same thing applies to how we interact with others. Sometimes we have to adjust our style in order to make those around us more comfortable working with us plus, to more effectively lead people we are responsible for. It may not feel all that comfortable, and maybe even a little bit awkward, but we do it because it is necessary.

Slide 54

Look at it this way: Think of a rubber band. Most of the time a rubber band is relaxed. But when a rubber band has to "do its job", it needs to stretch. In fact, if you were to ask that rubber band how it felt when it was stretched, it would probably tell you it feels uncomfortable. But that's what rubber band is supposed to do. And when it's done doing its job, it snaps back to being relaxed. Well our communication style is when we are relaxed. But a lot of the time we have to stretch just like those rubber bands.

Slide 55

But, we are not rubber bands, we're people. So how do we stretch? How it work?

Slide 56

Let's try another one.

Slide 57

Now let's say Hi again to Mr. Expressive So, how could you be more flexible when communicating with your opposite, those Analyticals?

Hey, great to see you again. Hope you're having as great a day as I am!

Wow— you know, Analyticals and me are pretty different, but I guess I could probably slow down a little bit, and realize that it is necessary, especially when dealing with a those analyticals to control my emotions just a bit. But, hey, that's tough for people like me!! Maybe I need to think with more of a logical, reasoned approach. Oh, I suppose I may want to spend more time listening to those analyticals and their much more logical arguments. And, I admit, I probably interrupt them a bit too much, cause I get going so, you know, but I'll work on that. Sure, I do know it's tough for people like you, but I bet you can do it if you put your mind to it. OK—No problem great talking to you, as always.

Slide 58

And let's bring it on home and check in with our Analytical.

Slide 59

Now, you may be thinking that you only need to stretch your rubber band, when dealing with people who are different from you in their communication style. But communication problems can occur when both people are the same style. Let's listen in on our Driver friend as he talks to another Driver.

“Look, Sam, we both know this project is important and we both want to get it done as soon as possible, but maybe we should both take a deep breath and settle back and think about things just a little. I wonder if we should, maybe, think about how those in the other office are going to feel about this change. You know some of them have a lot of ownership in the old way and they could feel somewhat threatened. Let's check in with them and listen to what they have to say and then we can move forward. What do you say?”

Slide 60

Now that was a Driver being flexible with another Driver! Now, let's see what our Expressive says in dealing with another Expressive: Wow, Fred. We've come up with some pretty cool ideas— I don't think anyone has ever thought of them before and they all feel just right. But maybe we should check and see if the other team members can see any problems. I'm wondering if we should check to see if maybe any of them may have been tried in the past. We should also look at the policy manual to see if any of the ideas could be a problem with violating any of our LEAN initiatives. I guess we shouldn't let anything fall thru the cracks. You know, let's go back and see if we've missed anything. Hey, Helen has dealt with these sorts of issues with her. I'll give her a call and see if she has any advice, just in case.

Slide 61

They're doing well!

Slide 62

Now that is an Amiable being flexible!

Slide 63

So there you have it. As you once again look at the communication style model please remember that where you yourself are on the model is not as important as what you do with it. In other words how well can you adjust your communication style to result in more effective relationships with your boss, your peers, and those you lead? Remember, it's all about recognizing your own style as well as that of others, knowing each styles' strengths and weaknesses, but more important, knowing how to adjust your style. In other words stretching your rubber band!

Slide 64

Within the group leadership series, you'll be able to see how the model might impact how you train and develop and motivate people. You may also get some good insight into how your style and that of others causes conflict, but this model may be a good tool for you to use in more effectively DEALING with that conflict. We will have more on that to come. Have fun with it!

Slide 65

We have covered a number of different points in our session today. If you have any questions concerning the information in this webinar, MRA members can always contact us at any time using the information on this slide

**HANDOUTS BEGIN
AFTER THIS PAGE**

Communication Styles Questionnaire

Instructions

For questions lettered A through H, there are four possible answers. Answer these questions from a business point of view. That answer which you most agree with under each letter should be assigned 6 points. The next "best" answer should be assigned 3 points. The next should be assigned 1 point with the remaining one (the one you least agree with) getting 0 points.

Example

A. When I am working with another person on a project, I want that person to:

- _____ 1. Express his/her ideas directly and discuss all the possibilities.
- _____ 2. Be pleasant and sensitive to the importance of establishing a good working relationship with me.
- _____ 3. Be systematic in his/her thinking and outline the logical steps of the task.
- _____ 4. Have a results-oriented approach that emphasizes a practical approach.

Remember, **each** letter, A through H, should have the numbers 0, 1, 3, and 6 distributed for them as possible answers.

Questions I through P require that you **distribute** 5 points **between** two answers. If you were to totally **agree** with one answer and totally **disagree** with the other, assign 5 points to the one you agree with, and 0 to the other. If you feel that **both** deserve some points, divide 5 points between the two answers in the following manner:

Example

- I. _____ 33. I am physically active, a "can-do" person.
- or _____ 34. I am mentally active, an idea person.
- J. _____ 35. I am systematic and orderly.
- or _____ 36. I am sociable and friendly.
- K. _____ 37. I am methodical and detailed.
- or _____ 38. I am task-oriented and decisive.

When you have completed the test, transfer your answers to the back page, by numbered responses.

Examples:

A)	1=6	3=1	2=0	4=3
B)	7=1	5=0	8=3	6=6
I/J)	34=3	35=4	36=1	33=2
K/L)	40=3	37=3	39=2	38=2

Finally, total each column, and this will decide your Primary and Back-up Communication Styles. To double check the entire process, add the four column totals together. The sum should be 120. If your sum is different, double check your answers.

Communication Styles Questionnaire

A. When I am working with another person on a project, I want that person to:

- _____ 1. Express his/her ideas directly and discuss all the possibilities.
- _____ 2. Be pleasant and sensitive to the importance of establishing a good working relationship with me.
- _____ 3. Be systematic in his/her thinking and outline the logical steps of the task.
- _____ 4. Have a results-oriented approach that emphasizes a practical approach.

B. In dealing with another person in a face-to-face situation, he/she could see me as:

- _____ 5. Somewhat reserved and serious.
- _____ 6. Assertive, quick and bright.
- _____ 7. Individualistic, intellectual and smart.
- _____ 8. Energetic, attentive and responsive.

C. On those occasions when I am meeting someone for the first time, I prefer to:

- _____ 9. Be cordial and spend time getting to know the person.
- _____ 10. Put aside status and job titles and just let things happen.
- _____ 11. Get down to business and tell him/her some of my expectations.
- _____ 12. Have goals of what is to be discussed and avoid a lot of small talk.

D. When I decide to take a course of action, I expect that:

- _____ 13. It will have the desired impact and produce fast results.
- _____ 14. It is logical and in tune with the facts.
- _____ 15. Those involved understand it and agree with it as much as possible.
- _____ 16. It is creative and innovative.

Communication Styles Questionnaire (continued)

E. In a group situation, others are likely to see me as:

- _____ 17. Decisive, efficient, goal-oriented.
- _____ 18. Creative, stimulating, quick.
- _____ 19. Involved, agreeable, supportive.
- _____ 20. Orderly, accurate, detailed.

F. The one characteristic that turns me off the most about a person to whom I would directly report is:

- _____ 21. The tendency to be pushy, autocratic and demanding.
- _____ 22. A cold and impersonal approach.
- _____ 23. The tendency to be overly cautious and indecisive.
- _____ 24. A sloppy, unstructured, passive approach.

G. I like to impress others as:

- _____ 25. Easygoing, spontaneous, and informal.
- _____ 26. Creative, expressive, and intellectual.
- _____ 27. Competitive, decisive, and pragmatic.
- _____ 28. Systematic, controlled, and deliberate.

H. In terms of the use of my time, I see myself as:

- _____ 29. Dealing in the immediate.
- _____ 30. Concerned about the future implication of today's actions.
- _____ 31. Depending upon past personal experience.
- _____ 32. Checking precedents, current facts, and near term effects in this order.

Communication Styles Questionnaire (continued)

Self Descriptions: Distribute 5 points.

I. _____ 33. I am physically active, a “can-do” person.

or _____ 34. I am mentally active, an idea person.

J. _____ 35. I am systematic and orderly.

or _____ 36. I am sociable and friendly.

K. _____ 37. I am methodical and detailed.

or _____ 38. I am task-oriented and decisive.

L. _____ 39. I am informal and friendly.

or _____ 40. I am broad-minded and imaginative.

M. _____ 41. I am hard-driving and aggressive.

or _____ 42. I am gentle, considerate and caring.

N. _____ 43. I am cautious and particular.

or _____ 44. I am independent and philosophical.

O. The best way to make a presentation is to:

_____ 45. Present the facts objectively in an orderly, systematic fashion.

or _____ 46. Be personable and relate directly to the other people involved.

P. When I want to get a point across to someone, I:

_____ 47. Get to the point quickly and explain what I want.

or _____ 48. Try to be enthusiastic and innovative.

Communication Styles

	Expressive	Analytical	Amiable	Driving
A)	1=	3=	2=	4=
B)	7=	5=	8=	6=
C)	10=	12=	9=	11=
D)	16=	14=	15=	13=
E)	18=	20=	19=	17=
F)	21=	24=	22=	23=
G)	26=	28=	25=	27=
H)	30=	32=	31=	29=
I/J)	34=	35=	36=	33=
K/L)	40=	37=	39=	38=
M/N)	44=	43=	42=	41=
O/P)	48=	45=	46=	47=

Primary Style = _____

Back-up Style = _____

Turn-On / Turn-Off Guide

Turn Ons

Turn Offs

Expressive

- Praise ideas, vision
- Seek idea-input
- Be future-oriented
- Constant follow-up
- Emphasize big picture
- Invite creativity
- Lots of strokes

- Pushing for action
- Getting involved in personal life
- Short-term projects
- Do it now!
- Too much freedom
- Too much detail
- Getting impatient

Analytical

- Logic, organization
- Moderate approach
- Consider past record
- Detail
- Facts, data, evidence
- Put it in writing
- Allow time to think
- Allow planning time

- Shortcuts
- Haste and immediate action
- Forgetting the past
- Being impatient with details
- Over personalizing or emotional
- Pushing for resolution
- Pressing for immediate decision

Amiable

- Show visible concern
- Stress need for help
- Praise: enthusiasm, sensitivity, awareness
- Stress team approach
- Offer personal help
- One to one
- Flexibility

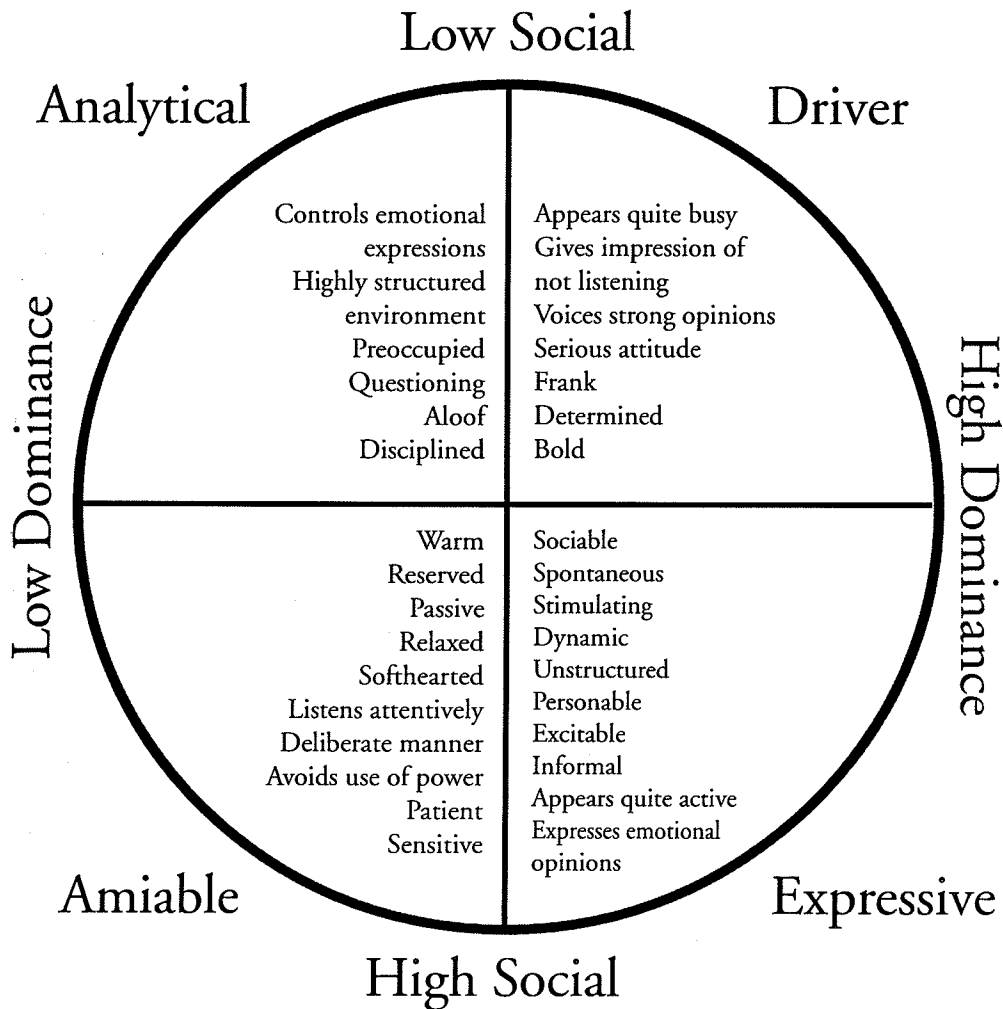
- Being cool
- Pressing hard for change
- Pushing hard for details and written analysis, homework
- Assume deadlines to be met
- Being impersonal, unavailable
- Being autocratic, dictatorial

Driving

- Talk results, sales
- Be specific, to the point
- Demonstrate past results and competencies factually
- Commend drive, ability to get things done quickly
- Stress deadlines
- Stress competitiveness

- Being abstract, vague
- Dwell on the long-term
- Being noncommittal on expectations for results
- Expecting detailed and thorough written reporting
- Assigning to long-term projects
- Inputting too much at once

Communication Preference Model



1. Individuals differ in their communication styles. These differences, however, are not static, and do not remain the same in every situation, but tend to be stable.
2. Everyone makes judgments about people based on their communication style. We perceive verbal and nonverbal communication, which we categorize so we can understand and communicate with others.
3. This is a model and should not be taken as absolute. It is a guide for you in understanding some communication styles which you encounter in people every day.

Developing an Opening Phrase

If you want to communicate with an *Analytical*, you might try the following:

- ❶ “I’d like someone with a knack for detail to go over this idea of mine.”
- ❷ “I think I’ve figured out a way to get some order into our system.”
- ❸ “Can we discuss these plans—I’ve gone over them in detail.”
- ❹ “Here’s a list of ten reasons why we should adopt that new software.”
- ❺ “My suggestion means a change in the way we’ve been doing things, so I’d like to be particularly cautious.”

If you want to communicate with an *Amiable*, you might try the following:

- ❶ “Your suggestion shows a lot of concern for what I think.”
- ❷ “I think I’ve got a change in mind that would make a lot of people around here very happy.”
- ❸ “Would you mind giving me your feelings about a recommendation I have?”
- ❹ “I really want to share this idea with you.”
- ❺ “Let’s look at how that will satisfy everybody’s needs.”

Developing an Opening Phrase (continued)

If you want to communicate with an *Expressive*, you might try the following:

- ❶ “I think I’ve just had an idea that will revolutionize training around here.”
- ❷ “When you’ve got some free time, I’d like to get together to play with some thoughts I’ve had.”
- ❸ “I’ve got a whole new approach to the problem.”
- ❹ “There are a million things we could do with that little room next to the lobby.”
- ❺ “You’ve helped me to see it all from a new point of view.”

If you want to communicate with a *Driver*, you might try the following:

- ❶ “I know how busy you are, but I just need three minutes of your time to tell you what I’ve got in mind.”
- ❷ “I’ve got an idea that’s practical and to the point. What’s more, it will work.”
- ❸ “When you have a moment, we can decide how to . . . ”
- ❹ “I spent all weekend working out a solution to the problem.”
- ❺ “The sooner we move on that, the faster we’ll get this finished.”

If the Other Person's Primary Style Is . . .

	Analytical	Amiable	Expressive	Driver
Analytical		Try to project more warmth, understanding and empathy.	Loosen up and give your creativity free rein. Try to see the big picture. Think and talk more long range.	Tone down your analyzing approach and try to be more action-oriented. Project a greater sense of immediacy.
Amiable	Use your listening skills. Concentrate on organizing your thoughts and be careful to use facts to back up your points.		Emphasize the spontaneous. Try to get in touch with the childlike part of you that enjoys play.	Wind yourself up so you are more assertive and faster paced. Find a practical approach and keep your goals firmly in mind.
Expressive	Try to be more systematic and logical in the way you approach the subject. Organize your presentation and be attentive to detail.	Try to listen patiently to what the other person has to say, and encourage the individual to express his or her ideas.		Focus on explaining how your ideas will achieve desired results. Stick to the issue being discussed and be straightforward in your remarks.
Driver	Build on the other person's flair for organization and systematic approaches to support your objective.	Slow down a bit get more in touch not only with what the other person is saying, but also the feelings behind the words.	Stress the risk-taking part of your style. Look for ways that you have not thought of before to get the job done.	

If Your Primary Style Is...