

SELF-ASSESSMENT OF SOCIAL STYLES

Use the questionnaire & following pages to assess Social Styles. Best results if *others* rate your observable behaviors. Total your score on Assertiveness & divide by 15. Then total your score on Responsiveness & divide by 15. Determine your combination of score to identify your Social Style.

Assertiveness Ratings				Responsiveness Ratings			
The degree to which a person attempts to control situations or the thoughts and actions of others.				The readiness with which a person outwardly displays emotions or feelings and develops relationships.			
Quiet.....			Talkative	Open.....			Reserved
1	2	3	4	4	3	2	1
Slow to Decide			Fast to Decide	Impulsive.....			Deliberate
1	2	3	4	4	3	2	1
Going along.....			Taking charge	Using opinions			Using facts
1	2	3	4	4	3	2	1
Supportive.....			Challenging	Informal			Formal
1	2	3	4	4	3	2	1
Compliant.....			Dominant	Emotional.....			Unemotional
1	2	3	4	4	3	2	1
Deliberate.....			Fast to Decide	Easy to know.....			Takes time to know
1	2	3	4	4	3	2	1
Asking questions			Making statements	Warm.....			Cool
1	2	3	4	4	3	2	1
Cooperative.....			Competitive	Excitable.....			Calm
1	2	3	4	4	3	2	1
Avoiding risks.....			Taking risks	Animated.....			Poker-faced
1	2	3	4	4	3	2	1
Slow, studied			Fast-paced	People-oriented			Task-oriented
1	2	3	4	4	3	2	1
Cautious.....			Carefree	Spontaneous			Cautious
1	2	3	4	4	3	2	1
Indulgent.....			Firm	Responsive			Nonresponsive
1	2	3	4	4	3	2	1
Nonassertive.....			Assertive	Humorous			Serious
1	2	3	4	4	3	2	1
Mellow.....			Matter-of-fact	Impulsive.....			Methodical
1	2	3	4	4	3	2	1
Reserved.....			Outgoing	Lighthearted.....			Intense
1	2	3	4	4	3	2	1
Total Score = _____ / 15 = _____				Total Score = _____ / 15 = _____			

Less than 2.5 Assertive + Less than 2.5 Responsive = Analytical (Controlled Asking)

Less than 2.5 Assertive + More than 2.5 Responsive = Amiable (Emotional Asking)

More than 2.5 Assertive + Less than 2.5 Responsive = Driver (Controlled Telling)

More than 2.5 Assertive + More than 2.5 Responsive = Expressive (Emotional Telling)

Analytical	<i>Thinking</i>	Logically organizing and analyzing data
Amiable	<i>Feeling</i>	Emotional and personal reactions to experiences
Driver	<i>Sensor</i>	Quick reactions to here and now sensory input
Expressive	<i>Intuitive</i>	Imagination and thought

FOUR SOCIAL STYLES: OVERVIEW

ANALYTICAL: *Low Responsiveness, Low Assertiveness*

Analytical people can appear unsociable, especially to Amiables and Expressives. They may seem serious and indecisive. This is because they need to look at every conceivable angle before they feel satisfied. A consequence of this is that they are persistent in their questioning and focus on detail and facts. However, once they have made a decision, they stick with it as they invariably feel that it is infallible. In conflict, they can "whine", become sarcastic and are often perceived as negative.

SUMMARY:

Characteristics: Serious, mull matters over. Can seem indecisive. Persistent, asks lots of questions. Known for heightened attention to detail.

When in conflict: Can resort to whining, sarcastic, negative comments

Solution to help: Keep to the facts. Simply agree with them, listen attentively

Basic Need: To be correct

AMIABLE: *High Responsiveness, Low Assertiveness*

The amiable person likes other people's company, though is more of a listener than a talker. Expressive people find them useful, because they are prepared to listen to what they are saying. They are loyal, personable and show patience when dealing with other people. They may however not be perceived as people "who get things done" because they spend more time developing relationships with others. They are also unlikely to take risks as they need to have the feeling of security. In difficult situations, they are likely to avoid the situation and lack conviction of their feelings and if pushed likely to make promises that they cannot keep. Drivers often find them frustrating because they want a straight answer and the amiable can find this difficult to deliver.

SUMMARY:

Characteristics: Loyal, personable, and patient. Uncomfortable with risk.

Typically non-confrontational. Dislikes pressure. Enjoy the company of others.

When in conflict: Likely to be "passive". Perceived as lacking conviction. Uses avoidance to reduce conflict.

Solution to help: Reassure and support. Confirm commitment.

Basic Need: Security

DRIVER: *Low Responsiveness, High Assertiveness*

Drivers are task orientated and expect efficiency from everyone they come into contact with. Little emphasis is placed on building relationships with other people. They can be perceived as aggressive and uncaring, especially by Amiables, though are often needed to take risks and push things through. In conflict, they will try to "steam roller" over anyone who comes in their way.

SUMMARY:

Characteristics: Task-orientated. Typically prefer clearly defined goals. Perceived as committed, determined risk takers. Efficiently uses time, energy, and other resources.

When in conflict: Tends to be seen as aggressive, rude, or abrupt.

Solution to help: Be assertive and firm, have a solution to the problem, listen.

Basic Need: To be in control

EXPRESSIVE: *High Responsiveness, High Assertiveness*

The expressive likes the company of other people, though unlike, the amiable this is because they need to "express" themselves. Amiables complement them very well, unless the expressive becomes too aggressive and puts them off. They can be good people to have at a party, because they're enthusiastic, dramatic and "interesting" people to have around. However, if they don't receive the attention they crave, they can get upset and even "difficult" to deal with. In conflict, they become emotional, prone to exaggeration and unpredictable. The best way to deal with this is to let them calm down. Try not to fuel the fire by saying anything controversial.

SUMMARY:

Characteristics: People-orientated. Most comfortable when the center of attention. Typically positive, emotional, talkative, enthusiastic, and can be dramatic.

When in conflict: Tend to become unpredictable, emotional.

Solution to help: Allow them time to gain composure. Ask questions. Engage them to participate in solving the problem.

Basic Need: Recognition

COMPARING THE FOUR SOCIAL STYLES

The key to utilizing the Social Styles information is better understanding both your behavior tendencies as well as those you interact with. Remember that Social Styles are externally (behavior) based – not always reflective of what internal thoughts and emotions are occurring at the time.

ANALYTICAL	DRIVER
<ul style="list-style-type: none"> ▪ Low assertiveness ▪ Low responsiveness. ▪ Technical specialists. ▪ Likes organization and structure ▪ Dislikes involvement ▪ Asks specific questions ▪ Prefers objective, task-oriented, intellectual work ▪ Wants to be right, so collects much data ▪ Works slowly, precisely, and alone ▪ Seeks security and self-actualization ▪ Has good problem-solving skills 	<ul style="list-style-type: none"> ▪ High assertiveness ▪ Low responsiveness. ▪ Control specialists. ▪ Decisive in action and decision making ▪ Likes control; dislikes inaction ▪ Prefers maximum freedom to manage self and others ▪ Cool, independent, and competitive with others ▪ Low tolerance for feelings, attitudes, and advice of others ▪ Works quickly and impressively alone ▪ Seeks esteem and self-actualization ▪ Has good administrative skills
AMIABLE	EXPRESSIVE
<ul style="list-style-type: none"> ▪ Low assertiveness ▪ High responsiveness. ▪ Support specialists. ▪ Slow in making decisions or taking actions ▪ Likes close, personal relationships ▪ Dislikes interpersonal conflict ▪ Supports and actively listens to others ▪ Weak in goal setting and self-direction ▪ Seeks security and identification with a group ▪ Has good counseling and listening skills 	<ul style="list-style-type: none"> ▪ High assertiveness ▪ High responsiveness. ▪ Social specialists. ▪ Spontaneous actions and decisions ▪ Likes involvement ▪ Exaggerates and generalizes ▪ Tends to dream and get others caught up in those dreams ▪ Jumps from one activity to another ▪ Works quickly and excitedly with others ▪ Seeks esteem and group identification ▪ Has good persuasive skills

THE INTERACTION OF STYLES

Style flexing is the ability to adjust your style to meet that of your colleague/customer. Consider how you are alike and/or different when collaborating in any joint effort.

Styles	Shared Dimension	Source of Conflict	Area of Agreement
Analytical vs. Amiable	Low Assertiveness	Priorities	Pace
Driver vs. Expressive	High Assertiveness	Priorities	Pace
Analytical vs. Driver	Low Responsiveness	Pace	Priorities
Amiable vs. Expressive	High Responsiveness	Pace	Priorities
Analytical vs. Expressive	None	Both	None
Amiable vs. Driver	None	Both	None

STYLES SUMMARY

The following is an overview of the four Styles and issues that tend to influence each. Use this table to better understand yourself as well as those you interact with in order to achieve the best potential mutual results.

	DRIVER	EXPRESSIVE	AMIABLE	ANALYTICAL
Backup Style	Autocratic	Attacker	Acquiescer	Avoider
Measures personal values by	Results	Applause	Security	Accuracy (Being Right)
For growth needs to	Listen	Check	Initiate	Decide
Wants climate that	Allows to build own structure	Inspires to reach goals	Provides details	Suggests
Takes time to be	Efficient	Stimulating	Agreeable	Accurate
Support their	Conclusions & actions	Dreams & intuition	Relationships & feelings	Principles & thinking
Present benefits that tell	What	Who	Why	How
For decisions give them	Options & probabilities	Testimonials & incentives	Guarantees & assurances	Evidence & service
Their specialty is	Controlling	Socializing	Supporting	Technical