



Social Styles and Effective Performance

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Goals

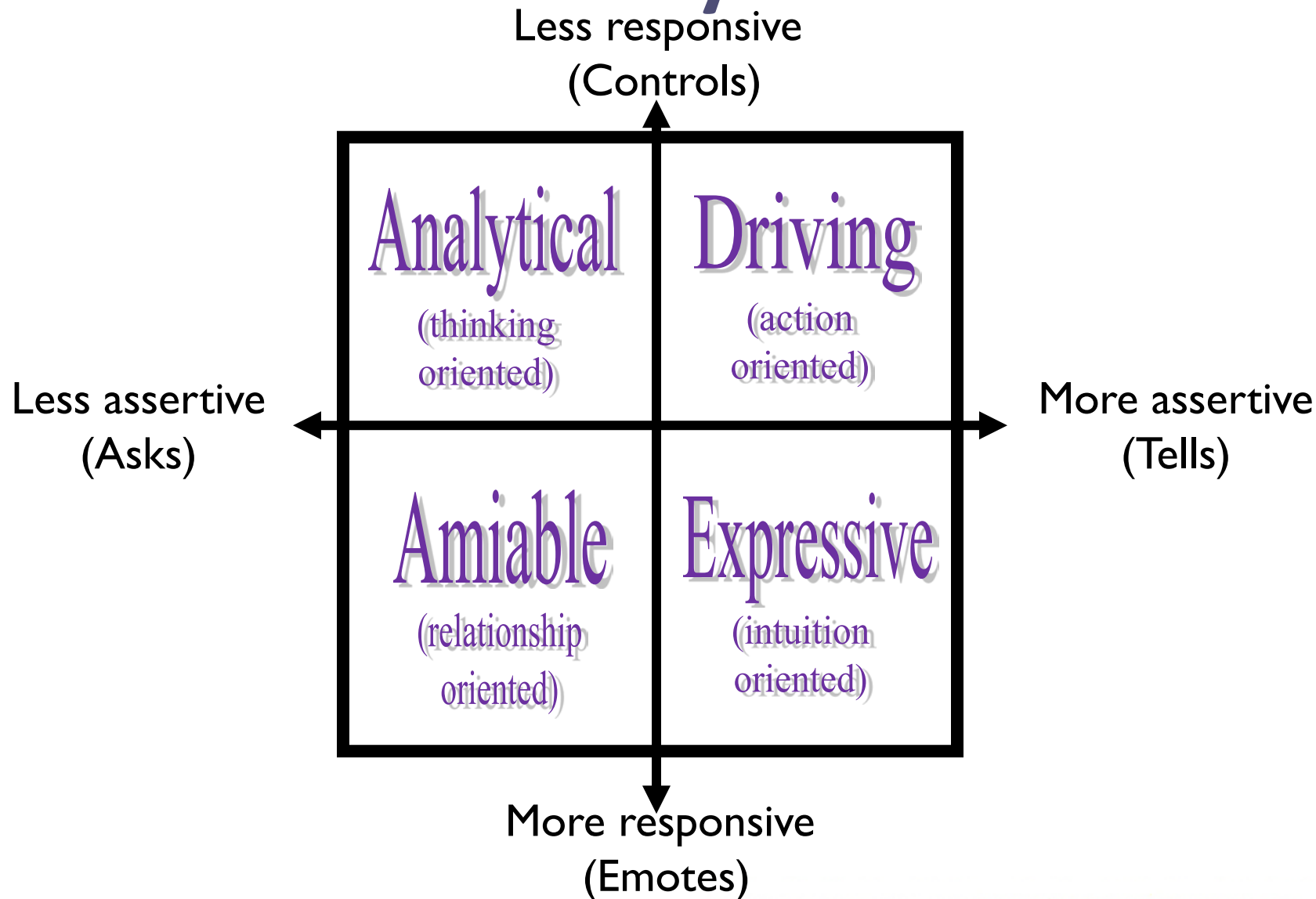
- Define Social Styles
- Become aware of both our own styles and others'
- Apply Style Information to:
 - Improve interpersonal communication
 - Develop strong team dynamics
 - Create a collegial working environment

What Is A Social Style?

- Observable Behaviors – Patterns of Behaviors
 - Only refers to surface behaviors
 - What “IS” versus why, cause, or motivation of behavior
- Based on OTHERS’ impressions, not self impressions

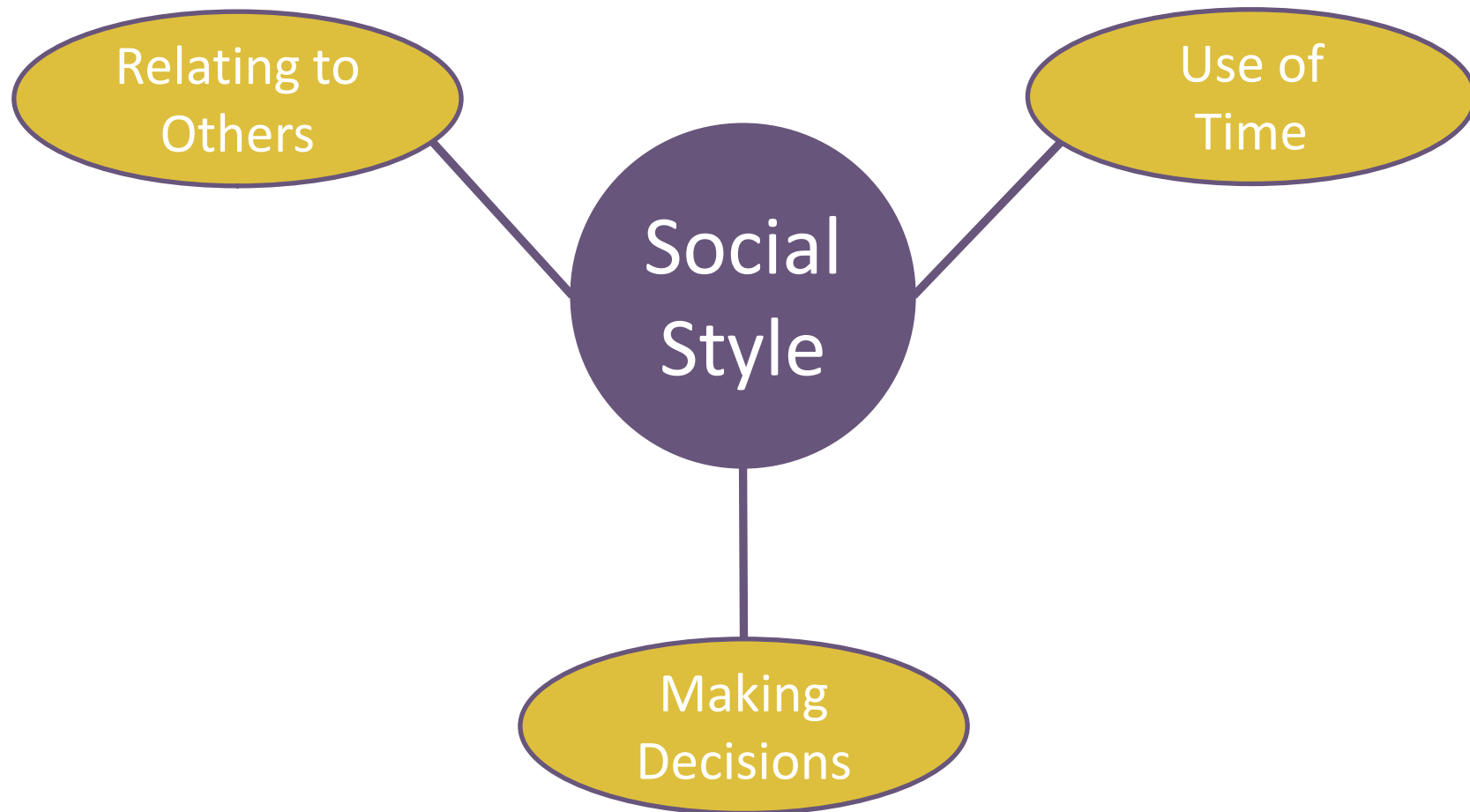


The Social Style Profile

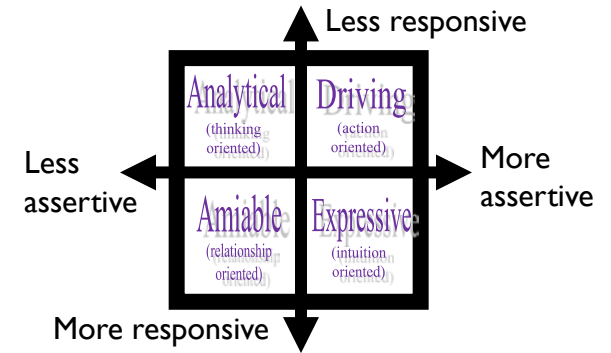




How Social Styles Manifest



Behavior Typical of Each Style



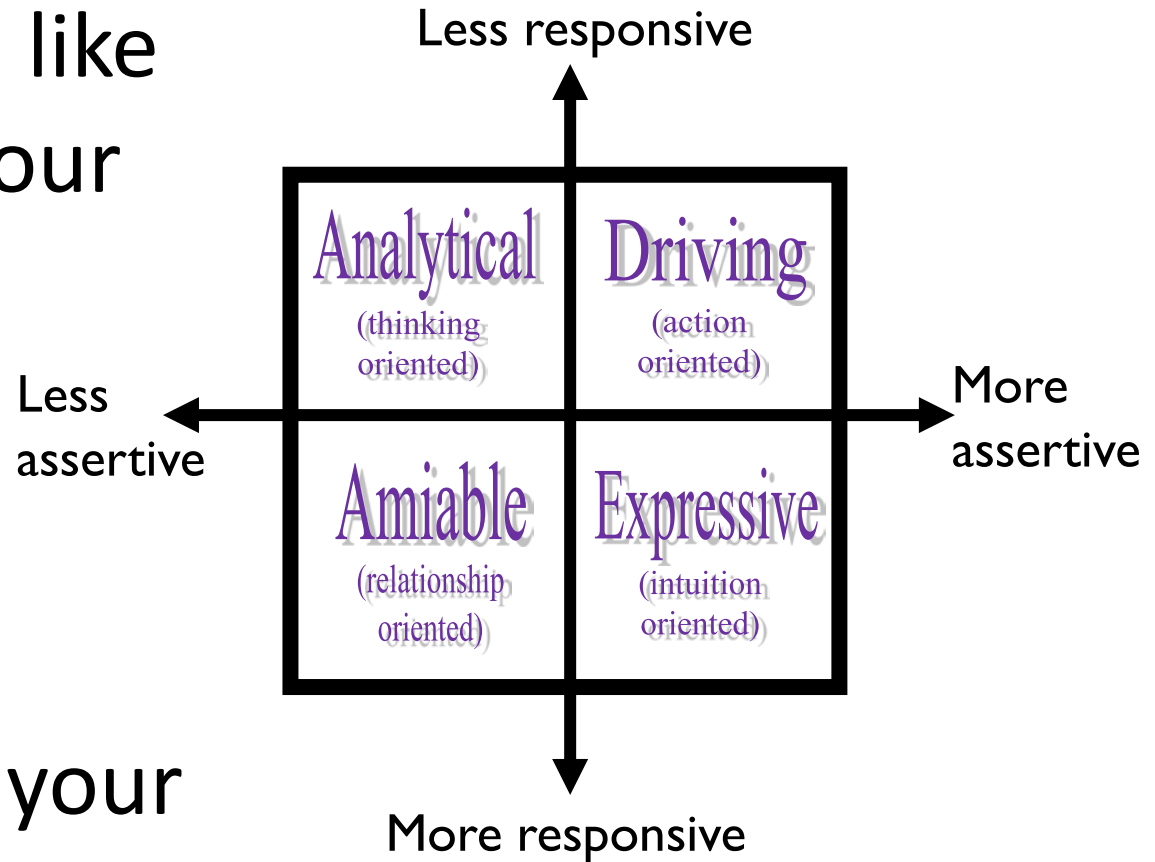
	Analytical	Driving	Amiable	Expressive
Reaction	Slow	Swift	Unhurried	Rapid
Max Effort to	Organize	Control	Relate	Involve
Min Concern for	Relationship	Concern in Relationships	Effecting Change	Routine
Timeframe	Historical	Present	Present	Future
Action	Cautious	Direct	Supportive	Impulsive
Tends to Reject	Involvement	Inaction	Conflict	Isolation

Style Descriptions

DRIVER	EXPRESSIVE	AMIABLE	ANALYTIC
Action-oriented Decisive Problem-solver Competitive Independent Assertive Demanding	Motivating Enthusiastic Gregarious Emotional Influential Charming Confident Dramatic	Patient Sympathetic Supportive Stable Trusting Organized Team person Loyal	Diplomatic Accurate Fact finder Logical Analytical Sensitive Orderly Disciplined
WANTS: Challenges Power	WANTS: Social Recognition To be with people	WANTS: Security Appreciation	WANTS: Details Perfection

Four Corners: What social style are you?

- What do you like best about your style?
- How is your leadership impacted by your social style?

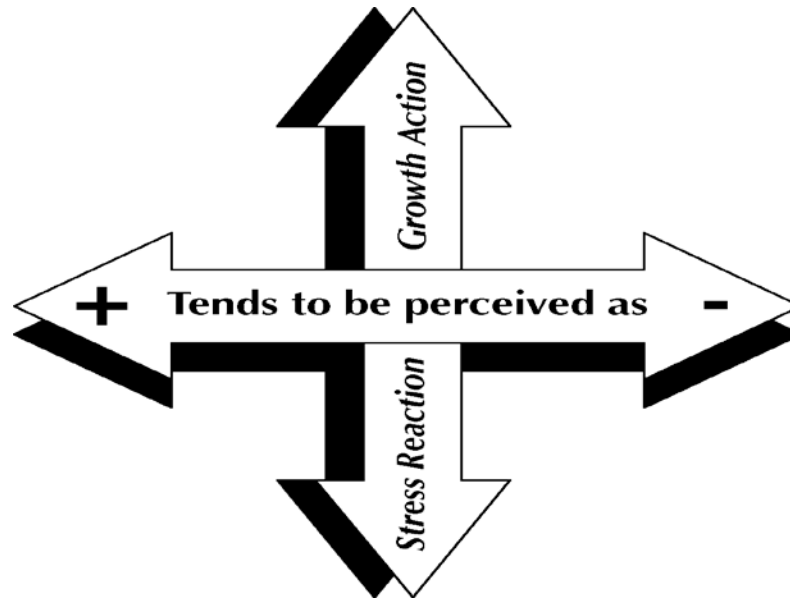




Style Inventory: THE DRIVER

Listening

Strong-willed
Independent
Practical
Decisive
Efficient



Pushy
Severe
Tough
Dominating
Harsh

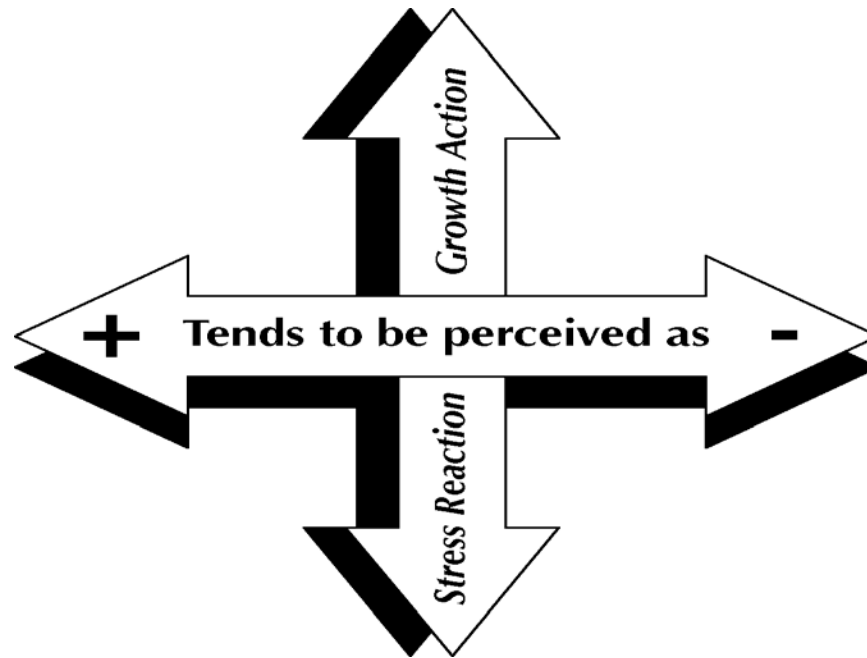
Autocratic Power



Style Inventory: THE EXPRESSIVE

Checking

Ambitious
Stimulating
Enthusiastic
Dramatic
Friendly



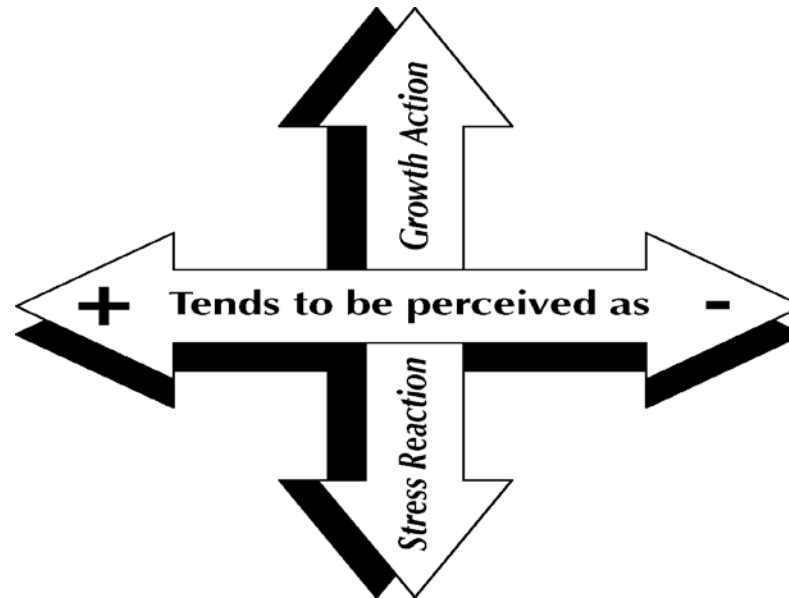
Manipulative
Excitable
Undisciplined
Reacting
Egotistical

Personal Attack

Style Inventory: THE ANALYTIC

Declaration

Diplomatic
Analytical
Exacting
Orderly
Logical

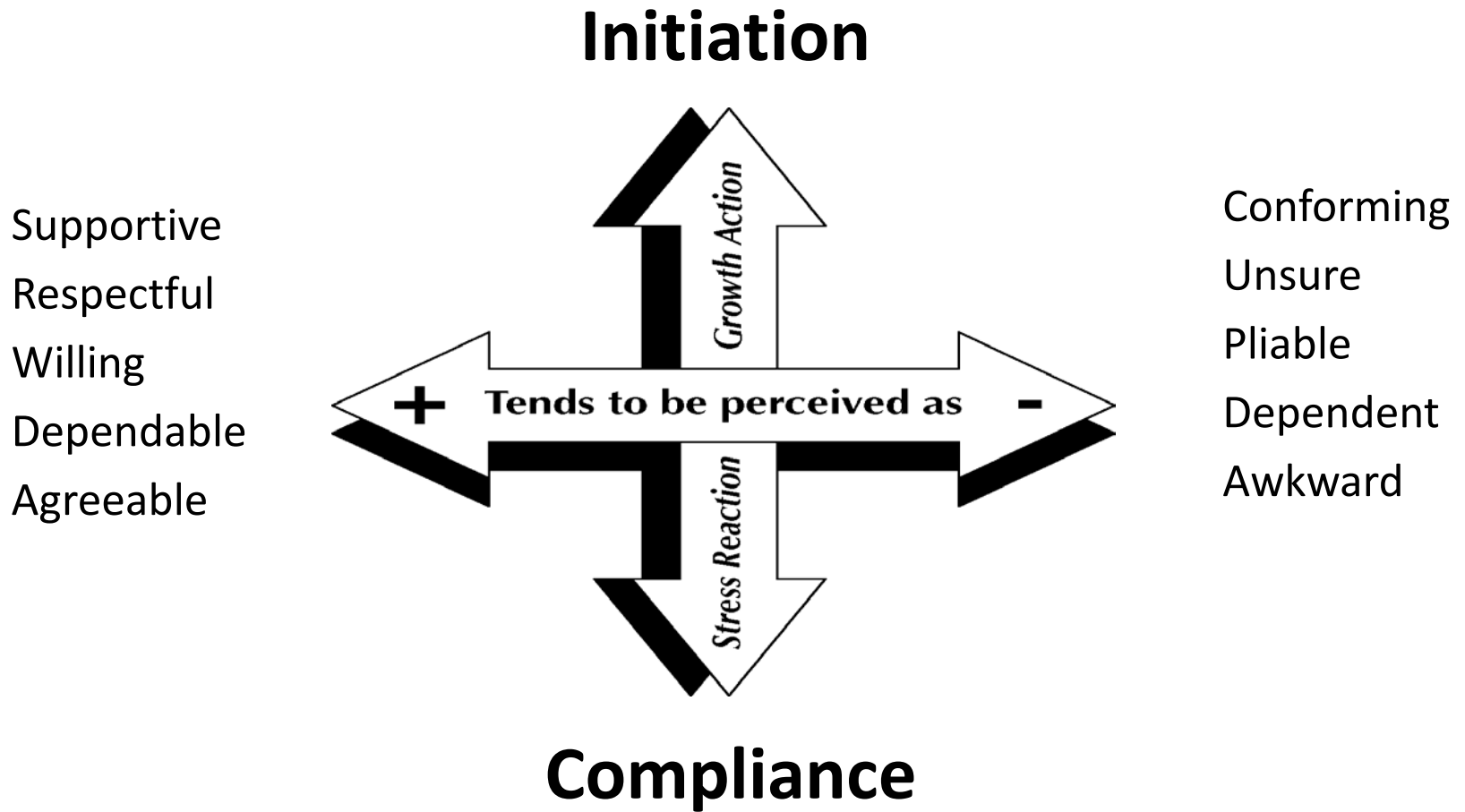


Indecisive
Picky
Critical
Moralistic
Stuffy

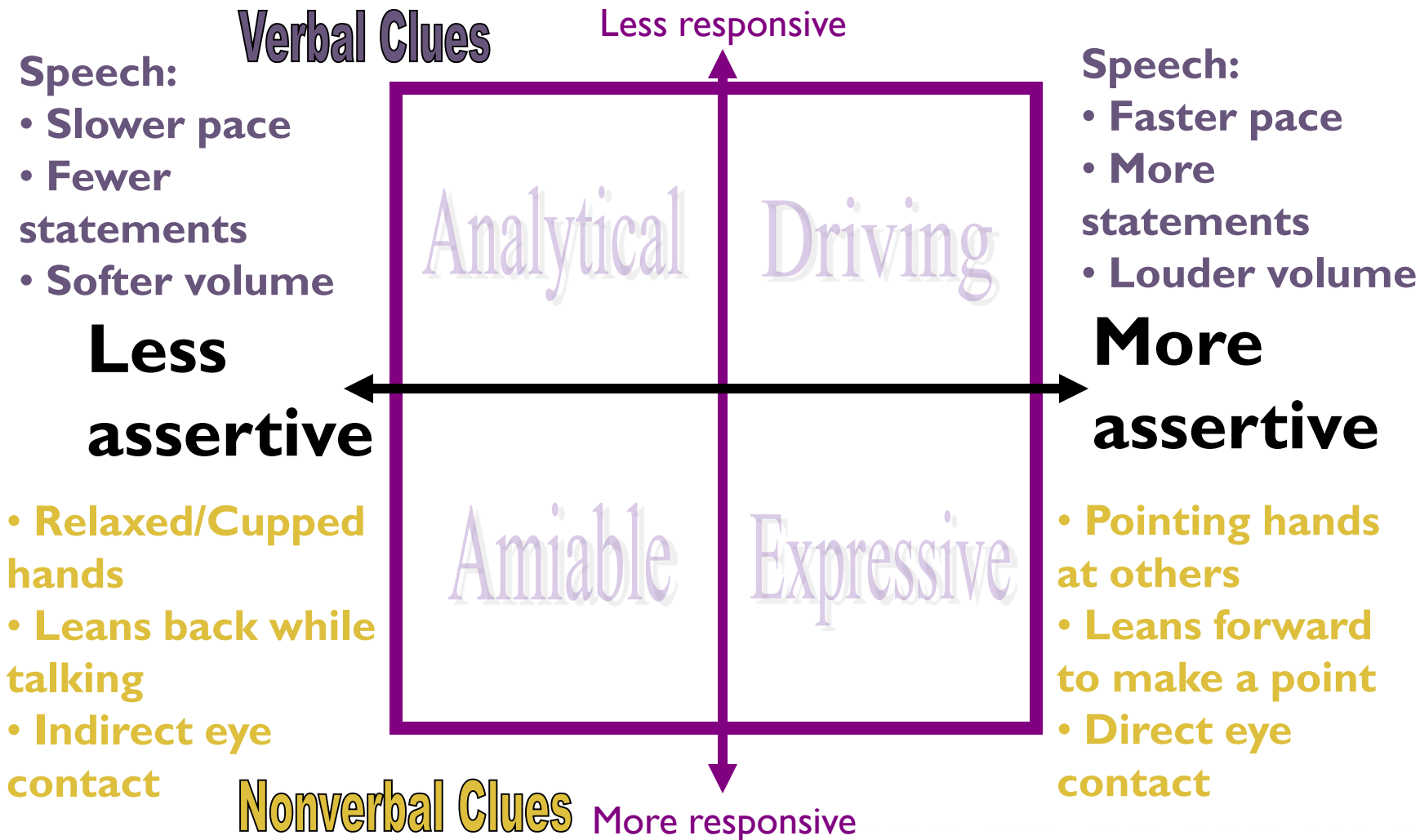
Avoidance



Style Inventory: THE AMIABLE



Identifying others' styles: Behavioral Clues to Assertiveness





Identifying others' styles: Behavioral

Clues to Responsiveness

Verbal Clues

- Vocal emotions: monotone
 - Speech subject: Tasks
 - Facts/Data
- Less assertive ←
- Vocal emotions: inflections
 - Speech subject: People
 - Opinions/Stories

Less responsive



Nonverbal Clues

- Closed hands
 - Rigid body posture
 - Controlled facial expression
- More assertive →
- Open palms
 - Casual body posture
 - Animated facial expressions

More responsive



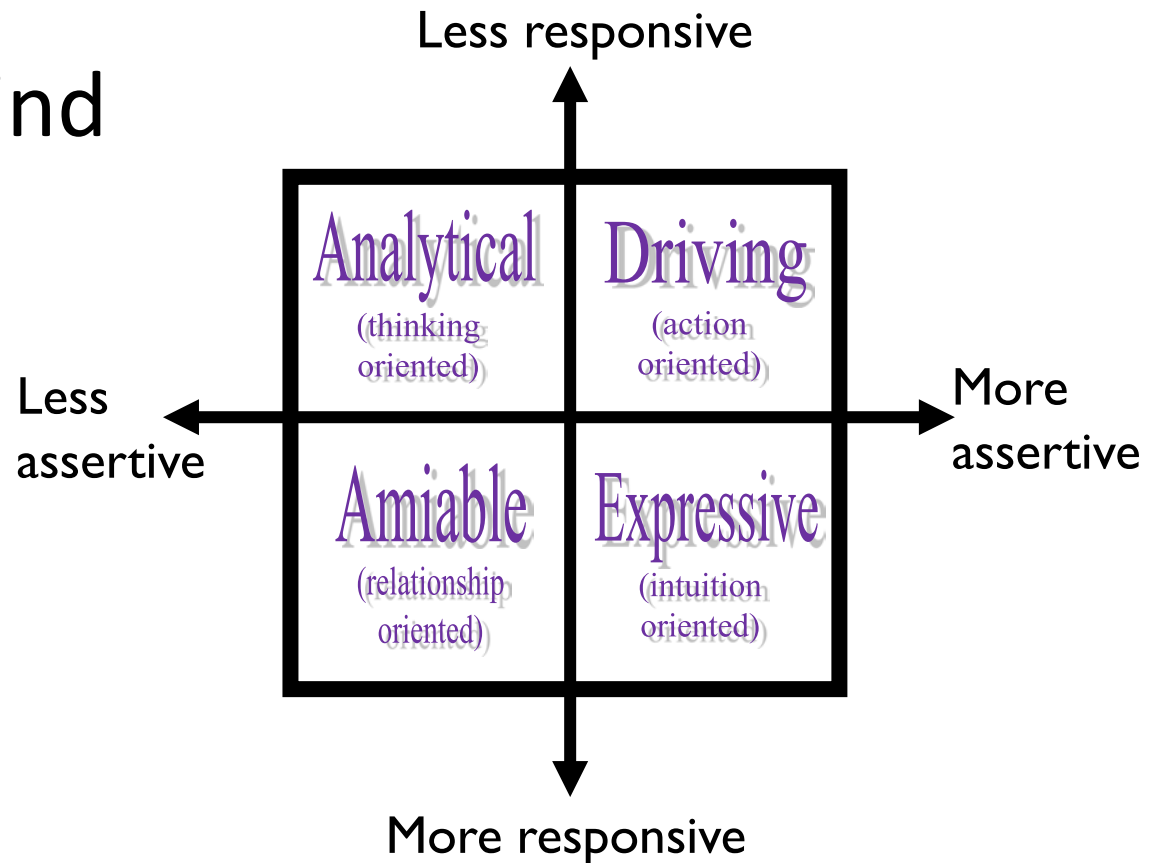


Which is Best?

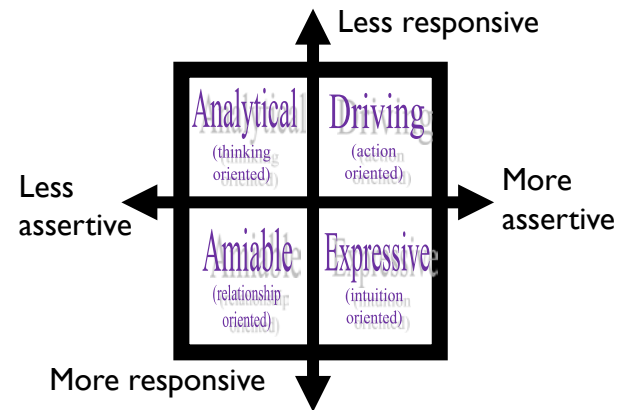
- Good leaders in ALL styles
- No style is right or wrong, better or worse
- Non judgmental
- No one has a pure style

Four Corners: What social style are you in tension with?

What do you find
challenging
about this
particular
social style?



Conflict



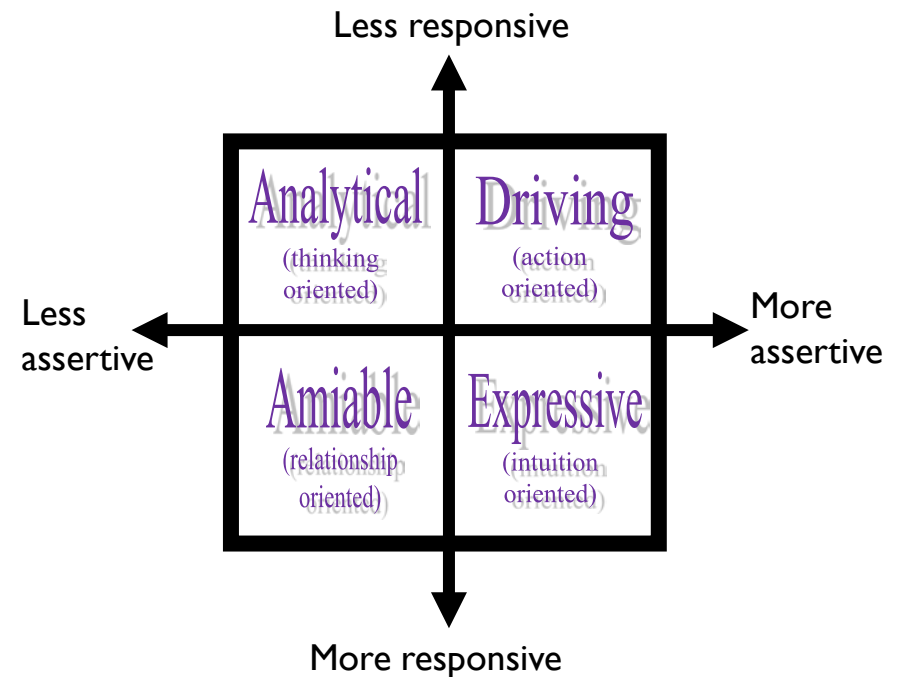
	Analytical	Driving	Amiable	Expressive
Achievement Behavior	(1) Works carefully and alone	(1) Works quickly and alone	(2) Works slowly and with team	(2) Works quickly and with others
Acceptance Behavior	(2) Impresses others with precision and knowledge	(2) Impresses others with individual effort	(1) Gets along as integral member of group	(1) Gets along as exciting member of group

Reducing and Resolving Conflict

- Key to resolution: develop sensitivity to and tolerance for the behavior preferences of others, regardless of style
- Controlling defensive tendencies → productive relationships
- Flexing/Versatility as appropriate

Growth Actions by Style

- Driver: Listen
- Expressive: Check
- Amiable: Initiate
- Analytical: Declare



Flexing

- Get in sync with others
- Not manipulation of conformity
- Changes to your own behavior
 - Adjust few key behaviors
 - Adjust only at key times
- Improves relationships
- Versatility

4 Step Flexing Process

1. Identify

2. Plan

3. Implement

4. Evaluate



When to Flex?

- Don't "Flex" all the time
- Use flex when something important is at stake
- When the other person is under stress
- Get off on the right foot



Flexing: Case Studies

- *Case One*: Tension between Driver and Amiable
- *Case Two*: Tension between Expressive and Analytic

Recap

- Style only one facet of personality
- No simple solutions
- Nevertheless, understanding style can be useful
 - Objective viewing of social situations
 - Increases tolerance
 - Reduces defensiveness
 - Lessens critical judgments

Final Comments

- Power dynamics
- Replicating ourselves
- Reducing bias
- Balance
- 3 keys to good relationships
 - Respect
 - Fairness
 - Honesty