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

- More assertive (Tells)
- More responsive (Emotes)
- Less responsive (Controls)
- Less assertive (Asks)

- Analytical (thinking oriented)
- Driving (action oriented)
- Amiable (relationship oriented)
- Expressive (intuition oriented)
How Social Styles Manifest

- Relating to Others
- Use of Time
- Making Decisions
## Behavior Typical of Each Style

<table>
<thead>
<tr>
<th></th>
<th>Analytical</th>
<th>Driving</th>
<th>Amiable</th>
<th>Expressive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reaction</strong></td>
<td>Slow</td>
<td>Swift</td>
<td>Unhurried</td>
<td>Rapid</td>
</tr>
<tr>
<td><strong>Max Effort to</strong></td>
<td>Organize</td>
<td>Control</td>
<td>Relate</td>
<td>Involve</td>
</tr>
<tr>
<td><strong>Min Concern for</strong></td>
<td>Relationship</td>
<td>Concern in Relationships</td>
<td>Effecting Change</td>
<td>Routine</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td>Historical</td>
<td>Present</td>
<td>Present</td>
<td>Future</td>
</tr>
<tr>
<td><strong>Action</strong></td>
<td>Cautious</td>
<td>Direct</td>
<td>Supportive</td>
<td>Impulsive</td>
</tr>
<tr>
<td><strong>Tends to Reject</strong></td>
<td>Involvement</td>
<td>Inaction</td>
<td>Conflict</td>
<td>Isolation</td>
</tr>
</tbody>
</table>
# Style Descriptions

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

Tends to be perceived as

Strong-willed
Independent
Practical
Decisive
Efficient

Pushy
Severe
Tough
Dominating
Harsh

Autocratic Power
Style Inventory: THE EXPRESSIVE

- Ambitious
- Stimulating
- Enthusiastic
- Dramatic
- Friendly
- Manipulative
- Excitable
- Undisciplined
- Reacting
- Egotistical

Tends to be perceived as

Checking

Personal Attack
Style Inventory: THE ANALYTIC

Diplomatic
Analytical
Exacting
Orderly
Logical

Indecisive
Picky
Critical
Moralistic
Stuffy

Tends to be perceived as

Avoidance

Declaration

Growth Action

Stress Reaction
Style Inventory: THE AMIABLE

Initiation

Supportive
Respectful
Willing
Dependable
Agreeable

Conforming
Unsure
Pliable
Dependent
Awkward

Compliance

Tends to be perceived as

Growth Action

Stress Reaction
IDing others’ styles: Behavioral Clues to Assertiveness

**Verbal Clues**

- **Less assertive**
  - Slower pace
  - Fewer statements
  - Softer volume

- **More assertive**
  - Faster pace
  - More statements
  - Louder volume

**Nonverbal Clues**

- **Less responsive**
  - Relaxed/Cupped hands
  - Leans back while talking
  - Indirect eye contact

- **More responsive**
  - Pointing hands at others
  - Leans forward to make a point
  - Direct eye contact
IDing others’ styles: Behavioral Clues to Responsiveness

Verbal Clues
- Vocal emotions: monotone
- Speech subject: Tasks
- Facts/Data

Nonverbal Clues
- Closed hands
- Rigid body posture
- Controlled facial expression

Less responsive

Less assertive

More responsive

Analytical

Amiable

More assertive

Driving

Expressive

Vocal emotions: inflections
Speech subject: People
Opinions/Stories
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

Achieve

Accepted

Personal Priority

<table>
<thead>
<tr>
<th>Achievement Behavior</th>
<th>Analytical</th>
<th>Driving</th>
<th>Amiable</th>
<th>Expressive</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Works carefully and alone</td>
<td>(1) Works quickly and alone</td>
<td>(2) Works slowly and with team</td>
<td>(2) Works quickly and with others</td>
<td></td>
</tr>
<tr>
<td>Acceptance Behavior</td>
<td>(2) Impresses others with precision and knowledge</td>
<td>(2) Impresses others with individual effort</td>
<td>(1) Gets along as integral member of group</td>
<td>(1) Gets along as exciting member of group</td>
</tr>
</tbody>
</table>
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