

Social Styles and Effective Performance

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LEAD 2009



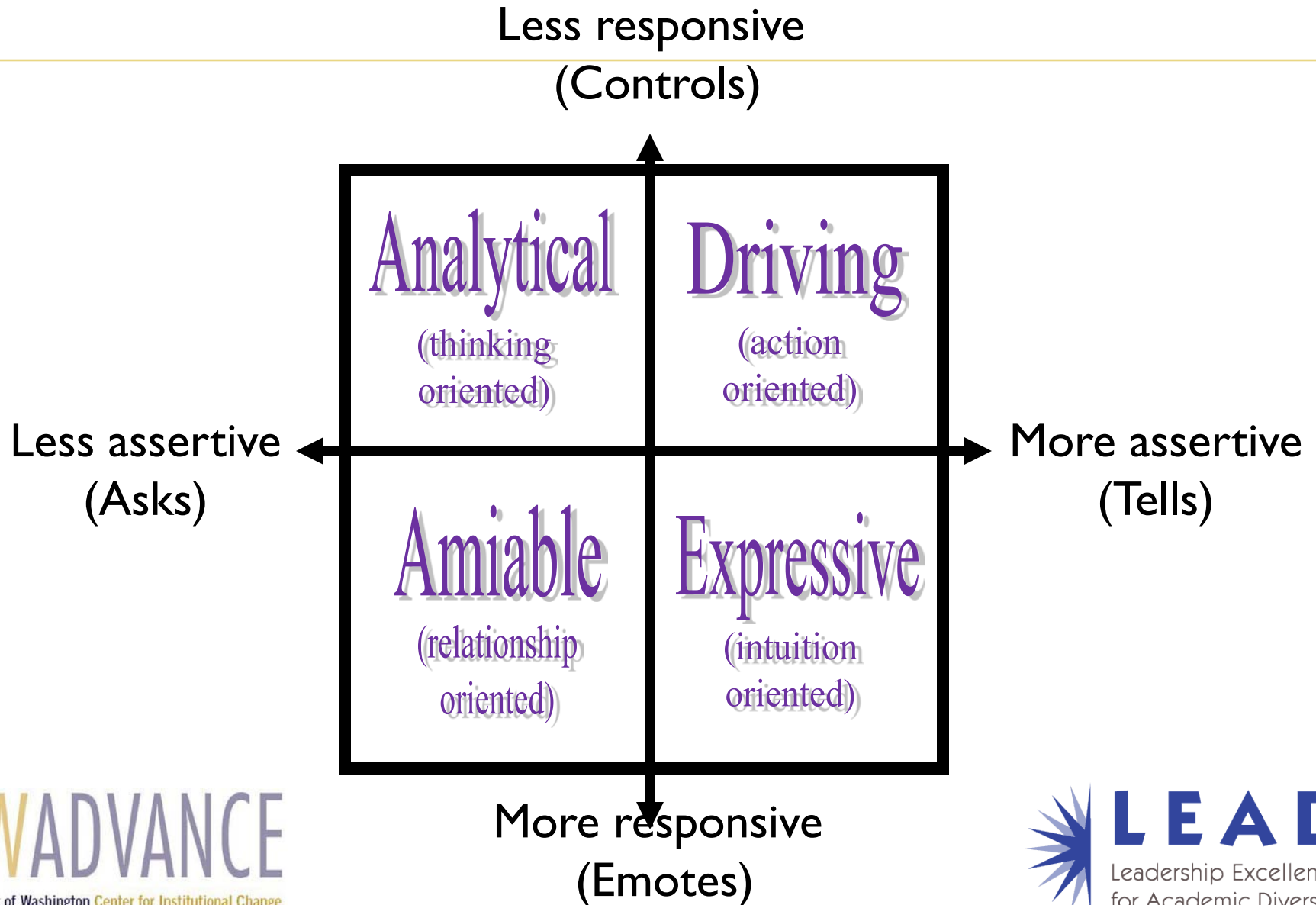
Goals

- ◆ 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

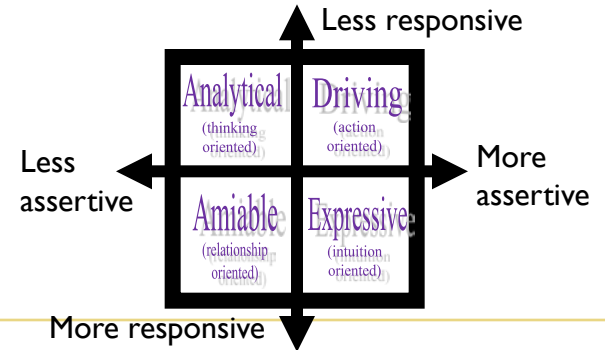
The Social Style Profile



How Social Styles Manifest

- ◆ **relate to others**
- ◆ **use of time**
- ◆ **decision making**

Behavior Typical of Each Style

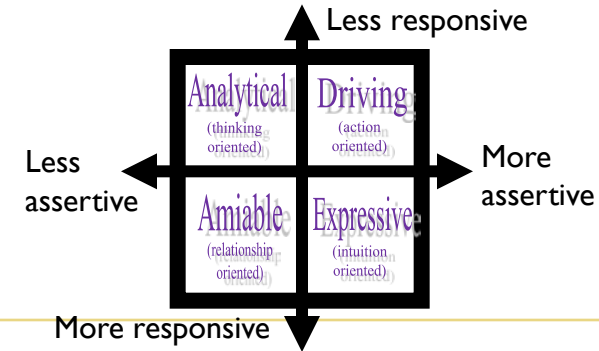


	Analytical	Driving	Amiable	Expressive
Reaction	Slow	Swift	Unhurried	Rapid
Max Effort to	Organization	Control	Relate	Involve
Min Concern for	Relationship	Concern in Relationships	Effecting Change	Routine
Timeframe	Historical	Present	Present	Future
Action	Cautious	Direct	Supportive	Impulsive
Tends to Reject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

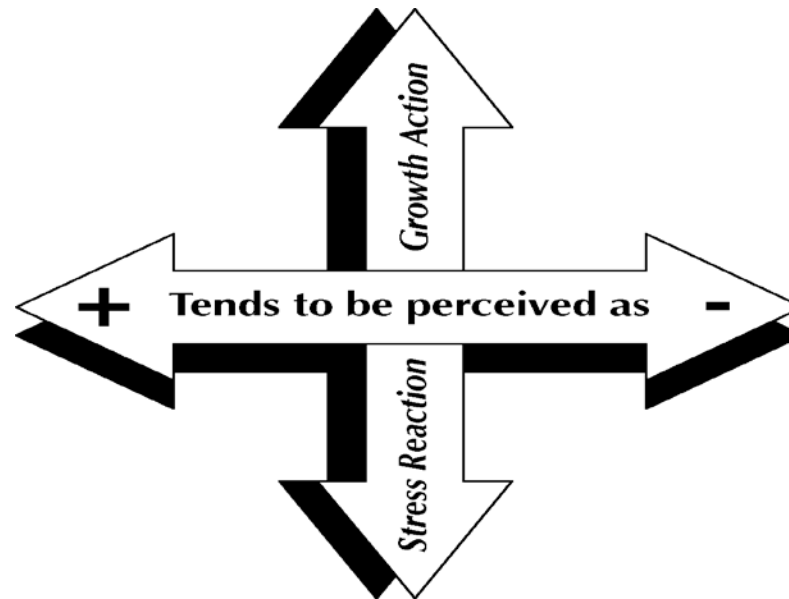


- ◆ What do you like best about your style?
- ◆ How is your leadership impacted by your social style?

Style Inventory: **THE DRIVER**

Listening

Strong-willed
Independent
Practical
Decisive
Efficient



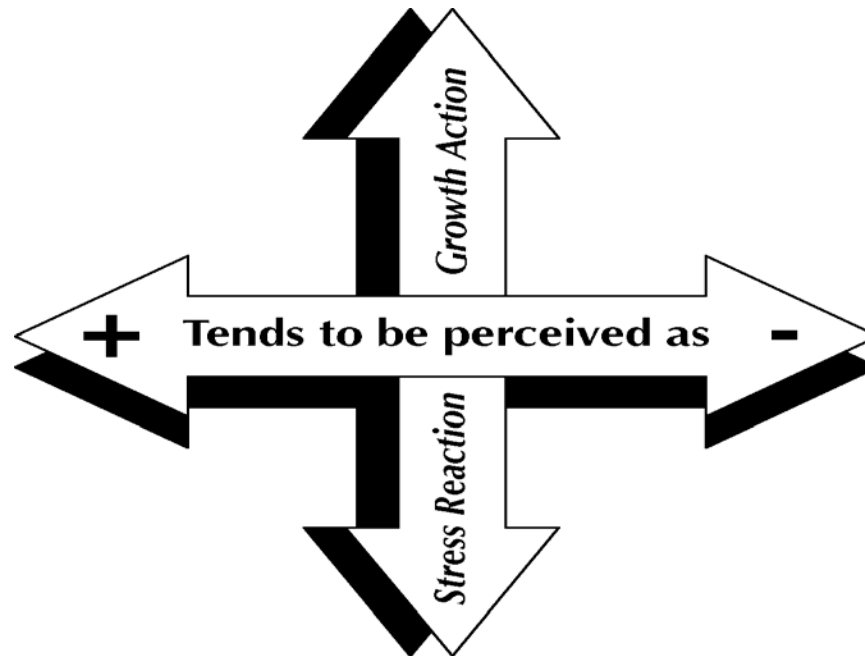
Pushy
Severe
Tough
Dominating
Harsh

Autocratic Power

Style Inventory: **THE EXPRESSIVE**

Checking

Ambitious
Stimulating
Enthusiastic
Dramatic
Friendly

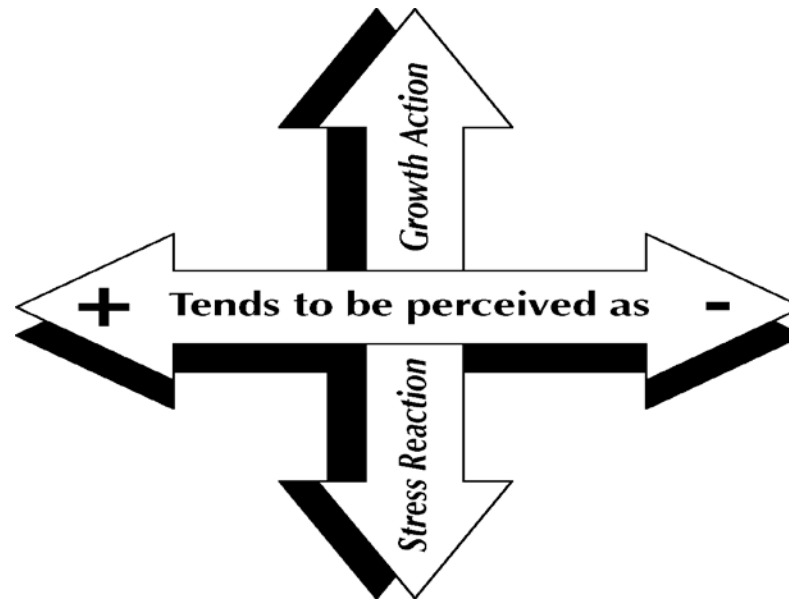


Manipulative
Excitable
Undisciplined
Reacting
Egotistical

Personal Attack

Style Inventory: **THE ANALYTIC** Declaration

Diplomatic
Analytical
Exacting
Orderly
Logical



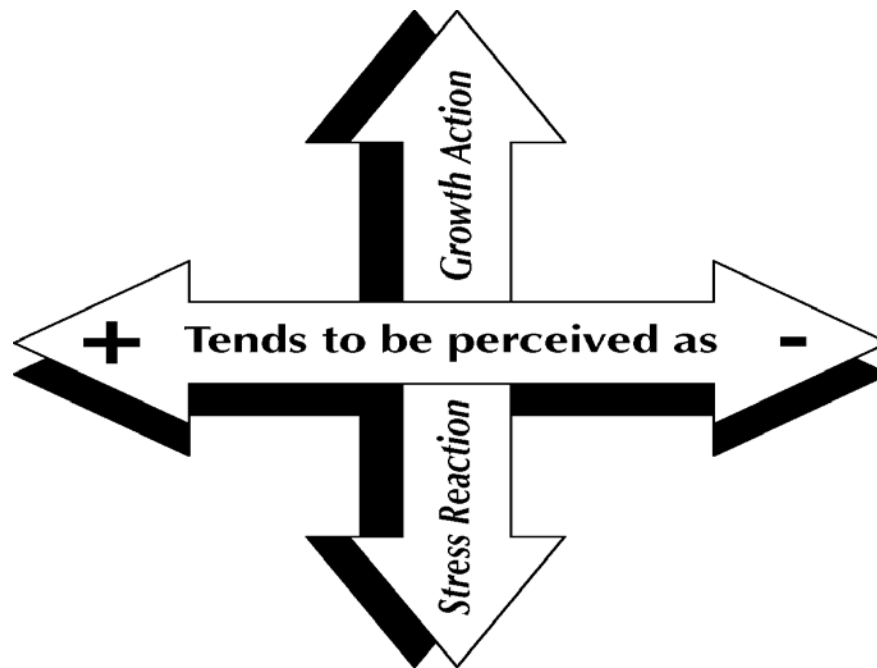
Indecisive
Picky
Critical
Moralistic
Stuffy

Avoidance

Style Inventory: **THE AMIABLE**

Initiation

Supportive
Respectful
Willing
Dependable
Agreeable



Conforming
Unsure
Pliable
Dependent
Awkward

Compliance

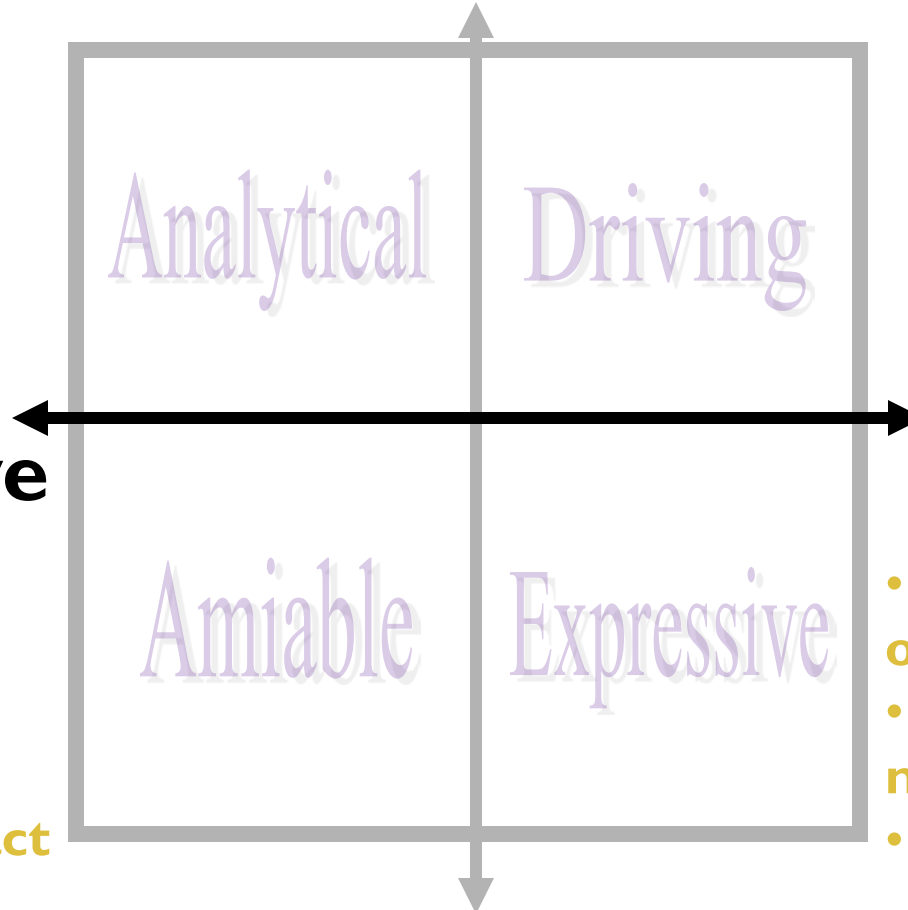
Verbal Clues

Nonverbal Clues

Identifying others' styles:

Behavioral Clues to Assertiveness

Less responsive



Speech:

- Slower pace
- Fewer statements
- Softer volume

**Less
assertive**

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

Speech:

- Faster pace
- More statements
- Louder volume

**More
assertive**

- Pointing hands at others
- Leans forward to make a point
- Direct eye contact

More responsive

Verbal Clues

Nonverbal Clues

Identifying others' styles:

Behavioral Clues to Responsiveness

Less responsive



- **Closed hands**
- **Rigid body posture**
- **Controlled facial expression**

More assertive

- **Open palms**
- **Casual body posture**
- **Animated facial expressions**

More responsive

Less assertive

More assertive

- **Vocal emotions: monotone**
- **Speech subject: Tasks**
- **Facts/Data**

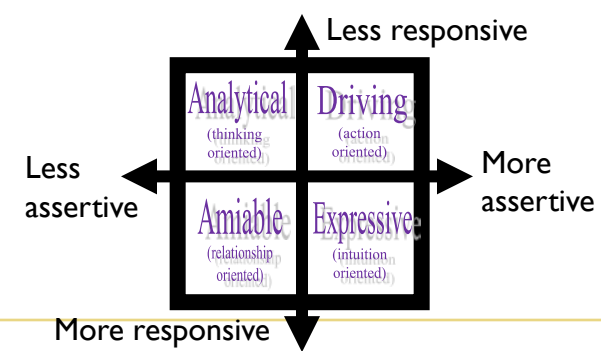
- **Vocal emotions: inflections**
- **Speech subject: People**
- **Opinions/Stories**



Which is Best?

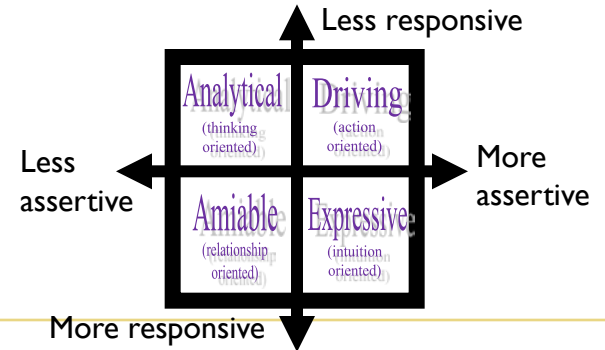
- ◆ Good leaders in ALL styles
- ◆ No style is right or wrong, better or worse
- ◆ Non judgmental
- ◆ No one has a pure style

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



◆ What do you find challenging about this particular social style?

Conflict



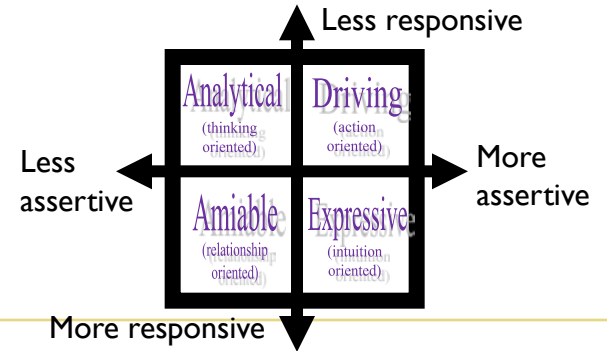
◆ Personal priority to achieve vs personal priority to be accepted

	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/Versatility

- ◆ 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