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?

Diamond Observable Behaviors – Patterns of Behaviors

- Only refers to surface behaviors
- What “IS” versus why, cause, or motivation of behavior

Diamond Based on OTHERS’ impressions, not self impressions
The Social Style Profile

Less responsive (Controls)

Analytical (thinking oriented)

Driving (action oriented)

Amiable (relationship oriented)

Expressive (intuition oriented)

Less assertive (Asks)

More responsive (Emotes)

More assertive (Tells)
How Social Styles Manifest

- relate to others
- use of time
- decision making
### 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>Reaction</td>
<td>Slow</td>
<td>Swift</td>
<td>Unhurried</td>
<td>Rapid</td>
</tr>
<tr>
<td>Max Effort to</td>
<td>Organization</td>
<td>Control</td>
<td>Relate</td>
<td>Involve</td>
</tr>
<tr>
<td>Min Concern for</td>
<td>Relationship</td>
<td>Concern in Relationships</td>
<td>Effecting Change</td>
<td>Routine</td>
</tr>
<tr>
<td>Timeframe</td>
<td>Historical</td>
<td>Present</td>
<td>Present</td>
<td>Future</td>
</tr>
<tr>
<td>Action</td>
<td>Cautious</td>
<td>Direct</td>
<td>Supportive</td>
<td>Impulsive</td>
</tr>
<tr>
<td>Tends to Reject</td>
<td>Involvement</td>
<td>Inaction</td>
<td>Conflict</td>
<td>Isolation</td>
</tr>
<tr>
<td>DRIVER</td>
<td>EXPRESSIVE</td>
<td>AMIABLE</td>
<td>ANALYTIC</td>
<td></td>
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<tr>
<td>-----------------------------</td>
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<td>------------------------------</td>
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<td></td>
</tr>
<tr>
<td>Action-oriented</td>
<td>Motivating</td>
<td>Patient</td>
<td>Diplomatic</td>
<td></td>
</tr>
<tr>
<td>Decisive</td>
<td>Enthusiastic</td>
<td>Sympathetic</td>
<td>Accurate</td>
<td></td>
</tr>
<tr>
<td>Problem-solver</td>
<td>Gregarious</td>
<td>Supportive</td>
<td>Fact finder</td>
<td></td>
</tr>
<tr>
<td>Competitive</td>
<td>Emotional</td>
<td>Stable</td>
<td>Logical</td>
<td></td>
</tr>
<tr>
<td>Independent</td>
<td>Influential</td>
<td>Trusting</td>
<td>Analytical</td>
<td></td>
</tr>
<tr>
<td>Assertive</td>
<td>Charming</td>
<td>Organized</td>
<td>Sensitive</td>
<td></td>
</tr>
<tr>
<td>Demanding</td>
<td>Confident</td>
<td>Team person</td>
<td>Orderly</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dramatic</td>
<td>Loyal</td>
<td>Disciplined</td>
<td></td>
</tr>
<tr>
<td>WANTS:</td>
<td>WANTS:</td>
<td>WANTS:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Challenges</td>
<td>Social Recognition</td>
<td>Security</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power</td>
<td>To be with people</td>
<td>Appreciation</td>
<td>Details</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Perfection</td>
<td></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

Strong-willed
Independent
Practical
Decisive
Efficient

Pushy
Severe
Tough
Dominating
Harsh

Autocratic Power
Style Inventory: THE EXPRESSIVE

Ambitious
Stimulating
Enthusiastic
Dramatic
Friendly

Checking

Growth Action

Manipulative
Excitable
Undisciplined
Reacting
Egotistical

P tends to be perceived as

Personal Attack
Style Inventory: **THE ANALYTIC**

**Declaration**

Diplomatic  
Analytical  
Exacting  
Orderly  
Logical

Tends to be perceived as  
Growth Action  
Stress Reaction

Avoidance

Indecisive  
Picky  
Critical  
Moralistic  
Stuffy
Style Inventory: **THE AMIABLE**

**Initiation**

Supportive
Respectful
Willing
Dependable
Agreeable

Tends to be perceived as

Conforming
Unsure
Pliable
Dependent
Awkward

**Compliance**
IDing others’ styles:

Behavioral Clues to **Assertiveness**

<table>
<thead>
<tr>
<th>Less responsive</th>
<th>More responsive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Less assertive</strong></td>
<td><strong>More assertive</strong></td>
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</tbody>
</table>

**Verbal Clues**

<table>
<thead>
<tr>
<th>Speech:</th>
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<tbody>
<tr>
<td>Slower pace</td>
</tr>
<tr>
<td>Fewer statements</td>
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<tr>
<td>Softer volume</td>
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<td>Louder volume</td>
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**Nonverbal Clues**

<table>
<thead>
<tr>
<th>Amiable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relaxed/Cupped hands</td>
</tr>
<tr>
<td>Leans back while talking</td>
</tr>
<tr>
<td>Indirect eye contact</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expressive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pointing hands at others</td>
</tr>
<tr>
<td>Leans forward to make a point</td>
</tr>
<tr>
<td>Direct eye contact</td>
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</tbody>
</table>
IDing others’ styles:
Behavioral Clues to **Responsiveness**

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

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

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

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

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Achievement</strong> Behavior</td>
<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>
</tr>
<tr>
<td><strong>Acceptance Behavior</strong></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/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