

## **Case I: Driver and Amiable Social Styles**

Susan, the departmental grants administrator, had just returned to work after a week's vacation and was eager to get through her emails and figure out what her workload was going to be. Prior to going on vacation, Susan had finalized the budget and related paperwork for a multi-year outreach grant proposal that the department would be submitting in one week. As Susan was going through her emails, Paul, the faculty member who was the PI of the outreach grant proposal, came wandering by. While Susan was on vacation, Paul had had a number of conversations with people who were partnering in the grant proposal. Several of these partners were concerned about how the proposal budget was allocated and discussed their concerns with Paul. Paul sent Susan an email telling her there were some concerns related to the budgets and asked her to meet at her earliest convenience. Since folks were pushing for budget changes, Paul approached Susan as soon as she got back. He began by asking her about her vacation, what the best part of the vacation was, and how it felt to be away from work. Susan kept at her emails while briefly answering Paul's questions. Paul then told Susan he wanted to get her opinion about the outreach grant proposal budget. Susan replied that had already been finalized before she went on vacation and that she had a lot of other things to do now that she was back.

**How could Susan flex to reduce tension and conflict in this relationship?**

**How could Paul flex to reduce tension and conflict in this relationship?**