Assumptions About Personal Styles

*There is no best or worst style.*

All styles have advantages and disadvantages. All styles are effective when appropriate to the situation and implemented well.

*There are no pure styles.*

We all have parts of each style in us. However, we also have one style that predominates, one style in which we are most comfortable and which requires the least energy and stress.

*Behavior style does not explain the whole person.*

It only defines *perceived* patterns of behavior. It does not address personality or an understanding of how an individual thinks or feels.

*Much of the population is different than you are.*

Other people have different needs. Therefore, they communicate in a different manner, use time differently, relate in a different way, make decisions, and manage conflict in a way that differs from how you do it.

*We all have goals we hope to attain and results we wish to achieve.*

However, different interpersonal priorities influence how we go about accomplishing these ends.
# Style Inventory 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>Verbal</td>
<td>Patient</td>
<td>Diplomatic</td>
</tr>
<tr>
<td>Decisive</td>
<td>Motivating</td>
<td>Loyal</td>
<td>Accurate</td>
</tr>
<tr>
<td>A problem solver</td>
<td>Enthusiastic</td>
<td>Sympathetic</td>
<td>Conscientious</td>
</tr>
<tr>
<td>Direct</td>
<td>Gregarious</td>
<td>A team person</td>
<td>A fact finder</td>
</tr>
<tr>
<td>Assertive</td>
<td>Convincing</td>
<td>Relaxed</td>
<td>Systematic</td>
</tr>
<tr>
<td>Demanding</td>
<td>Emotional</td>
<td>Mature</td>
<td>Logical</td>
</tr>
<tr>
<td>A risk taker</td>
<td>Impulsive</td>
<td>Organized</td>
<td>Conventional</td>
</tr>
<tr>
<td>Forceful</td>
<td>Generous</td>
<td>Questioning</td>
<td>Analytical</td>
</tr>
<tr>
<td>Adventurous</td>
<td>Influential</td>
<td>Supportive</td>
<td>Sensitive</td>
</tr>
<tr>
<td>Competitive</td>
<td>Charming</td>
<td>Stable</td>
<td>Controlled</td>
</tr>
<tr>
<td>Self-reliant</td>
<td>Confident</td>
<td>Considerate</td>
<td>Orderly</td>
</tr>
<tr>
<td>Independent</td>
<td>Inspiring</td>
<td>Empathetic</td>
<td>Precise</td>
</tr>
<tr>
<td>Determined</td>
<td>Dramatic</td>
<td>Persevering</td>
<td>Disciplined</td>
</tr>
<tr>
<td>An agitator</td>
<td>Optimistic</td>
<td>Trusting</td>
<td>Deliberate</td>
</tr>
<tr>
<td>Results oriented</td>
<td>Animated</td>
<td>Congenial</td>
<td>Cautious</td>
</tr>
<tr>
<td><strong>HIGH WANTS</strong></td>
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<td><strong>HIGH WANTS</strong></td>
</tr>
<tr>
<td>Challenges</td>
<td>Social recognition</td>
<td>Guarantees</td>
<td>High standards</td>
</tr>
<tr>
<td>Authority</td>
<td>Freedom from details</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>
<tr>
<td>Freedom from controls</td>
<td>Provide service</td>
<td>Quality control</td>
<td>Traditional procedures</td>
</tr>
<tr>
<td>Options</td>
<td>Group activities</td>
<td>Specialization</td>
<td></td>
</tr>
</tbody>
</table>
The DRIVER STYLE: Task Specialist

**The Doer**

- Strong willed
- Independent
- Practical
- Decisive
- Efficient

**LISTENING**

- Tends to be perceived as
- + Growth Action
- - Stress Reaction

- Pushy
- Severe
- Tough
- Dominating
- Harsh

**AUTOCRATIC POWER**

**Behaviors**

<table>
<thead>
<tr>
<th>Verbal/Vocal</th>
<th>Non-Verbal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faster</td>
<td>Points at others</td>
</tr>
<tr>
<td>More statements</td>
<td>Leans forward to make point</td>
</tr>
<tr>
<td>Louder</td>
<td>Direct eye contact</td>
</tr>
<tr>
<td>Monotone</td>
<td>Closed hands</td>
</tr>
<tr>
<td>Focuses on task</td>
<td>Rigid posture</td>
</tr>
<tr>
<td>Uses facts/data</td>
<td>Controlled facial expression</td>
</tr>
</tbody>
</table>

**Recognized By**

- Swift reaction time
- Maximum effort to control
- Minimum concern for caution in relationships
- Present time frame
- Direct action
- Tendency to reject inaction
- Need for control/results/achievement
The EXPRESSIVE STYLE: Social Recognition Specialist

The Intuitor

CHECKING

Ambitious
Stimulating
Enthusiastic
Dramatic
Friendly

Manipulative
Excitable
Undisciplined
Reacting
Egotistical

PERSONAL ATTACK

Verbal/Vocal
- Faster
- More statements
- Louder
- Vocal inflection
- Focuses on people
- Uses opinions/stories

Non-Verbal
- Points at others
- Leans forward to make point
- Direct eye contact
- Open palms
- Casual posture
- Animated expression

Recognized By

- Rapid reaction time
- Maximum effort to involve
- Minimum concern for routine
- Future time frame
- Impulsive action
- Tendency to reject isolation
- Need for excitement/personal approach/acceptance
The AMIABLE STYLE: Relationship Specialist

The Feeler

Supportive
Respectful
Willing
Dependable
Agreeable

INITIATION

Conforming
Unsure
Pliable
Dependent
Awkward

COMPLIANCE

Verbal/Vocal
Slower
Fewer statements
Softer
Vocal inflection
Focuses on people
Uses opinions/stories

Non-Verbal
Hands relaxed or cupped
Leans back while talking
Indirect eye contact
Open palms
Casual posture
Animated expression

Behaviors

Recognized By

Unhurried reaction time
Maximum effort to relate
Minimum concern for effecting change
Present time frame
Supportive action
Tendency to reject conflict
Need for cooperation/personal security/acceptance
The ANALYTIC STYLE: Technical Specialist

The Analyzer

Industrious
Persistent
Serious
Exacting
Orderly

Critical
Indecisive
Stuffy
Picky
Moralistic

DECLARATION

Tends to be perceived as

AVOIDANCE

Behaviors

Verbal/Vocal
Slower
Fewer statements
Softer
Monotone
Focuses on task
Uses facts/data

Non-Verbal
Hands relaxed or cupped
Leans back while talking
Indirect eye contact
Closed hands
Rigid posture
Controlled facial expression

Recognized By

Slow reaction time
Maximum effort to organize
Minimum concern for relationships
Historical time frame
Cautious action
Tendency to reject involvement
Need for accuracy/being right/achievement