***Learn Your Communication Style to Get What You Want!  
  
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**ComINDEX Profile**

On the reverse side of this page is a series of statements that describe human behavior. Based upon how you describe your preferred way of behaving in each of the 18 statements, you will be able to determine your preferred communication style.

For each pair of statements, distribute three (3) points between A and B. Think about how you see yourself behaving. Assign more points to the statement that is more representative of your behavior most of the time.

It is important that you complete each of the 18 pairs of statements.

**KEY**

If A is very characteristic of you and B is very uncharacteristic, write 3 next to A and 0 next to B.

If A is more characteristic of you than B, write 2 next to A and 1 next to B.

If B is more characteristic of you than A, write 2 next to B and 1 next to A.

If B is very characteristic of you and A is very uncharacteristic, write 3 next to B and 0 next to A.

**The numbers you assign each pair must add up to 3.**

Example: If A is more characteristic of you than B, you would score your response as follows:

1 A \_\_2\_ You are usually open to getting to know people personally and establishing relationships with them.

1 B \_\_1\_ You are usually not open to getting to know people personally and establishing relationships with them.

**ComINDEX Profile: Self-Assessment**

1A\_\_\_\_ You are usually open to getting to know people personally and establishing relationships with them.

1B\_\_\_\_ You are usually not open to getting to know people personally and establishing relationships with them.

2A\_\_\_\_ You usually react slowly and deliberately.

2B\_\_\_\_ You usually react quickly and spontaneously.

3A\_\_\_\_ You are usually guarded about other people’s use of your time.

3B\_\_\_\_ You are usually open to other people’s use of your time.

4A\_\_\_\_ You usually introduce yourself at social gatherings.

4B\_\_\_\_ You usually wait for others to introduce you at social gatherings.

5A\_\_\_\_ You usually focus the conversation on the interests of others, even if this means that the conversations stray from the business or subject at hand.

5B\_\_\_\_ You usually focus the conversation on the tasks, issues, business, or subject at hand.

6A\_\_\_\_ You are usually not assertive, and prefer a slower pace.

6B\_\_\_\_ You are usually assertive, and at times can be impatient with the slow pace of others.

7A\_\_\_\_ You usually make decisions based on facts.

7B\_\_\_\_ You usually make decisions based on feelings, experiences, or relationships.

8A\_\_\_\_ You usually contribute frequently in group conversations.

8B\_\_\_\_ You usually contribute infrequently in group conversations.

9A\_\_\_\_ You usually prefer to work with and through others, providing support when possible.

9B\_\_\_\_ You usually prefer to work independently or dictate how others will be involved.

10A\_\_\_\_ You usually ask questions or speak more tentatively and indirectly.

10B\_\_\_\_ You usually make emphatic statements or directly express opinions.

11A\_\_\_\_ You usually focus primarily on the idea, concept, or results.

11B\_\_\_\_ You usually focus primarily on the person, interactions, and feelings.

12A\_\_\_\_ You usually use gestures, facial expressions, and voice intonations to emphasize points.

12B\_\_\_\_ You usually do not use gestures, facial expressions, and voice intonations to emphasize points.

13A\_\_\_\_ You usually accept others’ point of view (ideas, feelings, and concerns).

13B\_\_\_\_ You usually do not accept others’ point of view (ideas, feelings, and concerns).

14A\_\_\_\_ You usually respond to risk and change in a cautious or predictable manner.

14B\_\_\_\_ You usually respond to risk and change in a dynamic and unpredictable manner.

15A\_\_\_\_ You usually prefer to keep personal feelings and thoughts private, sharing only when comfortable.

15B\_\_\_\_ You usually find it natural and easy to share and discuss personal feelings and thoughts.

16A\_\_\_\_ You usually seek out new and different situations and experiences.

16B\_\_\_\_ You usually choose known or similar situations and experiences.

17A\_\_\_\_ You usually are responsive to other’s agendas, interests, and concerns.

17B\_\_\_\_ You usually are directed toward personal agendas, interests, and concerns.

18A\_\_\_\_ You usually respond to conflict slowly and indirectly.

18B\_\_\_\_ You usually respond to conflict quickly and directly.

**ComINDEX Profile: Scoring Matrix**

Transfer your scores from each of the statements on the Assessment Profile to the Matrix below. Be careful to notice that sometimes the A response appears first and at other times the B response appears firs. When you have finished, total each column.

|  |  |  |  |
| --- | --- | --- | --- |
| **O** | **S** | **D** | **I** |
| 1A | 1B | 2B | 2A |
| 3B | 3A | 4A | 4B |
| 5A | 5B | 6B | 6A |
| 7B | 7A | 8A | 8B |
| 9A | 9B | 10B | 10A |
| 11B | 11A | 12A | 12B |
| 13A | 13B | 14B | 14A |
| 15B | 15A | 16A | 16B |
| 17A | 17B | 18B | 18A |
| **O**  **Total** | **S**  **Total** | **D**  **Total** | **I**  **Total** |

Compare the **O** and **S** scores. Write the higher score in the blank below and circle the corresponding letter.

\_\_\_\_\_ **O S**

Compare the **D** and **I** scores. Write the higher score in the blank below and circle the corresponding letter.

\_\_\_\_\_ **D I**

**The Four Style Quadrants**

After you have completed the Scoring Matrix, plot your score on the Grid below.

**O**

27

**D**

**Driver**

**I**

**Analytical** 20

**Expressive**

20 27

**Amiable** 20

27 20 14

27

**S**

**O** Open

**S** Self-Contained

**I** Indirect

**D** Direct

**Getting to Know the**

**Amiable/Relator**

**Ask Assertive – High Responsive**

Amiable/Relators are perceived to be open, unassuming people who express their feelings easily and openly. They are ware, supportive people who are willing to take the time to listen. Amiable/Relators thrive in a caring, supportive environment built on trust and understanding. Because Amiable/Relators tend to interpret everything on a personal basis, they look for personal motives in the actions and behaviors of others.

People find Amiable/Relators easy to get along with because they are easy going, tolerant of others and very supportive. Amiable/Relators use an indirect approach when communicating with others, will ask many questions and offer many qualifying statements. Amiable/Relators generally security by belonging to groups.

Amiable/Relators accomplish goals by establishing strong personal ties and will place more importance on people than the task at hand. On teams and in work groups, Amiable/Relators will take the time to actively seek support and feedback from colleagues using understanding, consensus, and respect rather than power and authority to gain involvement. Amiable/Relators are slow and deliberate and avoid risks and quick decisions. In making decisions, they rely on personal opinions and want assurances that risks are minimized before committing. Security is a most important need for the Amiable.

Undisciplined in their use of time, Amiable/Relators prefer to take time to share personal things and feelings and often find it difficult to get down to work. In fact, Amiable/Relators work best without deadlines, pressure, or stress. Amiable/Relators are seen as cooperative, patient, and empathetic.

**Amiable/Relators have the following strengths:**

* a natural ability for coaching, counseling, and helping others
* willingness to provide encouragement and recognition for the accomplishments of others
* loyalty and dedication to their peers, superiors, and the organization
* a strong sense of trust and confidence in others
* a good team player who is helpful, dependable, and agreeable

**In addition to these qualities, there are some Amiable characteristics that may cause discomfort in people with other styles:**

* a low key, unassuming person may be perceived as weak or unwilling to take a stand
* sharing personal feelings can give the impression of being too sentimental or even emotional
* being supportive and avoiding conflict often is seen as compliance
* establishing and nurturing relationships can be interpreted as not being serious about completing a task
* because Amiable/Relators seek the security of a group and ask questions rather than state their beliefs, they are perceived as insecure, retiring, and compliant
* reluctance to take the initiative and act may irritate other styles who use a faster approach

As managers, the Amiable/Relators’ strength lies in their supportive, encouraging behavior. An Amiable manager can be very helpful where continued good staff relationships are important. However, when problems related to productivity, cycle time, or quality are concerned, they may be seen as weak, passive, and easygoing.

Amiable/Relators will find job satisfaction and happiness in human resources and the helping professions where they can be helpful through their relationships with people. Amiable/Relators make good teachers, social workers, and nurses and will look for warm, friendly organizations where teamwork and cooperation are important. Amiable/Relators like warm approachable superiors who are willing to discuss personal and professional matters.

**Getting to Know the**

**Expressive/Socializer**

MCj02318520000[1]**Tell Assertive – High Responsive**

Expressive/Socializers are perceived to be informal, open impulsive, talkative, dramatic, permissive, and easygoing. They tend to speak and behave in ways that display feelings and emotions, and work hard at maintaining interpersonal relationships as a way of gaining acceptance. Expressive/Socializers are warm, approachable, and will involve other people as followers of their dreams and ideas. By nature, people with the Expressive style are competitive, and view power and politics as tools to involve others in their efforts. However, because the Expressive will not spend a great deal of time nurturing these relationships, they are often perceived as being superficial and brief.

Expressive/Socializers prefer to generate ideas and explore new things. They are champions of change and prefer to look to the future rather than settle for things as they are. Creative by nature, Expressive/Socializers are often inspirational and motivational leaders. However, because they are future-oriented, they are easily bored with details and the mundane.

Expressive/Socializers accomplish goals through other people, act quickly, and appear to be undisciplined in their use of time. The Expressive is a natural risk taker, and makes decisions based upon intuition, personal opinions, and testimonials. Because of this tendency, Expressive/Socializers often ignore important facts when making decisions.

Expressive/Socializers move rapidly and are constantly in need of opportunities to try new things. Personal recognition and social acceptance are priorities for the Expressive.

**Expressive/Socializers have the following strengths:**

* creativity
* the ability to get people to work together and to interact
* the ability to inspire and motivate others toward the achievement of goals and objectives
* persuasive
* leadership
* optimism
* fun-loving

**In addition to these qualities, there are some Expressive characteristics that may cause discomfort in people with other styles:**

* an excitable and futuristic person may be perceived as an unrealistic dreamer
* because of their haste, they may be perceived as impulsive, shallow, easily bored, and manipulative
* making decisions quickly, based upon opinion, intuition and the absence of facts causes Expressive/Socializers to be mistake prone
* moving quickly without detailed plans can cause stress in other styles who are less comfortable with risk and failure
* the emotion and competitiveness of the Expressive can cause them to be perceived as short tempered hotheads who won’t play if they don’t get their way
* sometimes more interested in approval than achievement
* because they take offense easily and are emotionally vulnerable, they can be perceived as thin-skinned

As managers, their strength lies in their ability to motivate, inspire, and win the support and involvement of others. Subordinates will appreciate their cheerful, easy manner, and sense of humor. Their creativity, quick pace, and willingness to try new things will keep work interesting and even fun.

But Expressives’ management style can also be perceived as self-serving and irresponsible with time, energy, and resources. Because Expressive/Socializers rely on intuition and opinion in their decision making process, they are error prone and this can cause credibility problems and a lack of confidence in their leadership abilities.

Expressive/Socializers will tend towards occupations that rely on social skills to gain recognition, attention, and credibility. They do well in sales, public relations, entertainment, the arts, advertising, teaching, and coaching. The person with an Expressive style will be most comfortable in fast-paced organizations where creativity is important and where they have the freedom to chart their own course. On the other hand, they will likely avoid heavily bureaucratic, slow-paced organizations characterized by rules, procedures, and a “business as usual” attitude. Expressive/Socializers prefer freedom, change, and high visibility. Their greatest reward will be personal recognition and not necessarily accomplishment.

**Getting to Know the**

**Analytical/Thinker**

MCj02336160000[1]

**Ask Assertive – Low Responsive**

Analytical/Thinkers are perceived to be deliberate, thorough, and logical. Because they are task oriented and prefer to work alone, they are often perceived as being distant and even cold. Analytical/Thinkers will be more comfortable when interpersonal relationships are minimal, preferring to avoid personal experiences and feelings all together. Although people and strong friendships are important, because of the priority they place on facts and logic, they are often perceived as being reserved and impersonal.

Analytical/Thinkers use an indirect approach when communicating, ask pointed questions, and are good listeners. When given the freedom to work at their own pace and to organize their own work, they are most productive and will be perceived as cooperative. Analytical/Thinkers use time deliberately and prefer to work according to detailed schedules.

Because Analytical/Thinkers want to avoid making mistake and failing, they rely heavily on facts, logic, and consistency. They will require proof based on verifiable information. Because they are deliberate, careful, and precise, they possess excellent problem-solving skills. However, they are very slow to make decision. In making decision, Analytical/Thinkers avoid personal opinions and speculations, and depend upon facts and logic. Once a decision has been made, they expect everybody to live by it and that it will be lasting.

**Analytical/Thinkers have the following strengths:**

* a natural ability to focus on facts and logic
* excellent problem-solving skills
* persistence to tackle complex tasks in a systematic and precise manner
* well organized
* helpful, dependable, and agreeable
* ask thoughtful, pointed questions

**In addition to these strengths, there are some Analytical style characteristics that may cause discomfort in people with other styles:**

* a quiet, unemotional, task oriented person can be perceived as being cold and impersonal and sometimes negative
* a deliberate and methodical approach to decision making can be viewed as being indecisive and plodding
* low responsive behaviors can cause others to think that they do not have feelings and are unemotional
* the need to be right and principled can be perceived as self-righteous, rigid, and finicky

As managers, their strength lies in their ability to plan, organize, and schedule. Subordinates will appreciate their consistency and fairness. Analytical/Thinkers can be very helpful when subordinates need accurate information, and a steady, secure, and predictable work environment. However, when stress is high and decisions must be made quickly they can be indecisive, ineffective, and even obstructive.

Analytical/Thinkers will tend toward professions such as architecture, engineering, law, accounting, and science. They will be most comfortable in organizations that rely heavily on data collection, analysis, problem-solving, and planning. On the other hand they will likely avoid fast-paced, entrepreneurial organizations characterized by constant change, high stress, and flamboyance.

Analytical/Thinkers will appreciate hierarchy, structure and rules in an organization an appreciate superiors who act in a predictable, business-like, and logical manner. Their greatest reward is to have their work acknowledged and respected.

MCj02908400000[1]**Getting to Know the**

**Driver/Director**

**Tell Assertive – Low Responsive**

Driver/Directors are perceived as straightforward, quick to act, opportunistic and forceful. They accomplish their goals by taking charge and remaining persistent. Driver/Directors prefer an environment that allows them to formulate plans and carry them out without delay or interference. People with the Driver style like to make things happen, are not afraid to take risks, and enjoy the challenge of getting difficult things done.

People find Driver/Directors to be task oriented, independent, disciplined, and organized. But because they are more concerned with getting results, they are often perceived as cold, uncommunicative, independent, and highly competitive. Driver/Directors expect everyone to adhere to schedules and to follow through on commitments.

Driver/Directors tend to focus on the here and now, have little time for the future, are quick, efficient, and often impatient with slower moving colleagues. Because of their driving nature to get things done in a hurry, they can be prone to mistakes and will actually waste time when work must be redone. Their decision making style is quick, controlling, and independent, relying on fact and logic rather than opinion and intuition. Driver/Directors look for and exercise power and authority more than other styles. Driver/Directors like to be given options, and dislike being influenced or lobbied about which choice is better.

**Driver/Directors have the following strengths:**

* quick responses, ability to take charge, in control approach, action oriented
* a focus on getting things started and completed on time, goal oriented
* self-reliant
* work quickly
* excellent administrative skills, willingness to take responsibility
* business-like, tough, thick-skinned approach to dealing with difficult situations

**In addition to these qualities, there are some Driver characteristics that may cause discomfort in people with other styles:**

* quick paced, forceful, and task oriented person can be perceived by others as “task masters” who are more interested in results than people
* the strong need to get things done quickly, displaying assertive behaviors, and a highly competitive nature can create relationship problems
* failure to give credit where credit is due
* impatience and quick makes it difficult to hear and respond to input from others
* appear more interested in achievement than people
* the need to have it their own way makes them inflexible
* because they place such a priority on work, they easily become workaholics to the detriment of social and family relationships
* their firmness of conviction and forcefulness can cause others to see them as overbearing, pushy, and domineering.

As managers, their strength lies in their ability to take charge, make tough decisions, and get the job done. Their quick pace, strong administrative skills and persistence will be appreciated in difficult, complex or complicated situations.

On the negative side, the Drivers’ management style can be perceived as authoritarian, closed and impersonal. Teamwork, open communication, and morale can often suffer causing problems with quality and productivity. Subordinates can become disgruntled because they receive little encouragement or recognition for their efforts.

Driver/Directors will often be found in positions of authority and control. Because of the administrative skills and take charge approach. Driver/Directors do well in production work, management, and politics. They are most comfortable in fast-paced organizations that provide freedom and independence, expect results and reward competence. On the other hand, Driver/Directors will be uncomfortable in organizations that are rigid and bureaucratic. They can do well in people or service organizations where there is need of their strong administrative skills. Their greatest reward is winning, and receiving recognition for being the best.

**Communication Style Summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Amiable** | **Analytical** | **Driver** | **Expressive** |
| **Governing**  **Value:** | Appreciate me | Order and  Reason | Get it done | Notice me |
| **Build credibility by being:** | Agreeable  (do not patronize) | Accurate | Efficient | Stimulating |
| **Provide a climate that:** | Suggests and nurtures | Gives sufficient time to analyze data | Permits autonomy | Encourages creativity and freedom |
| **To get consideration support their:** | Relationships and feelings | Principles and thinking | Conclusions and actions | Dreams and intuitions |
| **Wants to save:** | Relationships | Credibility | Time | Effort |
| **Question to answer:** | Why | How | What | Who |
| **To get buy in provide:** | Guarantees and assurances | Data and future assurances | Probabilities and alternatives | Inducements and endorsements |
| **Backup style:** | Acquiesce | Avoid | Autocratic | Attack |
| **Major area for improvement:** | Initiative | Decide quickly | Listen carefully | Examine carefully |
| **Strength:** | Support | Technical | Direct | Relate |
| **Weakness:** | Not following through | Analysis paralysis | Not listening | Not being organized |
| **Managerial style:** | Supportive of staff relationships | Planning, organizing and scheduling | Take charge and get it done | Motivational  and  involvement |

