Interpersonal Style

The Essentials

Workbook

Achieving Your Goals While Helping Others
To Achieve Theirs

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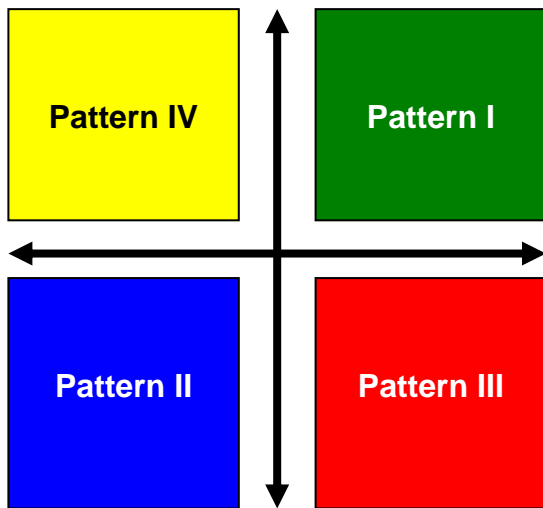Cook Consulting & The Interview Doctor
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Date:

Style Patterns: The Essentials

Workbook

Behavior Patterns

Pattern IV	Pattern I
Pattern II	Pattern III

Contents

Goals

- Recognize the style differences of others

- Understand your own style and its impact on others

- Learn techniques to better meet other's business and work expectations

Behavior is Predictable

The interpersonal style model hinges on the fact that behavior is predictable. We develop habitual ways of dealing with our environment, and our actions are reinforced through practice as we seek to satisfy our needs in life. Over time, these behaviors turn into observable patterns, particularly in terms of our efforts to assert ourselves in relationships and to express emotions. Since we behave habitually, we are predictable.

These behavior patterns are depicted in the interpersonal style model below.
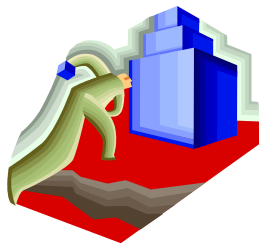
Behavior Patterns I-IV

Analytic IV

Driving I

Amiable II

Expressive III

The concept of interpersonal style is built on the belief that people can learn to improve their relationships to the benefit of themselves and others.

This overview booklet is designed for use with the Interpersonal Style Profile, a personal feedback instrument that provides an accurate picture of how a person is perceived by others based on two dimensions of behavior; dominance and sociability.

An awareness of one's interpersonal style along with guidance on how to apply relationship-building applications can help a person improve his or her effectiveness in a variety of situations.

Nonverbal Communication

When you observe another person's style, you need to consider their nonverbal behavior.

- Body language
- Use of space
- Voice intonation

Becoming a Better Observer

Much has been written about the meaning of nonverbal communication, yet no dictionary exists. We usually translate these silent messages based on instinct, experience and perhaps a little knowledge. A surprising amount of our interpersonal communication is nonverbal. Experts tell us that it can be as high as 83%.

Understanding the importance of nonverbal communication as it relates to interpersonal style is essential if you are to put the model to work.

Dominance

Dominance Scale

Definition: A measurement of a person's inclination to be forceful, dominant, or assertive in relationships. High scores indicate a tendency to direct be direct, outgoing, and vigorous in one's actions. Low scores indicate a tendency to ask questions, process ideas, and defer to others.

	(D)	(C)	(B)	(A)	
Tendency to yield	LOW			HIGH	Tendency to dominate

- Leans back
- Cooperative stance
- Gives up space
- Unassuming speech
- Speaks slowly

- Leans forward
- Competitive stance
- Acquires space
- Raises voice for emphasis
- Speaks rapidly

Each quartile represents 25% of the population.

Sociability

Sociability Scale

Definition: A measurement of a person's inclination to show emotions and feelings in relationships. High scores indicate a pro-social and communal orientation toward others. Low scores indicate a tendency to be reserved, cautious, and formal in relationships.

	(1)	(2)	(3)	(4)	
Socially Reserved	LOW			HIGH	Socially Outgoing
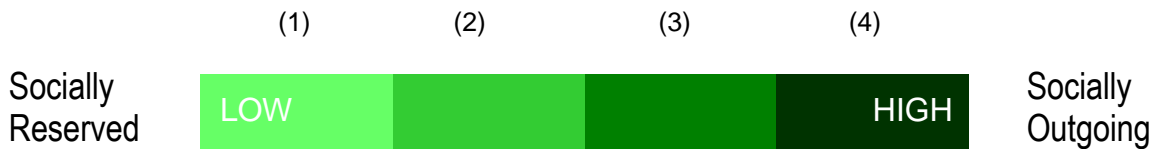
- Actions restrained
- Limited body motion
- Limited facial expression
- Formal, ordered
- Little voice inflection

- Actions open
- Animated flowing gestures
- Unlimited facial expressions
- Casual use of space
- Many voice inflections

Each quartile represents 25% of the population.

Attributes of Successful Communicators

Effective communicators are versatile and adaptive. They can draw on an extensive repertoire of behaviors in order to meet the needs of others, but more importantly they show empathy in their daily interactions. They realize that the same behavior does not work equally well with everyone, and they adapt their behavior accordingly.

1. Learn about people's needs and preferences.
2. Work on the attitude and skills of empathy—people's concerns, hopes, dreams, and motivations.
3. Build a genuine rapport by adapting their style to meet the expectations of others.
4. Remember that trust is reciprocal.
5. Ask for feedback (informal and formal) about their effectiveness in managing relationships.
6. Open up to others in a genuine way.
7. Communicate with candor and sincerity.
8. Act as a role model for understanding and accepting others' styles.
9. Seek first to understand before being understood.
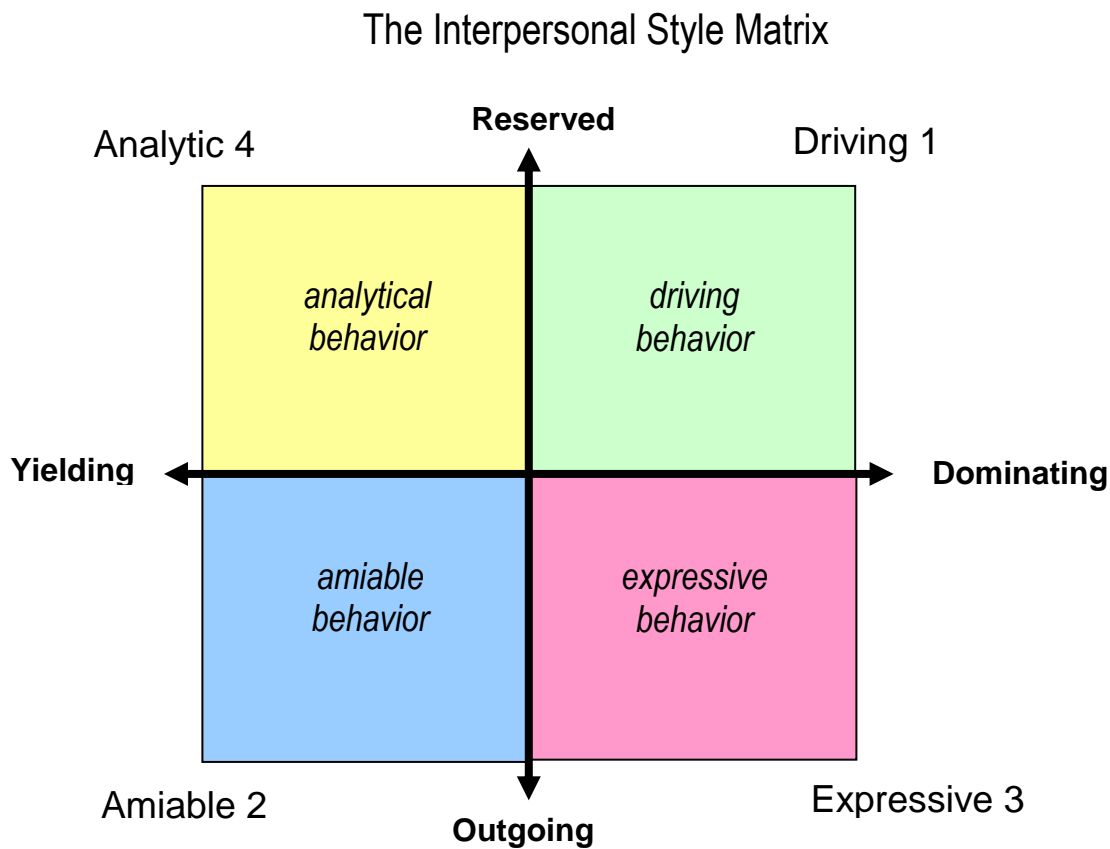10. Show respect in daily interactions

The Model

When the two dimensions are combined, they form a matrix depicting four distinct behavior patterns commonly known as interpersonal styles.

The Interpersonal Style Matrix

Analytic 4	**Reserved** **Driving 1**

Yielding ← → Dominating

analytical behavior | driving behavior
amiable behavior | expressive behavior

Amiable 2   **Outgoing**   Expressive 3

Important Things to Keep in Mind about Interpersonal Styles

- *Everyone has some elements of all four Interpersonal Styles.*

  A person's Interpersonal Style describes the most evident observable behavior patterns; their predominant Comfort Zone.

- *There is no right or wrong place to be.*

  People of each style quadrant are simply different, not better or worse. Each style has both strengths and challenges. By understanding Interpersonal Style, we can each leverage our style strengths and improve on our style challenges. We can learn to be more "likeable"

The 16 Quadrant Matrix

Sub-Quadrants

Everyone has some elements of all four Interpersonal Styles. As a result, it can be helpful to further divide each Interpersonal Style Pattern into sub-quadrants.

D1	C1	B1	A1
Deliberative-analytical	Analyzer-tactician	Organizer-operator	Directive-driver
D2	**C2**	**B2**	**A2**
Designer-organizer	Initiator-implementer	Administrator-supervisor	Strategist-producer
D3	**C3**	**B3**	**A3**
Supporter-clarifier	Relater-manager	Explorer Developer	Motivator-doer
D4	**C4**	**B4**	**A4**
Counseling-amiable	Facilitator-protector	Mentor-facilitator	Imaginer-expressive

Managing Relationships

Relationship Tension

Tension is a force that helps shape our behavior patterns—our interpersonal style. It helps define the behavioral map that guides us along in the world as we adopt actions that meet our needs. This is the positive contribution of tension. But too much tension can produce negative results in our interactions, particularly when our needs are not met.

- Tension is a feeling we experience when a need is not met.
- Tension is something we do to ourselves.
- Tension can be managed.

Comfort

The Comfort Zone Continuum
Defines relationship stress or tension as perceived by others in interpersonal interactions. Remain emotionally steady under stress.

Stress	Low			High	Comfort

Emo

- Rigid
- Resists change
- Stubborn
- Impatient
- Over reactive
- Tense

- Negotiable
- Adaptable
- Open-minded
- Patient
- Purposeful
- Calm

Managing Relationships

Applying Structure – Orderliness Scale

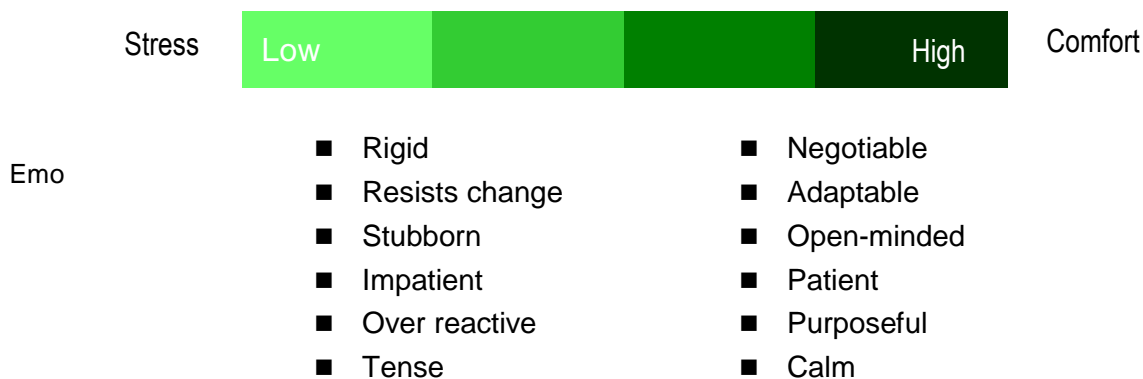Demonstrating and applying structure to relationships is a characteristic that helps shape our behavior patterns—our interpersonal style. It helps define the behavioral map that guides us along in the world as we adopt actions that meet our needs. This is the positive contribution of structure. Others respond to the structure we apply to our relationship with them based on their need, or lack of need, for structure. They endorse or don't endorse the level of structure we apply to the relationship as indicated in their comfort ratings.

- Structure is applied based on our personal need for it.
- Structure can be applied based on our perceived need for others.
- The level of application of structure can be managed.

Orderliness

The Orderliness Scale
Measures the endorsement level of structure applied to a relationship as perceived by others in interpersonal interactions.
Varies based on the perception of others.

Low Orderliness	Low	High	High Orderliness

- Low self structure
- Low applied structure
- Random
- Appears disorganized
- Tough to pin down
- Appears haphazard

- High self structure
- High applied structure
- Organized
- Logical
- Process oriented
- Prioritizes

Characteristics of Driving I Styles
- Quick to act
- Decisive
- Likes challenges
- Deal with difficult issues quickly
- Make things happen

Basic Need: Achievement
Growth Action: Listen

Snapshot
Often referred to as, driving behavior, this style combines high dominance and low sociability. They get results through assertive and controlled behavior. Action oriented, they are competitive and resourceful. They prefer to deal with immediately relevant issues and excel at defining goals along with a plan to reach them.

Their behavior is perceived as direct, forceful, competitive, fast-paced and results-focused. This style prefers a challenging work environment in which they can define the structure and orchestrate the results. They do not hesitate to make tough decisions, even if contrary to the desires of others.

Strengths	Challenges
Results Oriented	Poor listener
Forceful	Insensitive
Like challenges	Unyielding

Strategies for Working with this Style

Plan actions that are . . .

- Clear, specific, brief
- Businesslike, results oriented
- Specific when asking questions
- Organized with alternatives, options and choices
- Presented with facts about probabilities
- With support for their conclusions and actions
- Ready to stress results

Avoid actions that are . . .

- Vague, time wasting
- Personal, informal, casual
- Pretentious, irrelevant
- Conclusive or arbitrary
- Careless with facts and forecasts
- Direct or forceful
- Personalizing the decision

Characteristics of Amiable II Styles
- Supportive
- Good listeners
- Ask questions
- Share personal feelings and emotions
- Team players

Basic Need: Security
Growth Action: Initiate

Snapshot

Often referred to as amiable behavior, this style combines low dominance and high sociability. They readily show their feelings and are not particularly aggressive. Relationship-oriented, these styles tend to be supportive and seek cooperation through teamwork. As team leaders, they recognize and encourage active participation. Relationship building is a major strength.

Their behavior is perceived as friendly, unassuming, and supportive. They are seen, as warm individuals who tend to give and receive trust easily. They place a high value on maintaining positive relationships in a harmonious manner.

Strengths	Challenges
Good listener	Too trusting
Sensitive to others	Not able to confront
Team player	Too easy-going

Strategies for Working with this Style

Plan actions that are . . .

- Candid, open, patient
- Showing personal interest
- Patient, responsive to their ideas
- Supporting teamwork and harmony
- Having a well defined idea but negotiable
- Supporting win/win relationships
- Ready to provide "fail-safe" plan

Avoid actions that are . . .

- Loosely organized, unstructured
- Informal, too casual
- Too general about your plan
- Vague about what is expected of each party
- Leaving loose ends; poor follow-through
- Too reliant of others
- Unrealistic or aggressive about deadlines
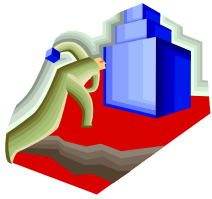
Characteristics of Expressive III Styles
- Quick paced
- Stimulating
- Prefer involvement
- Take risks
- Persuasive

Basic Need: Recognition
Growth Action: Check

Snapshot

Often referred to as expressive behavior, this style combines high dominance with high sociability. They express strong feelings about their goals. They often rely on their intuition to guide their actions, engaging and inspiring others to follow along. With a future orientation, they are able to show others the big picture. They are persuasive competitors.

Typically vigorous, outspoken, and resourceful, Pattern III styles emphasize interaction and involvement with others when working toward a goal. Leadership is premised on influence and persuasion rather than control.

Strengths	Challenges
■ Persuasive	■ Impulsive
■ Instinctive	■ Too general
■ Enthusiastic	■ Careless

Strategies for Working with this Style

Plan actions that are . . .

- Supporting their ideas and concepts
- Stimulating, thought provoking
- Discussing other's successes
- Encouraging commitment to a plan
- Seeking their opinions and ideas about people
- Contributing ideas to a plan
- Offering incentives to take risks

Avoid actions that are . . .

- Arbitrary of directive
- Unyielding, too structured
- Too rigid about the plan
- Wasting time on formalities and protocol
- Emphasizing concepts too much
- Direct or forceful
- Sticking too tightly to a formal agenda

Characteristics of Analytic IV Styles

- Seeks facts and data
- Time disciplined
- Problem solving skills
- Conservative
- Practical

Basic Need: To be right
Growth Action: Declare

Snapshot

Often referred to as analytical behavior, this style Combining low sociability with low dominance. They are planners and organizers. Thinking oriented, they prefer to work alone or in a small group. Their decisions are based on critical thinking and a thorough examination of the facts. They are risk averse.

Thorough, logical and cautious are good descriptors of this style. Pattern IV styles are focused on quality. Leadership is premised on competence and know how rather than forcefulness and persuasion. They are characterized as businesslike and objective in dealing with others.

Strengths	Challenges
Thorough	Aloof
Critical thinker	Poor improviser
Detail oriented	Slow decision-maker

Strategies for Working with this Style

Plan actions that are . . .

- Well prepared, having an agenda
- Direct, orderly, patient
- Oriented toward specifics
- Doing what you say you will do
- Prepared with a schedule including action steps
- Amenable toward verifying the plan
- Having timeline with follow-up plan

Avoid actions that are . . .

- Loosely organized, unstructured
- Informal, casual
- Too general, informal plan
- Vague about what is expected of each party
- Leaving loose ends; no follow-through plan
- Too reliant on assumptions
- Unrealistic plan and deadline

Summary of Style Elements

Style	Pattern I	Pattern II	Pattern III	Pattern IV
Basic Orientation	Action	Relationships	Intuition	Thinking
Use of Time	Immediate	Present	Future	Historical
Relating to Others	Task first	Key priority	Likes an audience	Cautious actions
Tasks	Primary importance	Relationships most important	Must be exciting	Process takes priority
Decision-making	Quick, goal oriented	Slow, people oriented	Fast, intuition oriented	Slow, process oriented
Action planning questions	What?	Why?	Who?	How?
Maximum Effort toward others	Control	Relationships	Involvement	Process
First Priority	Achievement	Teamwork	Leadership	Planning
Source of Tension	*Inaction*	Conflict	Isolation	Involvement
Major Strength	Decisive	Supportive	Enthusiastic	Thorough
Major Weakness	Tends to be Insensitive to other's feelings	Tends to avoids confrontation	Tends to act impulsively	May be reluctant to improvise
Fallback Behavior	Autocratic	Acquiesce	Attack	Avoid

Teamwork

Every team has a common goal or mission along with structures and processes that make it function. The success of a team, however, depends on mutual cooperation and support. As you review the chart above, it should be apparent that the strength of one style may be the weakness of another. An awareness of each other's styles helps you to appreciate the potential of each individual and how he or she can not only contribute to the success of the team, but also make work much more fun!

Style Stretching

An awareness of your style along with skill at meeting the style needs of others will help you to improve your overall effectiveness.

If you are perceived as . . .	*Take actions to . . .*
Socially Reserved	■ Say what you feel. ■ Make personal remarks. ■ Devote more time to relationships. ■ Engage in small talk.
Socially Outgoing	■ Talk less. ■ Restrain enthusiasm/feelings. ■ Make decisions based on solid evidence. ■ Acknowledge opinions of others.
Less Dominant	■ Volunteer opinions and information. ■ Make points clearly. ■ Be willing to disagree. ■ Initiate conversations.
More Dominant	■ Listen without interrupting. ■ Talk less and ask for others' opinions more. ■ Adapt to time needs of others. ■ Allow others to take the lead.

The Versatile Relationship Manager

Interpersonal Style can be an important tool to improve your relationships. It can help you to create more productive relationships. You can learn to meet the leadership expectations of others more often by temporarily abandoning your style preferences, Comfort Zone, and moving into the other person's arena of expectations.

Interpersonal Style is an empathy tool. You can use it to better understand yourself and others, and to improve the quality and effectiveness of your relationships. When a person exhibits a behavior, Interpersonal Styles helps to avoid "making stuff up" since it is based on what we observe rather than our judgment.

Key Actions

Style	Question?	Support	Use of Time	Help Them Decide
Driving 1	What?	Conclusions and actions	Efficiently	Options with probabilities
Amiable 2	Why?	Teamwork and harmony	Agreeably	Assurances and support
Expressive 3	Who?	Ideas and concepts	Flexibly	Ideas and incentives
Analytic 4	How?	Principles and thinking	Accurately	Evidence with service

Style Identification Checklist
(Make copies of this page)

Person observed: _____

- For each of the 18 items below, circle the number or letter that best describes the person.
- Count the number of circles in each column of letters and numbers. Put the totals on the total line.
- Put an "X" in the square of the grid that represents the letter and number with the highest total count.
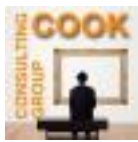
	D	C	B	A	
					1
					2
					3
					4

Dominance

accepting .... confronting
      D   C   B   A

reticent .... outspoken
      D   C   B   A

go along .... take charge
      D   C   B   A

compliant .... dominant
      D   C   B   A

non-assertive .... assertive
      D   C   B   A

deliberative .... decisive
      D   C   B   A

asks questions .... states ideas
      D   C   B   A

slow-paced .... fast-paced
      D   C   B   A

cooperative .... competitive
      D   C   B   A

Total   ___   ___   ___   ___
        D   C   B   A

Sociability

rigid .... flexible
      1   2   3   4

calm .... excitable
      1   2   3   4

serious .... fun-loving
      1   2   3   4

cold .... warm
      1   2   3   4

formal .... informal
      1   2   3   4

reserved .... sociable
      1   2   3   4

guarded .... open
      1   2   3   4

little movement .... frequent movement
      1   2   3   4

controlled .... animated
      1   2   3   4

Total   ___   ___   ___   ___
        1   2   3   4

D	C	B	A	
Exacting, orderly, precise Relies on facts and logic. Explores all avenues before making a decision. Preferred leadership style based on competence rather than force. Completes projects in a focused manner. In stressful situations may avoid people involvement.	**Reserved, conservative, orderly** Prefers a situation that calls for independent analysis or expertise. Tends to lead by example. Enjoys a leadership role in which know-how and technical expertise are important. Will strive for a logical solution.	**Controlling, task-oriented, formal** Strives for accuracy and dependability in performance. A situation that depends on technical expertise satisfies control needs. Leads by example rather than feelings. May down play the importance of relationships.	**Takes charge, competitive, task-oriented** Prefers to deal with immediately relevant issues. Defines goals with a means of reaching them. Values and rewards loyalty among team members. Achievement oriented. Under stress may become unyielding.	**1**
Moderate, restrained, methodical Works best alone and on clearly defined tasks. Good listener. Tends to influence through reason rather than power. May be reluctant to direct orders. May rely on expertise more than assertion to succeed.	**Task-oriented, cooperative, practical** Tends to depend on themselves to get the job done, but recognizes the need for cooperation and support. Will reach out to peers. Usually responds to feedback well. Resolves conflict by combining reasoning with diplomacy.	**Purposeful, business-like, moderate** Works best in a well-defined situation in which they determine the course to follow. Likes to be viewed as the authority figure, but prefers "win/win." May be seen as single-minded. Tends to rely on power and position.	**Straightforward, competitive, aggressive** Comfortable in directing others. Can influence by their personal force. Often perceived as single minded and too assertive. When a situation is consistent with their goals they will support a team effort. Praise is a motivator.	**2**
Unpretentious, friendly, consistent. Tends to be an effective listener and usually gains endorsement through good diplomatic skills. Prefers to motivate by example rather than authority. Tends to like well defined tasks. May be uncomfortable directing others.	**Efficient, cooperative, realistic** Tends to generate confidence and trust through persuasion rather than force. Can be direct and assertive to maintain support. Generally supportive and cooperative. Most effective in situations needing a moderate, conservative stance.	**Sociable, moderate, tactful** Usually concerned with the importance of relationships and are willing to listen to another person's point of view. Prone to influence through persuasion, but tries to balance the need to achieve the need for acceptance. May rely too heavily on persuasion to results.	**Outgoing, outspoken, stimulating** Competition and involvement are key. They are persuasive competitors. Will put forth a strong effort to achieve recognition and reward. Won't hesitate to express opinions strongly. May be overly aggressive in stressful situations.	**3**
Supportive, informal, cooperative Tends to have strong social drives. May depend on feelings more than fact or necessity when making decisions. Prefers to deal with present day issues. May be too trusting and accepting. May not be able to confront tough issues.	**Supportive, responsive, agreeable** Especially responsive to others' point of view. Generally thought of as a team player. May go with the consensus rather than take an independent stand. Relaxed with others and listens well. Responds well to constructive criticism.	**Enthusiastic, visionary, supportive** Sensitive to the importance of relationships. Can deal with a variety of views tactfully, particularly in a group setting. A team player. Skillful at getting consensus decisions. Responds well to input from others.	**Spontaneous, enthusiastic, futuristic** Tends to be strongly extroverted. Will emphasize interaction and involvement when working toward a goal. Often focuses on high visibility task directed at a future goal. Can elicit a strong response, particularly in stressful situations.	**4**

Personal Action Plan

Style Stretch Strategies

You can modify your style to meet the expectations of similar and different styles. Use the Style Identification Checklist to determine the style of the person with whom you would like to improve your relationship.

Place an "X" on the grid to mark his/her style.

Determine your style stretch objective by Placing an "M" next to the position that you would like to be on the matrix in order to be most effective with the other person.

Then respond to the following:

	D	C	B	A
1				
2				
3				
4				

Person's Name: _____

I will modify my tendency to be reserved/open. Place an "X" in one of the following:

☐ increase   ☐ decrease   ☐ no change

I will modify my tendency to dominate/yield. Place an "X" in one of the following:

☐ increase   ☐ decrease   ☐ no change

Self Management Strategies:

I plan to meet my relationship objectives with this person by stretching my style preferences as follows:

Support: _____

Use my time: _____

Encourage decisions: _____

Versatility Performance Goal

- Ask yourself whether you adjust your interpersonal style to fit the situation, or whether you expect the situation to fit your style.

- Gather feedback from trusted colleagues when your style is not working for you.

- Remember the law of the harvest; in a relationship you will reap what you sow.

- View sharing information as an opportunity rather than a burden.

- First seek to understand, then to be understood.

- Project confidence when you communicate.

- Avoid mixed signals; people tend to interpret the worst case possibility.

- Determine two or three behaviors that if adopted would result in improved performance.

- Thank people for constructive feedback and recognize how difficult it may be to provide.

- Be part of the solution, not part of the problem.

- Identify whether your organization has a preferred interpersonal style, and how that affects your own performance.

- Determine whether people expect you to interact in a certain way and how that may affect your relationship productivity.

- Sometimes you have to apply more of your preferences to help others achieve what they want to achieve. Be transparent about it and why you are doing it to create a win/win/win for everyone involved.

16 Quadrant Matrix – Other Links

MBTI, Disc, Insights, Wilson Learning, HRDQ Style

Pattern IV

Pattern I

analytical/**Analytical** INTJ	driving/**Analytical** ISTP	analytical/**Driver** ENTJ	driver/**Driver** ESTP

Cool Blue

DiSC "C"

Fiery Red

DiSC "D"

amiable/**Analytical** ISTJ	expressive/**Analytical** INFJ	amiable/**Driver** ESTJ	expressive/**Driver** ENFJ

analytical/**Amiable** INTP	driver/**Amiable** ISFP	analytical/**Expressive** ENTP	driver/**Expressive** ESFP

Earth Green

DiSC "S"

Sunshine Yellow

DiSC "I"

amiable/**Amiable** ISFJ	expressive/**Amiable** INFP	amiable/**Expressive** ESFJ	expressive/**Expressive** ENFP

Pattern II

Pattern III