

Relationship Styles

Working in harmony to accomplish more.

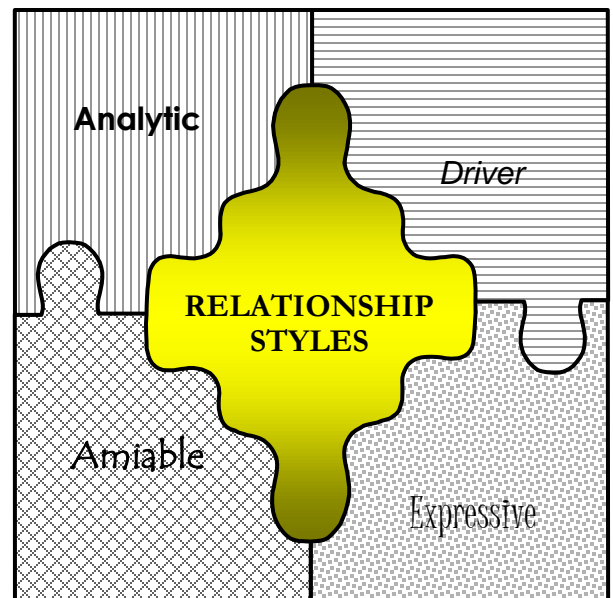
This module was developed by former ICA staff Jim Troxel and Karen Snyder when they were part of Millennia Consulting and shared this module also in their teaching duties at DePaul University

Every individual has a unique personality, a different style of interacting with others. And each style has value in team and one-to-one communications. People with similar styles will often communicate more easily with each other than people with dissimilar styles. But we don't work with people who are all like us. If we understand our own and others' behavioral patterns we can reduce tension and increase trust in all types of professional relationships.

This module focuses on how to use the concepts of "relationship styles" to adapt your own style to better communicate with others. Mastery of relationship styles will enhance interactions and will contribute immeasurably to your team's health and productivity.

Learning Objectives

- To become familiar with the four relationship styles.
- To identify your own relationship style.
- To learn how to flex your style in team settings.



Self-Inventory Exercise

Choose the statement in each pair that you think most accurately express how other people see you. If you want, ask a colleague to verify an answer. You are the final judge, however. Be sure to mark one statement from each of the pairs. Be sure to put the “X” in your intended box. There are no right or wrong answers.

- 1. *Tend to use more gestures* -----
 Tend to use fewer gestures -----
- 2. Tend to lean backward in conversation -----
 Tend to lean forward in conversation -----
- 3. *Tend to be more flexible about time* -----
 Tend to be more disciplined about time -----
- 4. Tend to make decisions more slowly -----
 Tend to make decisions more quickly -----
- 5. *Tend to be more free with body movements* -----
 Tend to be more controlled with body movements -----
- 6. Tend to be more reserved -----
 Tend to be more outgoing -----
- 7. *Tend to be less structured and organized* -----
 Tend to be more structured and organized -----
- 8. Tend to be less competitive -----
 Tend to be more competitive -----
- 9. *Tend to go shopping with just an idea of what want* -----
 Tend to make a list before going shopping -----
- 10. Tend to ask and listen more -----
 Tend to answer and talk more -----
- 11. *Tend to be more tolerant of other people’s mistakes* -----
 Tend to be less tolerant of other people’s mistakes -----
- 12. Tend to use less eye contact in conversation -----
 Tend to use more eye contact in conversation -----
- 13. *Tend to be less neat and orderly* -----
 Tend to be more neat and orderly -----
- 14. Tend to follow the customary and conventional -----
 Tend to blaze new trails and forego the status quo -----
- 15. *Tend to be more people-oriented* -----
 Tend to be more task-oriented -----
- 16. Tend to express facts and opinions more tentatively -----
 Tend to express facts and opinions more strongly -----
- 17. *Appear to be more playful and fun-loving* -----
 Appear to be more serious and hard-working -----
- 18. Take fewer chances; am more cautious -----
 Take more chances; am less cautious -----
- 19. *Decisions based more on feelings and opinions* -----
 Decisions based more on facts and data -----
- 20. Exert less pressure for decisions -----
 Exert more pressure for decisions -----
- 21. *More apt to tell stories and show feelings* -----
 Less apt to tell stories and show feelings -----
- 22. Tend to speak more softly -----
 Tend to speak more loudly -----

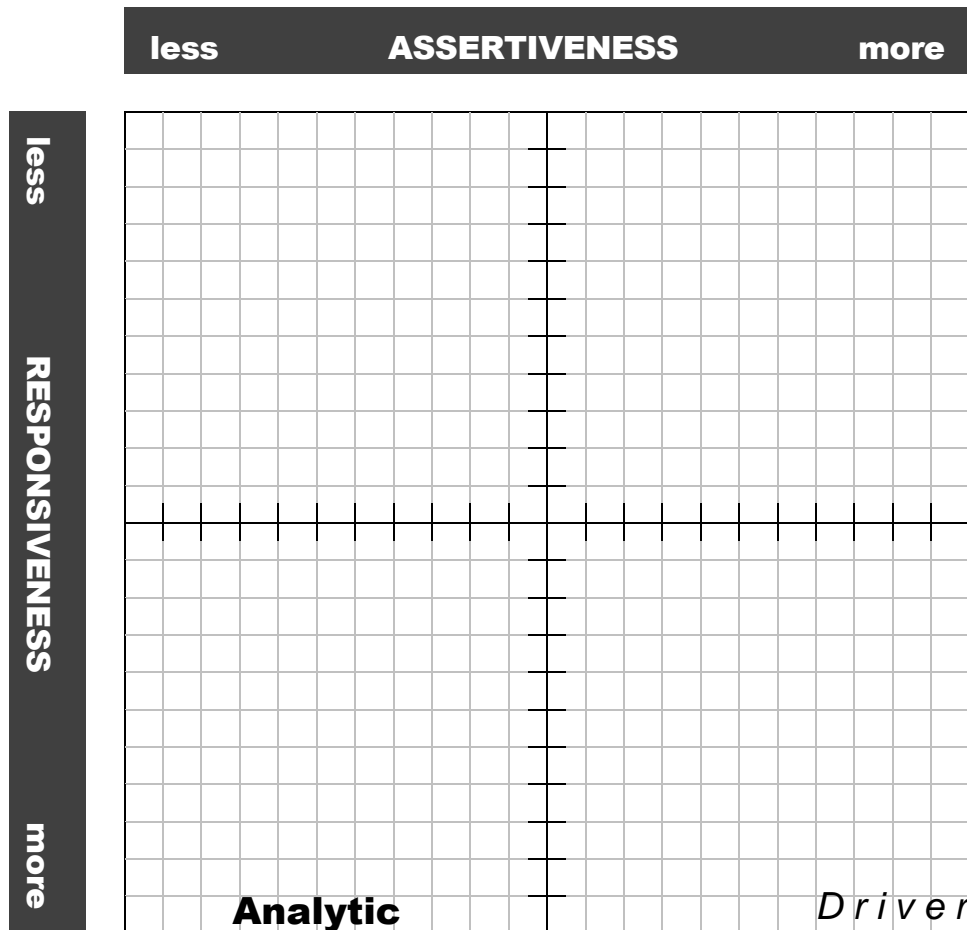
TOTAL EACH COLUMN

Down	Up	Left	Right

Relationship Styles Grid

Bring your scores from the previous page and write the appropriate numbers in the boxes below. The Down and the Up numbers should total **11** when added together, as should the Left and the Right.

To locate your style on the grid, calculate the difference between the Down and Up scores and, starting from the center of the grid, go the number of lines that is in the greater direction. That is, if Down is 7 and Up is 4 go Down 3. Or vice versa.



Write your totals from the previous page	Down	Up	Left	Right

Identifying Style Characteristics

		less	ASSERTIVENESS	more
RESPONSIVENESS	less	ANALYTICS	DRIVERS	
	Strengths:			
	Gets in the way:			
	more	AMIABLES	EXPRESSIVES	

General Characteristics

Analytics

less assertive – less responsive

Strengths

- Fact oriented
- Organized
- Systematic
- Objective
- Methodological
- Tenacious

Gets in the way

- Indecisive
- Need too much data
- Aloof
- Fault-finding

Contributions to Team

- Systems specialists
- Ask many questions
- Tend to ask “how”
- Measure by activity
- Oriented to near past & present
- Do homework
- Focus on logic
- Define, clarify
- Conscientious, steady
- Maintain standards

Motivations

- Quality
- Excellence
- Value

Team Needs

- Clearly defined tasks and explanations
- Sufficient time and resources
- Concise operating standards

ANALYTIC EXAMPLES

Henry Kissinger
Albert Einstein
Eleanor Roosevelt
Apostle Thomas
Henry Ford
Thomas Edison

Relationship Styles

Drivers

more assertive – less responsive

Strengths

- Action oriented
- Emphasize realities
- Practical
- Decisive
- Direct
- Single-minded

Gets in the way

- Short-sighted
- Volatile
- Impatient

Contributions to Team

- Control Specialists
- Strong points of view
- Tend to ask “what”
- Measure by results
- Oriented to “right now”
- Have a plan B
- Focus on immediate concern
- Initiate activities
- Self-motivated
- Task accomplisher

Motivations

- Challenge
- Chorus

Team Needs

- Freedom to act
- Difficult assignments
- Stick to business agenda

DRIVER EXAMPLES

Rosalyn Carter
Mike Wallace
Malcolm X
Barbara Walters
Bear Bryant
Apostle Paul

Relationship Styles

Amiables

less assertive – more responsive

Strengths

- People oriented
- Cooperative
- Personable
- Enthusiastic
- Loyal
- Perceptive

Obstacles

- Too focused on feelings
- Lack of follow-through
- Overly idealistic

Contributions to Team

- Relationship Specialists
- Are helpful
- Tend to ask “why”
- Measure by friends
- Past-oriented
- Use a sense of humor
- Focus on being personable
- Reconcile factions
- Loyal team members
- Cause oriented

Motivations

- Security
- Appreciation
- Assurance

Team Needs

- Stability and clear goals
- Identification with group
- Work at their own pace

AMIABLE EXAMPLES

John Denver
Mary Tyler Moore
Julie Andrews
Perry Como
Tevya in Fiddler on the
Roof
Apostle John

Relationship Styles

Expressives

more responsive – more assertive

Strengths

- Big picture oriented
- Conceptual
- Innovative/creative
- Broad-minded
- Insightful
- Energetic

Obstacles

- Overly intellectual
- Not action oriented
- Condescending

Contributions to Team

Social Specialists

- Get excited
- Tend to ask “who”
- Measure by recognition
- Future oriented
- Ask for feedback
- Focus on underlying theme
- Motivating
- Enjoyable to be around
- Link thoughts together

Motivations

- Recognition
- Approval
- Popularity

Team Needs

- Chance to verbalize ideas
- Opportunities to influence others
- Social interactions

EXPRESSIVE EXAMPLES

Muhammad Ali
Liza Minelli
Bette Midler
Bobby Knight
Apostle Peter

Who's Who on this Project Team

- EDWARD "Hey, what did you guys do this weekend?"
- ALICE: "Oh, I went to my summer home."
- DEBBIE "Can we please get started here?"
- ANDY "Yes. I'd like to go over the data before we begin."
- LAURA "Perhaps we should start with the first agenda item, and that's 'how do we communicate our solution to the customer?'"
- DEBBIE "I think we should have marketing come up with a communications piece that describes everything, and I can work with the marketing group. Any objections?"
- EDWARD "I think that's a super duper idea! What if we got a representative from every department to participate?"
- DEBBIE "Are you nuts? That would take forever!"
- ANDY "I would like to go over the data again before we make any decisions."
- DEBBIE "What is it that you're not getting Andy?"
- EDWARD "I don't mind talking through this again for Andy."
- DEBBIE "We have all been through this a million times."
- LAURA "Andy, we have had the finance department validate our numbers. Is there something specific that you would like the team to look at again?"
- ANDY "It's the mailing that I can't make a decision on because I'm not sure we looked at all the options."
- EDWARD "I know what you're thinking. Let's all refer back to the July 10 meeting notes."

Relationship Styles

LAURA “Does everyone feel comfortable with this?”

ALICE “Oh yes, I do.”

DEBBIE “Whatever.”

ANDY “Thank you.”

EDWARD “I love it when we’re all on the same wave length.”

(10 minutes later)

LAURA “Okay, does everyone understand and agree to what we have just read?”

EDWARD “Right on!”

ALICE “Yes, I do.”

DEBBIE “Same as I did three meetings ago.”

ANDY “I still say we need to research this some more, but if the team feels confident, I’m okay I guess.”

LAURA “Good. Let’s proceed to how we are going to communicate this to the customer.”

Flexing Relationship Styles

Analytics

Flexing From, DECIDE.

Your slow, systematic fact gathering, careful weighing of alternatives and cautious decision-making often trigger stress in your coworkers. When you flex, make a determined effort to decide. This means, in the discussion phase, to declare - take a stand even if all the facts aren't in. Then, don't let your fact gathering and careful weighing of alternatives be a bottleneck to the progress of others - decide, then act with reasonable haste.

Flexing To:

Be on time. Be moderately paced, lean back, avoid loud voice. Err on the side of being more rather than less formal in dress, speech, and manners. Get to business quickly; be prepared - systematic, factual, logical and exact. List pros and cons of proposal and alternatives. Help show why your approach is best and has little risk. When possible allow them to proceed deliberately, even slowly. Try not to let them **not** make a decision. See that milestone dates are in action plan. Follow up in writing.

Drivers

Flexing From, LISTEN.

Your fast-paced, tell-oriented, goal-oriented approach often causes stress in people you work with. When you flex, make a determined effort to listen to others. Try to clearly understand their ideas, suggestions and requests. Equally important, listen until you understand the nature and strength of their feelings, the values and frame of reference that make their ideas worth-while in their eyes.

Flexing To:

Be on time. Be energetic, fast-paced; have erect posture, direct eye contact. Get to business quickly. Use time efficiently. Be specific, clear, brief and to the point. Don't over-explain, ramble, or appear disorganized. Focus on results. Select key facts and use them in your case logically and quickly. Provide a limited number of options so the Driver can make her/his own choice. Provide pluses and minuses. Stay on topic and keep up pace. If appropriate ask directly for decision. Depart quickly but graciously.

Amiables

Flexing From, STRETCH.

Your slower-paced, people-oriented, cooperative, low-risk approach may stress your coworkers who are faster-paced and demonstrate more of a goal-orientation. When you flex, be sure to stretch. Demonstrate self-determination, Set and achieve attainable stretch goals. Don't dodge issues - let others know where you stand. Challenge others to do their best.

Flexing To:

Be relaxed, moderately slow-paced and have a comfortable posture, lean back somewhat, speak softly, avoid harshness in voice. Make a person-to-person contact when possible. Don't engage in lengthy small talk unless it is real for you. Be genuine. Invite their conversation, draw out their opinions, listen reflectively, and protect from judging. Communicate patiently and encourage expression of feelings or misgivings. Facilitate decision making without pressuring them. Mutually agree on goals.

Expressives

Flexing From, RESTRAIN.

Your quick, impulsive decisions and actions, often based on hunches, may stress your coworkers who are less risk-oriented and/or more fact-oriented than you. Your high energy, verbal fluency and loud voice may intimidate others. When you flex, be sure to restrain your impulsiveness. Check the facts before making decisions - look before you leap. Also, restrain your talkativeness; when others start to speak, don't raise your voice and talk over them. Listen more and share the limelight with others.

Flexing To:

Be energetic, fast paced; have erect but not stiff posture, direct eye contact. Allow some time for socializing. Talk about their experiences, opinions and about people. Disclose appropriately about yourself to a degree; mesh with their behavior. Expressives like arguments to a point; however, avoid becoming dogmatic. Discover their dreams and intuitions. Help them achieve their hoped for goals. Use testimonials. Focus first on the "big picture," followed by action plans. Don't overdo details.

Resources

Books:

Bolton, Robert and Dorothy, *People Styles at Work: Making Bad Relationships Good and Good Relationships Better*, AMACOM, New York, New York, 1996.

The Boltons spent the past twenty years in their work at Ridge Associates researching, testing, applying, and teaching these methods, based on the work of Dr. David Merrill, an industrial psychologist. This differs from Carl Jung's Psychological Types and the Myers-Briggs model in that people styles deals with the outer observable behaviors instead of inner states.

Rohm, Robert A., *Positive Personality Profiles*, Personality Insights, Inc., Atlanta, Georgia, 1994

Organizations:

The following organizations have all developed background material that helped to inform Millennia Consulting's module on Relationship Styles.

Personality Insights, Inc.

Pfeiffer and Company

Ridge Associates

The Institute of Cultural Affairs

Wilson Learning Corporation