



**STATE OF IDAHO**

**DIVISION OF HUMAN RESOURCES**



# **Behavioral Styles** **In the Workplace**

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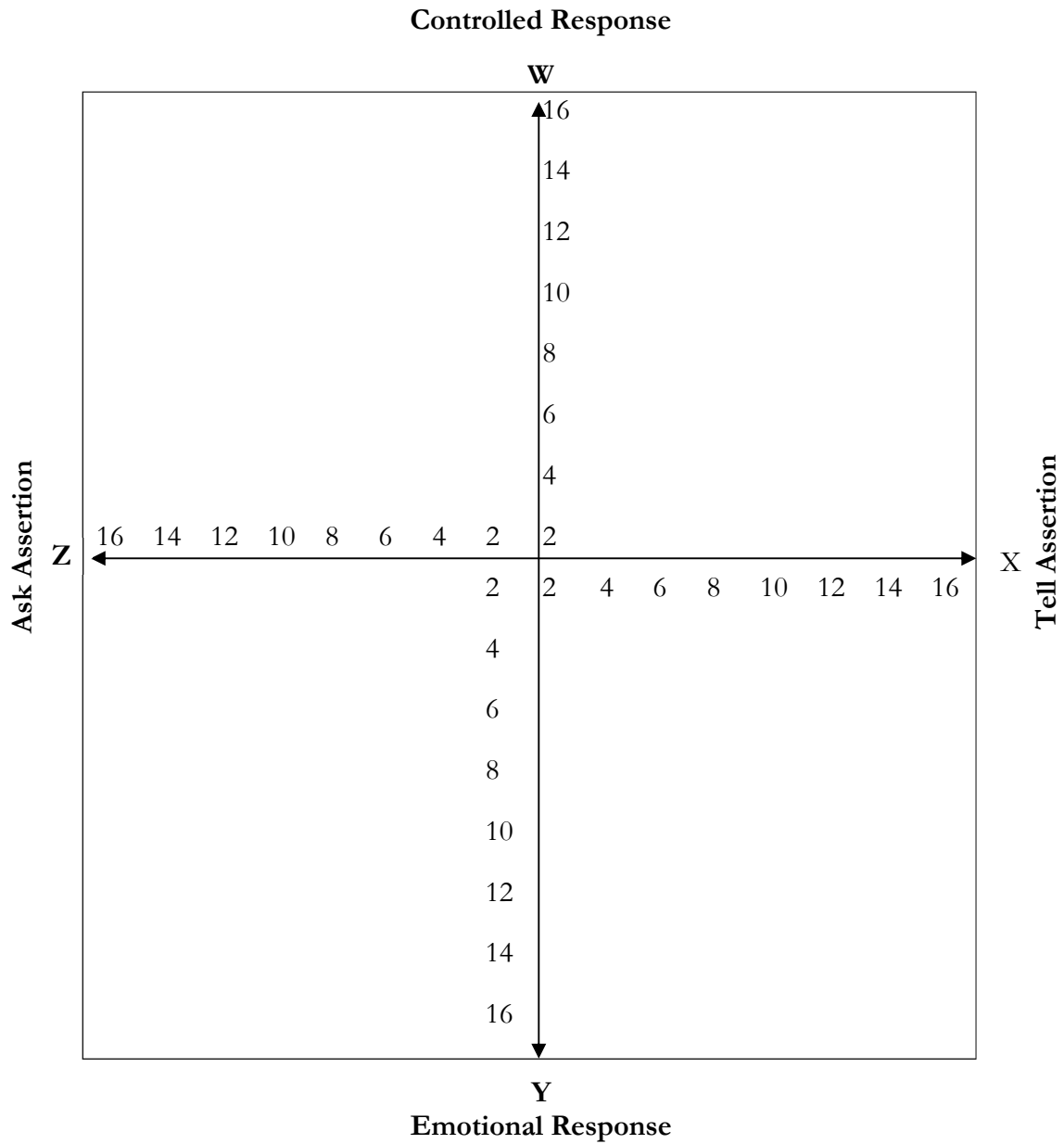
## Behavioral Styles Profile and Analysis

*Instructions:* Below, you will find sixteen rows of descriptive words, divided into four columns (W, X, Y, and Z). Each of the rows has four words in it. Examine each row of words and select the two words that you believe most closely describe you and/or your behavior at work. Circle the two words and continue the process with the next row until you have completed all sixteen rows of items. ***You must select two items for each row, for a total of 32 words.***

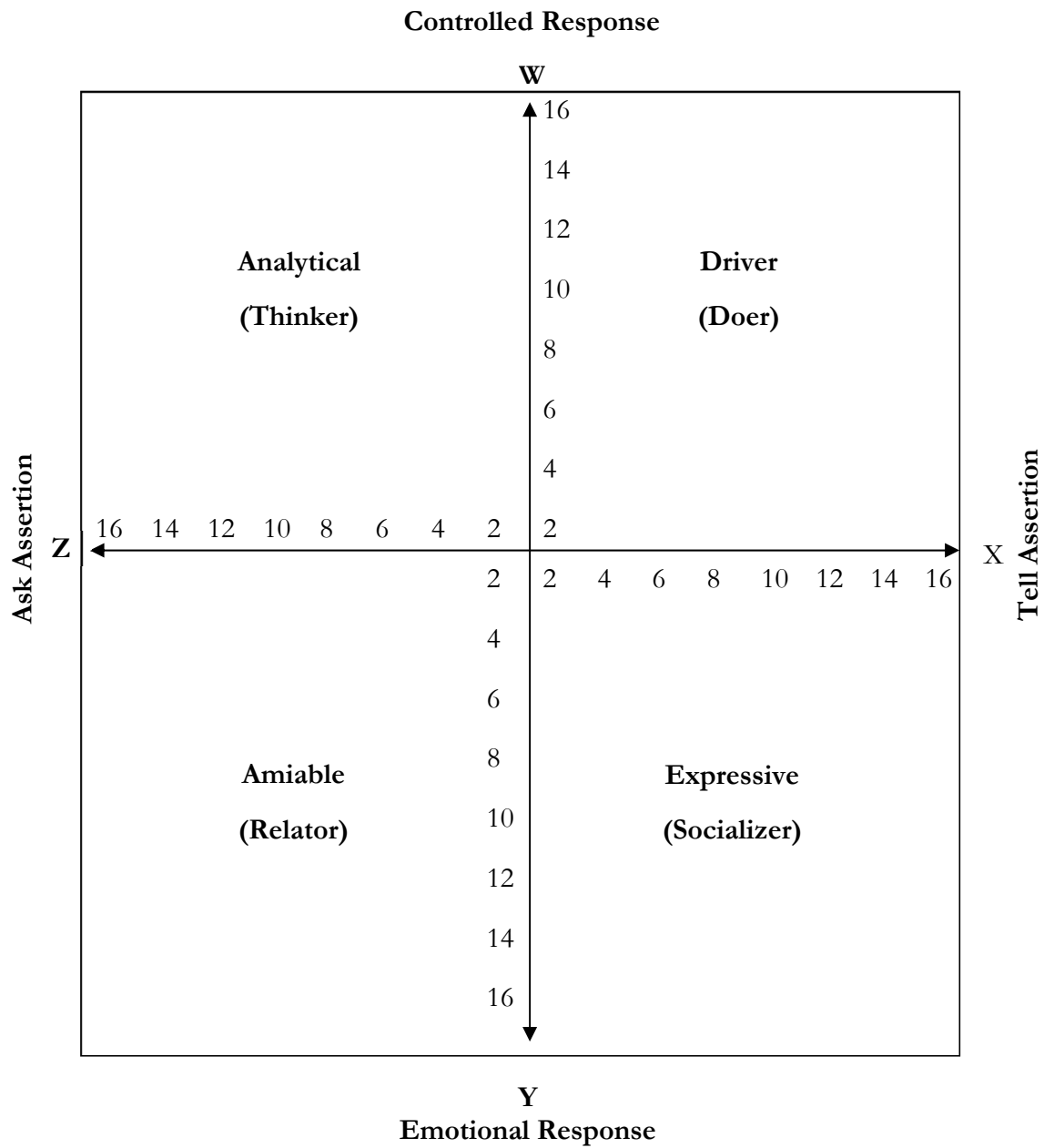
Interpersonal Styles Profile and Analysis				
Row	Column W	Column X	Column Y	Column Z
1	No-Nonsense	Bold	Personable	Deliberate
2	Organized	Autocratic	Courteous	Listener
3	Industrious	Independent	Congenial	Cooperative
4	Solemn	Emphatic	Talkative	Reflective
5	Serious	Determined	Warm	Careful
6	Direct	Risk Taker	Friendly	Cautious
7	Practical	Aggressive	Sensitive	Non-Assertive
8	Disciplined	Authoritative	Emotional	Thorough
9	Focused	Assertive	Outgoing	Patient
10	Methodical	Unhesitating	Sincere	Moderate
11	Professional	Definite	Sociable	Precise
12	Diligent	Firm	Demonstrative	Particular
13	Systematic	Forceful	Good Natured	Thinker
14	Formal	Confident	Socializer	Hesitant
15	Persistent	Controlled	Trusting	Restrained
16	Accurate	Initiating	Persuasive	Accepting
<b>Total</b>				
<b>You</b>				
<b>Other</b>				

## Identifying Your Behavioral Style

Transfer the total number circled in each column to the corresponding line of the graph below.



## The Four Styles



## Behavioral Styles Identifiers

### *The Driver*

#### **Others can relate to a Driver because they**

Get things done  
Act with confidence  
Don't fear challenges  
Speak and act directly  
Formulate practical solutions  
Make quick decisions  
Don't waste effort

#### **Others cannot relate to a Driver because they**

Act independent of the rules  
Choose bottom line over people  
Jump to conclusions  
Don't seek the input of others  
Take credit that should be shared  
Disregard the feelings of others  
Minimize personal accountability

#### **You know you're dealing with a Driver if they ...**

Focus on facts and outcomes  
React quickly  
Expend effort to be or stay in control  
Lack concern or caution in relationships  
Focus on the present more than the past or future  
Take charge  
Exude confidence  
Need to be in charge and to achieve results

Under stress, Drivers **SEEK AUTOCRATIC POWER**

Drivers will relate better if they **LISTEN**

## *The Expressive*

### **Others can relate to an Expressive because they**

- Are people oriented
- Inspire action
- Are change agents
- Reach for the stars
- Make boring work fun
- Find humor in everything
- Bring life to a team

### **Others cannot relate to an Expressive because they**

- Can be thin-skinned
- Set unrealistic goals
- Charge ahead without the facts
- Work for approval from others
- Aren't serious enough
- Ignore important details
- Become over-committed

### **You know you're dealing with an Expressive if they ...**

- Make you laugh
- Make every effort to involve others
- Resist structure
- Focus on the future
- Plan big
- Provide out-of-the-box solutions
- Need excitement and approval

Under stress, Expressives will **ATTACK AND CREATE TENSION**

Expressives will relate better if they **SELF-MANAGE**

## *The Amiable*

### **Others can relate to an Amiable because they**

- Are sensitive to others
- Are good listeners
- Are dependable team members
- Go the extra mile
- Create a positive atmosphere
- Remind others of the human element of work
- Provide stability

### **Others cannot relate to an Amiable because they**

- Choose others feelings over action
- Resist change
- Avoid decision-making
- Tolerate inactivity
- Miss deadlines
- Become too involved in personal matters
- Are easily swayed

### **You know you're dealing with an Amiable if they ...**

- Focus on feelings more than facts
- Expend effort to relate to everyone
- Is open about their feelings
- Try to please everyone
- Dislike being in charge
- Treat workers like family

Under stress, Amiables **COMPLY**

Amiables will relate better if they **INITIATE**



## *The Analytical*

### **Others can relate to an Analytical because they**

- Are objective
- Are willing listeners
- Are thorough
- Proceed cautiously
- Ask pertinent questions
- Calm approach to emergencies
- Are organized

### **Others cannot relate to an Analytical because they**

- Are impersonal
- Require certainty before acting
- Are bound to processes & procedures
- Question everything
- Appear untrusting
- Lack warmth
- Not easily satisfied

### **You know you're dealing with an Analytical if they ...**

- Avoid team involvement
- Focus on facts and figures
- Are unmoved by emotional appeals
- Do extensive research before acting
- Beg the question
- Adhere strictly to rules and procedures
- Need to be right and have accurate information

Under stress, Analyticals **AVOID** others

Analyticals will relate better if they **COLLABORATE**

## **Adapting Your Style**

*If you are a Driver working with ....*

### **Other Drivers**

Determine goals and outcomes together. To avoid stalemating and tug-of-war, allow each other freedom and practice listening.

If you are supervising another Driver, emphasize results and allow for individual interpretation. Do not dominate decision-making. Remember, Drivers work best when they have options and can decide the best course for results.

### **Expressives**

Appreciate the creativity and people skills that Expressives bring to the job. Expressives will question your serious, all-business nature. Allow room for humor. Expressives and Drivers have the ability to accomplish great results when they combine their creative and practical skills.

If you work with Expressives, give them opportunity to celebrate accomplishments. Give them credit for their ideas and successes and provide public recognition for their accomplishments. Let their ability to get people involved work to your advantage.

### **Amiables**

A true Amiable and a true Driver have very different relational styles. Amiables will tend to see the Driver as cold-hearted and secretive. Attempt to be more open about your personal side. Learn about their interests, hobbies, and names of their family members. Learn to listen like an Amiable. Try using their listening techniques. Be careful not to dominate discussions and make effort to include them in decision-making.

With Amiables, slow down and be precise about what you want. Show support for their feelings and for their accomplishments.

### **Analyticals**

Analyticals and Drivers can get great result when they combine knowledge with action. Analyticals will not compete with you. Try not to rush their decision process. Be patient while they discover what you already know.

Use their logic and problem-solving abilities to your advantage. Reward them by providing training that broadens their knowledge base. When assigning tasks, gain their agreement on a plan and timetable.

*If you are an Expressive working with...*

### **Drivers**

Drivers appreciate your creativity and enthusiasm but need to see results. Provide ideas when possible. To avoid competing unnecessarily, give drivers room to function and recognize their independent nature will not tolerate excessive meetings, especially if they do not accomplish results.

With Drivers, set realistic expectations and describe desired results. Give them the independence they need to accomplish the results. Attempts to dominate or micromanage will be met with stiff resistance. Require collaboration, but do not waste their time.

### **Other Expressives**

Initiate discipline and structure in the relationship. Enjoy the humor and spontaneity but keep focused on the task. Be realistic about what you can actually accomplish.

Determine outcomes, timelines, and parameters ahead of time, and allow for freedom and creativity. Reward their accomplishments with public recognition.

### **Amiables**

Spend one-to-one time. Use your collaboration skills to draw out their ideas. Tone down the volume and slow down when working together. Engender trust in the relationship before sharing your creative possibilities.

If you work with Amiables, communicate slowly and precisely. Give them time to absorb changes. The change you may embrace may overwhelm Amiables. When addressing their concerns, listen and be supportive. Do not make commitments or promises without being certain that they can be met. Require outcomes. Provide personal attention when rewarding accomplishments.

### **Analyticals**

The relational styles of a true Expressive and a true Analytical are completely different. When an Analytical questions your idea, they are not attacking your credibility; they need proof to substantiate what you know by intuition.

Avoid springing ideas on them without thinking through the details and supporting logic. Allow their cautious nature to serve as a check and balance. They may respond better to written rather than verbal instructions.

*If you are an Amiable working with...*

### **Drivers**

Insist that your ideas are heard. Your easy nature can be viewed as weakness. A strong driver is not interested in building relationships, so approach work in a professional manner.

Provide them with options and let them proceed within agreed-on parameters. Allow them to set the level of friendliness. Reward their achievements in a tangible way. When coaching, avoid addressing feelings; speak instead to the impact and result of their behavior. Do not avoid necessary conflict.

### **Expressives**

Expressives appreciate your people skills. They will respond to personal attention, but do not allow their exuberance to sidetrack outcomes.

Working with Expressives, publicly acknowledge their contribution to the team. If you inspire them toward a goal, they will typically inspire others on the team.

### **Other Amiables**

Use the strength of relationship building to accomplish agreed on goals. Avoid being stuck in the “warm, family feeling” mode by establishing realistic outcomes together.

Working with Amiables, take initiative to set goals and require outcomes. Set time limits and agendas for meetings. Watch for personal sidetracks when coaching performance. Reward them with personal attention.

### **Analyticals**

Analyticals may avoid team involvement that emphasizes relationships. Balance friendliness with facts. Allow your people skills to support the Analytical’s ability to approach problems logically.

Set an example by completing your commitments in a timely manner. Leverage their problem-solving skills and give them opportunities to learn new information. They actually enjoy research.

*If you are an Analytical working with...*

### **Drivers**

Drivers appreciate accurate information in small packages. A Driver may discount an Analytical's input if it is too detailed or complicated. Summarize facts and provide the Driver with options that achieve results. If you are supervising a Driver, do not avoid their strong relational style. If a particular policy or procedure must be followed, communicate that clearly and up front. Drivers will view them as restrictions. Do not become bogged down in details when action is needed. Take every opportunity to reward their achievements with public acknowledgement.

### **Expressives**

True Expressives and True Analyticals approach work relationships quite differently. Your ability to identify gaps in logic and information can help bring a balance to the way you and the Expressives approach work. Think through the way you question their ideas to ensure that they do not see it as a personal attack. If you are supervising Expressives, make sure the details, structures, procedures, etc., that you want them to follow are truly necessary. Communicate them clearly in terms of impact on customers, etc. Allow freedom whenever possible and celebrate accomplishments.

### **Amiables**

Balance facts and logic with relationship. Do not interpret the Amiable's attempts to get to know you as personal prying. They require a level of relational trust in order to work effectively with others. If you are supervising Amiables, they can misread your desire to work alone as personal rejection. Set aside times to visit. Humanize work processes by acknowledging the strength of relationship building. Reward outcomes with personal attention.

### **Other Analyticals**

Avoid generating too many questions and facts. Agree on what you need to know before hand and work toward that level. Set time-lines and stick to them. Do not avoid disagreement. If supervising Analyticals, set an example by meeting deadlines. Provide direction in writing. Avoid over-analysis by accepting satisfactory results.

## Style Flex: General Guidelines

A simplified, general approach for each style, regardless of one's own, is as follows:

<p style="text-align: center;"><b>Analyticals</b></p> <ul style="list-style-type: none"><li>• Explain <i>how</i> first</li><li>• Proceed deliberately</li><li>• Support the analytical's principles</li><li>• Talk about documented facts</li><li>• Provide deadlines</li><li>• Be patient, organized, and logical</li></ul>	<p style="text-align: center;"><b>Drivers</b></p> <ul style="list-style-type: none"><li>• Explain <i>what</i> first</li><li>• Proceed rapidly</li><li>• Support the driver's results</li><li>• Talk about immediate results</li><li>• Provide freedom and options</li><li>• Be businesslike, time conscious, and factual</li></ul>
<p style="text-align: center;"><b>Amiables</b></p> <ul style="list-style-type: none"><li>• Explain <i>why</i> first</li><li>• Proceed softly</li><li>• Support the amiable as a person</li><li>• Talk about personal life</li><li>• Provide initiative</li><li>• Be gentle, specific, and harmonious</li></ul>	<p style="text-align: center;"><b>Expressives</b></p> <ul style="list-style-type: none"><li>• Explain <i>who</i> first</li><li>• Proceed enthusiastically</li><li>• Support the expressive's intentions</li><li>• Talk about people and opinions</li><li>• Provide discipline</li><li>• Be stimulating, open, and flexible</li></ul>

## Behavioral Style: Quick Reference

	Driver	Expressive	Amiable	Analytical
<b>Backup Style</b>	Dominator	Attacker	Acquiescer	Avoider
<b>Measures personal value by...</b>	Results	Applause	Attention	Activity
<b>For growth, they need to...</b>	Listen	Check	Initiate	Decide
<b>Let them save...</b>	Time	Effort	Relationships	Face
<b>Need climate that...</b>	Achieves Results	Inspires them	Supports people	Provides detail
<b>Take time to be...</b>	Efficient	Stimulating	Agreeable	Accurate
<b>Support their...</b>	Conclusions and actions	Ideas and intuitions	Relationships and feelings	Principles and thinking
<b>Answer...</b>	What	Who	Why	How
<b>For decisions, give them...</b>	Options and probabilities	Testimonials and incentives	Guarantees and assurances	Evidence and service
<b>Style specialty</b>	Command	Social	Supportive	Technical

<sup>1</sup>The ISPA originated with Penn State University Center for Management Development: Interpersonal Styles Index  
The Interpersonal Style Interpretation is based on the original contributing sources  
Blake and Mouton (1964) Classification of Interpersonal Conflict Styles JSTOR  
Nideffer, R.M. (1993, 1989a, 1981). Predicting Human Behavior: A theory and test of attentional and interpersonal style. Nw Berlin, WI: Assessment Systems International, Inc.  
Bolton, R. and Bolton, D. (2009). People Styles at Work and Beyond, AMACOM. NY  
Clawson, J. (2010) Interpersonal Styles Inventory Journal of Personality Assessment