

Drivers

- Are very results-oriented
 - The most practical of the styles
 - Pride themselves on their bottom-line attitude
 - Like to set high attainable goals and then set about accomplishing them
- Are independent: like to set their own goals, not have someone else set them
- Are “get-it-done” types
 - Analyticals think about a problem
 - Amiables meet about a problem
 - Expressives talk about a problem
 - Drivers do something about a problem
- May not think enough about the long range implications of their actions
- Can seem irresponsible to analyticals and amiables
- Are more likely to change their minds than analyticals and amiables
- Focus on the immediate situation, rather than on theory or principle or feeling – can create problems for analyticals and amiables
- Excel at time management
- Speech is fast-paced, like most their characteristics, with little vocal inflection
- They are factual but not detailed, rational, direct and to the point
- Task-oriented approach to communication
 - Stick to the agenda and move through it quickly
- Do care about people; they don’t voice their sincere concerns for people as much as amiables and expressives
- Their body language and speech don’t express their caring

Expressives

- Can seem overwhelming at times because of assertiveness and energy
- Can run out of energy, but usually when the stimulus of other people is missing
- Want to continuously be on the go
 - Don't like to be confined to a desk all day
 - Get restless in long meetings
 - Shift in their chairs
 - Legs or feet moving, gesturing, toying with a pencil, drumming fingers on the table
 - Engage in side conversations
- Prefer to link up with other people
 - Invite people to lunch or to recreate
 - When they travel, they look up old friends
 - Spend lots of time on the phone
 - Prefer work that requires interactions with others
 - Have large networks of friends, colleagues
 - "It's not what you know but who you know" – seems to fit them
- Tend to be dreamers
 - They push people to look beyond the practical
 - Conceive great projects, bigger & better future
- Are impulsive – act first, think later
 - "First I dive into the pool, then I look to see if there's water in it."
 - Have to work their way out of problems of their own making
- Analytical might ask why they don't plan more
 - "Ultimately, my way takes less time. You analyticals plan for eventualities that never happen. And planning is such a drag. Besides, I like the excitement of improvising myself out of these jams. It's a lot better than all that planning."
- Can create problems for themselves and others
 - Act according to opportunity than by plan
 - Few are good at time management
 - Easily diverted; pay less attention to time and calendars than the other styles
 - Often late to meetings or miss them
 - Often behind schedule with projects
 - Some miss deadlines; some are adept at last minute work
 - Other can get annoyed with their approach to time
- Feelings have a powerful effect on them
- Are playful and fun-loving; recreation is part of their days; they promote happiness
 - They like jokes, humorous incidents, pranks, and laughter
 - They are great at parties – if you want a great party, invite enough expressives

- When they talk, their whole body joins in
 - Use more flowing gestures – bigger and more forceful than amiables
 - Facial expressions are the most communicative of the styles
 - Modulate the tone of their speech more; change inflection to hold people's attention
 - Very great job at getting a point across to an individual, group, or large audience
- Are “tell-assertive”
 - More into talking than listening
 - Tend to interrupt others and monopolize conversations
 - They are perceptive and entertaining, but can turn people off by their one-sided conversations
- Speak in a louder voice
 - It may be easier to hear the expressive four tables away in a restaurant than the analytical or amiable right across the table from you
- Are the most fluent of the styles
 - Words flow effortlessly
 - They have large vocabularies
 - They speak rapidly
- Storytelling is big for them
 - Break the ice with a joke or humorous incident
 - Cite an example to make their points, not a string of facts
 - Usually won't quote statistics, unless the numbers are very dramatic

Analyticals

- Want things to be right
 - “Let’s do it right so we don’t have to do it over.”
- Set high standards
- Ready to do the necessary work
- Sticklers for detail
- The most critical of the styles
 - Often hard on themselves, and on others
 - Few compliments or expressions of appreciation
- Analyticals can be demoralizing to work with
 - Big on criticism, small on compliments
- Are systematic and well-organized
- Can create highly effective processes that produce consistently outstanding results
- Can seem bureaucratic, highly regulated, and “by the book” mentality
- Like data, the more the better
- Are prudent risk-takers
 - Rather be safe than sorry
- Want to be certain of making the right choice – collect data, weigh the options
- Like to be alone or with just a few others
 - Leave parties and large gatherings early
 - Rather stay home and read a book
- Usually in their office; often door is closed
 - Rather work alone
- But can be loyal when the going gets tough
- Body language is low key
 - Walk more slowly
 - Lean back when making a point
 - Don’t gesture much
 - Less eye contact
 - Less facial expressiveness
 - Dress conservatively
 - Office is businesslike
- The quietest of the styles

- Speak less, except when going in-depth about a topic
- Volume is low, pace is slow, little inflection
- Like to think before speaking, think while speaking
- Can be hesitant, searching for the right word, phrase
- Can interrupt themselves mid-sentence, begin a new thought
 - Can be annoying or confusing for others
- Conversation
 - More task-oriented than people-oriented
 - More logical: “in the first place . . .” “Secondly . . .”
 - Strive for accuracy and expect it from others
 - Like details; will analyze an issue and see the complexity involved, but
 - Make few recommendations for action
- Usually indirect when making a request or stating an opinion
 - “Perhaps we should consider . . .”
 - Means “I think we should do it.”
 - “Do you think it would be wise to . . .”
 - Means “I’d like to take this action.”
- Sometimes they feel deeply, but just don’t show it
- When dealing with conflict
 - They avoid the emotionality and tend to become detached
- Time management
 - Punctual for appointments
 - Late in meeting deadlines
- Perfectionism, high standards, thoroughness, more research, taking a long time to arrive at a decision all lead to missing deadlines

Amiables

- There are many similarities with analytical
 - The difference is responsiveness: they show considerably more emotion than analyticals
- Are team players, more so than the other styles
 - Prefers working with others, especially in small groups and one-on-one
 - Seldom seek the spotlight
 - Usually avoids ego clashes with others
 - Less likely to seek power for themselves
 - Often encourage others
- Are generous with their time
 - Volunteer for less glamorous activities for the team
- Very people-oriented
 - Low key, easy going, likable
 - Build relationships more easily
 - Ties to others are more personal
- Friendliness is backed up with compassion
 - Like to listen, are sensitive to feelings
 - Show compassion in face, eyes, words
 - People tend to reveal in them
- Usually performs best in stable, structured situations
 - Not as into goal setting and planning as above the line types
 - Work steady when organization defines their role and goals
- People may not know how much work they turn out because they're easy going, and friendly
- Tend to be cautious about making decisions
 - Touch base with the people affected by the decision before coming to a conclusion
- Often delay making decisions, especially if there's risk involved, when it's controversial and people are likely to be upset
- Willing, but not enthusiastic about reading reports and memos
 - Rather hear directly from people
- Body language is low-key
 - Walks more slowly than assertive types
- Voice is warm, volume is low
- Conversation
 - More people-oriented than task-oriented
 - Speak about people and feelings
- Will ask about your trip, your kids, your weekend

- Tend to stick with people talk even when discussing work issues
- Can enhance moral at work because often considers the human implications
- Appear very disclosing, open
- Reveal personal things about themselves so people think they know amiables better than they know most people
- Typically make requests or state an opinion indirectly
- Often state their point of view by asking a question
 - “Do you think that’s the way to go with the project?”
- In the extreme, can lose credibility with people because they won’t take a stand
- Unwilling to confront performance problems in others – want to maintain pleasant relationships
- Tend to avoid corrective feedback to others
 - But they may be pretty critical inside
 - They may tell a third party about it