

## 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