

## Style Inventory Descriptions

<b>Driver</b>	<b>Expressive</b>	<b>Amiable</b>	<b>Analytic</b>
Action oriented	Verbal	Patient	Diplomatic
Decisive	Motivating	Loyal	Accurate
A problem solver	Enthusiastic	Sympathetic	Conscientious
Direct	Gregarious	A team person	A fact finder
Assertive	Convincing	Relaxed	Systematic
Demanding	Emotional	Mature	Logical
A risk taker	Impulsive	Organized	Conventional
Forceful	Generous	Questioning	Analytical
Adventuresome	Influential	Supportive	Sensitive
Competitive	Charming	Stable	Controlled
Self-reliant	Confident	Considerate	Orderly
Independent	Inspiring	Empathetic	Precise
Determined	Dramatic	Persevering	Disciplined
An agitator	Optimistic	Trusting	Deliberate
Results oriented	Animated	Congenial	Cautious
<b>High Wants</b>			
Challenges	Social recognition	Guarantees	High standards
Authority	Freedom from details	Security	Details
Power	To be with people	Appreciation	Perfection
Freedom from controls	Provide service	Quality control	Traditional procedures
Options	Group activities	Specialization	

# Analyzer

## PROCESS ORIENTED

Analytical | Curious | Intellectual Competence | Reason



### Behavioral Priorities

Facts & Figures	Policies Procedures	Systems Organizations	Planning Forecasting	Analysis Control
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**GROWTH ACTION:** TO DECLARE

**MOTTO:** PUT IT IN WRITING

### THINKING

Analyzer Style people value facts above all, and may appear uncommunicative, cool and independent. They have a strong time discipline coupled with a slow pace to action. They value accuracy, competency and logic over opinions, often avoiding risk in favor of cautious, deliberate decisions. Analyzers are usually cooperative, providing they have some freedom to organize their own efforts. Power often arises suspicion in Analyzers, but if they come to see it as necessary for achieving goals and objectives, they may seek power themselves. In relationships, Analyzers are initially more careful and reserved, but once trust is earned they can become dedicated and loyal.

Characteristics	Potential Liabilities
Thorough Organized Rational Good Planner Facts & Data Details Likes Problem Solving Cautious Pace	Indecisive Too Detailed Not a Risk Taker Overly Serious

### Communicating with Them

#### DO

- be organized
- have all the facts and stick to them
- concentrate on specifics
- be thorough
- think "professionally" for presentations
- avoid gimmicks
- plant "seeds"
- establish a time frame
- take your time



#### DON'T

- generalize about details
- be too vague
- jump from one point to another
- go to the bottom line too quickly
- force a decision on important issues
- be too casual
- interrupt without asking permission
- assume they will trust quickly
- waste time on meaningless conversation



# Driver

## ACTION ORIENTED

Responsibility | Structure | Time on Task | Team Player



### Behavioral Priorities

Getting Things Done	Objectives Results	Performance Productivity	Efficiency Moving ahead	Decisions Achievement
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**GROWTH ACTION:** TO LISTEN

**MOTTO:** DO IT NOW!

### ACTION

Driver Style people want to know the estimated outcome of each option. They are willing to accept risks, but want to move quickly and have the final say. In relationships, they may appear uncommunicative, independent and competitive. Driver styles tend to focus on efficiency or productivity rather than devoting time and attention to casual relationships. They seldom see a need to share personal motives or feelings. Driver styles are results-oriented, tending to initiate action and give clear direction. They seek control over their environment.

Characteristics	Potential Liabilities
Take Charge Decisive Results-Focused Determined Strong Personality Competitive Urgency	Impatient Inflexible Insensitive Autocratic

### Communicating with Them

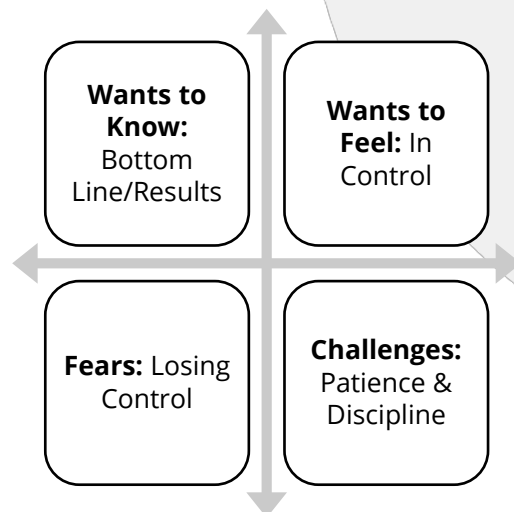
#### DO

- start w/the "bottom line"
- stick to the subject
- be clear and to the point
- use bullet points, concise written info
- be logical in presenting facts
- provide options
- ask pertinent questions
- establish a time frame
- remember the personal relationship less important than the task



#### DON'T

- generalize
- repeat yourself
- talk too much
- make insupportable statements
- go off on tangents
- be overly friendly
- get emotional
- be loud or boisterous



# Amiable

## PEOPLE ORIENTED

Relationships | Feelings | Harmony | People



### Behavioral Priorities

Needs Motivation	Teamwork Team Spirit	Feelings Beliefs	Values Self-Development	Emotions Relationships
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**GROWTH ACTION:** TO INITIATE/TAKE ACTION

**MOTTO:** MY OFFICE IS YOUR OFFICE

### RELATIONSHIPS

Amiables are people-oriented, caring more about close relationships than results or influence. They usually appear warm, friendly and cooperative. Amiables tend to move slowly with a low time discipline, minimizing risk and often using personal opinions to arrive at decisions. Belonging to a group is a primary need, and Amiables may make every effort to gain acceptance. They typically seek to uncover common ground, preferring to achieve objectives through understanding and mutual respect rather than force and authority. When managed by force without relationship, Amiables appear to cooperate initially but will likely lack commitment to the objectives and may later resist implementation.

Characteristics	Potential Liabilities
Team Player Consensus Builder Team Builder Relationship-Oriented Great Listener Warm/Friendly Sharing Feelings	Too agreeable Avoids Conflict Not Confronting/ Demanding Enough

### Communicating with Them

#### DO

- make the climate comfortable
- find a common ground
- be sincere
- give warm, personal comments
- ask questions & listen attentively
- discuss versus dictate
- give assurances
- keep communication low key
- give regular feedback



#### DON'T

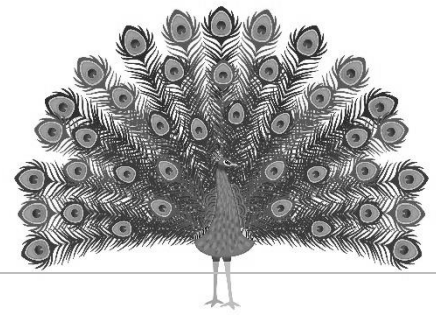
- be overpowering
- demand or dominate
- push ideas to aggressively
- state too many facts
- ask "closed ended" questions
- tell them what to do
- make the communication one way



# Expressive

## IDEA ORIENTED

Freedom | Risk Taker | Energetic | Creative



### Behavioral Priorities

Innovation Change	New Ways of Doing Things	Creativity Possibilities	Alternatives Options	Concepts Grand Designs
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**GROWTH ACTION:** TO CHECK NEGATIVE BEHAVIOR

**MOTTO:** WHY NOT?

### SPONTANEITY

Expressive Style people are motivated by recognition, approval and prestige. They tend to appear communicative and approachable, often sharing their feelings and thoughts. They move quickly, continually excited about the next big idea, but often don't commit to specific plans or see things through to completion. Expressives enjoy taking risks. When making decisions, they tend to place more stock in the opinions of prominent or successful people than in logic or research. Though they consider relationships important, the Expressive's competitive nature leads them to seek quieter friends who are supportive of their dreams and ideas, often making relationships shallow or short-lived.

Characteristics	Potential Liabilities
Stimulating Inspirational Idea Generator Energetic Risk Taker, Spontaneous Likes Variety/Change Quick Paced Loses Track of Time	Impulsive Poor Follow Through Too Much at Once Poor Planning

### Communicating with Them

#### DO

- be open, warm and friendly
- keep on track diplomatically
- listen attentively
- give regular feedback
- be sure decision is made
- take time to socialize
- concentrate on the people aspect
- encourage and support with enthusiasm



#### DON'T

- jump to facts too quickly
- be abrupt
- restrict suggestions
- do all the talking
- show a "cold" manner
- be restrictive of their time

