

### Social Styles: What is “Social Style”?

- A model for understanding your own and other people's behavioural styles
- Your Social Style is determined by your observable external verbal (“say”) and non-verbal (“do”) behaviours
- These represent a theme or pattern of the behaviours that you typically exhibit in your interaction with others
- The Social Style model focusses on behaviour, not personality
- “Personality” is a set of characteristics that influence thoughts, motivations and behaviours. It's made up of a collection of emotional patterns, mental processes, thought patterns and values and behaviours. These are all influenced by a combination of genetics and personal experience
- Social Style deals only with observable behaviours – the part of your personality that can be objectively seen and heard by others
- Pie analogy: think of personality like a pie – much of the pie (the filling) is out of sight – like our personality. And the filling, like our personality, contains a mix of ingredients that gives the pie a unique flavour and texture. But our behaviours, like the outer crust of the pie, are on display to everyone and other people are likely to describe this crust in more or less the same way.

### The Four Social Styles

- The Social Style model describes four primary behavioural styles:
  - Driving
  - Analytical
  - Amiable
  - Expressive
- Each style has a key Need, Orientation, Backup Behaviour and Growth Action (see bottom left table) and a number of behaviours that they will typically use (see overleaf)
- Your style is your style is your style.....however people who work well with others combine a) cognitive ability with b) technical skill and c) emotional intelligence (EQ).
- In Social Styles, EQ is represented as Versatility i.e. your ability to flex your style so that it fits to others' needs. Versatility is made up of four categories (see bottom right table)

Style	Driving	Expressive	Amiable	Analytical
<b>Need</b>	Results; Control	Personal approval; Recognition	Personal security	To be right
<b>Orientation</b>	Taking action	Spontaneity	Maintain relationships	Thinking
<b>Backup behaviour</b>	Autocratic	Attack: verbally confrontational	Acquiesce	Withdraw
<b>Growth action</b>	Listen	Check behaviour	Initiate; take the lead	Declare

### Versatility

Image (8%)	Presentation (9%)	Competence (48%)	Feedback (35%)
<ul style="list-style-type: none"> <li>• Appropriateness of dress</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness of Group communication</li> </ul>	<ul style="list-style-type: none"> <li>• Conscientiousness</li> <li>• Flexibility</li> <li>• Innovation</li> <li>• Perseverance</li> <li>• Optimism</li> </ul>	<ul style="list-style-type: none"> <li>• Active listening</li> <li>• Adaptive communication</li> <li>• Empathy</li> <li>• Interpersonal relations</li> </ul>

<p><b>Analytical Style</b> <i>"Don't rush me, I'm thinking!" "Just the facts!"</i></p> <ul style="list-style-type: none"> <li>• Have a strong need to be right</li> <li>• Tend to focus on processes and procedures</li> <li>• Typically speak slowly and deliberately</li> <li>• Quiet, reserved, can seem cool, distant, detached and unenthusiastic</li> <li>• Formal, stiff, proper</li> <li>• Precise, specific</li> <li>• Slow to make decisions</li> <li>• Cautious, careful, thorough</li> <li>• Base decisions on logic and reasoning</li> <li>• Disciplined in their use of time</li> <li>• Cautious about personal involvement with others</li> <li>• Likely to live according to facts, principles, processes, logic and consistency</li> <li>• Dependable, thorough, persistent</li> <li>• Not competitive; dislike conflict</li> <li>• Can be hesitant for fear of being wrong</li> <li>• Focus on the past</li> </ul>	<p><b>Driving Style</b> <i>"Fire, ready, aim!" "Just do it!"</i></p> <ul style="list-style-type: none"> <li>• Task, action and results orientated</li> <li>• Decisive</li> <li>• Persistent; tenacious</li> <li>• Thrive on challenges</li> <li>• Focus on immediate goals and objectives (rather than the past or future)</li> <li>• Willing to take calculated risks</li> <li>• More interested in "what" and "when" than "who", "why" or "how"</li> <li>• More likely to be persuaded by arguments based on facts and logic</li> <li>• Make decisions quickly; impatient with delays</li> <li>• Tend not to display their emotions openly</li> <li>• Can appear cool, aloof, formal, independent in relationships with others</li> <li>• Will challenge others' ideas and views</li> <li>• Can be argumentative and overbearing</li> <li>• Tend to be poor listeners</li> </ul>
<p><b>Amiable Style</b> <i>"Hey, remember there are people here!"</i></p> <ul style="list-style-type: none"> <li>• Strong need for personal security</li> <li>• The most people-orientated of the four Syles</li> <li>• Focus on relationships</li> <li>• Like to be secure in their relationships with others</li> <li>• Avoids decisions that could involve conflict in relationships</li> <li>• Informal, casual, easy-going</li> <li>• Approachable, friendly</li> <li>• Open with their feelings, emotions and personal information</li> <li>• Loyal and trustworthy</li> <li>• Effective social networkers</li> <li>• Slow to decide; base decisions on impact on relationships</li> <li>• Likes to work with others</li> <li>• Considers others' needs and feelings (more than facts or data)</li> <li>• Forgiving of others</li> <li>• Undisciplined in use of time</li> <li>• Focus on the present</li> </ul>	<p><b>Expressive Style</b> <i>"It's show time! Let me entertain you!"</i></p> <ul style="list-style-type: none"> <li>• Stimulated by positive response from others: acknowledgement; compliments; laughter; applause</li> <li>• Like involvement, brainstorming, interacting with others; team players</li> <li>• Dislike being alone</li> <li>• Spontaneous, fast-paced, reactive, impulsive</li> <li>• Enthusiastic, optimistic, fun</li> <li>• Persuasive,</li> <li>• Open with feelings, communicative, warm</li> <li>• Like to build relationships with others</li> <li>• Likely to be trusting of other people</li> <li>• Tend to be perceptive of situations and others' feelings</li> <li>• Exaggerate; dramatic</li> <li>• Generalise, dream, focus on the future</li> <li>• Short attention span; jump from one activity to another; start projects, let others finish</li> <li>• Dislike control, details, complexity</li> <li>• Uncomfortable with conflict, aggression and anger</li> </ul>

<p><b>Analytical Style</b></p> <p><b>Good day</b> Prudent</p> <p>Painstaking</p> <p>Task-oriented</p> <p>Systematic</p> <p><b>Bad Day</b> Indecisive</p> <p>Nitpicky</p> <p>Impersonal</p> <p>Bureaucratic</p>	<p><b>Driving Style</b></p> <p><b>Good day</b> Independent</p> <p>Results-oriented</p> <p>Candid</p> <p>Pragmatic</p> <p><b>Bad day</b> Poor collaborator</p> <p>Impersonal</p> <p>Abrasive</p> <p>Short-sighted</p>
<p><b>Amiable Style</b></p> <p><b>Good day</b> Diplomatic</p> <p>Cautious</p> <p>Supportive</p> <p>People-oriented</p> <p><b>Bad day</b> Conflict avoider</p> <p>Risk averse</p> <p>Permissive</p> <p>Inattentive to task</p>	<p><b>Expressive Style</b></p> <p><b>Good day</b> Articulate</p> <p>Fast-paced</p> <p>Visionary</p> <p>Fun-loving</p> <p><b>Bad day</b> Bad listener</p> <p>Impatient</p> <p>Impractical</p> <p>Distracting</p>
<p><b>How to work with the ANALYTICAL style</b></p> <ol style="list-style-type: none"> <li>1. Take your time</li> <li>2. Communicate clearly and concisely</li> <li>3. Don't pressure them for answers</li> <li>4. Respect their processes</li> <li>5. Ask directly for their feedback</li> <li>6. Give them space</li> </ol>	<p><b>How to work with the DRIVING style</b></p> <ol style="list-style-type: none"> <li>1. Respect their time</li> <li>2. Stick to the facts</li> <li>3. Follow up on your promises</li> <li>4. Show your competence</li> <li>5. Earn their trust before expecting it</li> <li>6. Let them have some control</li> </ol>
<p><b>How to work with the AMIABLE style</b></p> <ol style="list-style-type: none"> <li>1. Approach conflict carefully</li> <li>2. Get to know them</li> <li>3. Consider their perspectives</li> <li>4. Draw out their opinions</li> <li>5. Handle issues in private</li> <li>6. Always be courteous</li> </ol>	<p><b>How to work with the EXPRESSIVE style</b></p> <ol style="list-style-type: none"> <li>1. Laugh with them</li> <li>2. Listen to their opinions</li> <li>3. Think big picture</li> <li>4. Recognise their contributions</li> <li>5. Lighten up</li> <li>6. Form a friendship</li> </ol>

Further Information: [www.tracom.com](http://www.tracom.com) & 'People Styles at Work', 2009, Robert Bolton, Amacom Publishing