

Working Styles Characteristics



People Styles at Work and Beyond – Making Bad Relationships Good and Good Relationships Better/ Rober Bolton and Dorothy Grover Bolton, 2nd ed 2009.

Using your Style with Other Styles

		YOUR STYLE			
		ANALYTICAL	DRIVER	AMIABLE	EXPRESSIVE
OTHER STYLES	ANALYTICAL	Establish priority of tasks to be done. Commit to firm time frames for your work and stick to them.	Take a deep breath, relax and slow down. With analyticals, you need to demonstrate that you have considered all or most options before moving ahead.	Cut short the social hour and get right down to the specifics. The more information you have to support your position, the better.	Translate your vision into specific tasks or goals. Involve analyticals in research and developing the details of the plan.
	DRIVER	Organize your work around major themes; prepare "executive summaries" with headings or bullets that state the conclusions first and supporting data and analysis second.	Remind each other of your similarities and your need to adopt qualities of the other styles.	Don't take anything personally. Getting results is what counts with drivers; be decisive and dynamic. Emphasize the bottom line.	Take time to think about what your vision really is; translate it into action steps with objectives and timelines.
	AMIABLE	Start off on a personal note; gravitate to project specifics and expectations; emphasize the greater good of the project.	Spend time up front gaining trust and confidence; be inclusive. Be sure to be specific about deadlines, even when it seems obvious.	Laugh with each other about how important it is being relational. Then focus on what we really need to accomplish here and do it.	Tell them how important the team concept is to making your vision a reality. Give the amiable the job of building the team to make the dream come true.
	EXPRESSIVE	Jazz up your presentation; try to think of the BIG picture. Involve the expressive in developing the "vision" or marketing of the plan.	Be patient and try to work with a flip chart to harness creative spirits. Emphasize time lines and due dates. Build in flexibility to allow the free rein of creativity.	Engage the expressive with your appreciation of their vision and creativity. Harness this energy to deal with the pesky but important details that only they can address.	Remind each other of your tendency to generate a lot of ideas without thinking through how to implement them.

Working Styles Tip Sheets

A - Analytical	Strategies as a team leader/member	Strategies when under stress
Cautious actions and decisions	MAKE A DECISION	Under Stress – Often avoids and withdraws
Likes organization and structure	Be more flexible, more open-minded	Logically discuss the issue
Dislikes Involvement with others	Openly show more concern for other people	Acknowledge a need for time
Asks many questions about specific details	Be decisive with data	Set a deadline
Prefers objective, task –oriented work environment	Listen for people’s feelings	Ask questions
Wants to be accurate and therefore relies too much on data collection	Use time accurately	Seek opinions from others
Seeks security and self-actualization	Provide evidence and service to influence decision-making	

B - Driver	Strategies as a team leader/member	Strategies when under stress
Takes action and acts decisively	LISTEN TO OTHERS	Under stress – Often takes over, dictates
Likes control	Acknowledge different points of view	Offer options for moving forward
Dislikes inaction	Be Patient	Recommit to results and time frame
Prefers maximum freedom to manage self and others	“Calm Down” internally	Calm down
Cool and independent, competitive with others	Pay attention to others’ feelings	Seek input from others
Low tolerance for feelings, attitudes and advice of others	Use time efficiently	Delay decision-making
Works quickly and efficiently by themselves	Provide Options	Restate others’ concerns

C - Amiable	Strategies as a team leader/member	Strategies under stress
Slow at taking action and making decisions	Assert your opinions	Under stress- concedes to others, acquiesces
Likes close, personal relationships	Be Less sensitive	Allow them to express disagreement
Dislikes interpersonal conflict	Be willing to take risks	Speak Up
Supports and “actively” listens to others	Say “no” more often	State your thoughts in a logical concise manner
Weak at goal setting and self-direction	Let people know what you think	Ask open questions about concerns
Demonstrates excellent ability to gain support from others	Support relationships to establish rapport	
Seeks security and inclusion	Incorporate facts into your opinion	

D - Expressive	Strategies as a team leader/member	Strategies when under stress
Spontaneous actions and decisions, risk taker	RESTRAIN and check	Under stress- Often attacks and confronts
Not limited by tradition	Talk less	Separate emotions from facts
Likes involvement	Spend more time looking at the facts	Acknowledge feelings and points of view
Generates new and innovative ideas	Control time and emotion	Refrain from pouncing on the quiet ones
Tends to dream and get others caught up in the dream	Think before you speak	Seek to gather information from all team members
Jumps from one activity to another	Incorporate facts into your decisions	
Not good with follow-through	Encourage decision making with incentives and stories	