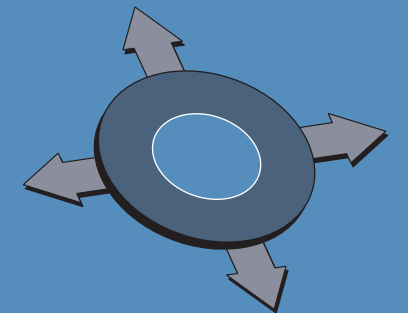


# Communication Style



PROFILE

---

Profile Generated For:

---

Name: Sample B1-H

ID Number: 0000000000

Company: Sample

Date: 12.01.2003

---

INTRODUCTION

Communication Style is a simple yet powerful tool for understanding the dynamics of interpersonal relationships in the workplace. By learning about the four unique communication styles, about your behavior preferences and the behaviors of co-workers, bosses, and clients, you can learn to communicate more effectively, enhancing productivity and contributing to a positive work environment.

THE FOUNDATIONS OF BEHAVIOR

Based on studies of human behavior that are as old as Socrates and as cutting-edge as Emotional Intelligence, people are predictable. Very early in life, people begin to develop tendencies that lead them to become adept at thinking, acting, and reacting to the world around them in specific ways. Over time these behavioral patterns become automatic, much like the way people drive a car without having to think about each turn. These preferences to act and react in specific ways are the foundation of communication style.

THE COMMUNICATION STYLE MATRIX

The Communication Style Matrix classifies behaviors into two categories: a person's approach to communication (the degree to which a person is direct or indirect) and the level of emotional feedback they present while communicating (the degree to which a person is animated or reserved).

Four unique communication style preferences are created by intersecting the two behavioral categories. By learning how others perceive your communication style, you will gain an understanding of how your behavior impacts communication efforts. With some practice, you can learn how to classify the behaviors of others into the four behavioral style preferences. By knowing your communication needs and anticipating the needs of those that you are interacting with, you can increase understanding and foster mutually productive relationships.

INTERPERSONAL ADAPTABILITY

The third-dimension in Communication Style is a measurement of communication effectiveness called Interpersonal Adaptability. A component of Emotional Intelligence, this rating indicates the degree to which others see you as communicating appropriately. Applying the skills that you will learn in the Communication Style profile will help you improve your ability to communicate with others

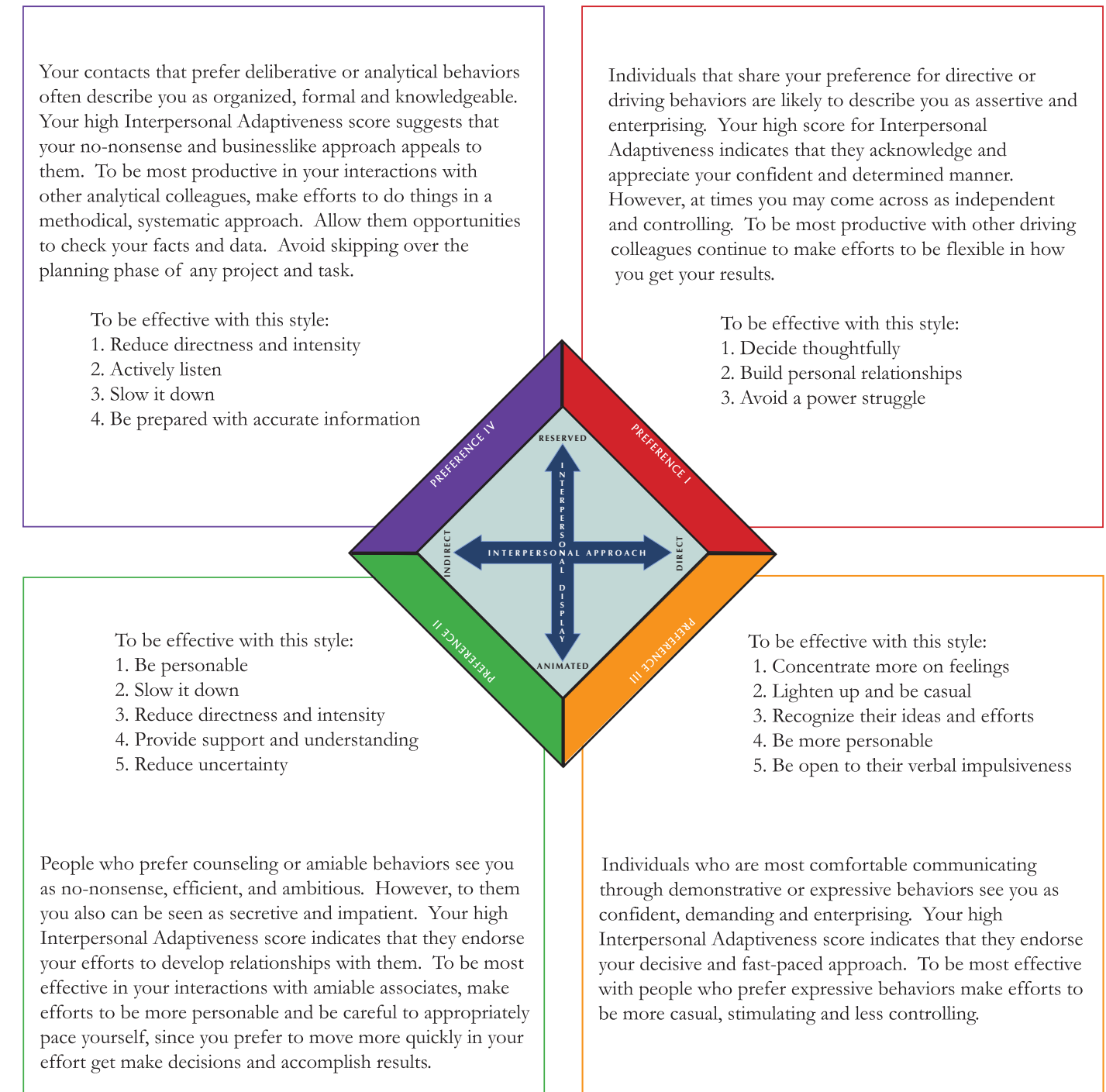
ABOUT YOUR COMMUNICATION STYLE PROFILE

Your Communication Style Profile is a snapshot of how others around you perceive your actions and behaviors. It includes feedback from 3 to 5 of your colleagues that filled out the adjective rating scale on your behalf. These scores are tabulated and a picture of your dominate behavioral preference develops. In addition to Communication Style, this Profile measures Interpersonal Adaptability, the degree to which your reference group sees you as being flexible in the way you communicate. The more a person is able to adapt to a specific situation and to the people they are communicating with, the more likely they are to get their point across. Learning the important role that Communication Style plays in everyday interactions is the key to increasing Interpersonal Adaptability, and becoming a better communicator.

Profile Sections  
The Communication Style Profile is divided into 3 areas:

- General Information
- Your Profile Results
- Your Style Strategies

Here are some proven strategies that will help you develop more productive relationships with individuals of each communication style. These recommendations are temporary behavioral adjustments that you can make during your interaction with others. It is not easy to change habitual behavior; some of these suggestions may seem awkward to you and energy consuming. However, you will find that when applied, they will have a profound impact on improving your relationships and achieving your desired outcomes.



Now that you have learned about the four behavioral preferences, you have an understanding that people act and react to the same things in very different ways. Below are some suggestions for you based on how others may perceive your behaviors in different situations. These suggestions will help you to become a more effective communicator and over time will increase your Interpersonal Adaptability.

Your preference to take quick and decisive action often conflicts with the process of gathering all of the information necessary to make the best decision. During your next meeting, consciously make an effort to allow time for all the information to be put on the table, make a verbal distinction between the information gathering portion of the conversation and the time allotted for decision making. In the end, you will better understand the objectives of others and will be able to implement a more effective solution.

The strong focus you place on accomplishing tasks may be wearing out resources and placing a strain on interpersonal relationships. Make sure that you balance your focus on the task at hand and what is necessary to foster strong and healthy relationships. Invest time in getting to know others, and letting others get to know you.

You are usually known as a person who expresses their views strongly and directly. But often people may be reluctant to express their ideas or challenge you for fear of recrimination. When two-way communication suffers others are hesitant to contribute their thoughts and ideas, thus denying you valuable feedback.

The importance you place on efficiency and performance may lead others to think you place unreasonable demands on them. When you run out of patience, you may take responsibility from others in your desire to get the job done efficiently. This can result in more pressure on you and less support from others.

**5 MORE WAYS YOU CAN ENHANCE YOUR COMMUNICATION SKILLS**

1. Learn to concentrate more on constructively processing the input you receive from others as a means of improving communication and co-operation.
2. Delegate important tasks and decision to others while resisting the temptation to over-control their work.
3. Show a willingness to discuss work on a less formal (more personal) basis.
4. Emphasize your skills as a planner and organizer in order to manage 2-way feedback throughout a project.
5. Be more approachable. Make it easy for colleagues to keep in contact with you. Establish an open-door policy and let people know that you welcome feedback.

Behavioral Preference IV is sometimes called "deliberative," or "analytical." People who display these behavioral preferences are seen as indirect in their communication approach and are often seen as reserved and business like. They are careful and methodical in work and relationships, preferring to make decisions only when all the facts are in, and once they have the time to seek a logical solution to a problem. Attending to details is one of this styles main strengths.

People of this style are perceived as individuals who are able to independently organize their ideas and enjoy a challenging situation in which they can clarify the issues and define a clear course of action.

Behavioral Preference I is sometimes called "driving" or "directive". People who display these behavioral preferences are seen as direct in their communications with others and prefer to remain purposeful in their display of emotions. They prefer to make quick decisions based upon calculated risks. Tangible results are more important than personal feelings as a basis for actions. They may become impatient with long-winded explanations, and want someone else to work out the details.

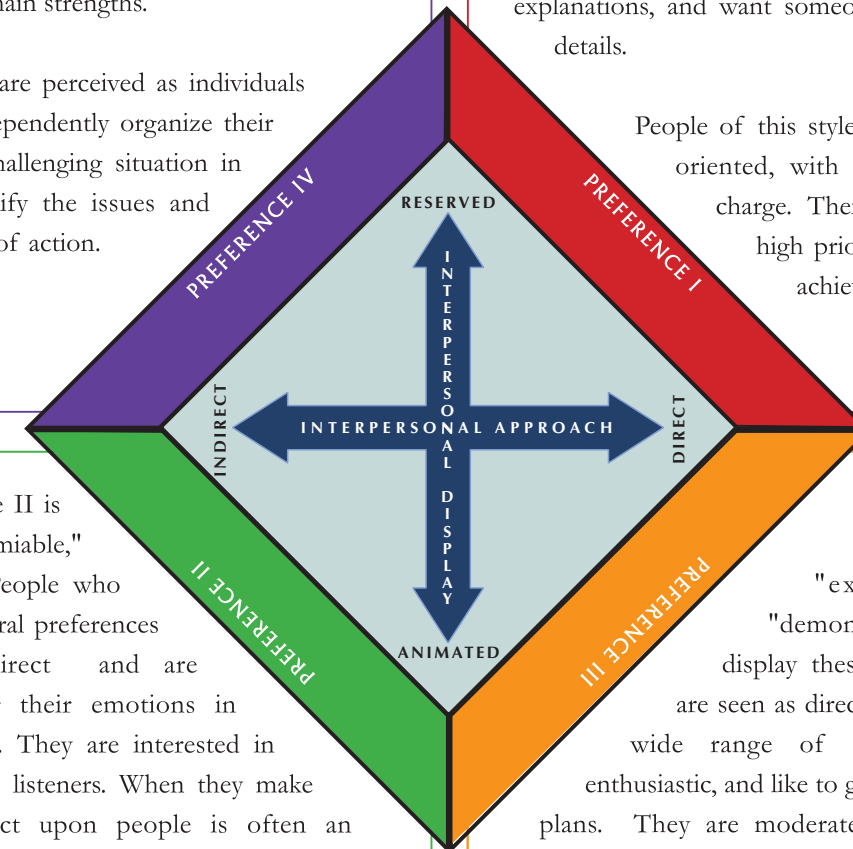
People of this style are perceived as action-oriented, with a clear desire to be in charge. Their leadership style places a high priority on performance and achievement.

Behavioral Preference II is sometimes called "amiable," or "counseling." People who display these behavioral preferences are seen as indirect and are comfortable sharing their emotions in everyday interactions. They are interested in people and are good listeners. When they make decisions, the impact upon people is often an important consideration. Teamwork is important to people of this style and they will work hard to achieve good interpersonal relationships at work.

People of this style build trust and confidence, particularly in situations in which a variety of philosophical differences may exist.

Behavioral Preference III is sometimes called "expressive," or "demonstrative". People who display these behavioral preferences are seen as direct and frequently display a wide range of emotions. They are enthusiastic, and like to get others involved in their plans. They are moderately competitive, and the endorsement of other people is quite important.

People of this style are socially active and enjoy lively debate. They prefer tasks that require big picture thinking and often work well under tight deadlines.



**TOO MUCH OF A GOOD THING?**

"Any virtue carried to an extreme can become a crime"  
- Alexandre Dumas

The strength of any communication style, when exaggerated or when used inappropriately, can create interpersonal tension and impede productivity. Here are some of your style strengths that you must carefully observe and moderate in order to prevent their excessive or inappropriate use from becoming a liability.

Strength	Overuse
Results-Oriented	Impersonal
Go Getter	Impatient
Candid	Rude
Professional	Aloof
Independent	Poor Collaborator
Pragmatic	Short-Sighted

Your profile results show that you are direct in your Interpersonal Approach and Reserved with your interpersonal display of emotion. This would categorize your actions in Behavioral Preference I. Others summarize your behaviors as "driving" or "directive".

Words that people use to describe your behaviors:

- Decisive
- Results-Oriented
- Active

Your dominant style feature is your ability to make quick decisions and accomplish tasks efficiently. By encapsulating information on both tasks and people, you are able to establish internal processes for making decisions and taking action. Your determination and fast-paced nature mean that you often have many projects on your plate and quickly move from one to another. However, your primary focus on accomplishing your tasks may neglect and negatively impact interpersonal relationships.

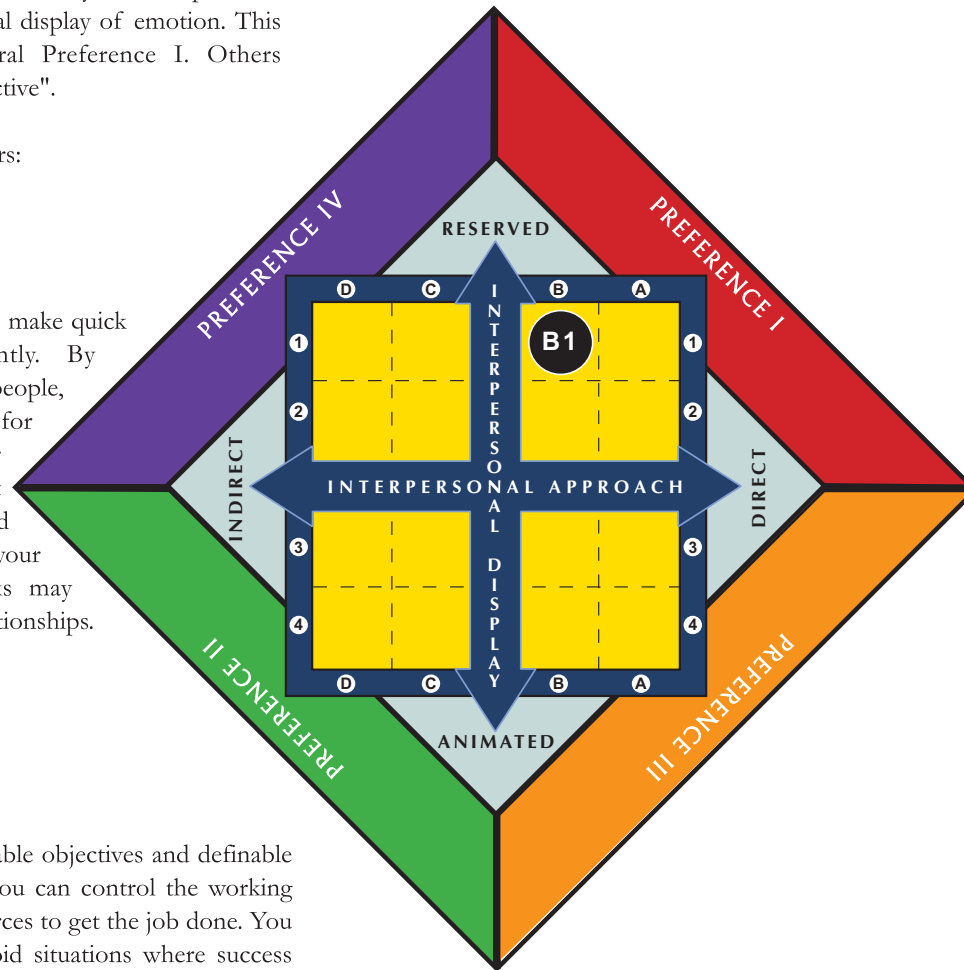
On the job key assets include:

- Your "can do" attitude toward projects
- Ability to take risks
- Resourcefulness

You excel in tasks and projects with measurable objectives and definable constraints. You are most productive when you can control the working environment and when you have enough resources to get the job done. You tend to be uncomfortable and sometimes avoid situations where success depends upon unknown or uncontrollable variables.

When working with others, people would describe you as focused and businesslike. You influence others through your formal and direct presence, attention to measurable goals, and with the speed in which you act or react. You tend to ask detailed questions, prioritize issues and create a list of possible solutions. However, during this process you may limit the amount of input you are prepared to receive from others, thereby sacrificing valuable feedback. Working in a team environment, you seek out tasks that highlight individual achievement and will hold people accountable for their contributions to the team effort. In meetings, you are direct and to the point, and will be thoroughly engaged so long as the information involves tasks that you are currently working on.

Your leadership style can be described as performance based and result oriented. You are comfortable taking charge in formal and informal leadership roles. You create specific measurable goals and milestones, and are quick to provide others with the resources necessary to accomplish a task. Your controlling nature may create conflict in subordinates if you attempt to micromanage or if you do not acknowledge their efforts, skills, or abilities. Subordinates may also feel that performance expectations are set unreasonably high. On the other hand, peers and managers are very confident in your ability to get the job done and will often select you for challenging assignments.



COMMUNICATION STYLE SUMMARY

Position:	B1
Focus	Results
Greatest Strength	Ability to accomplish tasks
Decision Making	Based on objective facts and time constraints
Key Assets	Ability to take risks, Resourcefulness
Teamwork	Focused on goals, Holds others accountable for actions
Leads by	Direct action, Measurable goals

INTERPERSONAL ADAPTABILITY

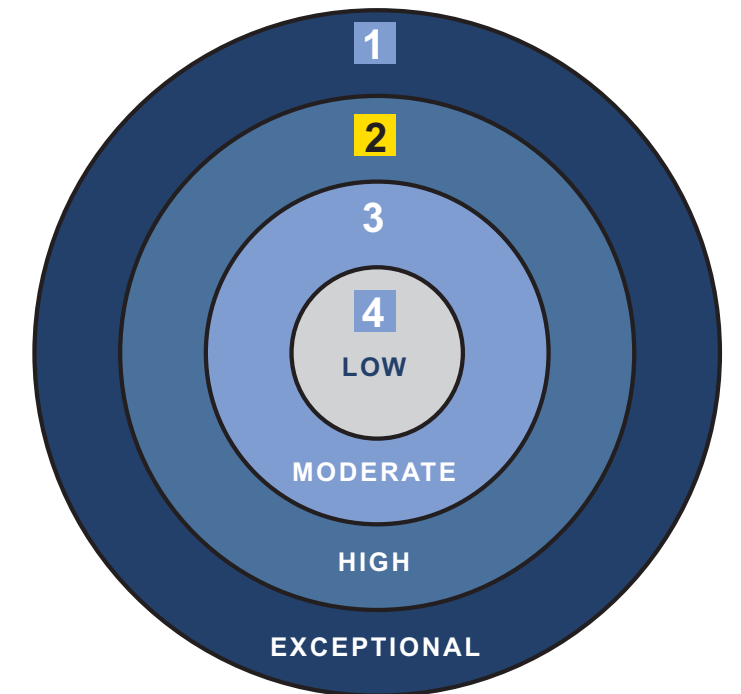
Interpersonal Adaptability is a measurement of how others see your behavior as contributing to effective communication. On one end of the scale, there are people who make others feel comfortable and promote a productive atmosphere. These people would be described as exceptionally adaptable. At the other end of the scale are people whose behavior creates unproductive tension while working with others. These people are considered to have a low level of adaptability.

Interpersonal Adaptability assesses how others see your efforts, based on your ability and attitude, to adapt to different types of people in a variety of situations. Interpersonal Adaptability is not a measure of likability. A person receiving an exceptional score does not mean that he/she is necessarily a "well liked" person and a low score does not mean that they are not liked. The score is audience specific; one group of people may give you a high score while a different group, even hours apart, may not endorse your behaviors.

Interpersonal Adaptability is a way of adapting to another person's process and language; it is not about conforming to his or her point of view. Furthermore, it is not about giving up your values, goals, and preferences. Rather, it involves presenting your ideas in ways that are comfortable to the other person. Finally, Interpersonal Adaptability is not about manipulating the other person. It is about changing your behavior in order to create a collaborative, win-win interaction.

YOUR INTERPERSONAL ADAPTABILITY

Your Interpersonal Adaptability score falls in the third ring, which means that you are in the 50%-75% quartile for adaptability. Your respondents see you as having a high level of adaptability. This indicates that in general, you appear to be aware of how your behavior impacts others. The behaviors that you exhibit when you communicate with others, both what you say and how you say it, often are appropriate for the situation. Therefore, your respondents feel that you are good at adjusting your behavior to diverse individuals and situations. You appear to be knowledgeable about how to communicate to different styles because you seem open and understanding of style preferences and willing to compromise when interacting with others. This ability allows you to communicate effortlessly from one interaction to another. In most cases, you appear to successfully manage the comfort level and focus on the interests of others in a resourceful and effortless manner. This gives the impression that you are aware of others' needs and often take appropriate action to meet these needs.



Your Interpersonal Adaptability score as perceived by your respondents is shown above. Each concentric circle on the graph represents 25% of the population.