

# **Communication Skills**

## **People's Styles**

Presented By: **Omar Shawky**

# Course Objectives

- What is a Personal Style ?
- How to identify any Personal Style !
- How each Style behave under pressure !
- How to Flex to / Build good relation with each Style !

# No wonder we have people problems

- 75% of population are different from you
- Not worse. Not better. But Different.
- Ability to relate well to people is a critical factor for success
- 80% of employee firing due poor **interpersonal relationship**
- Make the difference work for you than against you

# People are more predictable than we think

- **What's a style?**
  - Pattern of assertive and responsive habitual behavior
  - Things we do repeatedly and unintentionally
- **People are not robots**
  - We don't do the same behavior
  - We do the same type of behavior
- **We behave very much with consistency**
  - You can predict what we are likely to do
  - But we are dealing with probabilities not certainties

# What is your Style?

- Self-knowledge is the beginning of wisdom
- Your style is:
  - Not how you see yourself
  - How people see you
- Three animals question !

# Two Keys to Understanding People

## **1- Assertiveness:**

- Degree to which one's behavior is seen **directive** or **forceful**
- More assertive doesn't mean Aggressive (use of style)
- Less assertive is not Submissive

# Assertiveness

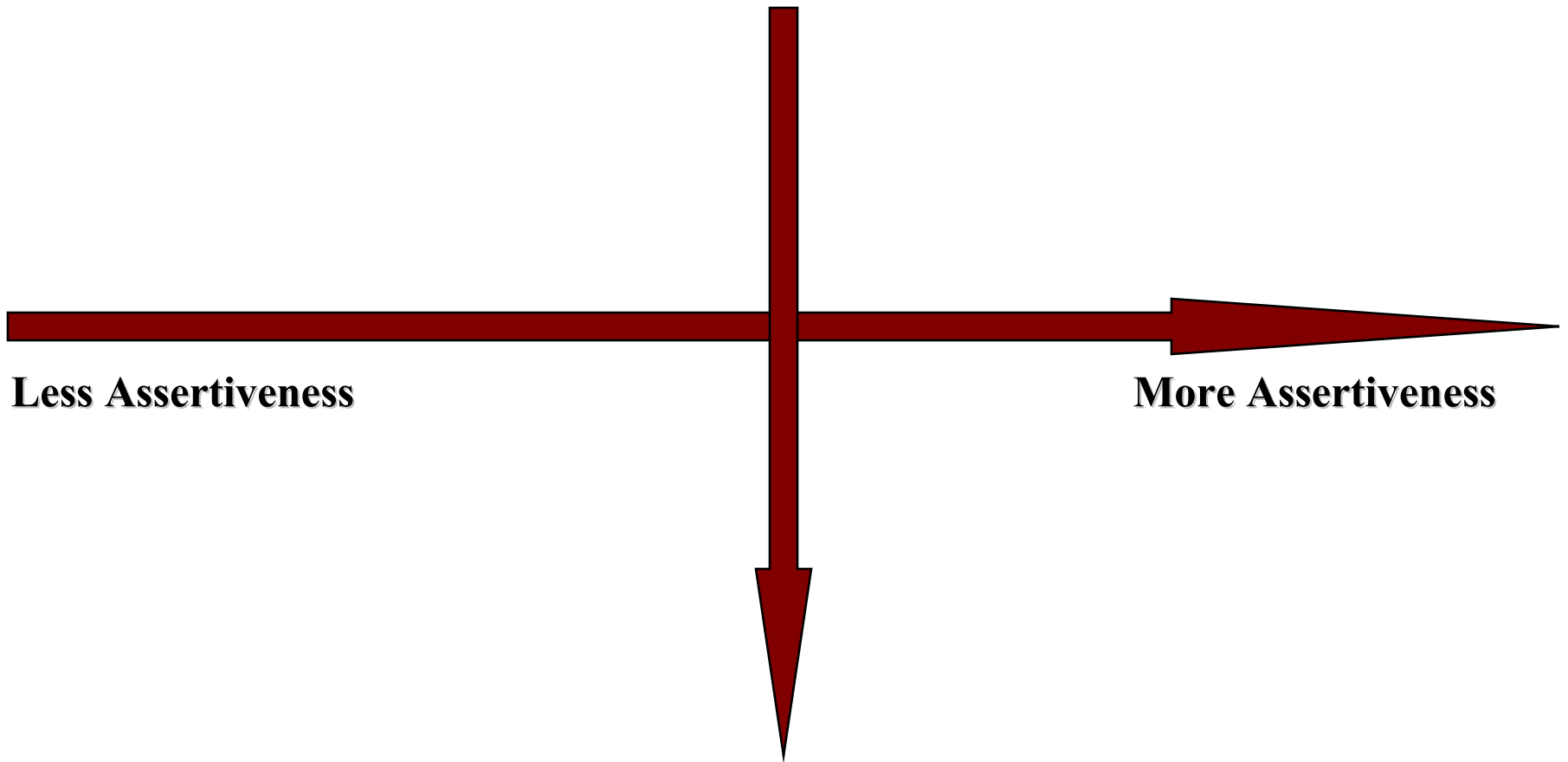
## **Less Assertive**

- Less energy
- Move slower
- Gesture less
- Less intense eye contact
- Lean backward
- Speak softly
- Take time to decide
- Less risk-oriented
- Less confrontational
- Demonstrate anger less quickly

## **More Assertive**

- More energy
- Move faster
- Use gesture
- Intense eye contact
- Lean forward
- Speak rapidly and louder
- Decide quicker
- Risk-oriented
- Confrontational
- Get angry quicker

# Seeing Yourself as others See You



**Less Assertiveness**

**More Assertiveness**

# Two Keys to Understanding People

## **2- Responsiveness:**

- Degree to which one's behavior is seen showing his or her **emotions** and **demonstrate awareness of others feelings**
- More responsive doesn't mean (Let is all hang out)
- Emotionally controlled doesn't mean they don't have emotions. (J.P. Morgan)

# Responsiveness

## **Less Responsive**

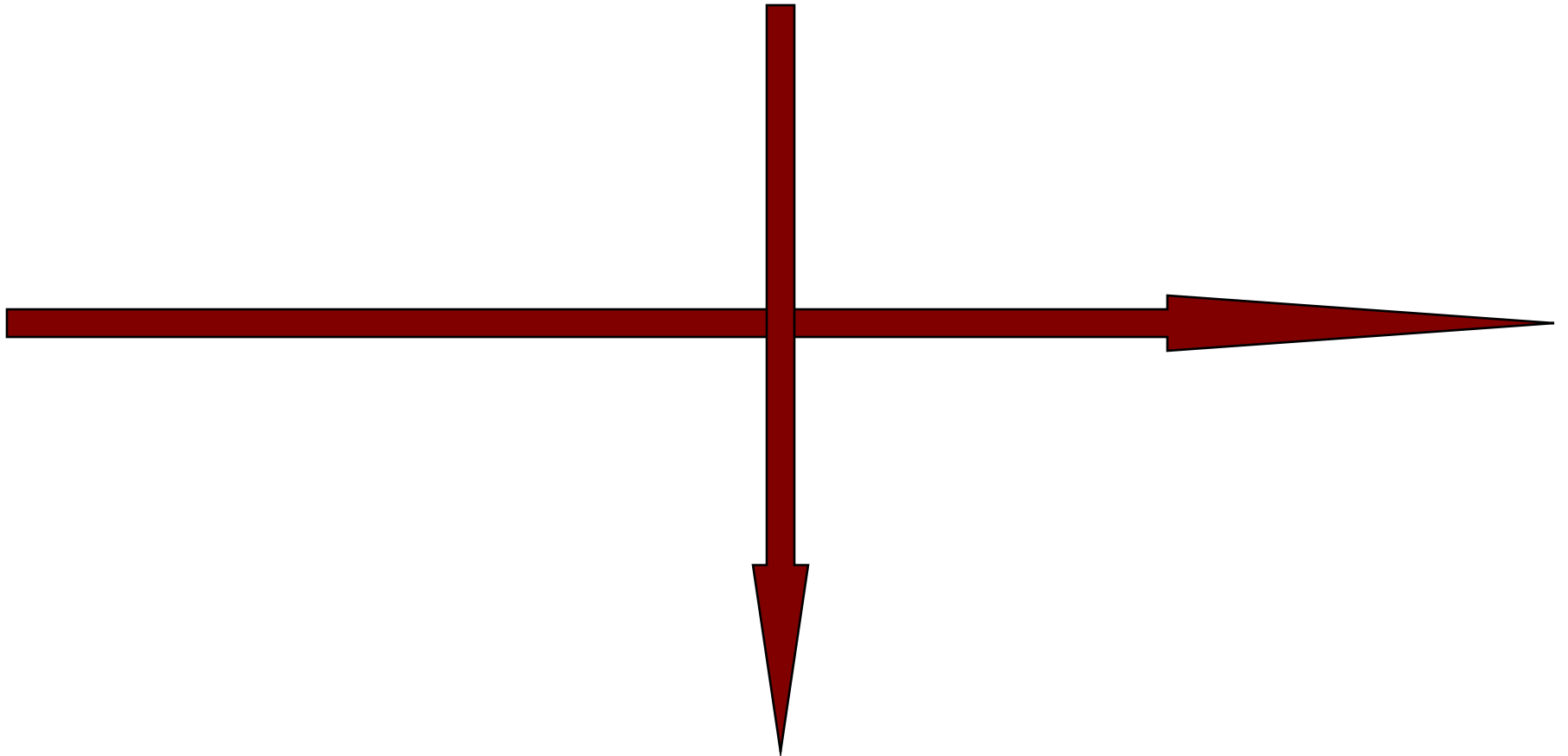
- Less disclosing of feeling
- Appear more preserved
- Less facial expression
- Less vocal inflection
- Use more facts and logic
- More task-oriented
- Prefer working alone

## **More Responsive**

- Express feeling more openly
- Appear more friendly
- More facial expression
- More vocal inflection
- Use more stories
- More people-oriented
- Prefer working with people

# Seeing Yourself as others See You

**Less Responsiveness**



**More Responsiveness**

# How to Identify a Person's Style

- Style identification is learning people through **Observation**
- Behavior is observable not like inner qualities as values, beliefs, traditions, motives.

## 1- Level of Assertiveness

<b>Behavior Pattern</b>	<b>Less Assertive</b>	<b>More Assertive</b>
<b>Amount of talking</b>	<b>Less</b>	<b>More</b>
<b>Rate of speaking</b>	<b>Slower</b>	<b>Faster</b>
<b>Voice volume</b>	<b>Softer</b>	<b>Louder</b>
<b>Body movement</b>	<b>Less, Slower</b>	<b>More, Faster</b>
<b>Posture</b>	<b>Lean backward</b>	<b>Lean forward</b>
<b>Gesture</b>	<b>Less</b>	<b>More</b>

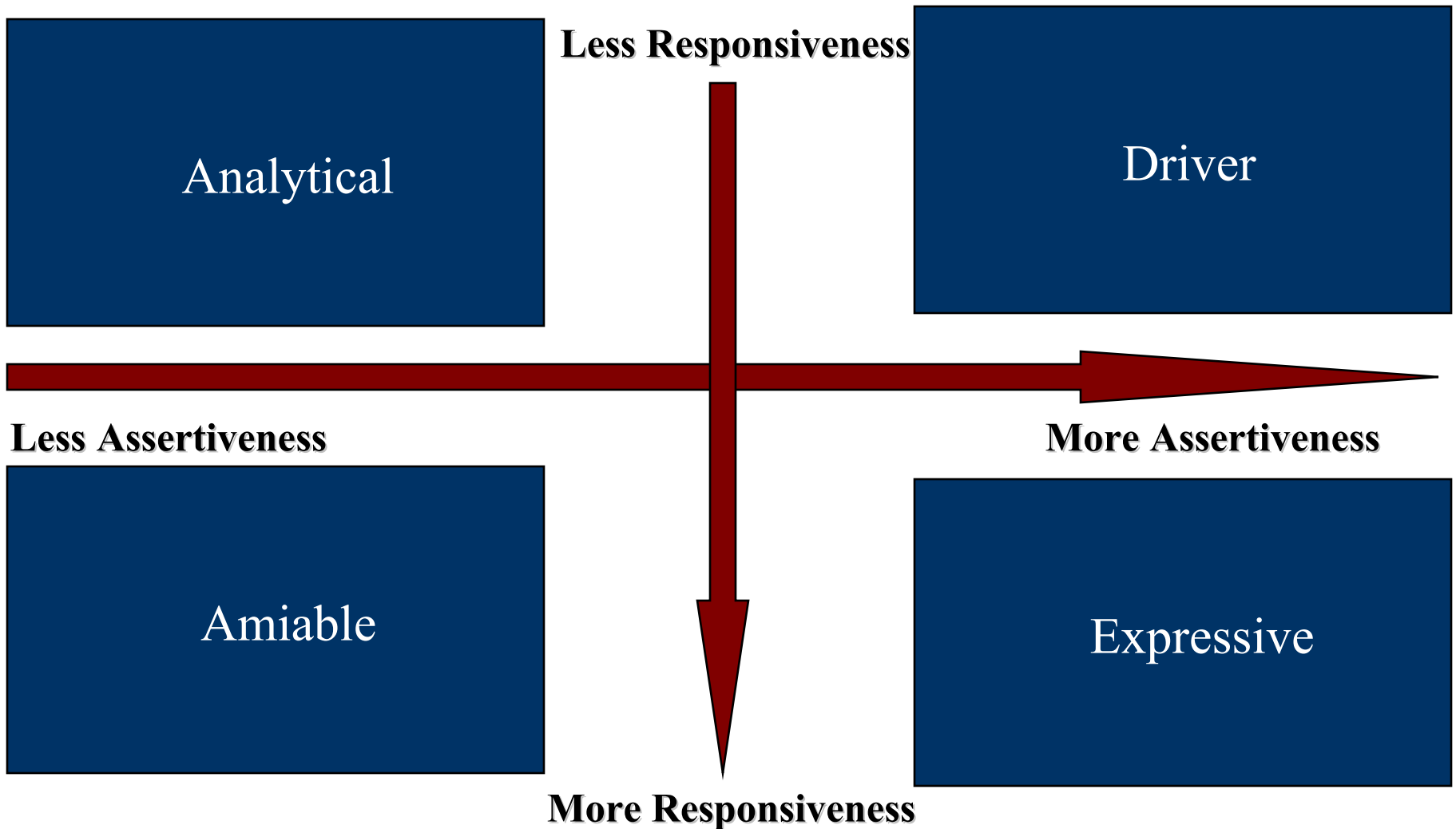
# How to Identify a Person's Style

- Does the person show more emotions than half the population?

## 2- Level of Responsiveness

<b>Behavior Pattern</b>	<b>Less Responsive</b>	<b>More Responsive</b>
<b>-Facial Animation</b>	<b>Less</b>	<b>More</b>
<b>-Is it easy for anyone to notice your emotional status, happy, sad?</b>	<b>No</b>	<b>Yes</b>
<b>-Voice variation</b>	<b>Less</b>	<b>More</b>
<b>-Expressing their feelings</b>	<b>Less</b>	<b>More</b>
<b>-Orientation</b>	<b>Task</b>	<b>People</b>
<b>-Showing interest in others' feelings</b>	<b>Less</b>	<b>More</b>

# Seeing Yourself as others See You



# Four Paths to Success

## Remember

- You can't change your dominant style
- Your style is just a part of who you are
- You are different from others in your style  
(Mohamed Ali and Bill Clinton are both Expressive but different)
- Accept all other styles
- It takes all styles to make an effective organization
  - Thought man (Analytical)
  - People man (Amiable)
  - Action man (Driver)
  - Front man (Expressive)
- Each style is good and can be a leader
- Variety adds spice to live

# Analytical

- Most perfectionist
- They want things to be always right
- Set very high standards
- Willing to do time-consuming work
- Seek to achieve and exceed standards
- Pay much attention to details
- Big on criticism and low on complement
- Very systemic and well-organized
- At best, they build highly effective system
- At worst, they generate bureaucracy and by-the book mentality
- Very task oriented
- They want to be certain before taking decisions
- Like to be alone and prefer work alone

# Analytical *continue...*

- Dress conservatively
- Body language is very low: speak slowly, less eye contact and facial expression
- Lean back on chair when making decision
- They are the quietist, think before speak
- Very slow on deadlines, because they seek perfection and certainty
- Focus on analysis than taking decisions
- Break points into, first, second, third...etc
- Talk about the facts than the feelings

# Amiable

- Team Player
- Encourage other to expand on their opinion
- Open to opinion
- Very generous in their time
- Unselfish
- Extremely friendly
- People-oriented
- Tend to build relationship more easily
- More interested in hearing your concern than expressing their own
- Sensitive to other people's feeling
- Perform best if you identify to them their role
- They might get distracted from work by relating more to people's problems
- Some are better at creating organization while Amiables are better at maintaining organization

# Amiable *continue...*

- When risk is involved, they delay taking decisions
- They tend to prefer to hear from people than reading their memo
- Very patient with people and organization
- When angry, very slow to forgive and forget
- Warm voice, low volume, speak slowly
- Dress what people like
- Tend to avoid direct answer “going to Alex would be great idea”
- Dislike conflict so much
- As manager, they are very tolerant to employees inadequate performance
- They avoid using authority at work

# Expressive

- The most energetic
- Like to be the center of attraction
- They don't like to spend too long in one place
- Enjoy being where the action is
- Always away from their desks
- Always use nonverbal communication and gesture
- Very strong eye contact
- Most outgoing
- Relate easily to strangers (have lots of friends)
- Always invite people to lunch, sport, movies
- Prefer work with people
- They are dreamers and enjoy high imagination
- They hate details, look at the big picture instead

# Expressive *continue...*

- Impulsive and spontaneous (act then think)
- Live in emotional roller-coaster (extreme happiness and sadness)
- Last-minute approach at deadlines
- Fun-seeker, playful, humors
- Make work more fun
- When they talk their whole body joins in
- They might turn people off by their one-sided conversation
- Think out loud
- Speak loud and fast
- Great story tellers
- People-oriented
- Very opinionative

# Drivers

- Very result-focus
- Goal-oriented
- Action-takers (even if they are just 55% sure)
- “You win some, You lose some”
- Amazingly, they tend to change their minds fast
- Walk and move faster than most of the people
- Very serious facial expression
- Tend to hide their feelings
- Their style tends to intimidate people
- Strong eye contact may provide discomfort to others
- The most forceful
- They look very serious most of the time
- Poker face

# Styles Under Stress

- People boil at different degrees and act differently under stress
- We all develop Backup styles under stress
- Backup style: is style of behavior we develop under stress to relieve excess stress
- Backup act as a safety valve that release excess stress

## **Style**

**Expressive**

**Driver**

**Amiable**

**Analytical**

## **Primary Backup**

**Attack**

**Be Autocratic**

**Comply**

**Avoid**

# Expressive Backup: Attack

Under sever stress Expressive tends to do:

- Boil much quicker
- Focus their frustration on people
- Speak in loud voice
- Admit their mistake and cool-off fast

# Driver Backup: Be Autocratic

Under sever stress Driver tends to:

- Become very controlling
- Impose their plan, their thoughts
- Rarely apologize for their actions
- Act even quicker and require people to act at the same speed

# Amiable Backup: Comply

Under sever stress Amiable tends to:

- Become more agreeable “sure, its ok, whatever you want..”
- Agree to avoid conflict not because they are convinced
- Very slow to forgive and forget
- It is very hard to know if they are in a backup but you just feel there is something wrong

# Analytical Backup: Avoid

Under sever stress Analytical tends to:

- Avoid conflict
- Avoid personal involvement and emotional expression
- Like to be alone
- Being unemotional is better than making a scene

Thomas Jefferson took three years avoidance

# Secondary Backup Style

Secondary Backup Style:

if stress continues and never relived people tend to act in a way that is totally reversal of their primary behavior

<b>Style</b>	<b>Primary Backup</b>	<b>Secondary Backup</b>
<b>Expressive</b>	<b>Attack</b>	<b>Comply</b>
<b>Driver</b>	<b>Be Autocratic</b>	<b>Avoid</b>
<b>Amiable</b>	<b>Comply</b>	<b>Attack</b>
<b>Analytical</b>	<b>Avoid</b>	<b>Be Autocratic</b>

# Damage Control:

## When you are in Backup

- Backup behavior sometimes cause damages
- There are three things we can do to limit this damage:
  - **Eliminate as much stress as you can:** walk, swim, watch sunset ...etc.
  - **Limit interpersonal damage:** eliminate some meetings
  - **Don't make important decisions while in backup**

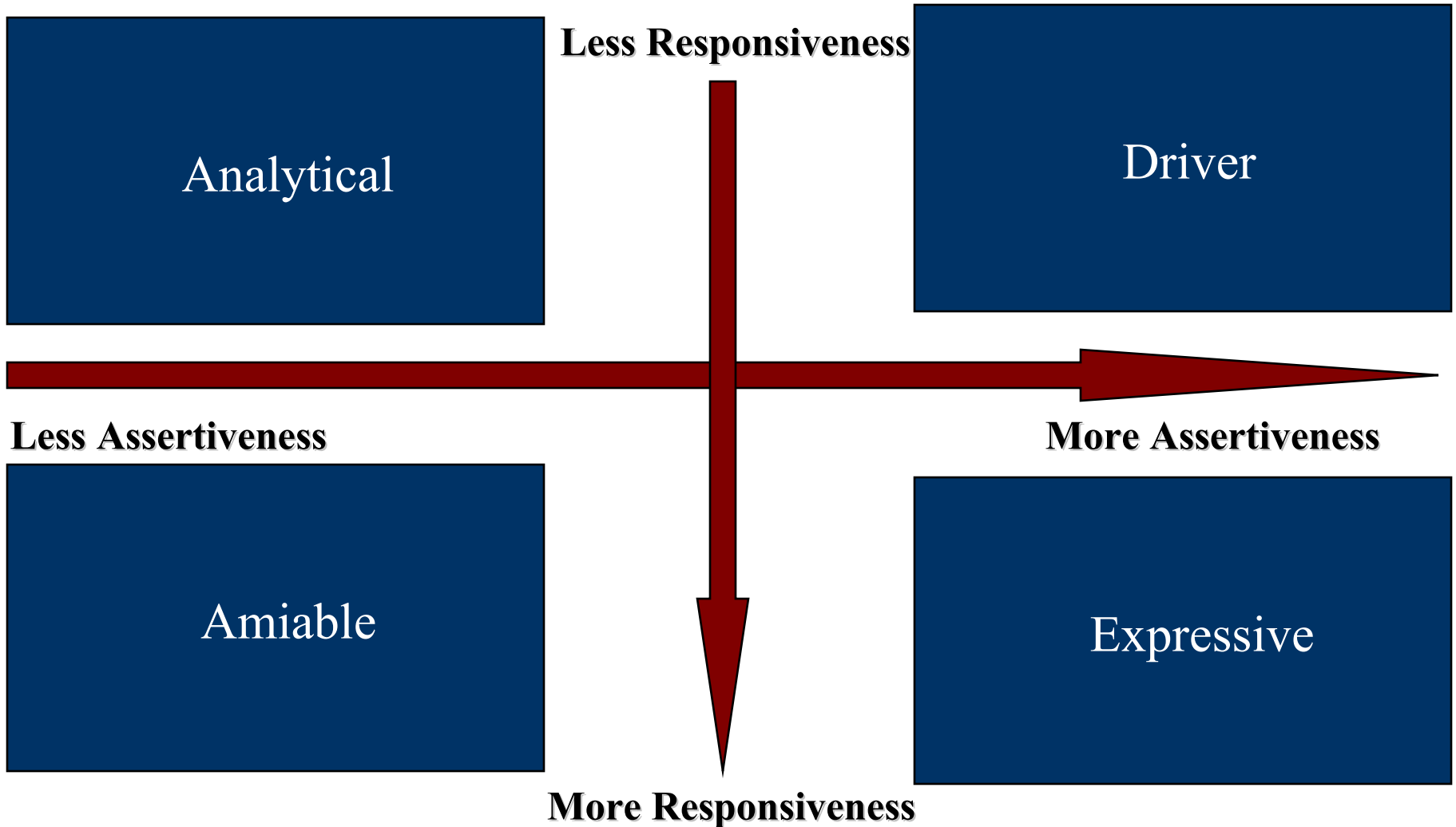
# Damage Control:

## When others are in Backup

When others around you are in backup remember:

2. Expect that they will not be at their best
3. Detect when others are in a backup
4. Avoid getting hooked by others backup
5. Don't try to prevent person from using backup behavior
6. Avoid doing business with people while in backup

# Sa7abah Styles Test



# Always Remember

- Knowing yourself is the first step of building good relationships with others
- Understanding others style will help you to predict them and build common ground with them
- Knowing how you act under stress will help you to manage your stress and others stress
- Try to determine who do you know adopt which style.

# Too Much of a Good Thing

- *“any virtue carried to the extreme can become a crime”*  
Alexandre Dumas, Conte De Monte Cristo
- Sometimes interpersonal problems can be created not because of weaknesses, rather because of **over use of strengths**
- Each style has its strengths, when overdone or misapplied can create interpersonal tension
- Don't develop characteristics of another style and excel on them. Just develop them to the point where your-based weaknesses won't appear.

# Driver's Strengths

## **Used Well: Strength**

**Mover, Make-it-happen**

**Independent**

**Result-oriented**

**Candid**

**Pragmatic (hardheaded)**

## **Over Used: Weakness**

**Autocratic**

**Poor Collaborator**

**Impersonal**

**Abrasive**

**Shortsighted**

# Expressive's Strengths

## **Used Well: Strength**

**Spontaneity**

**Articulate (Fasee7)**

**Fast-paced**

**Visionary**

**Fun-loving**

## **Over Used: Weakness**

**Hard to work with**

**Poor Listener**

**Impatient**

**Impractical**

**Distracting**

# Amiable's Strengths

## **Used Well: Strength**

**Diplomatic**

**Supportive**

**People-Oriented**

## **Over Used: Weakness**

**Conflict Avoider**

**Permissive (lenient)**

**Inattentive to task**

# Analytical's Strengths

## **Used Well: Strength**

**Prudent (cautious)**

**Painstaking (careful)**

**Task-oriented**

**Systematic**

## **Over Used: Weakness**

**Indecisive**

**Nitpicky**

**Impersonal**

**Bureaucratic**

# Finding Common Ground with People

- **Style Clash** is due **Inflexibility** not **Incompatibility**
- To succeed in a team you need to learn how to **FLEX** your style
- **Style Flex: tailoring your behavior so the way you work fits better with other person's style.**
- Adjusting your behavior in a way another person likes to interact
- Style Flex is **NOT Manipulation** nor **Conformity**.
- **Manipulation** (Being nice to people at their expense) :
  - Unethical
  - Works against you in the long term
  - Always harmful
- **Conformity** (Withholding your point of view ):
  - Being liberal with liberal and conservative with conservatives

# Finding Common Ground with People

- There is a difference between **Content** and **Process**
- **Content** is **What** is said (information, discussion, proposal...etc)
- **Process** is **How** you communicate the content (body language, loudness of voice, amount of air time...etc )
- **Flex is not agreeing with the Content it is adapting with the Process**
- Benefits of Style Flex:
  - 1- Focus on how can I change not how can I get you to change
  - 2- Achieve your goal (Expressive presenting details to Analytical)
  - 3- If you flex to people, they will flex to you (Niche Neighbors )
- Your approach should be:

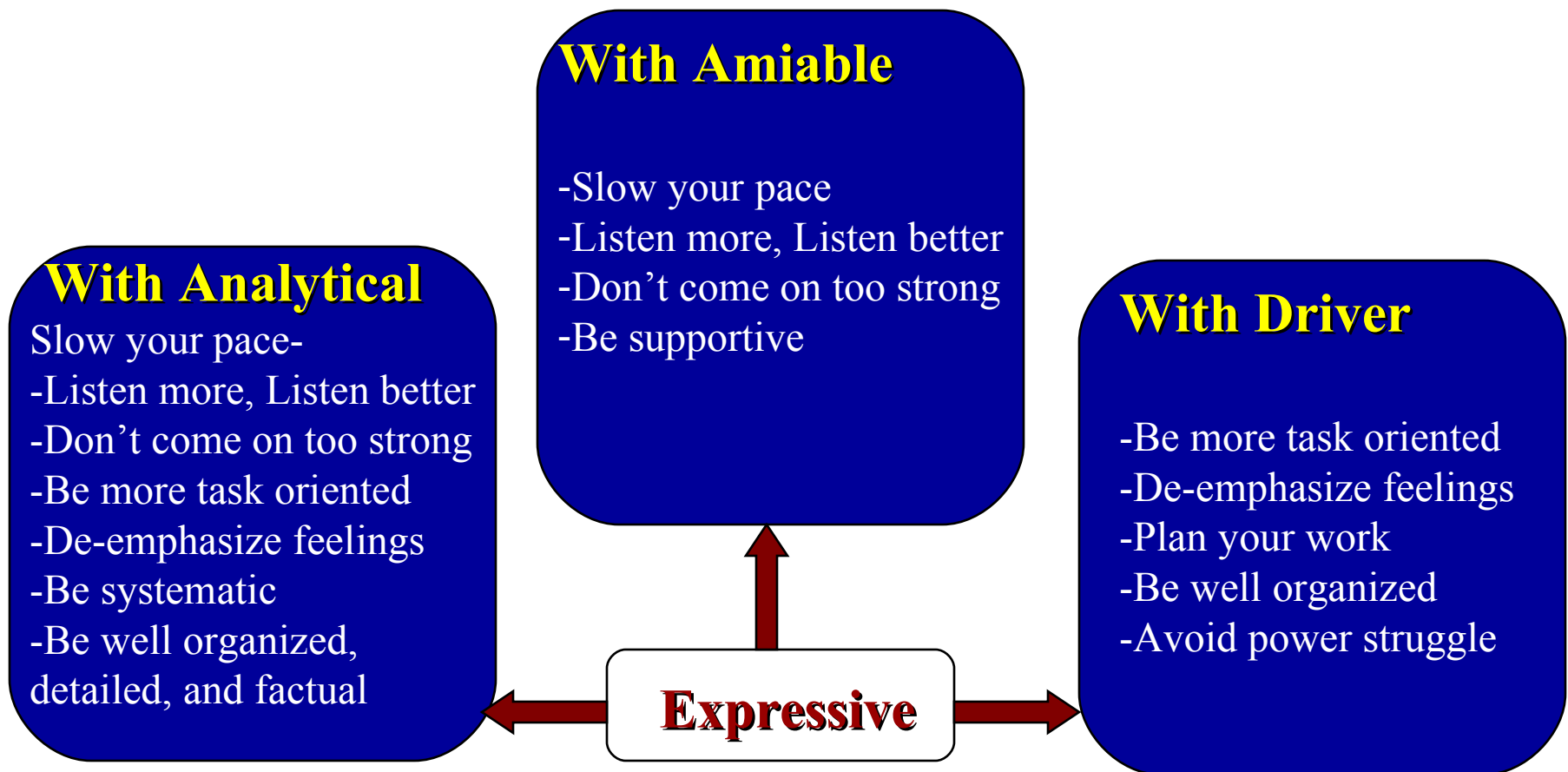
**“I will take the initiative to be in sync with you”**
- **But: HOW to FLEX with different styles ?**

# Four Steps to Better Relationships

- When relationship is not going so well, don't do much of the same; try something different
- How to Flex:
  - 1- **Identify** your style and the other person style.
  - 2- **Plan:** select 2-3 types of behaviors that you could use differently to get in sync with him/her
  - 3- **Apply** those changes that you select in your meeting with the person
  - 4- **Evaluate:** review the process and outcome

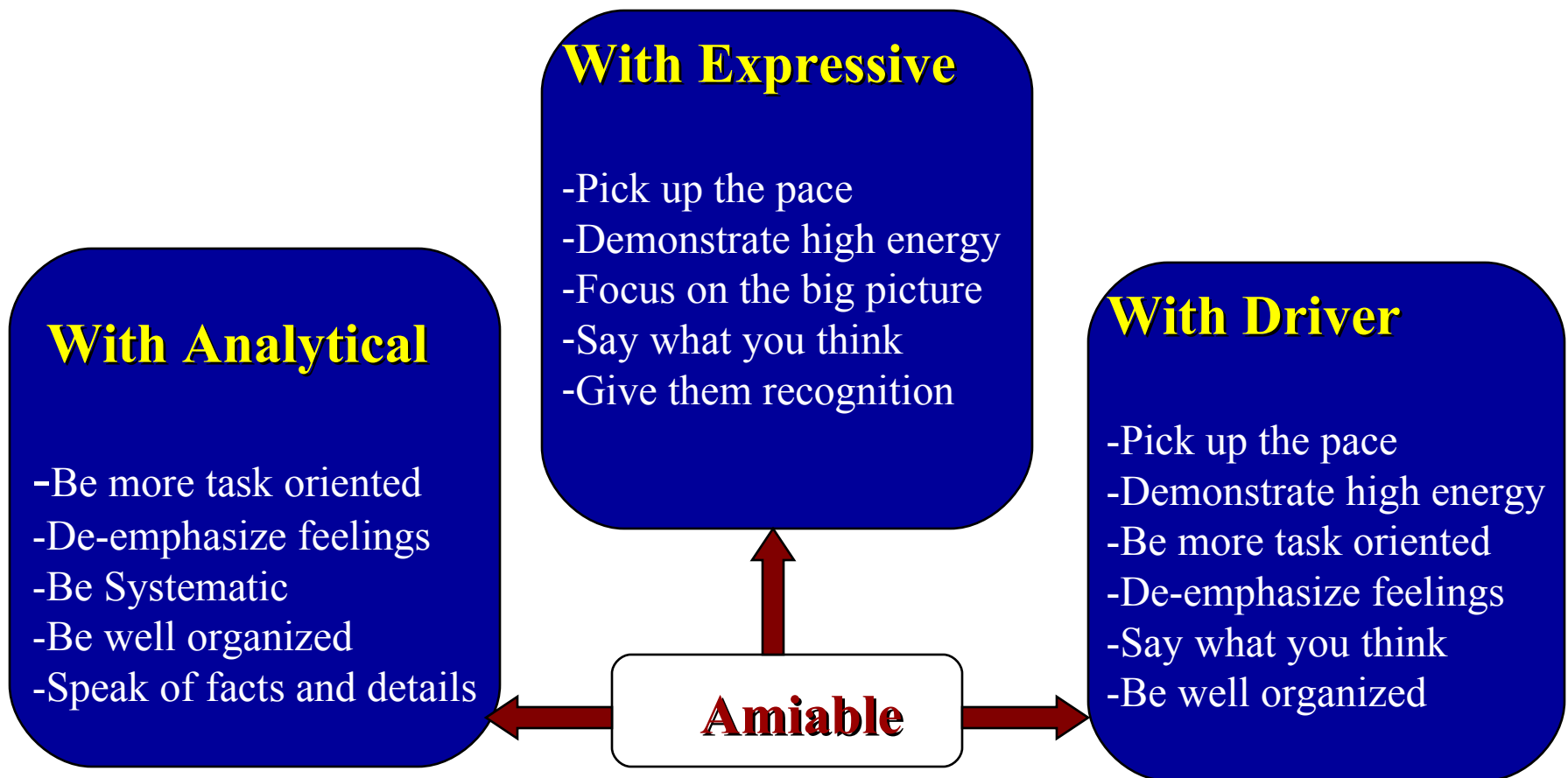
# For Expressive Only :

## How to Flex to Each Style



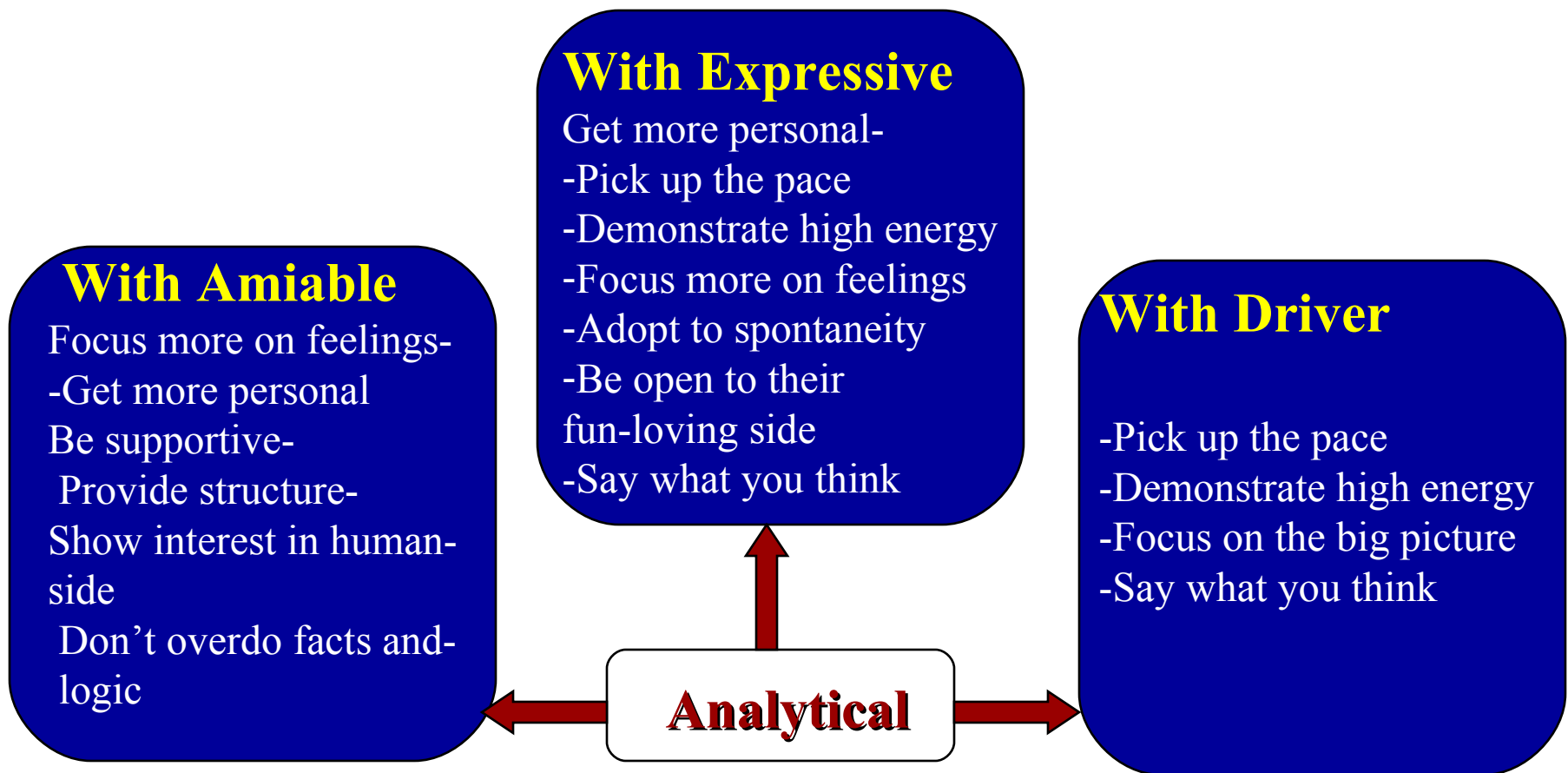
# For Amiable Only :

## How to Flex to Each Style



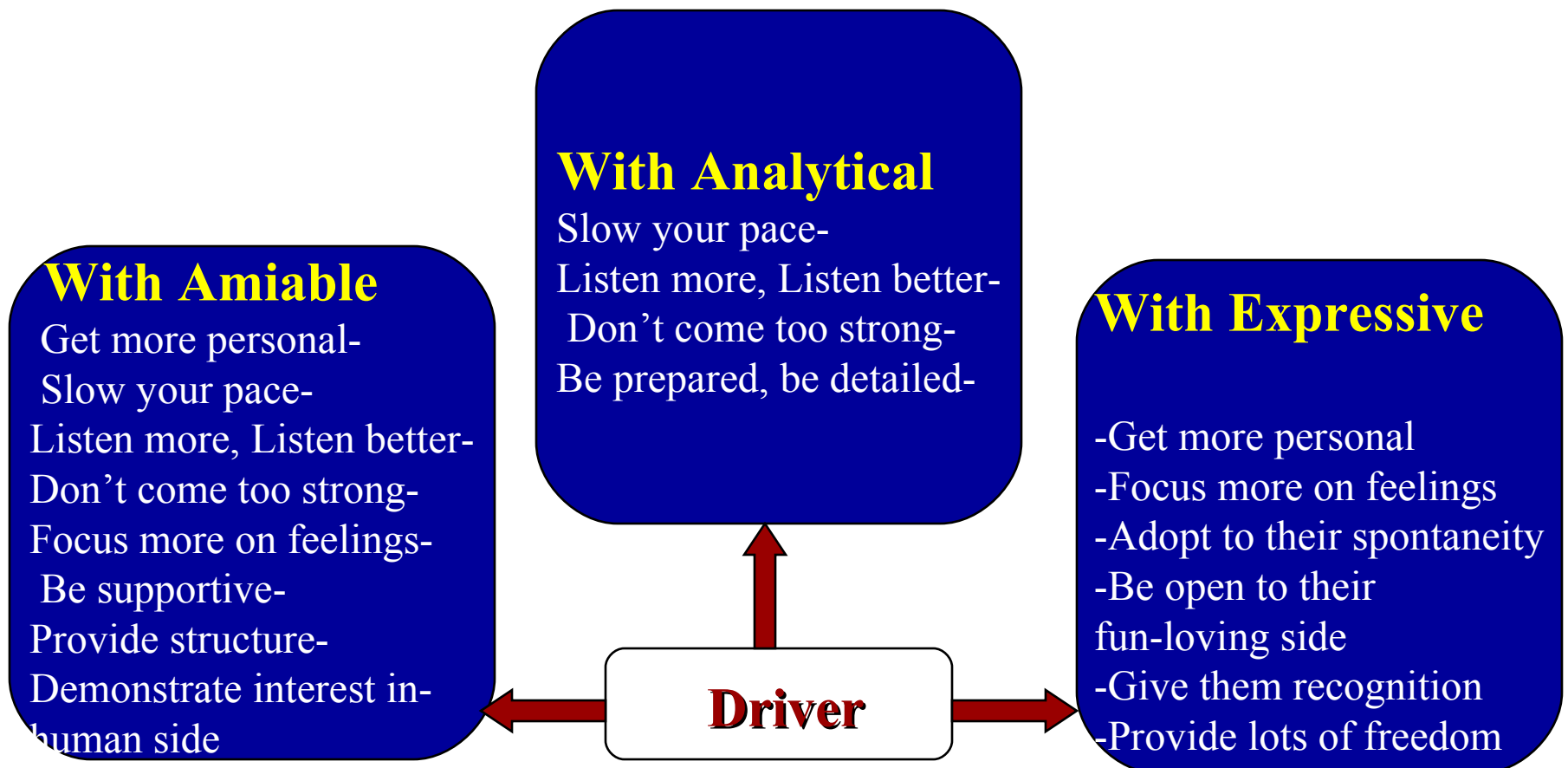
# For Analytical Only :

## How to Flex to Each Style



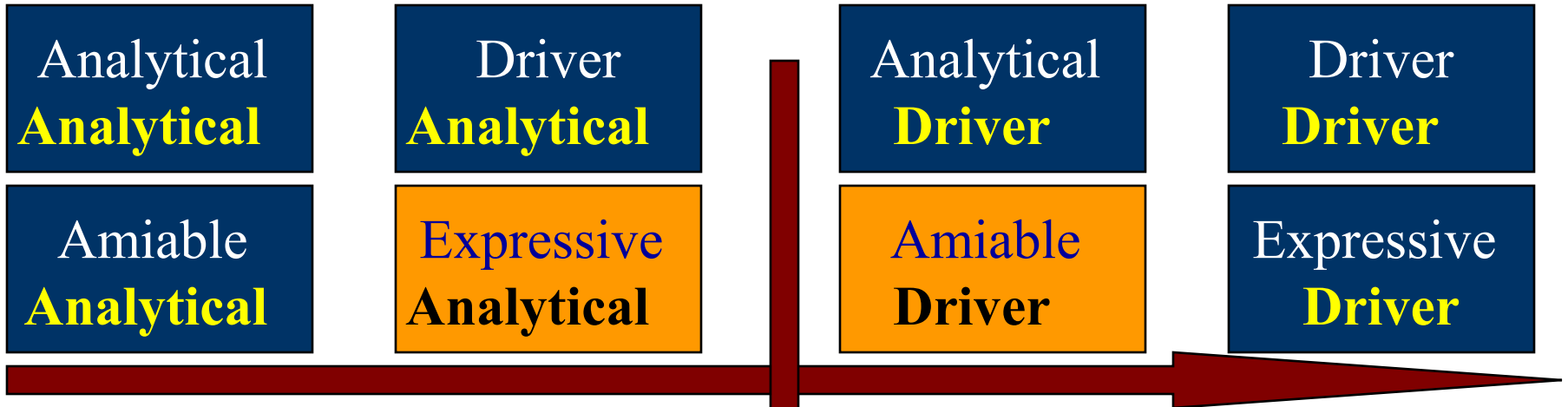
# For Drivers Only :

## How to Flex to Each Style

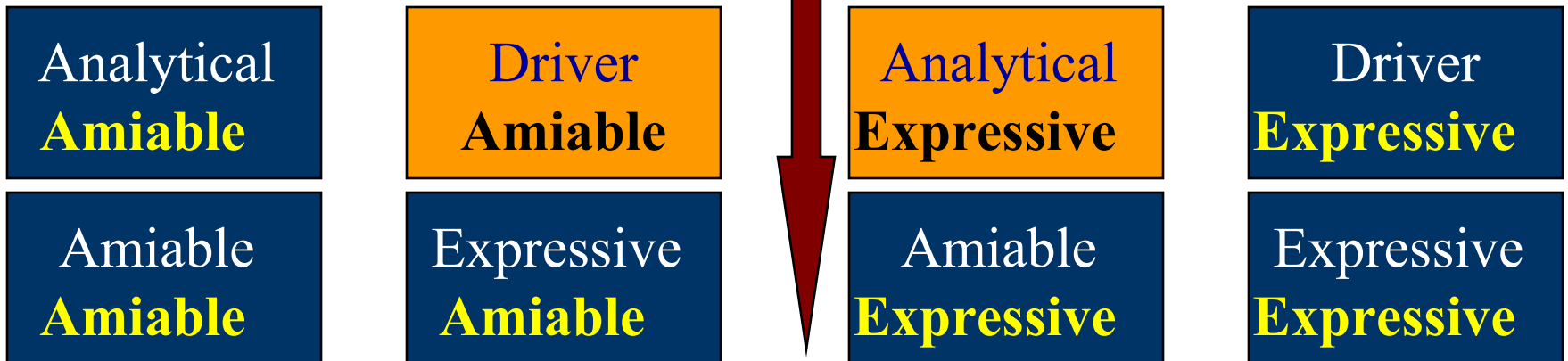


# Flexing Yourself to Others' Styles

Less Responsiveness



Less Assertiveness



More Assertiveness

More Responsiveness

# Flexing in Special Situations

- **Flexing to your manager:**
  - 1- Observe your manager behavior
  - 2- Ask him/her “How would you like me to work with you”
- **Flexing to people you manage**
  - 1- Give them freedom to capitalize on their strengths by using their styles
  - 2- Flex in team meetings
- **Flex in a group** (Identify, Plan, Implement, Evaluate)

# Flexing in Special Situations

- **Style clash with people of the same style:**

## **Style**

**2-Drivers**

**2-Expressive**

**2-Amiable**

**2-Analytical**

## **Clash result**

**Power Struggle**

**Center of Stage**

**No action**

**Indecisiveness**

## **Action**

**one flex to Amiable**

**one flex to Analytical**

**one flex to Driver**

**one flex to Expressive**

# Three Keys to Good Relationships

- **Islam:** No one of you is a believer until he desires for his brother that which he desires for himself
- **Judaism:** “Do not unto thy neighbor what is hateful unto thee; that is the whole law”
- **Buddhism:** Hurt not others in ways that you yourself would find hurtful
- **Christianity:** All things whatsoever ye would that men should do to you, do ye even so to them: for this is the Law and the Prophets. Matthew 7:12
- **Virtually how everyone wants to be treated?**
  - 1- with Respect**
  - 2- with Fairness**
  - 3- with Honesty**

# Three Keys to Good Relationships

- **Respect:**

Respect because the other individual is a **person**

- **Fairness:**

1- Am I using win-win approach (Me & You, not Me or You)

2- would I be willing to be the recipient of my action?

- **Honesty:**

Honest people **consistently** do three things:

1- refuse to make misleading information, don't lie

2- they don't withhold important information

3- are genuine, they don't seem to be other than who they really are

# How to Build an Effective Communication

**To build an effective communication with the important people around you, you should acquire at least 3 abilities:**

**1- Identify your style and styles of all people you are managing**

**2- Try always to flex to each style that you are managing and teach them how to flex to yours**

**3- Do all that with Respect, Fairness, and Honesty with people**

**May Allah Make All Of Us  
Relate Well To People**

**Hope This Presentation Was Beneficial to  
All of You**

**Thank You  
Omar Shawky**