

Communication Style Inventory

In each box, check the word or phrase that is **most** like you most of the time.

1. ___ Competitive 2. ___ Joyful 3. ___ Considerate 4. ___ Harmonious	1. ___ Tries new ideas 2. ___ Optimistic 3. ___ Wants to please 4. ___ Respectful	1. ___ Will power 2. ___ Open-minded 3. ___ Cheerful 4. ___ Obliging	1. ___ Daring 2. ___ Expressive 3. ___ Satisfied 4. ___ Diplomatic
1. ___ Powerful 2. ___ Good mixer 3. ___ Easy on others 4. ___ Organized	1. ___ Restless 2. ___ Popular 3. ___ Neighborly 4. ___ Abides by rules	1. ___ Unconquerable 2. ___ Playful 3. ___ Obedient 4. ___ Fussy	1. ___ Self-reliant 2. ___ Fun-loving 3. ___ Patient 4. ___ Soft spoken
1. ___ Bold 2. ___ Charming 3. ___ Loyal 4. ___ Easily led	1. ___ Outspoken 2. ___ Companionable 3. ___ Restrained 4. ___ Accurate	1. ___ Brave 2. ___ Inspiring 3. ___ Submissive 4. ___ Timid	1. ___ Nervy 2. ___ Jovial 3. ___ Even-tempered 4. ___ Precise
1. ___ Stubborn 2. ___ Attractive 3. ___ Sweet 4. ___ Avoids	1. ___ Decisive 2. ___ Talkative 3. ___ Controlled 4. ___ Conventional	1. ___ Positive 2. ___ Trusting 3. ___ Contented 4. ___ Peaceful	1. ___ Takes risks 2. ___ Warm 3. ___ Willing to help 4. ___ Not extreme
1. ___ Argumentative 2. ___ Light-hearted 3. ___ Nonchalant 4. ___ Adaptable	1. ___ Original 2. ___ Persuasive 3. ___ Gentle 4. ___ Humble	1. ___ Determined 2. ___ Convincing 3. ___ Good-natured 4. ___ Cautious	1. ___ Persistent 2. ___ Lively 3. ___ Generous 4. ___ Well-disciplined
1. ___ Forceful 2. ___ Admirable 3. ___ Kind 4. ___ Non-resisting	1. ___ Assertive 2. ___ Confident 3. ___ Sympathetic 4. ___ Tolerant	1. ___ Aggressive 2. ___ Life-of-the-party 3. ___ Easily fooled 4. ___ Uncertain	1. ___ Eager 2. ___ High-spirited 3. ___ Willing 4. ___ Agreeable

Source: David Merrill & Roger Reid, Personal Styles and Effective Performance, 1981.

Scoring the Communication Style Inventory

Instructions

1. Count the number of "ones" (1s) you chose. Write that number in the tally box marked 1 on the next page. Do the same with the 2s, 3s, and 4s.
2. On the first tally box on the next page, draw a line through the number on the bar graph that corresponds with your total number of "1s." This will be considered the end line for your bar graph.
3. Beginning at the left end, shade the space on the bar up to your end line on the first bar graph.
4. Do the same for the 2s, 3s, and 4s.
5. The longest bar is your predominant style. The second longest bar is your back up style.

Tally Boxes

Driver

1		0 1 2	3 4 5 6	7 8 9 10 11	12 14 16 18
---	--	-------	---------	-------------	-------------

Expressive

2		0	1 2	3 4 5	6 7 8 9 10	11 12 14 16
---	--	---	-----	-------	------------	-------------

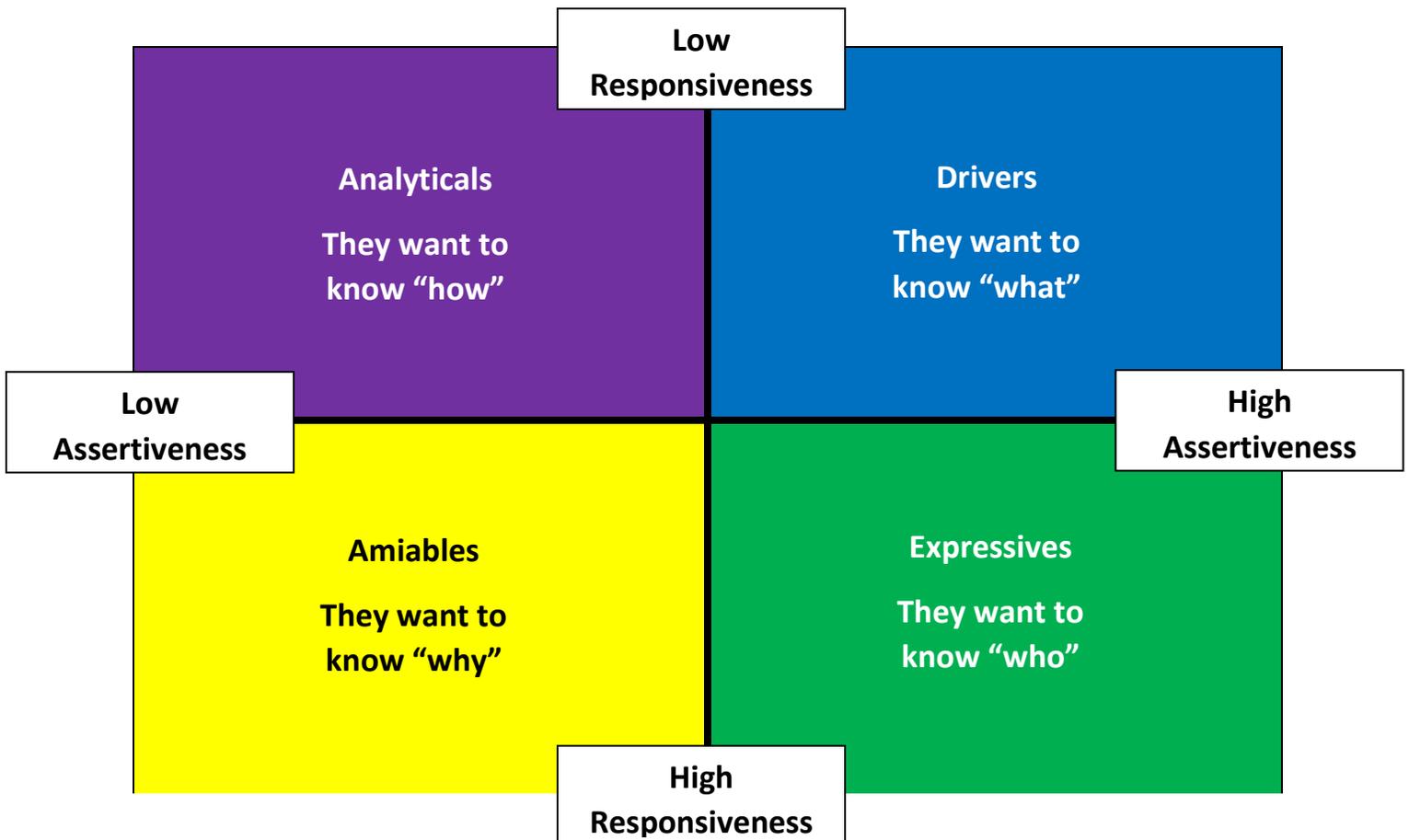
Amiable

3		0 1	2 3 4	5 6 7 8 9	10 12 14 16
---	--	-----	-------	-----------	-------------

Analytic

4		0	1	2 3 4	5 6 7 8	9 10 12 14
---	--	---	---	-------	---------	------------

___ TOTAL (equals 24)



Adapting to Other Styles

Source: Gory A. Williams and Robert B. Miller, "Change the Way You Persuade," *Harvard Business Review*, 2002

Drivers with Other Styles

Analyticals

Other Drivers

<p>Relate to your efficiency, logic, command or data, and task orientation.</p> <p>Question your haste, bossiness, decisiveness, competitiveness, risk-taking.</p> <p style="text-align: center;"><i>To work better with Analyticals:</i></p> <ol style="list-style-type: none"> 1. Bring them detailed facts and logic in writing. 2. Be patient while they evaluate and check the accuracy or the data. 3. Help them come to conclusions by getting them to set deadlines. 	<p>They see you as action oriented, in a hurry, bossy, commanding, efficient, stubborn, disciplined, tough, independent, secretive, logical, demanding, non-listening, quick, decisive, unfeeling.</p> <p style="text-align: center;"><i>To work better with fellow Drivers:</i></p> <p>Agree in advance on specific goals, and provide freedom to work within these limits. An unproductive deadlock can occur when there is too much dominance and no allowance for independence and individuality.</p>
<p>Relate to your efficiency and discipline.</p> <p>Question your lack of feeling, tough-mindedness, bottom-line orientation, impatience, secretiveness.</p> <p style="text-align: center;"><i>To work better with Amiables:</i></p> <ol style="list-style-type: none"> 1. Show concern for them and their families, interests, etc. 2. Slow down, and provide detail and specifics on how to accomplish objectives. 3. Support efforts and accomplishments with personal attention. <p>*Working with this style will require <i>you</i> to exercise <i>your</i> versatility.</p>	<p>Relate to your accomplishments, independence, decisiveness.</p> <p>Question your coldness, lack of playfulness, critical nature, discipline.</p> <p style="text-align: center;"><i>To work better with Expressives:</i></p> <ol style="list-style-type: none"> 1. Be more open about self, feelings, gossip, opinions. 2. Relax time constraints within structure, give incentives. 3. Provide public recognition for accomplishments – let them win in front of others.

Amiables*

Expressives

Expressives with Other Styles

Analyticals*

Drivers

<p>Relate to your imaginative, stimulating, thought-provoking nature.</p> <p>Question your ability to perform as stated, follow-through, and loud, flashy, emotional side.</p> <p style="text-align: center;"><i>To work better with Analyticals:</i></p> <ol style="list-style-type: none"> 1. Talk facts, not opinions, and break down component parts, preferably in writing. 2. Back up your facts with proof from authoritative sources. 3. Be quietly patient while they discover for themselves what you already know. <p>*Working with this style will require <i>you</i> to exercise <i>your</i> versatility.</p>	<p>Relate to your outgoing, imaginative, competitive, and personable aspects.</p> <p>Question your rah-rah, demonstrative, impulsive, emotional side.</p> <p style="text-align: center;"><i>To work better with Drivers:</i></p> <ol style="list-style-type: none"> 1. Back up your enthusiasm with actual results; demonstrate that your ideas work. 2. Be on time, and keep within agreed-upon limits, provide materials promptly. 3. Provide choices of action where possible, and let the Driver select the course of action.
<p>Relate to your warmth, enthusiasm, and your stimulating and personable nature.</p> <p>Question your outgoing, loud, dramatic, impulsive side.</p> <p style="text-align: center;"><i>To work better with Amiables:</i></p> <ol style="list-style-type: none"> 1. Slow down the pace and volume, allow time to build a relationship. 2. Work on one item at a time, in detail; avoid the confusion of too many tasks or ideas at one time. 3. Encourage suggestions, participation on team activities, supportive roles. 	<p>They see you as outgoing, enthusiastic, warm, opinionated, talkative, intuitive, emotional, stimulating, imaginative, impulsive, excitable, loud, flashy, dramatic, personal, competitive, caring.</p> <p style="text-align: center;"><i>To work better with fellow Expressives:</i></p> <p>Provide the discipline in this relationship, or all the fun and creativity may accomplish nothing. Keep on track and emphasize the basics, allowing carefully limited experimentation as a reward for results.</p>

Amiables

Other Expressives

Amiables with Other Styles

Analyticals

Drivers*

<p>Relate to your cooperative, careful, quiet, thoughtful, and willing ways.</p> <p>Question your soft-hearted, easygoing nature, emotional responses and compliance with others.</p> <p style="text-align: center;"><i>To work better with Analyticals:</i></p> <ol style="list-style-type: none"> 1. Stress the need for facts and data rather than emotion, to build a case, but let them do the work-up with a time limit. 2. Provide added opportunities for classwork and study in return for meeting activity standards. 3. Build confidence in the relationship through demonstrated technical competence. 	<p>Relate to your supportive, helpful, team-oriented, careful nature.</p> <p>Question your lack of initiative, need for detail, small thinking, responsive side.</p> <p style="text-align: center;"><i>To work better with Drivers:</i></p> <ol style="list-style-type: none"> 1. Be business like, let them tell you how to help, what they want. Don't try to build a relationship/friendship. 2. Stay on schedule, stick to the agenda, provide factual summaries. 3. Let them make decisions based on options you provide. <p>*Working with this style will require <i>you</i> to exercise <i>your</i> versatility.</p>
<p>They see you as supportive, quiet, friendly, shy, retiring, team-oriented, helpful, kind, thoughtful, slow to act, nonthreatening, soft-hearted, easy-going, complying, responsive, open, willing, careful, cooperative.</p> <p style="text-align: center;"><i>To work better with fellow Amiables:</i></p> <p>Being hardnosed, insistent, and directive is an uncomfortable role but a necessary one in this situation. Otherwise, it is likely that no one will take the necessary initiative and the end result will be unsatisfactory.</p>	<p>Relate to your supportive, friendly, responsive, helpful characteristics.</p> <p>Question your slowness to act, and careful, complying, non-competitive stance.</p> <p style="text-align: center;"><i>To work better with Expressives:</i></p> <ol style="list-style-type: none"> 1. Try to bring them definite options, backed by third-party endorsement – don't waiver. 2. Publicly recognize and praise their accomplishments. 3. Stand your ground when challenged on rules and previously established procedures.

Other Amiables

Expressives

Analyticals with Other Styles

Other Analyticals

Drivers

<p>They see you as thoughtful, wanting more facts, conservative, quiet, critical, logical, cool toward others, thorough, cooperative, distant, reserved, stern, austere, dependable, accurate.</p> <p><i>To work better with fellow Analyticals:</i></p> <p>Recognize the need for making timetables and for reaching decisions, reinforcing each other's desire for more information may form a self-perpetuating cycle that doesn't bring results.</p>	<p>Relate to your logic, command of data, accuracy, dependability.</p> <p>Question your overabundance of facts, lack of decisiveness, and lack of risk-taking.</p> <p><i>To work better with Drivers:</i></p> <ol style="list-style-type: none"> 1. Summarize facts with various outcomes; let them decide. 2. Depend on self-discipline rather than excessive reports, precise instruments. 3. Recognize results with monetary rewards.
<p>Relate to your cooperative, conservative nature, accuracy, patience.</p> <p>Question your lack of warmth and close relationships, dependence on figures.</p> <p><i>To work better with Amiables:</i></p> <ol style="list-style-type: none"> 1. Show your interest in them as people, rather than as workers. 2. Use their skills as mediators to build relationships inside the organization. 3. Help them see the big picture and how they relate to it. 	<p>Relate to your cooperativeness, dependability.</p> <p>Question your dependence on facts, critical, stuffy nature, impersonal approach, lack of fun.</p> <p><i>To work better with Expressives:</i></p> <ol style="list-style-type: none"> 1. Spend "informal" time with them. 2. Recognize their need for package sales, incentives, contests. 3. Ask for their opinions and input on a noncritical, accepting basis. <p>*Working with this style will require <i>you</i> to exercise <i>your</i> versatility.</p>

Amiables

Expressives*