

Influencing Behaviour Styles – My Style

CHARACTERISTIC	PERSUADING	SUPPORTING	ANALYZING	DIRECTING
Time	Erratic - brief, if uninvolved or unstimulated or if he/she is not intrigued	On time or 'human' excuse	On time, disciplined	Impatient
Questions to expect	Some personal/creative	People-oriented	Logical, fact-oriented, asking for support, process questions, asking for technical details, source of materials	Short/precise, objective driven
Answers to expect	Personal, creative/ego area	Qualified statements	Qualified, technical, unimaginative, precise, following policy and rules	Short/precise, pointed
Response to threat	Takes personally - attacks back	Avoids confrontation, goes along with for the moment	Attack details	Anger – takes control
Needs	To avoid details & too many facts - to have broad picture - recognition	To know how others think and feel before deciding; harmony; personal safety, to go along with; the easiest way, no friction	To be logically correct, enjoys technical challenges, details	Results/action, steps/achievements, win/control
Small talk	Strong, personal interest, positive	Yes	Some technical in nature, project-oriented	Minimal to none/industry trends
Environment	Slightly disorganised - friendly, light, colourful	Friendly, personal items	Organised, charts, graph	Controlled, orderly, formal
Tone and Manner	Energy, animated, intuitive, excitable, articulate	Warm, patient, supportive, expressive, animated or people issues	Low key, not too expressive	Direct, forceful, energetic, aggressive
Proud of	Achievement, creativity, judging people	Relationships, friends	Process, logical conclusion, thoroughness	Achievements/ working hard
Decisions	On basis of personal motivation, on broad picture, quick	Avoids being different; may not decide until knows what others think and feel, avoids risk	Only after getting <u>all</u> the facts; logical decision	Quick, decisive, calculated risks
Criteria	If you are not creative & emotional, you could be dull	Are others doing it? Will others accept it easily?	Is every step logical and in order?	Results, bottom line, proof

Influencing Behaviour Styles: **Others' Style**

CHARACTERISTIC	PERSUADING	SUPPORTING	ANALYZING	DIRECTING
Time	On time	On time or 'human' reason	Disciplined, on time	Keep it short – punctual, disciplined
Preparation Factor	Personal focus important	Especially in people issues and how others think and feel	Yes, must have all facts in order	Totally prepared
Your questions	Bring achievements, pride, ego	Interest in people	Pointed, technical	Incisive – show knowledge
Your answers	Personal, charisma, humour, warmth	Friendly, human content	Specific, supportable	Direct, brief, targeted, decisive
Main overt interest	Creative, big picture/vision, excitement, prestigious, benefits to ego	Team building, no risk, how it feels, how it affects, is seen by others, easy way	Detail-oriented, lots of data, support, step-by-step details, the 'correct' way, how it works, the logic	Results, control, bottom line
Type of support	Factual and personal, personal promise, build on his/her approach, how your way can get people to be like him/her, do it his/her way; can include creative 'soft stuff'	Facts and sentiment, personal experience, personal promise, build on the familiar	Step-by-step details, factual	Specific evidence/case studies
Style of presentation	Informal, or formal but warm, creative, colourful, expressive	Informal, friendly	Logical, low-key, careful, sincere, organized, support all details, orderly, process-oriented	MBA/direct/structured
Approach	Include imagination, visualise, include creative data, flatter ego	Informal, human sincere, caring	Low-key	Direct, concise, options ready
Risk	Yes, if tied to creativity and facts	Too technical or aggressive	Small	Lose quickly, take calculated risks
What to avoid	Too many details, being impersonal, not warm	Rushing, pushing, urgency, risk, uncaring, insincere	Flamboyance, absence of facts, reliance on intuitive judgements, rushing, pushing, inaccuracy or incompleteness of detail	Small talk, emotional talk – over friendly – disorganized – getting too close

