

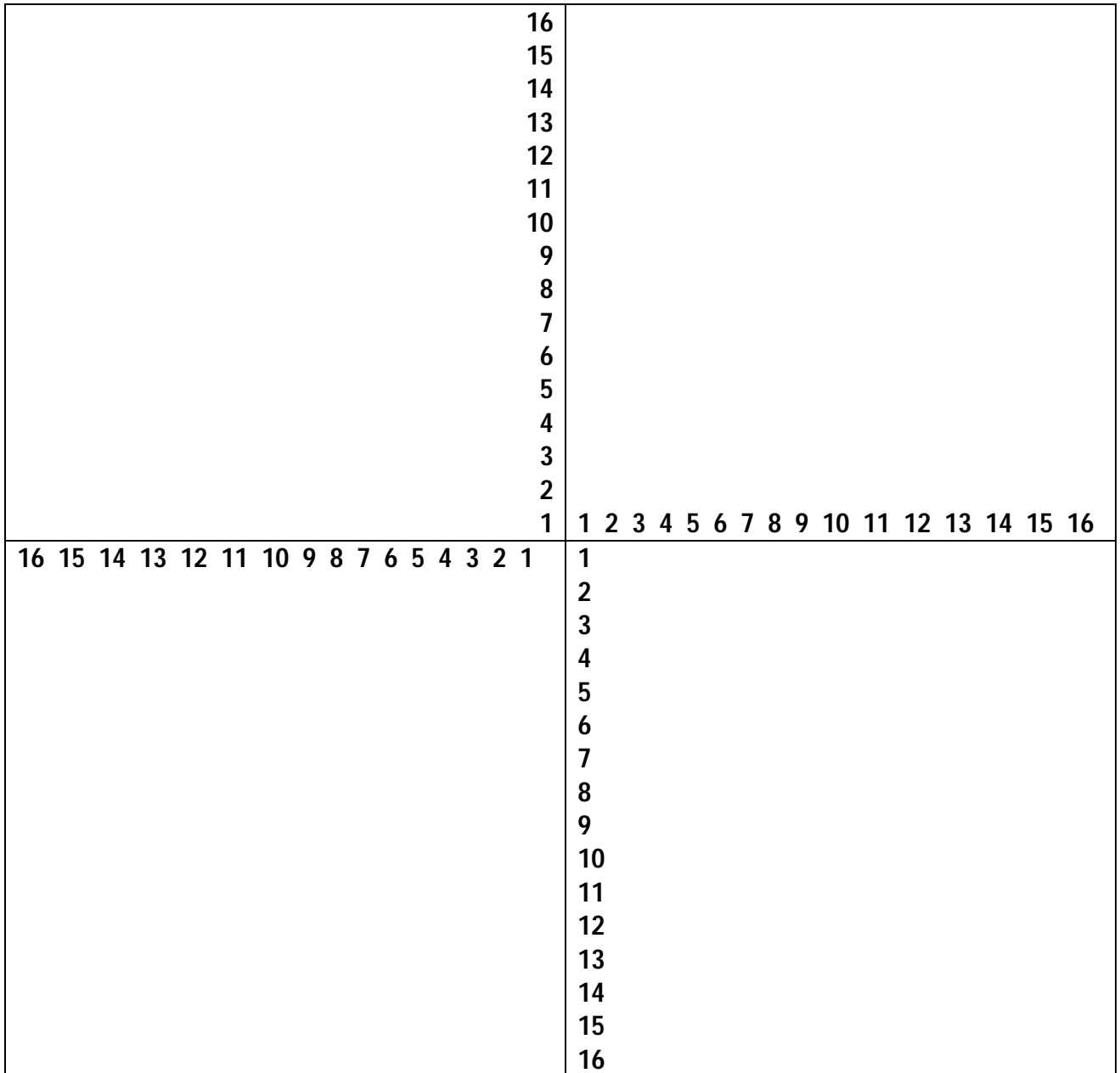
Instructions: Listed below you will find sixteen rows of descriptive words, divided into four columns. Each of the rows has four words in it. Your task is to examine each row of words and select the words that you believe most closely describe you and/or your behavior at work. When you have done this, please circle the two words and continue the process with the next row until you have completed all sixteen rows of items. You must select two items from each row.

If you are also completing this questionnaire for another person, consider each row of words a second time. Think of this person's characteristics and how they behave at work and/or in their interactions with you. Select the two words that you believe most closely describe this person and underline them. You must select two items from each row for this person. It is possible to select the same descriptive word(s) for the other person as you selected for yourself.

Row	Column W	Column X	Column Y	Column Z
1	No-Nonsense	Bold	Personable	Deliberate
2	Organized	Autocratic	Courteous	Listener
3	Industrious	Independent	Congenial	Cooperative
4	Solemn	Emphatic	Talkative	Reflective
5	Serious	Determined	Warm	Careful
6	Direct	Risk Taker	Friendly	Cautious

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Please transfer your scores from the preceding page and plot them on the appropriate axes below:



Now connect the points on the axes by drawing lines horizontal to the Z and X axes and perpendicular to the W and Y axes. Your finished product should resemble a square or rectangle.

Each person has habits that are unique to his or her way of perceiving the world and of interacting with it. These habits, or patterns, generally fall into categories that are known as “interpersonal style.”

There are four distinct interpersonal styles, although we are all made up of components from each style. They are the Director, the Expressive, the Relater, and the Thinker. The styles are first influenced by whether the person is Controlled or Open in their responsiveness; that is, how much information they will reveal, whether or not they will share their feelings and emotions, and how much information they reveal through non-verbal cues. Secondly, the styles are influenced by how Direct or Indirect a person is. For example, how assertive the person is, whether they ask questions or give orders, whether they are reserved or risk-taking.

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Thinkers are Controlled in their responsiveness and Cautious in their dealing with people and tasks.

On the following pages we will explore each of these interpersonal styles. Before doing so, however, a note of caution:

- **There is no best style. All interpersonal styles have their pros and cons. That's life!**
- **All individuals who share a given style do not behave in exactly the same ways. Nevertheless, people can be placed in one of the styles. Just as a song may be sung differently by various performers, it can still be recognized by its tune. So it is with people.**
- **People tend to describe themselves in ways they would like to be seen by others. This may be deceptive. Obtain feedback from others who know you well and see if your perception of yourself is shared by those with whom you work and/or are close.**

The Director

Action!

**Out-
accomplish anybody.**

**Can't stand
weakness.**

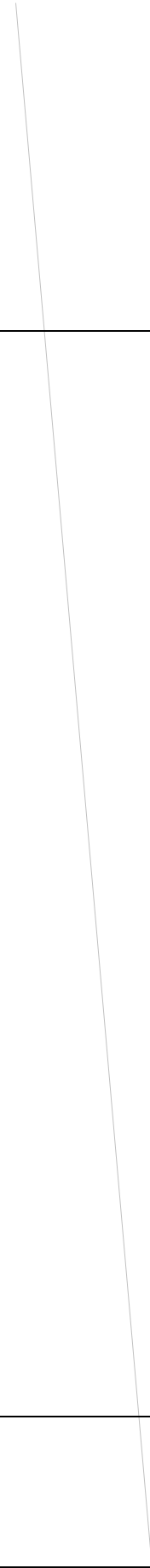
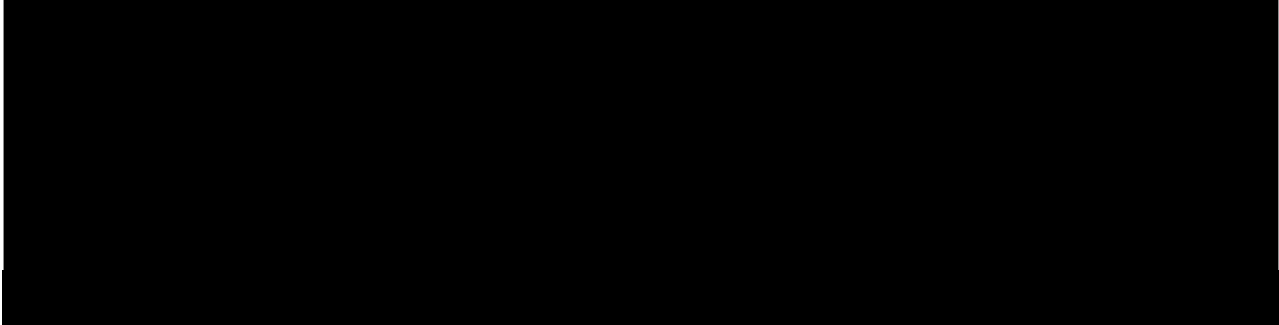
**Being "soft."
Autocratic power.**



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Famous Directors	



The Thinker

Rationality and

	Autocratic	Attacker	Acquiescer	Avoider
	Obtaining Results	Receiving Applause	Getting Attention	Amount of Activity
	<ul style="list-style-type: none"> • Listen • Slow Down • Be Less Controlling 	<ul style="list-style-type: none"> • Attend to Details • Listen • Manage Conflict 	<ul style="list-style-type: none"> • Manage Change • Be Decisive • Be Assertive 	<ul style="list-style-type: none"> • Be Decisive • Be Open With Ideas/ Feelings • Be Less Critical



Controlled

on o d a
p r on nd ody
po o n
App o y
L n d n
o o d n

Indirect

<p>THINKER Styles:</p> <p>Relate to your efficiency, logic, command of data, and task orientation. Question your haste, bossiness, decisiveness, competitiveness, and risk taking.</p> <p>To Work Better with THINKER Styles:</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 of the data. 3. Help them to reach conclusions by encouraging them to set deadlines after you have provided time for review. 	<p>Other DIRECTOR Styles:</p> <p>Others of like type perceive you as action oriented, in a hurry, bossy, commanding, efficient, stubborn, disciplined, tough, independent, secretive, logical, demanding, non-listening, quick, decisive, and unfeeling.</p> <p>To Work Better with Fellow DIRECTOR Styles:</p> <ol style="list-style-type: none"> 1. 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>RELATER Styles:</p> <p>Relate to your efficiency and discipline. Question your lack of feeling, tough mindedness, bottomline orientation, impatience and secretiveness.</p> <p>To Work Better with RELATER Styles:</p> <ol style="list-style-type: none"> 1. Show concern for them and their families, interests, etc. 2. Slow down and provide details and specifics about how to accomplish objectives. 3. Support efforts and accomplishment with personal attention. 	<p>EXPRESSIVE Styles:</p> <p>Relate to your accomplishments, independence and decisiveness. Question your coldness, lack of playfulness, critical nature, and discipline.</p> <p>To Work Better with RELATER Styles:</p> <ol style="list-style-type: none"> 1. Be more open about yourself, feelings, gossip and opinions. 2. Relax time constraints within structure; provide incentives. 3. Provide public recognition for accomplishments (let them win in front of others).

THINKER Styles:

Relate to your imaginative, stimulating

RELATER Styles:

Relate to your warmth, enthusiasm, and stimulating and personable nature. Question your outgoing, loud, dramatic, impulsive side.

To Work Better with RELATER Styles:

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 in team activities, and supportive roles.

Other EXPRESSIVE Styles:

Others of like type perceive you as outgoing, enthusiastic, warm, opinionated, talkative, intuitive, emotional, stimulating, imaginative, impulsive, excitable, loud, flashy, dramatic, personable, competitive, and caring.

To Work Better with Fellow EXPRESSIVE Styles:

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