

Rich Relationships: Communication Style Self-Assessment

On each line, read the 4 choices, and select (by placing a checkmark) the word or phrase that is most descriptive of you. There is no such thing as a 'best' style, so do not choose what sounds 'best'. Choose one per line working from left to right, going across. Once complete with all 17 questions, count the number of checkmarks in each column and record the number of checkmarks on the total line below each column.

| | | | |
|---|--|---|--|
| 1. <input type="checkbox"/> Like to analyze | <input type="checkbox"/> Like to interact | <input type="checkbox"/> Like to Decide | <input type="checkbox"/> Like to Explore |
| 2. <input type="checkbox"/> Objective | <input type="checkbox"/> Emotional | <input type="checkbox"/> Practical | <input type="checkbox"/> Visionary |
| 3. <input type="checkbox"/> Logical | <input type="checkbox"/> Encouraging | <input type="checkbox"/> To the Point | <input type="checkbox"/> Creative |
| 4. <input type="checkbox"/> Consistency | <input type="checkbox"/> Spontaneity | <input type="checkbox"/> Determination | <input type="checkbox"/> Insight |
| 5. <input type="checkbox"/> Order | <input type="checkbox"/> Cooperation | <input type="checkbox"/> Results | <input type="checkbox"/> Concepts |
| 6. <input type="checkbox"/> Value details | <input type="checkbox"/> Bored with details | <input type="checkbox"/> Value facts | <input type="checkbox"/> Value ideas |
| 7. <input type="checkbox"/> Controlled | <input type="checkbox"/> Personable | <input type="checkbox"/> Action-oriented | <input type="checkbox"/> Dreamer |
| 8. <input type="checkbox"/> Composed | <input type="checkbox"/> Empathetic | <input type="checkbox"/> Quick | <input type="checkbox"/> Intellectual |
| 9. <input type="checkbox"/> Cautious | <input type="checkbox"/> Enthusiastic | <input type="checkbox"/> Sensible | <input type="checkbox"/> Original |
| 10. <input type="checkbox"/> Formal | <input type="checkbox"/> Informal | <input type="checkbox"/> Motivating | <input type="checkbox"/> Inspiring |
| 11. <input type="checkbox"/> Detached | <input type="checkbox"/> Sentimental | <input type="checkbox"/> Impatient | <input type="checkbox"/> Preoccupied |
| 12. <input type="checkbox"/> Problem-solver | <input type="checkbox"/> Supporter | <input type="checkbox"/> Implementer | <input type="checkbox"/> Developer |
| 13. <input type="checkbox"/> Data | <input type="checkbox"/> Feelings | <input type="checkbox"/> Plain talk | <input type="checkbox"/> Possibilities |
| 14. <input type="checkbox"/> Critical | <input type="checkbox"/> Moody | <input type="checkbox"/> Driven | <input type="checkbox"/> Distant |
| 15. <input type="checkbox"/> Truth | <input type="checkbox"/> Harmony | <input type="checkbox"/> Reality | <input type="checkbox"/> Change |
| 16. <input type="checkbox"/> Precise | <input type="checkbox"/> Tactful | <input type="checkbox"/> Direct | <input type="checkbox"/> Complex |
| 17. <input type="checkbox"/> Value Accurate Time tables | <input type="checkbox"/> Value past events | <input type="checkbox"/> Value present events | <input type="checkbox"/> Value future achievements |
| _____ Total | _____ Total | _____ Total | _____ Total |

Characteristics of the Four Styles of Communication

| Strengths | Growth Areas |
|--|--|
| <p><i>Thinkers</i></p> <ul style="list-style-type: none"> ▪ Are good at putting things in order. ▪ Have a talent for analyzing a problem or situation ▪ Make objective decisions based on logic ▪ Tend to be brief and businesslike ▪ Value accuracy and preciseness ▪ Treat people fairly ▪ Follow policies and rules ▪ Are sought out for problem solving abilities | <p><i>Thinkers</i></p> <ul style="list-style-type: none"> ▪ Can be overly cautious or too slow ▪ Might miss the forest for the trees ▪ Can hurt other's feelings ▪ Might not give enough positive feedback ▪ Their knack for remembering policy, adhering to policy and attention to detail can cause a Feeler to think the Thinker is looking for things to criticize |
| <p><i>Feelers</i></p> <ul style="list-style-type: none"> ▪ Are good at building rapport and communicating tactfully ▪ Consider the impact on other people when making decisions ▪ Have a talent for empathizing and creating harmony ▪ Are naturally friendly and have a good sense of humor ▪ Take an interest in the person behind the job ▪ Treat each person uniquely | <p><i>Feelers</i></p> <ul style="list-style-type: none"> ▪ Overly personalize situations ▪ Relationships can cloud judgment ▪ Might overlook important details ▪ Lack of planning can cause disorganization ▪ May spend too much time socializing ▪ Ask a feeler "how are you" and they will tell you more than you ever wanted to know. |

| Strengths | Growth Areas |
|---|--|
| <p><i>Directors</i></p> <ul style="list-style-type: none"> ▪ Are resourceful, determined, practical and down-to-earth ▪ Have a talent for getting things done ▪ Make decisions quickly based on facts and past experience ▪ Focus on actions, results and rewards ▪ Like to get to the “bottom line” or “cut to the chase” ▪ Enjoy the present moment ▪ Work steadily with a realistic idea of how long it will take. | <p><i>Directors</i></p> <ul style="list-style-type: none"> ▪ Impulsive ▪ Competitive ▪ Aggressive ▪ Impatient ▪ Disregard long-term consequences of actions/decisions ▪ Under stress may alienate others ▪ May be poor listeners often interrupt ▪ Might create ‘messes’ for others to ‘clean up” |
| <p>Visionary</p> <ul style="list-style-type: none"> ▪ Seem to see into the future and are good, long-range planners ▪ Love to learn new skills ▪ Have great imaginations ▪ Focus on how things can be improved ▪ Are able to identify creative solutions and fresh and novel approaches | <p>Visionary</p> <ul style="list-style-type: none"> ▪ Absent-minded” scattered ▪ Long on vision, short on action ▪ Avoid nitty-gritty, hates phone coverage ▪ Hard to read ▪ May come across as ‘superior’, arrogant, or condescending ▪ May not follow-through on tasks ▪ May procrastinate |
| | |

Class Leader Info

FOUR MAJOR STYLES OF COMMUNICATION

Everyone has their own major and minor communication style they can use in their work and personal life based upon four primary styles. Also, there are behavior patterns associated with each style:

STYLE

FUNCTION

Thinker

Analyzing, ordering in logical fashion

Feeler

Relating to and understanding experience through emotional reactions and response to feelings

Directors

Experiencing mainly based on personal sensory perceptions... 'just do it' style

Visionary

Conceiving, projecting, inducing

FOUR MAJOR STYLES OF COMMUNICATION

Feeler:

How Primary Feelers typically **FUNCTION**:

Primary Feelers are likely to be perceived as being dynamic and stimulating.

They are likely to be “warm” and closely in touch with others.

They usually are able to demonstrate the ability to be sensitive to the needs and wants of others.

They are able to note discrepancies between speech and expression or between outward behavior and inner feeling.

They are sensitive to their own motives and those of others.

They are often seen as perceptive and insightful.

Others will seek them out for their abilities to sort out complex emotional problems and situations, to interpret the meanings of behavior or to assess the climate or morale of a group.

They are likely to be effective in anticipating or predicting the way others may respond or react to a projected change or action.

Primary Feelers **at their BEST**:

They are likely to be truly perceptive and aware – skilled in communication and a patient, empathetic listener and observer. They can often read and assess organizational politics with accuracy and insight. They are people who can promote change in ways that will reduce resisting forces “before the fact” and thus increase the likelihood of cooperation, teamwork and progress.

Primary Feelers at their **least effective**:

They may be seen as people who are more concerned with the process of interaction than with the content or action that people are interacting about. They may be seen as having much less interest in developing concepts, plans or programs (or in systematically getting them to function) than they do in analyzing, communicating and interpreting whatever is taking place. Many will see them as people who rely less on logic and thought than on “gut feel” or the way people and things emotionally “strike” them.

They may seem more preoccupied with making an emotional impact on others or persuading them to move, than being concerned as to whether or not such movements have been thought out or carefully planned. They seem to take their own emotional reactions and what they infer that others feel, as representing 'fact.' Consequently, they frequently act on the basis of their feelings about things. Some may see them as defensive and over-reactive and others may criticize them for their subjectivity.

They may be criticized for their emotionalism which many may see as a substitute for action. They may be perceived as something of an intriguer who, in their well-intended efforts to draw others out, tend to fan latent emotional sparks into real fires, all the while seeming disappointed if others do not share their concerns about the importance of feeling as the necessary cornerstone for meaningful action and change.

How Primary Feelers function **under stress**:

Under stress, they run the risk of being perceived by others as subjective, impulsive and insufficiently deliberate. They may also be seen as somewhat cavalier about details or prudent measures valued by others. Under pressure, often they may be seen as being thin-skinned or over-reactive. They may overstep their desire to be bold and outspoken or dramatic and play to the gallery – possibly lacking humility or good sense. Under stress their moods may fluctuate quite widely and react to the feelings of the moment causing somewhat uneven or possibly erratic behavior. Sometimes this causes others to question their credibility.

FOUR MAJOR STYLES OF COMMUNICATION

Visionary

How Primary Visionaries typically function:

Primary Visionaries typically function and are often perceived as fast and deep thinkers. They often reveal very excellent imaginations. They tend to question themselves and others. They are not accustomed to taking things for granted. They often seem to have an uncanny ability to anticipate or to project – to “know” prior to many others’ knowing. Thus, they function as people who seem to have good vision and ability to see relationships between things that many others do not understand or are unable to comprehend. Sometimes people say they seem to be in a world of their own.

They usually resent being placed in a situation where they are, in any sense, ‘hemmed in’ or required to think or operate in a structured, well-defined manner. Primary Visionaries enjoy creating their own structure out of disorder; they excel with imaginative tasks and situations demanding a long-term view.

Primary Visionaries at their best:

When they are at their best, they will be seen as leaders and as visionaries – people who can cut through the smoke screens of tradition or past practices and focus on the crux of the situation. They usually are able to see profitable new directions or solutions of great value that others have missed. They frequently bring up fresh and novel approaches and ideas.

Primary Visionaries at their least effective:

At their least effective, Primary Visionaries may be seen as “too long on vision; too short on action” They are individuals who may avoid some of the tedious nitty-gritty. They may often be so convinced of the power and value of their insights and contributions that they may not see the necessity of documenting or proving them to the satisfaction of others. Indeed, at times they may seem quite impatient and irritated with others who demand detailed evidence or do not see the value of their ideas as they do.

Often, they may be criticized for being overly abstract or theoretical. Sometimes people see Primary Visionaries as acting “superior” or being condescending in their communications.

Primary Visionaries often function under stress:

When Primary Visionaries are under stress, they run the risk of being seen by others as detached or overly intellectualized. They will be seen as quite indifferent to the reality of the situation and may even be seen as ego-centered or being in an “ivory tower.” At times, under stress, Primary Visionaries can become quite rigid, uncompromising and impractical. In the last instance, they may seem to be more concerned with the development and defense of their ideas than in translating them into more usable forms or trying to adapt them to the inputs made by others. They are apt to feel more satisfied if their approach is conceptually sound than testing it or helping others to gain from it in a utilitarian fashion.

FOUR MAJOR STYLES OF COMMUNICATION

Thinker

How Primary Thinkers typically function:

Primary Thinkers typically function in a steady, tenacious manner. They rely on their observations and rational principles while avoiding emotionalism and skepticism toward novel departures from what has been proven out in the past – at least until such ideas or plans or programs have been thoroughly analyzed, tested and reviewed in the light of other possible alternatives. They are often quite skeptical of their own initial reactions and formulations as well as those of others. Therefore, they frequently would rather “sleep on” a new idea and review it carefully before taking a position or making a commitment. They consciously avoid going off “half-cocked” or being swept along by the needs of the moment. They very often are seen as consistent producers – logical result-getters as opposed to individuals who are primarily visionaries or idea people.

Primary Thinkers at their best:

When they are at their best, they may be seen as consistent forces for progress and top-flight thinkers as well as doers. They will often be seen as people who can cut through the smoke-screens of untested ideas and emotional fervor. They can very frequently be highly effective in organizing themselves and other to research and plan. Hence, they are of great help in executing a logical, painstaking and profitable project.

Primary Thinkers at their least effective:

At their least effective, they may be seen as overly-cautious and conservative – individuals who at times may emphasize deliberation to the de-emphasis of action. They may become so involved in weighing, testing, researching and checking, that others perceive them as indecisive. Sometimes they will be seen as stumbling blocks to actions that represent departures from tradition. When they try to deal with change, basing their actions on rational principles, they may sometimes be viewed as rigid or dogmatic.

For these reasons, they may be criticized for being mechanistic or impersonal. Often, they are accused of being overly cautious, overly methodical or overly logical. Sometimes people see them as non-spontaneous or “dry” or “cold”.

How Primary Thinkers function under stress:

When Primary Thinkers are under stress, they may rely too heavily on their style and can run the risk of being seen by others as rigid, overly cautious and insecure. Others feel that they may be anxious to proceed but not at the expense of much risk. They may be seen as more concerned with the issue of their correct assessments than with the resourceful and timely exploitation of opportunities. When their associates feel under pressure, they may seem quite disinterested in the human feelings of those around them and “out of touch” in the sense that they may seem task-oriented and unwilling to depart from their established methods and routines.

FOUR MAJOR STYLES OF COMMUNICATION

Directors:

How Primary Directors typically function:

Basically, Primary Directors are doers. Directors tend to move ahead resourcefully and determinedly – moving sometimes seemingly insurmountable obstacles out of the way. They thrive on working on a wide variety of projects and tasks at once, and yet often to others demonstrate what seems to be an incredible ability to get things done. Primary Directors feel comfortable about committing to undertakings or even to other preliminary steps only after they have been able to prove to themselves that the proposed action is likely to work. If they cannot understand a proposed action in terms of their direct experience (who will do what; how; for what purpose; how will we know it is accomplished...), then they may find it difficult or undesirable to proceed further with the matter. This is so because they tend to learn best, not on a conceptual or theoretical basis, but on the basis of immediate, direct, personal experience.

Primary Directors will usually be seen as decisive. Quick decision-making is important to them because acting is one of their primary means of relieving anxiety or preventing wasted time from occurring.

Primary Directors at their best:

At their best, they are likely to be seen as dynamos – ‘Herculean’ workers who, once having committed themselves to a task, will move mountains to make the undertaking a success. They are seen as resourceful, well-organized, pragmatic and hard-driving. They usually impose high standards of utility on themselves and others. To this degree, they are probably likely to be seen as constructively impatient or tireless. Sometimes people see them as spirited and down-to-earth - able to convey a sense of mission and purpose to others.

Primary Directors at their lease effective:

They may be seen as failing to consider sufficiently the long-range consequences of their action. They may be seen as so-action-oriented that they “short circuit” significant steps in the planning process. In a sense, sometimes they dispense with caution and analysis in a cavalier fashion as though they were saying, “It’s the game that counts, so why waste time talking about it or in considering alternatives to the game.” They can be criticized for imposing their expectations for drive, high-speed and zealousness onto others. They tend to over-emphasize short-term results and act impulsively – trying to drive others to their will – rather than adopting strategies based on the concepts, plans or feelings of others.

How Primary Directors function under stress:

Under stress, Primary Directors run the risk of being seen by others as anti-intellectual – as demonstrating “tunnel vision” or being defensively over-reactive to the difference of opinions that represent resistance for action and movement. Under stress, there is a tendency on their part to ride rough-shod over the feelings of others. Sometimes they fail to assess this impact upon others and are seen as being opinionated or biased. They are likely to construe loyalty as a degree to which others agree with them and help them (even though they think they are wrong). Under the stress of failures, they may see the lack of success not as negative reflection of their own style, but as evidence that others are not sufficiently loyal or industrious to make their project work.

Characteristics Associated with the Styles

| STYLE | EFFECTIVE APPLICATION | INEFFECTIVE APPLICATION |
|-----------|--|--|
| FEELER | Spontaneous Persuasive Empathetic Probing Introspective Loyal Grasps traditional values Draws out feelings of others | Impulsive Manipulative Over-Personalizes Sentimental Postponing Guilt-ridden Stirs up conflict Subjective |
| VISIONARY | Original Imaginative Creative Broad-gauged Charismatic Idealistic Ideological Intellectually tenacious | Unrealistic “Far-Out” Fantasy-bound Scattered Devious Out-of-touch Dogmatic Impractical |
| THINKER | Effective Communicator Deliberative Prudent Weighs alternatives Stabilizing Objective Rational Analytical | Verbose Indecisive Over-cautious Over-analyzes Unemotional Non-dynamic Over-serious, rigid Controlled and controlling |
| DIRECTORS | Pragmatic Assertive, directional Results-oriented Competitive Confident Objective – bases opinions on what he/she actually sees | Doesn't see long-range Acts first, then thinks Lacks trust in others Domineering Arrogant Status-seeking, self-involved. |

Motivating and Rewarding the Four Primary Styles

Feelers

- Enjoy personal attention
- Like being helpful to others
- Like hearing about and expressing feelings

You can reward them by:

- Praising a good effort
- Allowing opportunities for them to help
- Permitting creative and expressive activities
- Sharing the personal part of your reactions

Visionaries

- Love to respond to an intellectual change
- Like to think about important goals and issues
- Need time and breathing space

You can reward them by:

- Valuing their creativity by encouraging it in discussions; allowing thinking time
- Allowing them to design their own goals/objectives
- Putting them with people who will value their skills
- Taking the time to talk with them about things that are interesting to them

Thinkers

- Love to be right and hate to be wrong
- Like to take their time to get things done
- Like working with others who appreciate their capabilities

You can reward Thinkers by:

- Praising neatness
- Praising completion of work
- Praising thoroughness and detail
- Allowing them to set their own learning and testing schedule
- Grouping them with people who appreciate them

Directors

- Love to take action
- Enjoy taking a leadership role
- Like to start new projects

You can motivate Directors by:

- Permitting activities after completion of quiet work
- Praising completion of successful projects
- Providing opportunities for leadership roles
- Giving Specific, active responsibilities

MISSING SKILLS

People with **low Feeler** scores may benefit from becoming:

- More conscious of other people's feelings.
- More helpful in translating other people's feelings into words that others can understand, instead of just criticizing.
- More helpful in making others feel comfortable.
- Freer to follow their own feelings and be spontaneous.

People with **low Visionary** scores may benefit from becoming:

- More open to new ideas.
- More willing to say "what would happen if," instead of "that won't work because."
- Better at talking and thinking at higher levels of abstraction.
- More creative and innovative.
- Better at finding new uses for old ideas.
- Better at seeing relationships between ideas.
- More interested in the future (ecology, next generation, issues of conscience) and today's actions' effects on it.

People with **low Thinker** scores may benefit from becoming:

- More structured and organized.
- More thoughtful in decision-making (less impulsive).
- More goal-oriented (get things done).
- More time-related and on time.
- More willing to checkout their facts.

People with **low Director** scores may benefit from becoming:

- More action-oriented
- More concerned with finishing tasks than making them perfect.
- Freer at organizing other people (taking more leadership)
- More willing to help a group launch projects instead of explaining why it can't be done" or "won't work"
- More concerned with products, timeliness and due dates than process and planning.
- More willing to compete even though they may lose.
- More willing to take risks.

Remember God has designed you with the personality you have for a reason.