



Social Styles

Instructor Certification
Service Quality Department
Instructor Services Division



Contents

Introduction	4
Social Styles Grid	4
Know Yourself	5
Know the Client	6
Adapting to Clients	6
Appendix 1: Controlling Weaknesses	7
Appendix 2: Changing Your Social Style	9
Appendix 3: Correction & Feedback	10
Appendix 4: Social Substyles	11

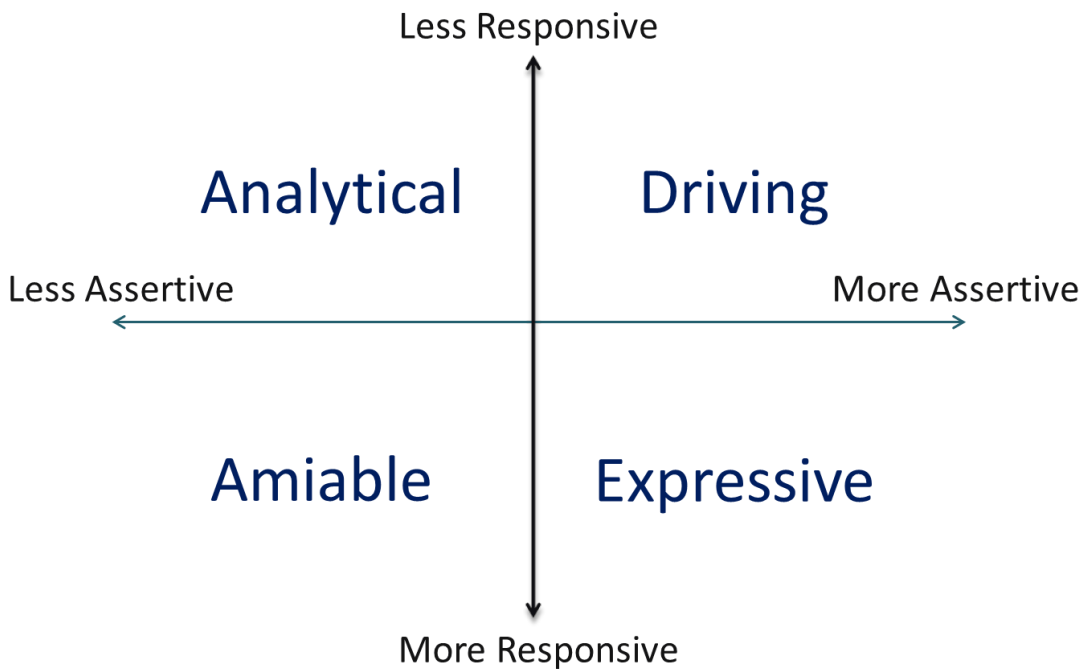
Introduction

Which clients do you enjoy teaching?

Which clients do you find challenging to teach?

How do your clients see you?

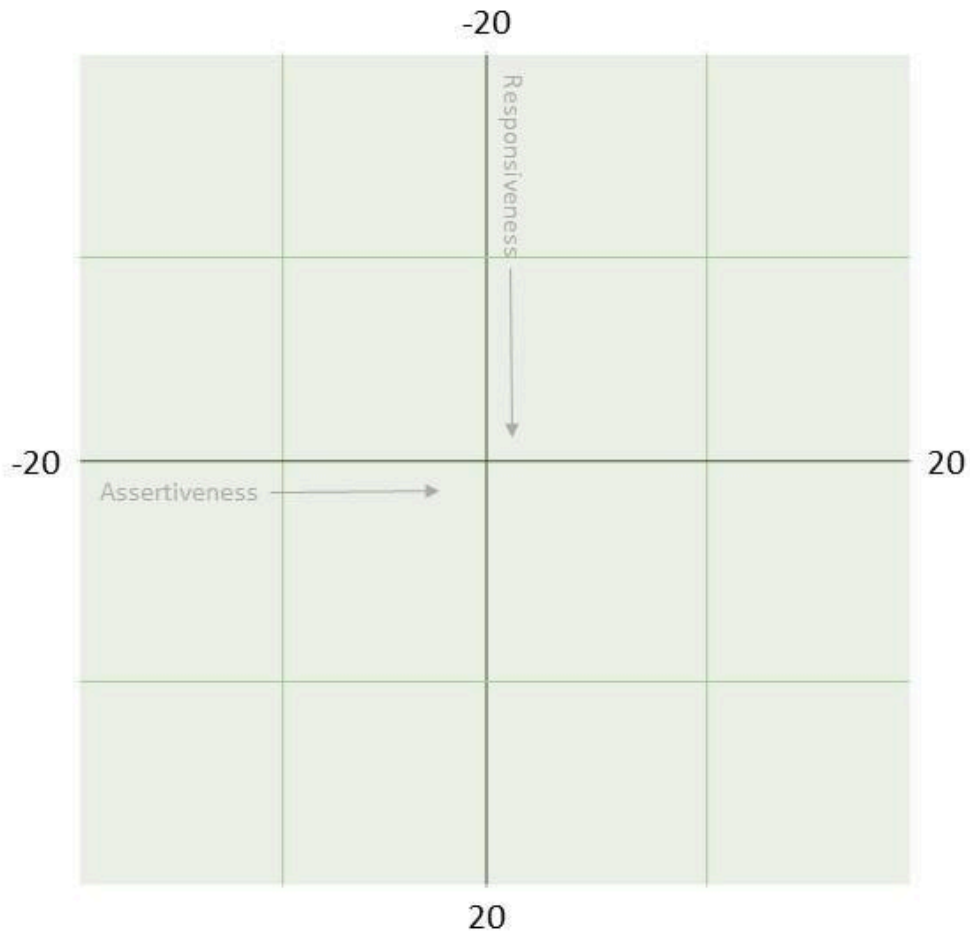
Social Styles Grid



How would you describe each Social Style?

Know Yourself

Assertiveness	Responsiveness



List the Strengths and Weaknesses of each Social Style.

Know the Client

How can you identify a client’s social style?

What behaviour will you look for?

- Body Language
- Speech
- Attitude

Adapting to Clients

Analytical Clients like...	Not me	Me too	Driving Clients like...	Not me	Me too
Lots of clear, well-organized lesson notes			Straight to the point answers		
Thorough lesson preparation			Doing everything quickly		
Diagrams and scales in explanations			Constructive feedback, not compliments		
Written notes to explain			Quick concise answers		
To see it not only hear it			Quantifiable progress		
Pauses to think and pauses before replies			Quick decision making		
Calm, poker-faced, factual people			Short, focused warm-ups		
Unrushed, well thought out answers			Pragmatism over exaggeration		
Lower energy levels			Sticking to the points without tangents		
Facts and numbers more than anecdotes			Cost-effectiveness and time efficiency		
Amiable Clients like...	Not me	Me too	Expressive Clients like...	Not me	Me too
Relaxed, fun, slower lessons			Telling stories and talking about people		
Long warm-ups and applications			Lessons full of laughing and jokes		
Indirect correction			Going off on tangents		
Pauses mid-sentence and mid-thought			Exciting lessons		
Conversations about friends and hobbies			Everyone agreeing with them		
A lot of talking time			Exaggerated compliments		
Being asked if they have questions			Quick-paced lessons with lots of content		
Being lead more than leading			Their comments affirmed		
Going at a slow pace			Lots of quantity - notes and lesson records		

How can you adjust your behaviour to each Social Style?

Appendix 1: Controlling Weaknesses

Amiable

Strengths

- Warm, supportive, and nurturing
- Good listeners, devoted friends, loyal employees
- Courteous, friendly, willing to share

Weaknesses

- Risk-averse
- Avoid conflicts and challenges
- Slow decision-makers

Controlling your weaknesses

- Be more willing to take risks/try new things
- Speak up when you disagree
- Don't compromise if you don't have to
- Be more decisive. Set goals/time limits and stick to them

Driving

Strengths

- Goal-oriented & quick thinking
- Comfortable taking charge
- Challenge outdated thinking and ideas

Weaknesses

- Not afraid to bend the rules
- Impatient and insensitive
- Poor listeners

Controlling your weaknesses

- Follow the rules and procedures you are given
- Have patience and take into account other people's feelings
- Listen and consider before speaking

Expressive

Strengths

- Friendly and enthusiastic
- Gifted in people skills and communication
- Optimistic and charismatic

Weaknesses

- Short attention spans
- Poor follow through
- Require constant attention

Controlling your weaknesses

- Pay attention/stay focused
- Complete each task fully before starting something new
- Be self-reliant/avoid drawing attention to yourself

Analytical

Strengths

- Persistent and systematic
- Enjoy problem solving
- Always in control of their emotions

Weaknesses

- Analysis paralysis
- Irritated by surprises
- Over-critical due to high expectations

Controlling your weaknesses

- Don't over-analyze. Don't worry about every detail
- Be open to surprises and expect things to change
- Set a reasonable bar for your expectations. Avoid critiquing/judging others

Appendix 2: Changing Your Social Style

Increase Responsiveness

- Share feelings & show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language & communicate more
- Be willing to digress from the agenda

Decrease Responsiveness

- Get right to the task – Do not waste the other person's time
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Downplay your enthusiasm and body movement
- Use businesslike language

Increase Assertiveness

- Speak and move at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice & increase your eye contact
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't conflict with the person

Decrease Assertiveness

- Talk, walk and decide more slowly
- Seek and acknowledge others' opinions
- Share decision-making and leadership
- Lessen your energy level; be more mellow
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

Appendix 3: Correction & Feedback

Amiable

- Indirect correction
- Demonstrate compatibility
- Act non-aggressively, focus on common interest or needed support
- Want sincere feedback that they're appreciated
- Acknowledge their easy-going manner and helpful efforts, when appropriate
- Like personal involvement - Demonstrate your interest in them

Driving

- Pragmatism over exaggeration - Compliments waste time
- If you disagree, argue with facts, not feelings
- Focus on impact or results
- Track record and process
- Think logically - Display reasoning
- Want others to notice accomplishments - Compliment them on what they've done

Expressive

- Prefer everyone agreeing with them & their comments affirmed
- Give exaggerated compliments
- Concerned with approval and appearances
- Show them that you admire and like them
- Behave optimistically and provide an upbeat setting

Analytical

- Care about precision, accuracy, quality of results
- Prefer to do things themselves
- Want others to notice their accuracy and thoroughness
- Let them assess and be involved in the process
- Need to be right - Allow them time to find the best answer
- Like to contemplate - Tell them "why" and "how"

Appendix 4: Social Substyles

Substyles of Driving

The goal that motivates the **driving-driving** is new opportunities. You are less concerned about what other people think than many other styles; therefore, you are willing to speak your mind and to take more risks. You often question authority and prefer to arrive at your own conclusions based on the facts at hand. Rather than deal with limitations such as the status quo, you tend to ignore them or deal with them and their consequences later—if at all.

The goal that motivates the **expressive-driving** is dominance and independence. Consequently, you are wary around people who may take advantage of you or beat you to a goal. Because of your results oriented nature, you may sometimes sacrifice quality for quantity. Your innate sense of self-importance enables you to make mistakes and still feel favourably about yourself. You do not mind confrontation and are willing to challenge others.

The goal that motivates the **amiable-driving** is accomplishing bigger and better goals according to an internal timetable. You prefer to be involved in your chosen activities from start to finish, and you resist people who are obstacles to your achievements. Your ability to produce makes you highly valued in situations in which an efficient, dependable, or incrementally improving rate of production is desired.

The goal that motivates the **analytical-driving** is being in a position to direct and redirect task accomplishments. You tend to focus more on the future than on either the present or the past. You are driven by a quest for unique accomplishments and you avoid boredom. Although you are cautious and calculating, your ability to think quickly enables you to act quickly when the situation requires it. As an agent of change, you do not like to leave things as you found them.

Substyles of Expressive

The goal that motivates the **expressive-expressive** is social approval from others. You have a natural tendency to meet people, and others feel comfortable with you. You speak freely about your thoughts, feelings, and experiences, and expect others to do the same. You show your acceptance of others by eye contact and touching as well as by words. You are very receptive to change and adjust well to diverse ways of doing things.

The goal that motivates the **amiable-expressive** is friendship. You have a natural dislike of pressuring others or telling them what to do. You seek close, personal relationships rather than popularity and have a wide range of friends and acquaintances. You communicate a low-key, casual style of caring and sharing. You are deliberate and patient in your approach to tasks. You are extremely sensitive to criticism, and allow it to affect your relationships.

The goal that motivates the **analytical-expressive** is to win with flair. However, you do not want to win at any cost or hurt others' feelings. Taking shortcuts seems like cheating to you, so you avoid such behaviours. You can become impatient with those who procrastinate about getting started. At times, you can get so involved with getting a job done that you stretch the truth a bit.

The goal that motivates the **driving-expressive** is influencing people. You enjoy symbols of authority and prestige. You feel uncomfortable with any kind of confinement or restriction of freedom. Your high level of self-confidence enables you to withstand criticism from others. Each new person and situation is interesting to you, so life seems continually fresh.

Substyles of Amiable

The goal that motivates the **amiable-amiable** is personal stability. Any change or risk that might jeopardise relationships or surroundings is threatening. Therefore, you focus on giving others what they want and on avoiding conflicts. Before you act, you think and plan ahead; you follow proven procedures in an orderly manner. You prefer dealing with concrete situations and data rather than theory, trends, or conjecture. You are most comfortable in a work environment that is pleasant, friendly, and noncompetitive.

The goal that motivates the **analytical-amiable** is to specialise: to do only what you know and know only what you do. You prefer to focus on your own interests and avoid getting involved with crowds or high-profile situations. The best conditions for you are those that are stable and allow for steady, incremental gains. Generalists compliment you; you each take on the tasks that the other dislikes.

The goal that motivates the **driving-amiable** is a desire for a steady flow of more accomplishments. Despite your somewhat indirect nature, you can be very direct in situations that are task focused. Your ability to think through a project makes you a good short-term planner; you can identify the roles, resources, and time lines needed to complete a project successfully. Your search for results leads you to be highly self-reliant, rather than to depend on others to achieve the quality you want.

The goal that motivates the **expressive-amiable** is the acceptance and approval you gain from helping others. You want to be a person who is wanted and needed by others. You remember birthdays and anniversaries, and you sincerely appreciate thoughtfulness from others. As a good listener, you function better as a sounding board for venting frustrations than as a problem solver. Your interest is more in helping others to make do with the current situation than in suggesting change.

Substyles of Analytical

The goal that motivates the **analytical-analytical** is the desire to be correct. Your lifestyle reflects your preference for privacy, and your interactions with people are formal and poised. As a naturally curious Analytical, you are more inclined to identify a spectrum of interests and behaviours than people of other types. With a natural talent for methodical and deliberate decision making, you emphasise precise understanding, accurate work, proper manners, and impeccable personal habits.

The goal that motivates the **driving-analytical** is to increase opportunities for unique and significant personal accomplishments. You express yourself more by what you do than what you say. Consequently, you have strong needs to choose your own goals and to work independently. As primarily an idea generator and developer, you have little interest in dealing with implementation details.

The goal that motivates the **expressive-analytical** is accomplishing goals with excellence. As a quick Analytical, you can deal with many inputs simultaneously; however, you may be slow to take action. The nickname of “Assessor” is based on your evaluative approach to people and tasks; you tend to have strong opinions about people and groups with whom you do not identify or agree

The goal that motivates the **amiable-analytical** is predictable results. You pay attention to key processes and details, as well as to proven procedures and relationships. Your methodical approach, thoroughness, and dependability make you a valued employee in many kinds of organisations, especially those that involve highly specialized and focused work. Although you are not opposed to change, you do want to be sure that the change is attainable and that it will result in the desired improvement.



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