

BUILDING RELATIONSHIP VERSATILITY™  
SOCIAL STYLES AT WORK  
A VIRTUAL LEARNING EXPERIENCE



REFERENCE GUIDE

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STYLE IDENTIFICATION

## ***Premises of Social Style***

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- We are creatures of habit.
- People are different.
- We make judgments about other people's habits.
- Focusing only on behavior allows us to avoid the pitfalls of judgment and understand what others need to work effectively with us.

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### **Notes:**

## ***Time and Tension***

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### **Relationship Tension**

Relationship Tension is the discomfort or insecurity people feel when a relationship is new or when there is difficulty in the relationship.

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### **Task Tension**

Task Tension is the level of interest or urgency that a person feels about working with someone on a specific task.

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### **Notes:**

## What Is Versatility?

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*The ability to adapt one's own behaviors to meet the concerns and expectations of others in order to create productive relationships*

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### Benefits

Versatility helps you to:

- Increase your influence on and motivation of others.
- Gain commitment to your ideas, instead of compliance.
- Improve collaboration in your team.
- Increase your effectiveness and productivity, thereby achieving better business results.

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### Research

- Managers with higher levels of Versatility are perceived as more effective by their direct reports, and they receive more positive performance reviews.
- Sales managers with higher Versatility have sales teams that generate more revenue, have higher levels of customer satisfaction, and have greater employee satisfaction than sales managers with lower Versatility.
- Companies with higher levels of Versatility have better global working relationships than companies with lower levels of Versatility.
- Managers with higher levels of Versatility are more trusted by their direct reports than managers with low levels of Versatility.
- Individual employees with higher levels of Versatility perform better than employees who lack Versatility skills.

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### Notes:

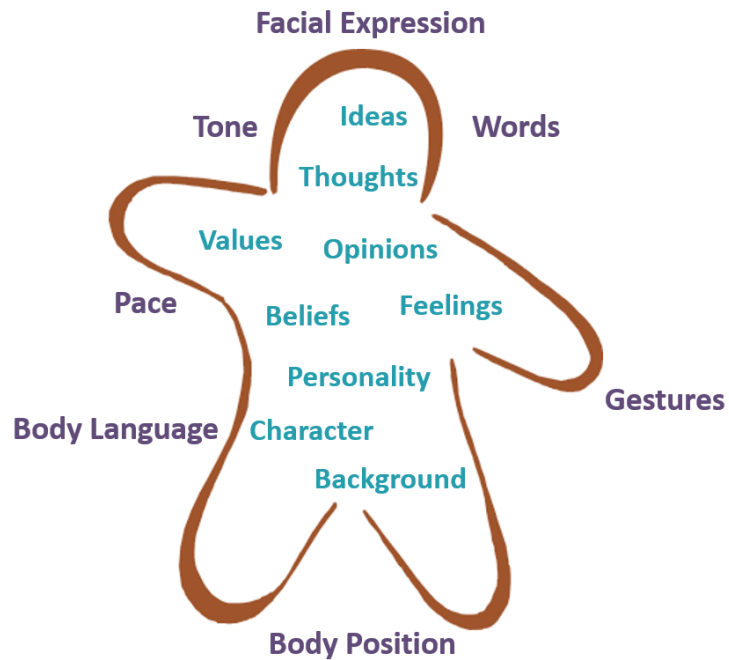


## Observe Behavior Through Direct Observation

- We are creatures of habit.
- People are different.
- We make judgments about other people's habits.
- Focusing only on behavior allows us to avoid the pitfalls of judgment and understand what others need to work effectively with us.

### Direct Observation

### Indirect Observation



## ***The Versatile Response***

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Gain the benefits of good working relationships by answering these three questions:

1. What is the person's Social Style?
2. What does this person expect from me interpersonally?
3. What can I do to improve my communication and relationship with this person?

The Versatile Response will help you to answer these questions.

### ***The Versatile Response***

#### ***Identify***

*Identify the person's Social Style.*

*"She or he is ..."*

#### ***Reflect***

*Based on the person's Social Style, Reflect on and describe her or his expectations for interactions with you.*

*"So she or he needs ..."*

#### ***Modify***

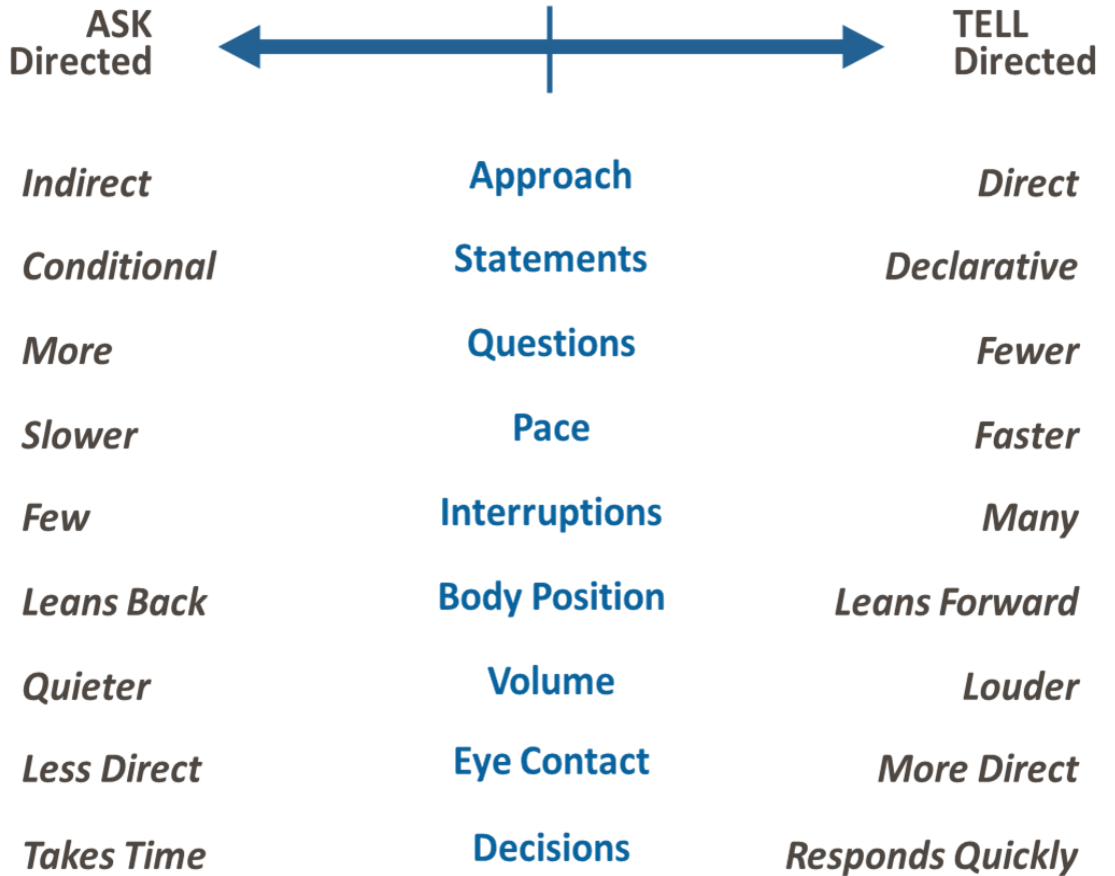
*Decide how to Modify your behaviors to maximize your effectiveness.*

*"Therefore I will ..."*

## ***Definition: Assertiveness***

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The way in which a person is perceived as attempting to influence the thoughts and actions of others



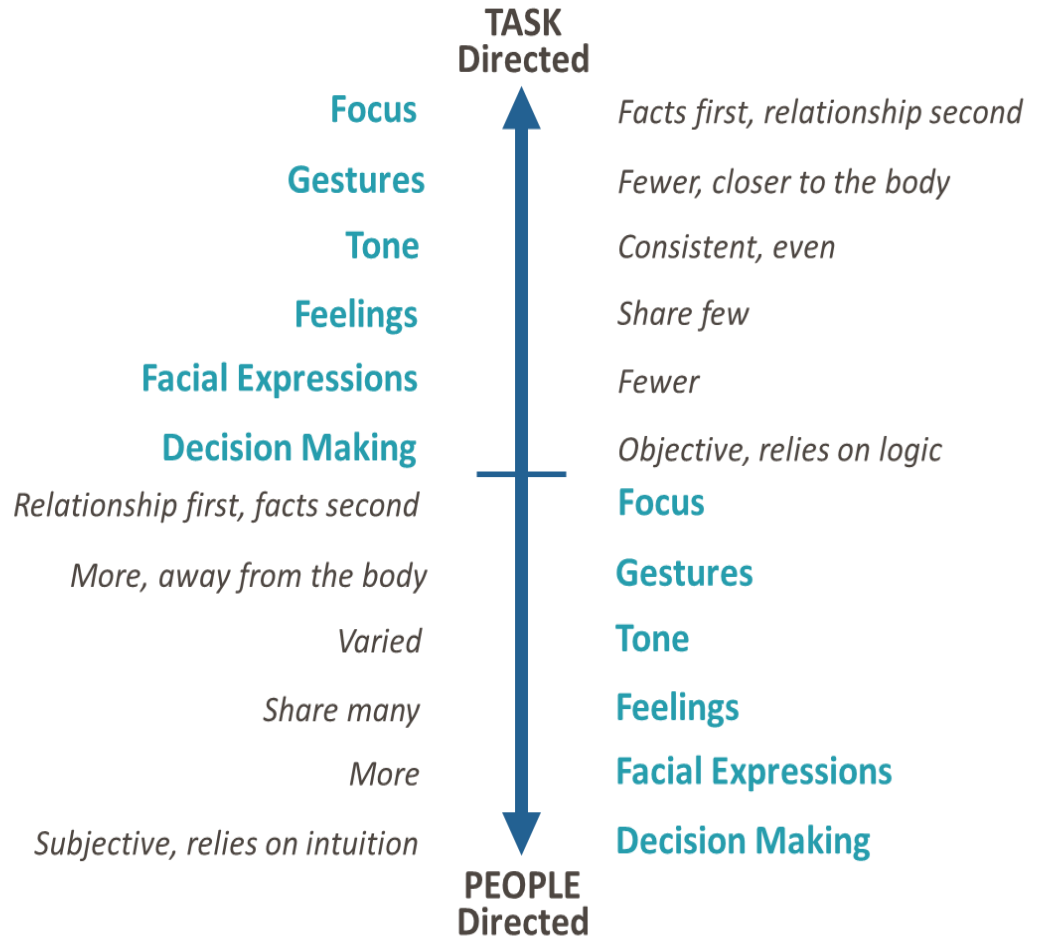
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**Notes:**

## Definition: Responsiveness

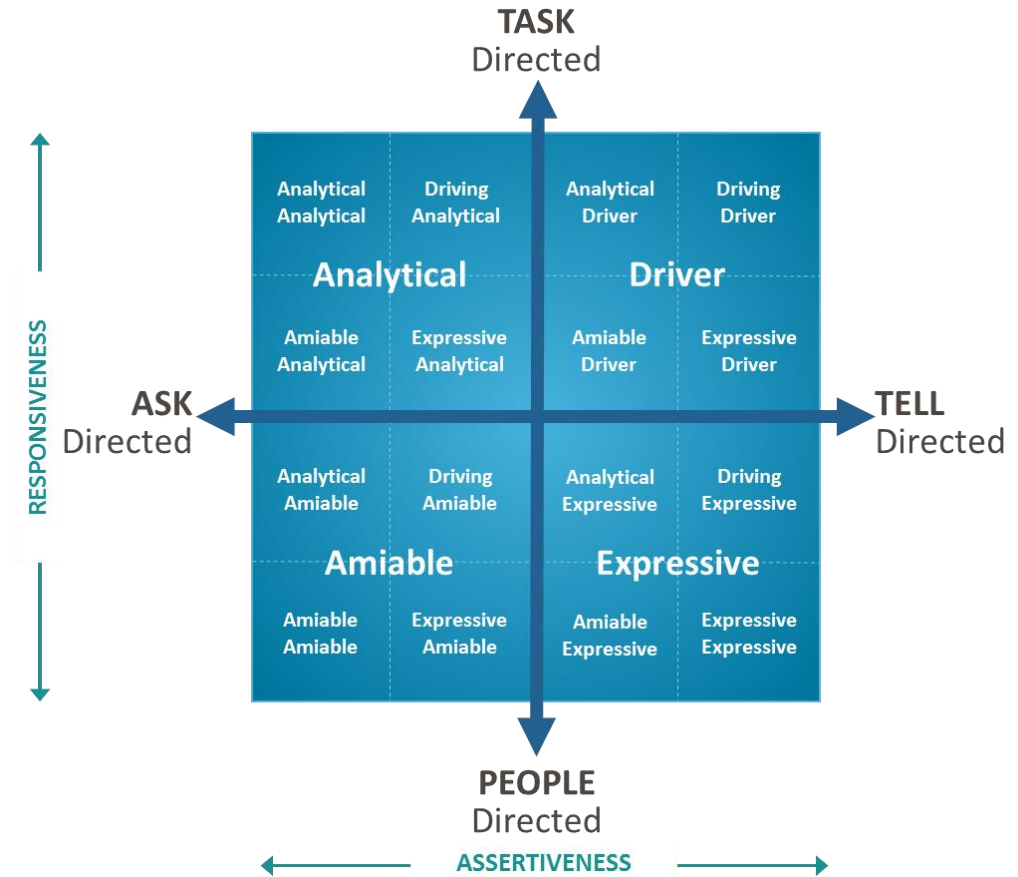
The way in which a person is perceived as expressing feelings when relating to others



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Notes:

## The Social Style Subquadrants



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You can find a description of your style and subquadrant on the following pages.

**Notes:**

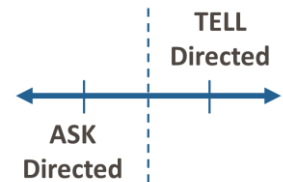
## Style Identification Guidelines

Style identification is most accurate when observing one dimension at a time.

### Start with assertiveness.

Look for specific behaviors that will help you to identify assertiveness accurately.

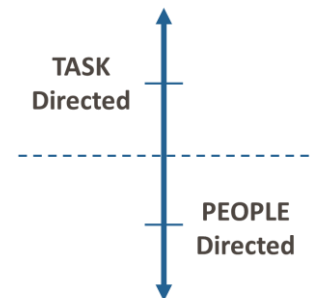
- Starting at the center of the Assertiveness scale ask, “Is this person ask directed or tell directed?”
- Look for pace (faster or slower), voice (more or less volume), and body language (forward or relaxed).



### Consider responsiveness.

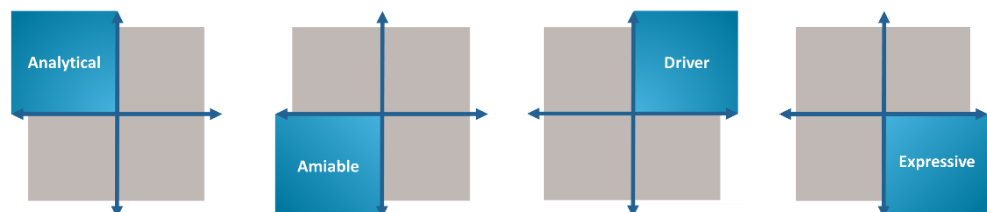
Look for specific behaviors that will help you to identify responsiveness accurately.

- Starting at the center of the Responsiveness scale ask, “Is this person task directed or people directed?”
- Look for voice (even or modulated), body language (less or more animation), and focus (primarily task or primarily people).



### Identify the person's Social Style.

Put the two scales together. The intersection of your assertiveness conclusion and your responsiveness conclusion will indicate the person's primary Social Style.



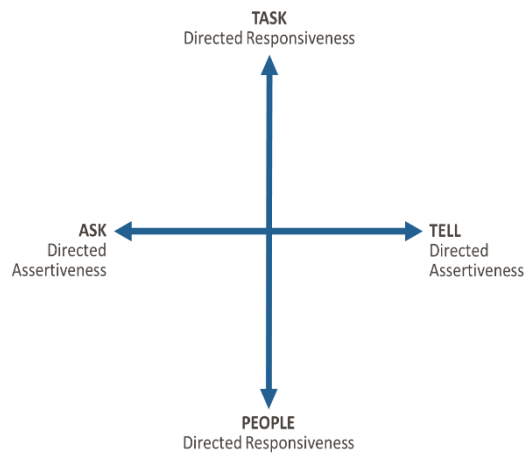
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## Style Identification—Behavior Clues

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- Uses fewer gestures, minimal body language
- Has a consistent tone and voice inflection
- Shares and displays fewer emotions
- Displays less variety in facial expression
- Focuses dialogue first on task and facts

- Uses conditional language
- Asks more questions than statements
- Leans back
- Has a deliberate rate of speech
- Speaks at a softer volume
- Makes fewer interruptions



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- Uses more and wider gestures and body language
- Has a varied tone and voice inflection
- Shares and displays more emotions
- Displays more facial expression
- Focuses dialogue first on people and relationships

- Uses declarative language
- Makes more statements than questions
- Leans forward
- Has a rapid rate of speech
- Speaks at a louder volume
- Makes more frequent interruptions

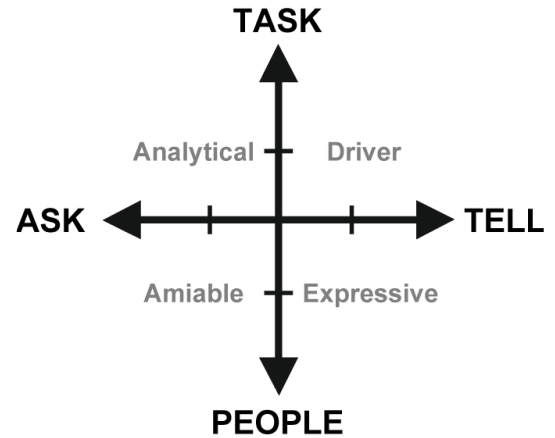
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### Notes:

## My World at a Glance

- Write each person's name or initials in the appropriate quadrant (and/or record this information in the chart below).
- Write your name or initials in the appropriate quadrant (and/or record your Social Style below).

My Social Style:



<b>PERSON'S NAME:</b>	<b>SOCIAL STYLE:</b>
<b>Assertiveness Indicators:</b> What behaviors did you observe?  <b>Responsiveness Indicators:</b> What behaviors did you observe?	<b>Style Needs:</b> What does this person need from me?
<b>PERSON'S NAME:</b>	<b>SOCIAL STYLE:</b>
<b>Assertiveness Indicators:</b> What behaviors did you observe?  <b>Responsiveness Indicators:</b> What behaviors did you observe?	<b>Style Needs:</b> What does this person need from me?
<b>PERSON'S NAME:</b>	<b>SOCIAL STYLE:</b>
<b>Assertiveness Indicators:</b> What behaviors did you observe?  <b>Responsiveness Indicators:</b> What behaviors did you observe?	<b>Style Needs:</b> What does this person need from me?



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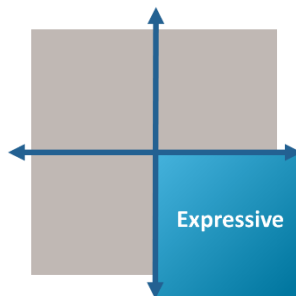
<b>PERSON'S NAME:</b>	<b>SOCIAL STYLE:</b>
<b>Assertiveness Indicators:</b> What behaviors did you observe?  <b>Responsiveness Indicators:</b> What behaviors did you observe?	<b>Style Needs:</b> What does this person need from me?
<b>PERSON'S NAME:</b>	<b>SOCIAL STYLE:</b>
<b>Assertiveness Indicators:</b> What behaviors did you observe?  <b>Responsiveness Indicators:</b> What behaviors did you observe?	<b>Style Needs:</b> What does this person need from me?
<b>PERSON'S NAME:</b>	<b>SOCIAL STYLE:</b>
<b>Assertiveness Indicators:</b> What behaviors did you observe?  <b>Responsiveness Indicators:</b> What behaviors did you observe?	<b>Style Needs:</b> What does this person need from me?

ASSERTIVENESS		
Ask Directed		Tell Directed
Indirect	<b>APPROACH</b>	Direct
Conditional	<b>STATEMENTS</b>	Declarative
More	<b>QUESTIONS</b>	Fewer
Deliberate	<b>PACE</b>	Rapid
Few	<b>INTERRUPTIONS</b>	Many
Leans Back	<b>BODY POSITION</b>	Leans Forward
Quieter	<b>VOLUME</b>	Louder
Less Direct	<b>EYE CONTACT</b>	More Direct
More Time	<b>DECISIONS</b>	Less Time

RESPONSIVENESS		
Task Directed		People Directed
Start with task and facts	<b>FOCUS</b>	Start with relationships and feelings
Fewer and smaller	<b>GESTURES</b>	More and wider
Consistent	<b>STONE</b>	Varied
Shares few	<b>FEELINGS</b>	Shares many
Fewer	<b>FACIAL EXPRESSIONS</b>	More
Objective	<b>DECISION MAKING</b>	Subjective

## ***Style Descriptor—The Expressive Style***

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The Expressive is perceived as fast paced, outgoing, and enthusiastic. This person often has a vision of the future and is responsive to ideas, solutions, and people that help achieve that vision. An Expressive will take the time to establish an open, trusting relationship with those who can make it easier to achieve goals. This type of person wants others they work with to collaborate in finding and implementing quality solutions to meet needs.

The Expressive wants to see the big picture before probing the details. An Expressive's needs are best met when others question and listen well, can demonstrate competence, allow the Expressive to give input, help the Expressive obtain internal support for his or her ideas, and stay on top of the implementation.

Some phrases used to describe an Expressive are:

- Futuristic, holistic in thinking
- Motivating; attempts to make others enthusiastic about visions and ideas
- Tends to be direct and open, even in uncomfortable situations
- Prefers a collaborative approach to problem solving

The strengths commonly attributed to an Expressive include:

- Openly offers information to help others meet needs
- Collaborates on proposals to make them effective within the organization
- Demonstrates concern about the quality of solutions and their implementation
- Adapts to the needs of others
- Is innovative; willing to take risks

## ***Expressive Subquadrants***

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Within the Expressive style, there are ranges of behaviors and approaches to assertiveness and responsiveness that can be demonstrated to others.

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### **Analytical Expressive**

Relative to other Expressives, this person is perceived to make greater use of an ask-directed approach to assertiveness and a task-directed approach to responsiveness when communicating with others. This means the Analytical Expressive is perceived to be an Expressive who:

- Is cautious about taking risks and appears discerning in his or her approach to tasks
- Listens to others in order to understand them, and often expresses his or her concern in the form of questions
- Combines excitement and enthusiasm with a formal approach to the ideas of others
- Uses an organized approach for gaining support for the ideas he or she generates and feels excited about

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### **Driving Expressive**

Relative to other Expressives, this person is perceived to make greater use of a tell-directed approach to assertiveness and a task-directed approach to responsiveness when communicating with others. This means the Driving Expressive is perceived to be an Expressive who:

- Creates excitement and involvement in his or her ideas
- Cares about how he or she makes others feel when directing them
- Listens to other options for his or her plan of action
- Expresses his or her dreams in concrete terms if others ask him or her to do so

---

**Amiable  
Expressive**

Relative to other Expressives, this person is perceived to make greater use of an ask-directed approach to assertiveness and a people-directed approach to responsiveness when communicating with others. This means the Amiable Expressive is perceived to be an Expressive who:

- Takes risks with some degree of caution and conveys concerns to the people with whom he or she works
- Determines and processes how others feel about the initiatives he or she is willing to take
- Is competitive, but also cooperative, in social interactions; is willing to share the spotlight with others
- Pays attention to others' viewpoints and concerns even when different from his or her own

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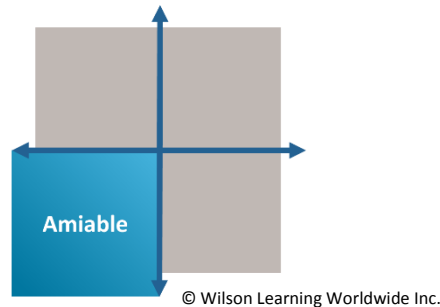
**Expressive  
Expressive**

Relative to other Expressives, this person is perceived to make greater use of a tell-directed approach to assertiveness and a people-directed approach to responsiveness when communicating with others. This means the Expressive Expressive is perceived to be an Expressive who:

- Is excitable, fun-loving, and talkative, and who enjoys telling stories
- Desires attention, likes to have an audience, and appreciates when others give applause and recognition
- Is achievement oriented and a risk taker who is competitive and spirited
- Is visionary, creative, and can be inspirational when communicating with others

## Style Descriptor—The Amiable Style

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An Amiable individual is seen as warm, cooperative, and attentive. This person generally gathers information and processes it with others before making a decision. An Amiable wants to establish a strong, trusting relationship with others prior to making a decision. This person wants to know that the people he or she is working with will keep commitments.

The Amiable wants to feel assured that others will accept the new idea or solution and support his or her decisions. An Amiable's needs are best met when a trusting relationship is established and the other person takes the time to understand the needs of the Amiable and the organization, and is responsive to requests and problems.

Some phrases used to describe an Amiable are:

- Careful, but cooperative in business situations
- People oriented; relies on the support of others and shared decision making
- Tends to avoid uncomfortable situations by withdrawing or changing the topic
- Prefers an interactive approach to problem solving

The strengths commonly attributed to an Amiable include:

- Ensures that others will accept decisions
- Carefully determines whether commitments will be honored
- Processes recommendations with others before deciding
- Is sensitive to the needs of others in the decision-making process
- Establishes trusting relationships with others

## ***Amiable Subquadrants***

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Within the Amiable style, there are ranges of behaviors and approaches to assertiveness and responsiveness that can be demonstrated to others.

---

### **Analytical Amiable**

Relative to other Amiables, this person is perceived to make greater use of an ask-directed approach to assertiveness and a task-directed approach to responsiveness when communicating with others. This means the Analytical Amiable is perceived to be an Amiable who:

- Is organized and seeks logical support and structure to complement a tendency to make decisions based on feelings
- Shows emotion to a moderate degree, while remaining low key and unassuming
- Minimizes risk before taking action
- Compiles data that supports his or her purpose and sense of practicality

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### **Driving Amiable**

Relative to other Amiables, this person is perceived to make greater use of a tell-directed approach to assertiveness and a task-directed approach to responsiveness when communicating with others. This means the Driving Amiable is perceived to be an Amiable who:

- Is willing to take the initiative and exert influence in interpersonal encounters
- Is willing to take some risks in making decisions
- Allows immediacy to be as important as certainty in reaching decisions
- Combines people priorities with a commitment to getting a job done in a reasonable period of time

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### **Amiable Amiable**

Relative to other Amiables, this person is perceived to make greater use of an ask-directed approach to assertiveness and a people-directed approach to responsiveness when communicating with others. This means the Amiable Amiable is perceived to be an Amiable who:

- Accepts others and places a high priority on getting along with other people
- Is open to, cooperative with, and supportive of others
- Asks questions of others to determine how they are feeling
- Wants to minimize interpersonal conflict whenever possible

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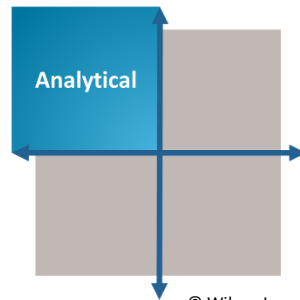
### **Expressive Amiable**

Relative to other Amiables, this person is perceived to make greater use of a tell-directed approach to assertiveness and a people-directed approach to responsiveness when communicating with others. This means the Expressive Amiable is perceived to be an Amiable who:

- Blends his or her people concerns with an appreciation for getting a job done when it needs to get done
- Shows social initiative and takes control in personal encounters when he or she so desires
- Values the personal recognition associated with ideas, causes, and achievements
- Naturally provides support to people, making them feel good about themselves and their relationship with him or her

## ***Style Descriptor—The Analytical Style***

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An Analytical individual is perceived as detail oriented, deliberate, and well organized. This person listens to and studies information carefully before weighing all alternatives with reference to established policies, criteria, and objectives. An Analytical tends to avoid personal involvement with others and lets them take the social initiative. In general, this person prefers an efficient, businesslike approach to conducting business.

The Analytical person wants to understand the pieces of the picture. An Analytical's needs are best met when information is presented in a systematic, efficient manner; sufficient information about the problem/issue is provided; and time for processing recommendations is allowed.

Some phrases used to describe an Analytical are:

- Conservative and practical in business decisions
- Technically oriented; relies on structured approach and factual evidence
- Tends to avoid uncomfortable situations by changing the topic or withdrawing
- Prefers a systematic, thorough approach to data gathering and presentation of recommendations

The strengths commonly attributed to an Analytical include:

- Ensures that the company's needs are met
- Is careful about committing company resources
- Analyzes facts and evidence before deciding
- Makes practical, cost-effective decisions
- Approaches others with caution, avoiding personal involvement



## ***Analytical Subquadrants***

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Within the Analytical style, there are ranges of behaviors and approaches to assertiveness and responsiveness that can be demonstrated to others.

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### **Analytical Analytical**

Relative to other Analyticals, this person is perceived to make greater use of an ask-directed approach to assertiveness and a task-directed approach to responsiveness when communicating with others. This means the Analytical Analytical is perceived to be an Analytical who:

- Seeks structure, certainty, and evidence before making decisions
- Is quiet, unassuming, and shows little emotion when dealing with others
- Takes little social initiative with respect to other people; remains guarded until he or she has a reason for building a relationship
- Uses questions to express concerns and issues

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### **Driving Analytical**

Relative to other Analyticals, this person is perceived to make greater use of a tell-directed approach to assertiveness and a task-directed approach to responsiveness when communicating with others. This means the Driving Analytical is perceived to be an Analytical who:

- Is willing to take some risks when making decisions; sometimes allows immediacy to be as important as being certain
- Is willing to take some initiative in interactions without having thorough data or logical reasoning
- Can combine his or her organized step-by-step nature with a commitment to completing a task
- Focuses more on the objective aspects of a problem-solving task

---

### **Amiable Analytical**

Relative to other Analyticals, the Amiable Analytical is perceived to make greater use of an ask-directed approach to assertiveness and a people-directed approach to responsiveness when communicating with others. This means he or she is perceived to be an Analytical who:

- Focuses on and is concerned about other people and how they might feel
- Supports others when they express their ideas and feelings
- Is willing to take the time to share feelings as well as facts
- Is willing to consider alternative ways to approach problems

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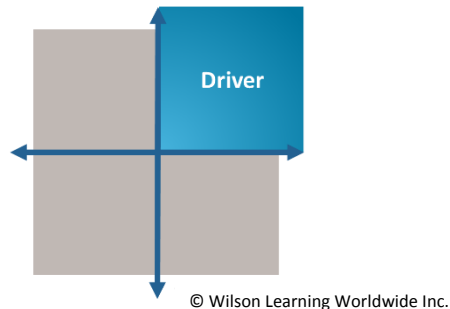
### **Expressive Analytical**

Relative to other Analyticals, this person is perceived to make greater use of a tell-directed approach to assertiveness and a people-directed approach to responsiveness when communicating with others. This means the Expressive Analytical is perceived to be an Analytical who:

- Shares his or her enthusiasm when he or she becomes excited about the task at hand
- Sometimes takes the social initiative in interpersonal encounters
- Is generally quiet and reserved, but sometimes takes actions that are definitive and even bold
- Shows appreciation for other people's contributions

## Style Descriptor—The Driver Style

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A Driver is seen as controlling, forceful, and results oriented. This type of person usually has clear objectives to achieve and responds to those who can demonstrate that their ideas and solutions can efficiently and effectively achieve results. A Driver tends to have a high sense of urgency and little need for establishing relationships with others. This person wants to know options and their probabilities of success.

The Driver wants other people to listen carefully before recommending ideas or solutions. A Driver's needs are best met when information is gathered in an organized manner; the other person listens willingly and avoids becoming defensive; follow-up on requests is timely; past successes, references, and factual support are provided; and time for considering options is allowed.

Some phrases used to describe a Driver are:

- Knowledgeable and forceful in business decisions
- Goal oriented; relies on information that supports results
- Tends to act quickly and confront issues directly
- Expects people to listen carefully and respond in a timely manner

The strengths commonly attributed to a Driver include:

- Keeps the discussion focused on objectives
- Explains the situation so that the other person can recommend an appropriate solution
- Makes expectations clear
- Acts quickly, after careful consideration of options
- Attempts to balance quality and cost considerations when making decisions

## ***Driver Subquadrants***

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Within the Driver style, there are ranges of behaviors and approaches to assertiveness and responsiveness that can be demonstrated to others.

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### **Analytical Driver**

Relative to other Drivers, this person is perceived to make greater use of an ask-directed approach to assertiveness and a task-directed approach to responsiveness when communicating with others. This means the Analytical Driver is perceived to be a Driver who:

- Focuses on logic and facts when it comes to questions about a task
- Is objective; he or she avoids making decisions based simply on intuition and feelings
- Is concerned about reducing the risk associated with a decision he or she is trying to make
- Can explain to himself or herself and others his or her reasons for taking action

---

### **Driving Driver**

Relative to other Drivers, this person is perceived to make greater use of a tell-directed approach to assertiveness and a task-directed approach to responsiveness when communicating with others. This means the Driving Driver is perceived to be a Driver who:

- Is efficient, hardworking, and results oriented in his or her approach to problem solving
- Is reluctant to let his or her emotions get in the way of what he or she believes to be sound thinking
- Is forceful and strong-willed when it comes to making his or her opinions known to others
- Is direct and to the point when it comes to getting others to do the things necessary to complete a task

---

### **Amiable Driver**

Relative to other Drivers, this person is perceived to make greater use of an ask-directed approach to assertiveness and a people-directed approach to responsiveness when communicating with others. This means the Amiable Driver is perceived to be a Driver who:

- Is aware and considerate of the priorities of others when he or she formulates a plan for solving a problem
- Is willing to share his or her feelings with others
- Redirects his or her commanding spirit when he or she feels cooperation with others is needed to get results
- Questions others in a way that does not threaten them or downplay their ideas and feelings

---

### **Expressive Driver**

Relative to other Drivers, this person is perceived to make greater use of a tell-directed approach to assertiveness and a people-directed approach to responsiveness when communicating with others. This means the Expressive Driver is perceived to be a Driver who:

- Shows enthusiasm and excitement when it comes to facing a challenging task or problem
- Wants to influence others to adopt his or her view about a challenging issue or situation
- References and reinforces others when he or she uses their ideas and plans
- Is willing to tell others how he or she feels about things

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VERSATILITY

## ***The Versatile Response***

---

### **Identify**

*Identify* the person's Social Style.

"She or he is ..."

### **Reflect**

Based on the person's Social Style, *Reflect* on and describe her or his expectations for interactions with you.

"So she or he needs ..."

### **Modify**

Decide how to *Modify* your behaviors to maximize your effectiveness.

"Therefore I will ..."

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**Notes:**

## Interpreting Your Versatility Feedback

### Versatility profile

The Versatility profile feedback you received is recorded on a scale similar to the one below:

W	X	Y	Z

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Each box represents 25 percent of the population surveyed by Wilson Learning Corporation. Low Versatility is indicated by a W or X, and high Versatility is indicated by a Y or Z. On your feedback, you will see numbers printed in some or all of the boxes. These indicate the number of people who perceived your Versatility to be in that category. Most people will see a range of Versatility scores, with numbers in several boxes.

Your profile gives you feedback on how specific individuals see you relative to the Versatility of other people. It helps you see how a variety of people in your work environment see you as compared to others. “Low Versatility” means you are not perceived as very versatile in comparison to others; likewise, “high Versatility” means you are perceived as highly versatile as compared to others.

Each Social Style tends to express Versatility (high or low) in different ways. An Analytical who has low Versatility will behave differently than an Expressive with low Versatility. Consequently, for the interpretations of Versatility that follow, it is important to refer to the section that applies to your Social Style.

As you review your results, keep in mind the following points:

- If your respondents provided a wide range of scores, you are probably demonstrating more or less Versatility depending on the situation. If this is the case, you will want to examine the interactions with your respondents so you can identify and understand the circumstances in which you are being more or less versatile.
- Versatility can be learned; it is a skill, not a natural talent. Everyone can improve on Versatility by knowing when and how much is appropriate, and by then choosing to act on that knowledge.



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## Versatility skills

In addition to your overall Versatility profile, you also received feedback about specific high-Versatility skills:

- Recognizes signals that tension is increasing in an interaction
- Takes steps to reduce interpersonal tension during an interaction
- Adapts easily to different social situations
- Modifies own behavior to help others feel more comfortable in an interaction

This feedback is designed to give you more specific information about how you are demonstrating aspects of the Versatile Response. Since the Identify step involves determining the style of an individual, this feedback only addresses skills related to the Reflect and Modify steps.

### Skills Related to Reflect

- **Recognizes signals that tension is increasing in an interaction:** Do you recognize the needs and expectations of others and know when they are or aren't being met?
- **Takes steps to reduce interpersonal tension during an interaction:** When you perceive that you are not meeting others' needs and expectations, do you show willingness to move out of your comfort zone?

### Skills Related to Modify

- **Adapts easily to different social situations:** To what degree do you modify your behavior to go outside your comfort zone in a variety of situations?
- **Modifies own behavior to help others feel more comfortable in an interaction:** How effectively do you modify your behavior to meet others' needs and expectations? To what degree does modifying your behavior result in the other person feeling more comfortable with you?

Use this information to address your overall skill improvement in the workshop, as well as back on the job.

As you reflect on what your Versatility feedback tells you, consider:

- What does your feedback tell you about how you are meeting the needs and expectations of others?
- How does this impact your effectiveness, productivity, and business results?
- What reactions did you have to your Versatility feedback?
- What questions do you have about your Versatility feedback?

Your Modify strategies will be based on what you have learned about the expectations and preferences of the different styles.

Ask yourself these four questions:

- What would this person expect of me?
- What would I have to do to meet his or her expectations?
- What do we share in common?
- What are the differences?

---

**Notes:**

## ***Expressive Versatility***

Versatility is a perceived willingness to adapt to the concerns and expectations of others in order to make them feel more comfortable when relating with you. Generally, you show this willingness through your approach to assertiveness and responsiveness within the context of the Expressive Social Style.

W	X	Y	Z

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### **Lower Versatility**

People who see you as an Expressive with lower Versatility perceive that you:

- Maintain the same approach to tell-directed assertiveness and people-directed responsiveness in all interactions, no matter what other Social Style is involved.
- Have a tendency to use feelings and emotion, rather than facts and logic, to convince others to take quick action
- Have a tendency to use praise, enthusiasm, and optimism in almost all your interpersonal encounters.

### **Higher Versatility**

People who see you as an Expressive with higher Versatility perceive that you:

- Use your communication skills in a manner designed to make them feel valued as people and as contributors.
- Are open to the thoughts, feelings, actions, and concerns of others.
- Are willing to engage in negotiations when you sense that your approach to problem solving differs from that of others.
- Offer energy and support for the creative effort of others.

As an Expressive, focus on modifying your behavior for each Social Style as shown below:

### **Analyticals**

- Slow the pace of interactions to give time for them to think things through.
- Listen without interrupting.
- Pause more often.
- Use fewer gestures and facial expressions.
- Avoid small talk.
- Talk about the task.
- Ask about and provide opportunities for them to share their expertise.
- Show respect and support for their thinking and principles.
- Use a clear, logical process when communicating and making decisions.

### **Drivers**

- Emphasize facts over feelings.
- Focus on problem solving with a businesslike attitude.
- Be logical when communicating.
- Use time efficiently.
- Focus your evidence on results and outcomes.
- Emphasize the benefits of a course of action or decision.
- Provide options and choices for them to consider.
- Create opportunities for them to make decisions and have a leadership role.

### **Amiables**

- Ask for opinions, and participate openly and honestly.
- Slow down the pace of the interaction.
- Politely listen and avoid interruptions.
- Ask for commitments without pressure.
- Provide support for feelings and offer assurances.
- Express your approval of their ideas.
- Encourage everyone's involvement in decision making.
- Pay attention to the impact on others.

### **Expressives (working with your own style)**

- Offer personal compliments that recognize their accomplishments and ideas.
- Listen to them and avoid interrupting.
- Share leadership and decision-making responsibility.
- Take responsibility for managing time and schedules if they don't.

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## Amiable Versatility

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Versatility is a perceived willingness to adapt to the concerns and expectations of others in order to make them feel more comfortable when relating with you. Generally, you show this willingness through your approach to assertiveness and responsiveness within the context of the Amiable Social Style.

W	X	Y	Z

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### Lower Versatility

People who see you as an Amiable with lower Versatility perceive that you:

- Maintain the same approach to ask-directed assertiveness and people-directed responsiveness in all interactions, no matter what other Social Style is involved.
- Have a tendency to work through relationships and feelings.
- Have a tendency to use an indirect approach to problem solving, giving the appearance that you have all the time in the world to find a solution.

### Higher Versatility

People who see you as an Amiable with higher Versatility perceive that you:

- Use your communication skills in a manner designed to make them feel valued as people and as contributors.
- Are flexible to the work preferences of others.
- Express your ideas with conviction, and in a timely manner.
- Offer support for the ideas of others.

As an Amiable, focus on modifying your behavior for each Social Style as shown below:

### **Analyticals**

- Avoid small talk early in the relationship.
- Talk about the task.
- Ask about and provide opportunities for them to share their expertise.
- Show respect and support for their thinking and principles.
- Use a clear, logical process when communicating and making decisions.
- Ask for commitments without pressure.

### **Drivers**

- Get to the point quickly.
- Focus your evidence on results and outcomes.
- Act quickly on decisions.
- Use time efficiently.
- Emphasize facts over feelings.
- Be logical when communicating.
- Use fewer gestures and facial expressions.
- Avoid small talk early in the relationship.
- Emphasize the benefits of a course of action or decision.
- Provide options and choices for them to consider.
- Create opportunities for them to make decisions and have a leadership role.

### **Amiables (working with your own style)**

- Ask for opinions, and participate openly and honestly.
- Provide support for feelings and offer assurances.
- Express your approval of their ideas.
- Work together to make sure that the important controversial issues are addressed.

### **Expressives**

- Volunteer information that demonstrates business knowledge.
- Be willing to express points of disagreement.
- Initiate conversation.
- Be flexible in your use of time and avoid being tied to a schedule.
- Keep discussions moving and focused.
- Offer personal compliments that recognize their accomplishments and ideas.
- Avoid detail, and use testimonials and stories as your evidence.

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## ***Analytical Versatility***

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Versatility is a perceived willingness to adapt to the concerns and expectations of others in order to make them feel more comfortable when relating with you. Generally, you show this willingness through your approach to assertiveness and responsiveness within the context of the Analytical Social Style.

W	X	Y	Z

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### **Lower Versatility**

People who see you as an Analytical with lower Versatility perceive that you:

- Maintain the same approach to ask-directed assertiveness and task-directed responsiveness in all interactions, no matter what the other person's Social Style.
- Have a tendency to stick to business, gather a lot of data, and maintain a deliberate approach to most situations.
- Have a tendency to depend on problem analysis, conservative thinking, modesty, and standard operating procedures.

### **Higher Versatility**

People who see you as an Analytical with higher Versatility perceive that you:

- Use your communication skills in a manner designed to make them feel valued as people and as contributors.
- Are open to the thoughts and ideas of others.
- Express an "it depends" attitude in your approach to problem solving.
- Are open to negotiate when your approach to a task is different from that of others.

As an Analytical, focus on modifying your behavior for each Social Style as shown below:

**Analyticals (working with your own style)**

- Ask about and provide opportunities for them to share their expertise.
- Show respect and support for their thinking and principles.
- Respond to their desire for more or less data.
- Be aware of the possibility of getting bogged down in unnecessary detail and analysis.

**Drivers**

- Get to the point quickly.
- Make more statements; ask fewer questions.
- Volunteer information that provides evidence of results.
- Act quickly on decisions.
- Use time efficiently.
- Focus evidence on results and outcomes.
- Emphasize the benefits of a course of action or decision.
- Provide options and choices for them to consider.
- Create opportunities for them to make decisions and have a leadership role.

**Amiables**

- Verbalize your feelings.
- Pay personal compliments.
- Be willing to discuss personal experiences both at work and outside the workplace.
- Ask for opinions, and participate openly and honestly.
- Provide support for feelings and offer assurances.
- Express your approval of their ideas.
- Encourage everyone's involvement in decision making.
- Pay attention to the impact on others.

**Expressives**

- Volunteer information that demonstrates business knowledge.
- Be willing to express points of disagreement.
- Initiate and engage in friendly conversations.
- Discuss your feelings and opinions.
- Offer personal compliments that recognize their accomplishments and ideas.
- Use more gestures and facial expressions, and vary your tone of voice.
- Keep discussions moving and focused, but don't force a process.
- Avoid detail, and use testimonials and stories as your evidence.

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## ***Driver Versatility***

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Versatility is a perceived willingness to adapt to the concerns and expectations of others in order to make them feel more comfortable when relating with you. Generally, you show this willingness through your approach to assertiveness and responsiveness within the context of the Driver Social Style.

W	X	Y	Z

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### **Lower Versatility**

People who see you as a Driver with lower Versatility perceive that you:

- Maintain the same approach to tell-directed assertiveness and task-directed responsiveness in all interactions, no matter what other Social Style is involved.
- Have a tendency to stick to business, work independently, and try to maintain control.
- Have a tendency to hold strong opinions and be impatient and blunt.

### **Higher Versatility**

People who see you as a Driver with higher Versatility perceive that you:

- Use your communication skills in a manner designed to make them feel valued as people and as contributors.
- Are willing to negotiate differences in opinion and approach.
- Express an “it depends” attitude in your problem solving.
- Show empathy before expressing your reactions to what others say and do.

As a Driver, focus on modifying your behavior for each Social Style as shown below:

### **Analyticals**

- Slow the pace of interactions to give time for them to think things through.
- Listen without interrupting.
- Pause more often.
- Ask for commitments without pressure.
- Ask about and provide opportunities for them to share their expertise.
- Show respect and support for their thinking and principles.
- Use a clear, logical process when communicating and making decisions.

### **Drivers (working with your own style)**

- Focus your evidence on results and outcomes.
- Emphasize the benefits of a course of action or decision.
- Provide options and choices for them to consider.
- Create opportunities for them to make decisions and have a leadership role.
- Share leadership and decision-making responsibilities.

### **Amiables**

- Ask for opinions, and participate openly and honestly.
- Politely listen and avoid interruptions.
- Provide support for feelings and offer assurances.
- Express your approval of their ideas.
- Encourage everyone's involvement in decision making.
- Pay attention to the impact on others.
- Verbalize your feelings.
- Pay personal compliments.
- Be willing to discuss personal experiences both at work and outside the workplace.

### **Expressives**

- Verbalize your feelings.
- Offer personal compliments that recognize their accomplishments and ideas.
- Show a willingness to socialize and engage in small talk.
- Get to know them on a personal basis.
- Use more gestures and facial expressions, and vary your tone of voice.
- Avoid detail, and use testimonials and stories as your evidence.
- Be flexible in your use of time and avoid being tied to a schedule.

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## Stretching Beyond Your Comfort Zone

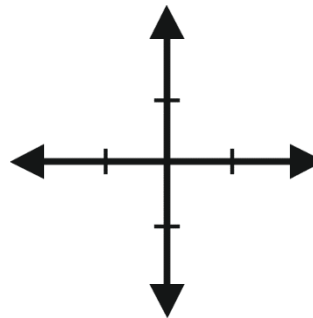
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### Increasing Ask-Directed Assertiveness

- Ask for the person's opinions first.
- Use a slower pace.
- Listen without interrupting.
- Pause more often.
- Ask for a commitment without pressure.

### Increasing Task-Directed Responsiveness

- Talk about the task; emphasize facts.
- Demonstrate the logic behind your ideas.
- Acknowledge the person's concerns about the use of time.
- Use fewer gestures and facial expressions.
- Avoid small talk.



### Increasing Tell-Directed Assertiveness

- Get to the point quickly.
- Volunteer information to the person.
- Be willing to express points of disagreement.
- Initiate conversation.
- Act quickly on decisions.

### Increasing People-Directed Responsiveness

- Verbalize your feelings.
- Pay personal compliments.
- Be willing to discuss personal experiences both at work and outside the workplace.
- Use more gestures and facial expressions.
- Vary your tone of voice.

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---

### Remember

When you practice stretching often enough, it becomes easier to do.

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### Notes:

## ***Modify Tactics***

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Making a temporary adaptation of your own behaviors

---

The choices you  
make about. . .

- What you communicate
- How you communicate it

### **Pace**

The speed of your speech and physical movements

### **Voice**

The use of emphasis, tone, and volume

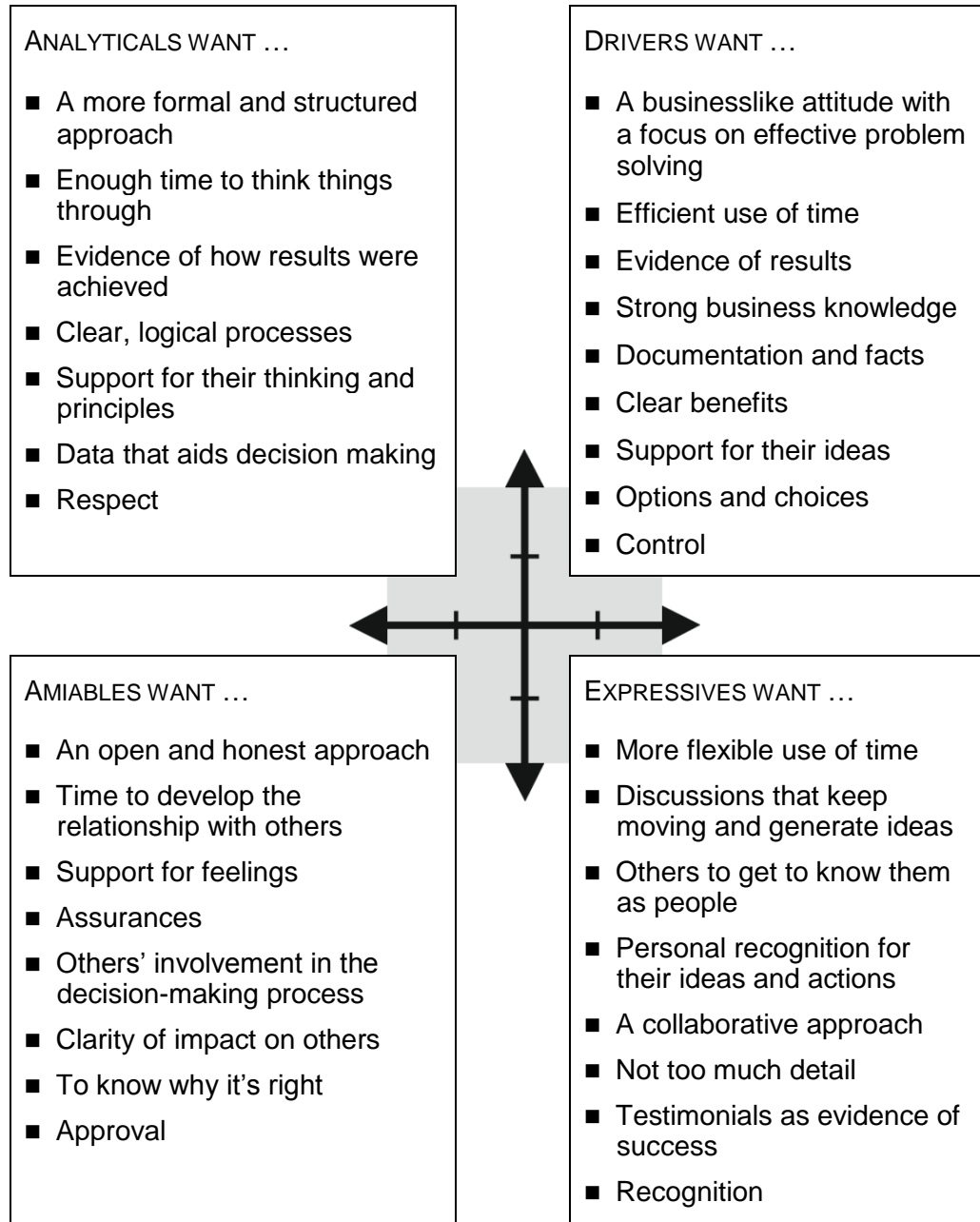
### **Body Language**

The use of gestures, facial expressions, and interpersonal distance

### **Focus/Content**

The discussion topics and priorities

## Social Style Preferences and Expectations



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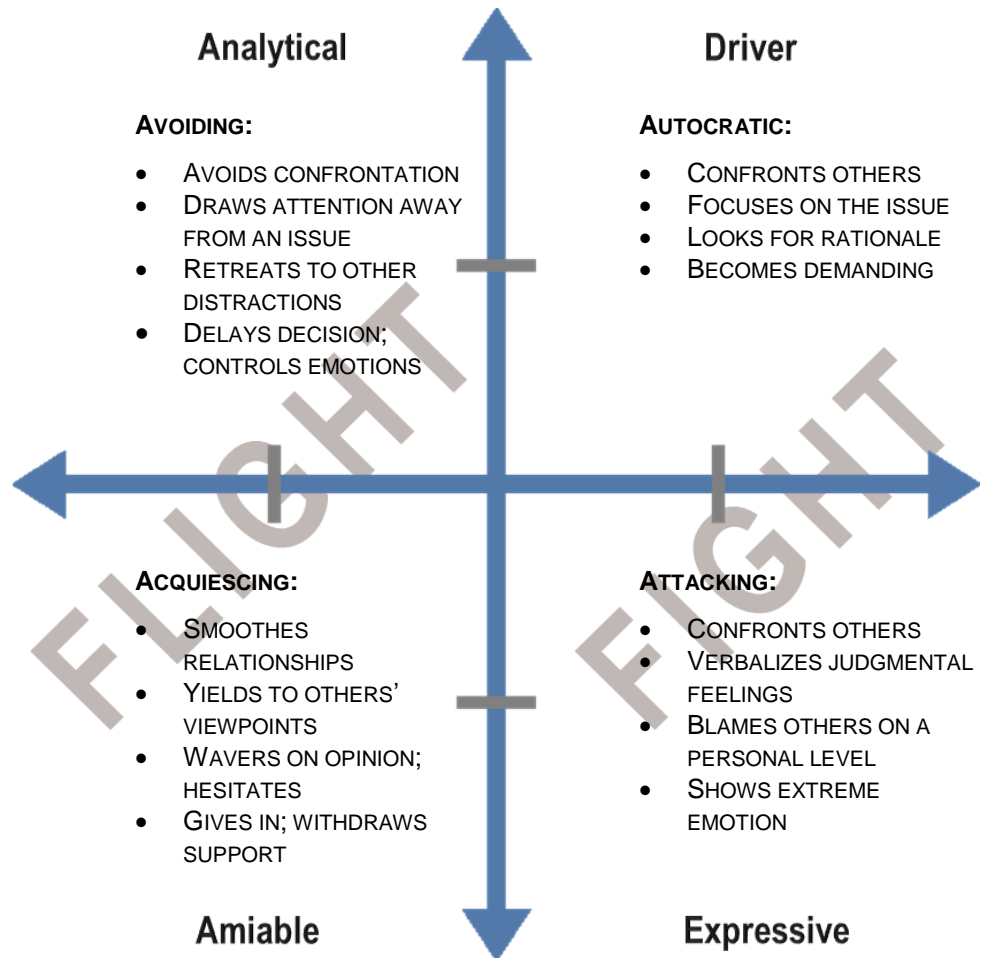
SOCIAL STYLES AT WORK

A VIRTUAL LEARNING EXPERIENCE



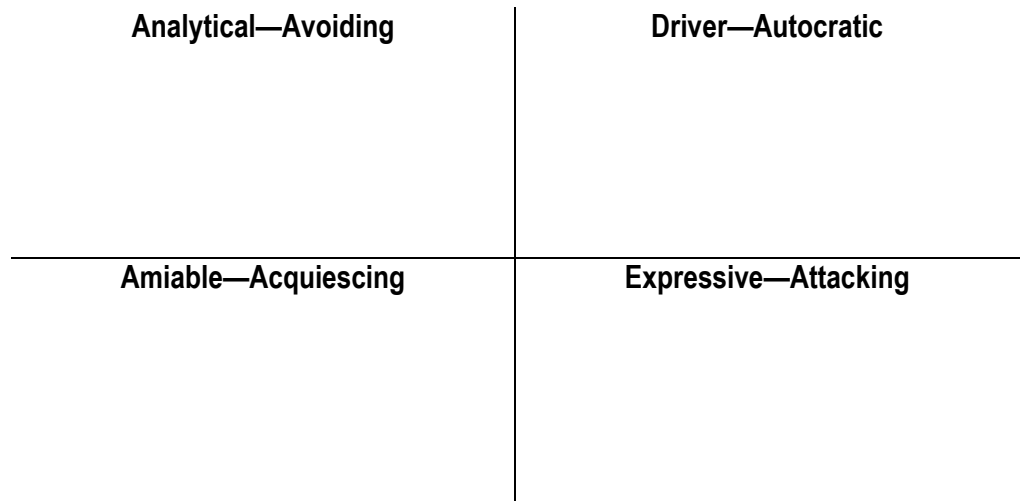
STYLES IN BACK-UP BEHAVIORS

## Back-up Behaviors

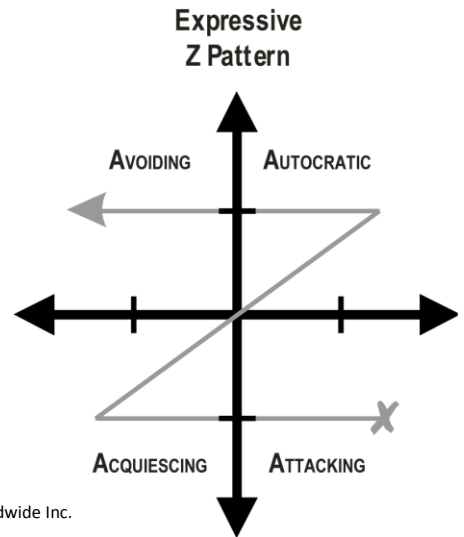
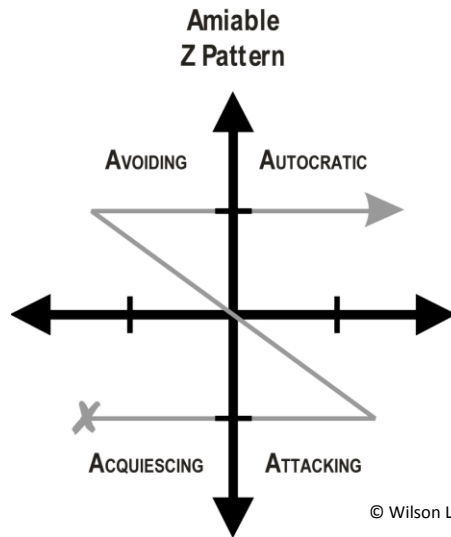
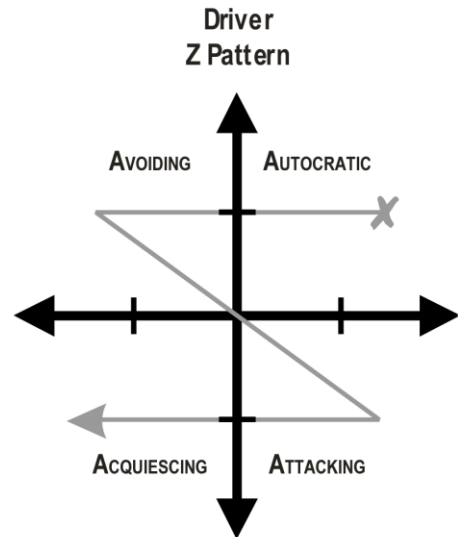
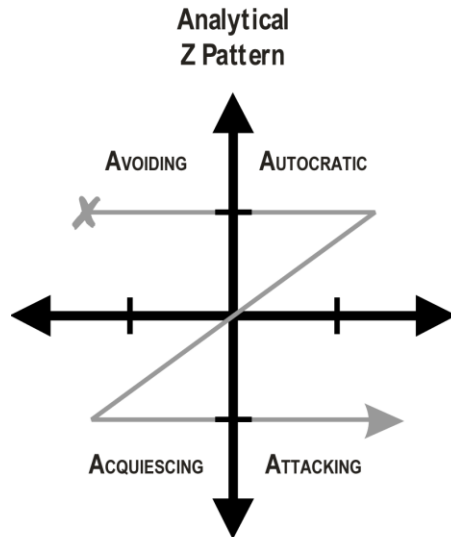


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**Notes:**



## Z Patterns: When Tension Increases



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Notes:



## ***Solutions to Fight Behavior: LS-CPA***

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When dealing with Fight behaviors, it is not difficult to engage in a conversation because the person wants to express his or her thoughts and feelings about the situation. You allow the person to vent when you **Listen** and **Share** to **Address the Tension** and then **Address the Problem**.

<b>Address the Tension</b>	<b>Listen</b>	Listen for the feelings as well as the facts. Use your self-management skills to avoid going into back-up.
	<b>Share</b>	Describe your understanding of the facts and feelings. Ask checking questions to verify accuracy and agreement.
<b>Address the Problem</b>	<b>Clarify</b>	Uncover the real issues by asking questions and verifying sources of tension.
	<b>Problem Solve</b>	Work with the person to build solutions that address sources of tension.
	<b>Ask for Action</b>	Reach agreement with the person on the actions you will both take to address the issues.

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**Notes:**

## ***Solutions to Flight Behavior: SL-CPA***

### **Draw them out**

The challenge of Flight behaviors is in getting people to communicate. When people are in Flight back-up, they are reluctant to talk because they perceive that there will be negative consequences if they do. You can draw out a person in Flight back-up when you **Share** and **Listen** to **Address the Tension** and then **Address the Problem**.

<b>Address the Tension</b>	<b>Share</b>	Describe your understanding of the facts and feelings. Ask checking questions to verify accuracy and agreement.
	<b>Listen</b>	Listen for the feelings as well as the facts. Use your self-management skills to avoid going into back-up.
<b>Address the Problem</b>	<b>Clarify</b>	Uncover the real issues by asking questions and verifying sources of tension.
	<b>Problem Solve</b>	Work with the person to build solutions that address sources of tension.
	<b>Ask for Action</b>	Reach agreement with the person on the actions you will both take to address the issues.

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### **Notes:**

## ***Managing Back-Up Behavior Worksheet***

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Person's Name:

Situation Description:

---

### **Identify**

This person is in:     Fight back-up     Flight back-up

What behaviors led you to this conclusion?

---

### **Reflect**

What triggers the other person's back-up behavior?

What does this person need most from you when he or she is in this type of back-up?

---

### **Modify**

What can you do to manage your own tension?

How can you use LS-CPA or SL-CPA to manage the other person's tension?

What do you need to avoid doing with this person?

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SOCIAL STYLES AT WORK

A VIRTUAL LEARNING EXPERIENCE



VERSATILE RESPONSE PLANNER

## Versatile Response Planner

<b>IDENTIFY</b>	
<ul style="list-style-type: none"> <li>■ Write the person's name or initials in the appropriate quadrant (and/or record this information in the space provided below).</li> <li>■ Write your name or initials in the appropriate quadrant (and/or record your Social Style in the space provided below).</li> </ul> <p>Other person's name and Social Style: My Social Style:</p>	

### PLANNING FOR THE RELATIONSHIP

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<b>PURPOSE</b>
How would you like to improve this relationship? (Be as specific as possible.)
<b>REFLECT</b>
In general, what interpersonal expectations does this person have of you?
<b>MODIFY YOUR BEHAVIOR</b>
In general, what can you do to improve your Versatility in your relationship with this person?

### PLANNING FOR A SPECIFIC INTERACTION

<b>SITUATION DESCRIPTION</b>
<b>OBJECTIVE</b>
What is your objective for this interaction?
<b>REFLECT</b>
Given the objective and the other person's Social Style, what style expectations does he or she have of you?
<b>Cautions:</b> Given the style differences, what should you be cautious about in your behavior?

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REFERENCE GUIDE

<b>MODIFY YOUR BEHAVIOR</b>						
Assertiveness Strategy:	<input type="checkbox"/> Increase Ask-directed <input type="checkbox"/> Increase Tell-directed <input type="checkbox"/> Maintain					
Responsiveness Strategy:	<input type="checkbox"/> Increase People-directed <input type="checkbox"/> Increase Task-directed <input type="checkbox"/> Maintain					
<b>Before:</b>	<b>During:</b>					
<b>REVIEW</b>						
After the interaction, assess your strategy and execution: <table style="float: right; margin-left: 20px;"> <tr> <td style="text-align: right;">Disagree</td> <td></td> <td></td> <td></td> <td style="text-align: left;">Agree</td> </tr> </table>		Disagree				Agree
Disagree				Agree		
1. My observations of this person's style are accurate.	<table style="margin-left: auto; margin-right: auto;"> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2. My Modify strategy improved the other person's comfort.	<table style="margin-left: auto; margin-right: auto;"> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3. I achieved my objective for this interaction.	<table style="margin-left: auto; margin-right: auto;"> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
What could you have done differently?						
<b>After:</b> What will you do as follow-up?						

<b>SOCIAL STYLE SUMMARY</b>				
	ANALYTICAL	AMIABLE	DRIVER	EXPRESSIVE
<b>PRIMARY ASSET</b>	Systematic	Supportive	Controlling	Energizing
<b>BACK-UP BEHAVIOR</b>	Avoiding	Acquiescing	Autocratic	Attacking
<b>FOR GROWTH, NEEDS TO</b>	Decide	Initiate	Listen	Check
<b>MEASURE OF PERSONAL VALUE</b>	Respect	Approval	Control	Recognition
<b>NEEDS A CLIMATE THAT</b>	Describes	Processes	Responds	Collaborates
<b>LET THEM SAVE</b>	Face	Relationships	Time	Effort
<b>MAKE AN EFFORT TO BE</b>	Accurate	Cooperative	Efficient	Interesting
<b>SUPPORT THEIR</b>	Principles and thinking	Relationships and feelings	Conclusions and actions	Vision and intuition
<b>STRESS BENEFITS THAT ANSWER</b>	<i>How</i> the problem is solved	<i>Why</i> the solution is the best	<i>What</i> the solution will do	<i>Who</i> else has used the solution
<b>FOR DECISIONS GIVE THEM</b>	Evidence and service	Assurances and guarantees	Options and probabilities	Testimony and incentives
<b>FOLLOW UP WITH</b>	Service	Support	Results	Attention