

Communication Styles (DARE)



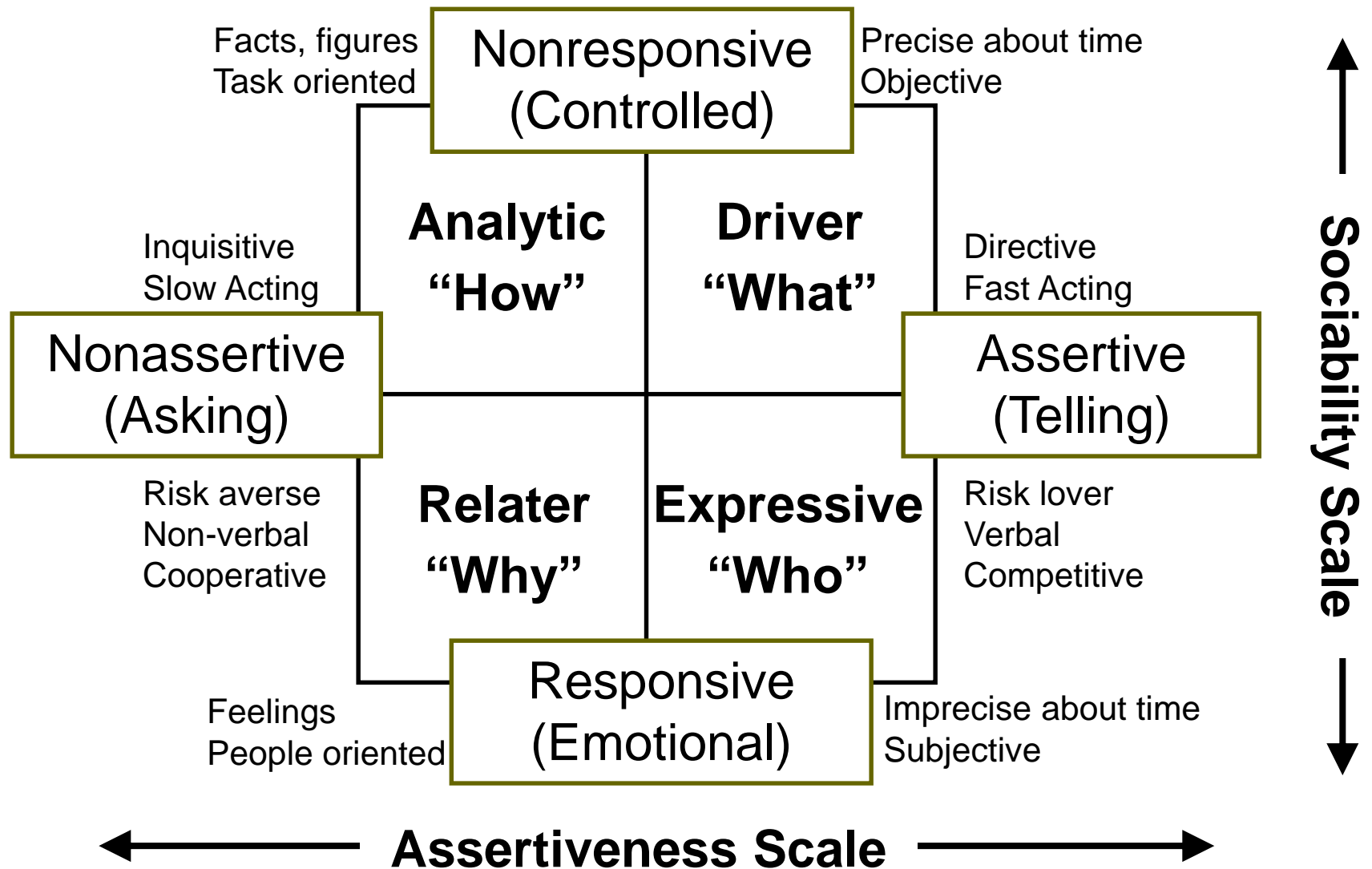
Bob Meisel

St. Petersburg-Tampa ASQ Presentation
March 9, 2015

Learning Objectives

- Identify the 4 different communication styles
- Explain the characteristics of the communication styles, including strengths and pitfalls
- Describe how to use communication style information

Communication Styles



Adapted from Teaching Notes of
Rick English, San Diego State University

Communication Styles (DARE)

There are no good or bad communication styles; there are only differences among people.

Success or failure is unrelated to any communication style.



Driver Characteristics

Strengths

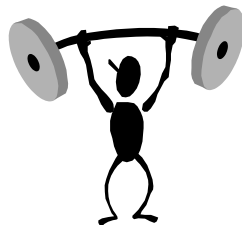
- Confident
- Decisive
- Compulsively Active
- Goal Setter
- Persistent
- Open to New Ideas (from those respected)
- Action Oriented
- Productive
- Thrive on Challenge
- Excellent in Emergencies

Potential Vulnerabilities

- Demanding
- Short Tempered
- Stubborn
- Hate to Admit Fault
- Poor Listener
- Argumentative
- Bored with Small Talk
- Unsympathetic
- Terse Advice Giver
- Impatient with Emotions

Driver Style

- In what situations would you see or use Driver behaviors?
- In Driver mode, what would your office look like?
- What are Driver reactions when angry?
- How long does it last?
- What strengths does the Driver style bring to a team?



Advice to Those with Driver Tendencies

- Prepare others for decisions
- Take notes
- Rephrase and feedback to clarify
- Lower voice
- Slow pace
- Understand that others may process information differently

Analytic Characteristics

Strengths

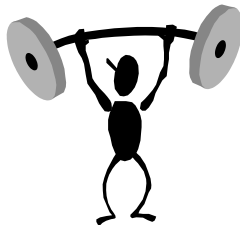
- Patience
- Genius-Prone
- Often Artistically Inclined
- View Things as “Works in Progress”
- Deep Thinkers
- Process Focused
- Detail Oriented
- Scheduled
- Look at all Aspects of Decisions
- Finish What They Start
- Cautious

Potential Vulnerabilities

- Negative
- Moody
- Passive Aggressive
- Hold Things In
- Planning vs. Doing
- Grudge Carriers
- Perfectionists
- Critical
- Unsympathetic
- Non-Emotional

Analytic Style

- In what situations would you see or use Analytic behaviors?
- In Analytic mode, what would your office look like?
- What are Analytic reactions when angry?
- How long does it last?
- What strengths does the Analytic style bring to a team?



Advice to Those with Analytic Tendencies

- Practice risk-taking on less important issues
- Share reluctance to speak, but make the effort
- Practice positive statements
- Work on summarizing key points and concepts
- Develop interpersonal skills

Relater Characteristics

Strengths

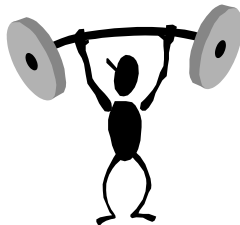
- Easy Going, Calming
- Pleasant, Caring
- Dependable
- Mediator
- Well-Liked
- Great Under Pressure
- Well-Balanced
- Inoffensive
- Puts Self in Others' Shoes
- Non-Judgmental

Potential Vulnerabilities

- Worry too Much
- Indecisive
- Non-Disciplinarian
- Sarcastic
- Not Self Starter
- Not Risk Taker
- Shy
- Not Focused on Details
- Avoid Issues
- Lack Follow-Through

Relater Style

- In what situations would you see or use Relater behaviors?
- In Relater mode, what would your office look like?
- What are Relater reactions when angry?
- How long does it last?
- What strengths does the Relater style bring to a team?



Advice to Those with Relater Tendencies

- Set small goals and increase with successes
- Make a stand, pick a side, make a decision!
- Practice saying what you are feeling – speak up!
- Team up with a Driver or Expressive to develop assertiveness

Expressive Characteristics

Strengths

- Friendly
- Lively
- Motivating
- Humorous, even with self
- Generate Enthusiasm
- Curious
- Creative
- Spontaneous
- Willing to Try New Things
- See the Positive in Anything

Potential Vulnerabilities

- Talk A lot
- Thoughtless
- Interrupt
- Forgetful
- Undisciplined
- Emotional Highs and Lows
- Easily Distracted
- Lack Follow-Through
- Take Feedback Personally
- Unreasonable Under Pressure

Expressive Style

- In what situations would you see or use Expressive behaviors?
- In Expressive mode, what would your office look like?
- What are Expressive reactions when angry?
- How long does it last?
- What strengths does the Expressive style bring to a team?



Advice to Those with Expressive Tendencies

- Team up with someone to assist in remembering dates, times, details
- Take notes
- Practice active listening – stop talking!
- Allow others peaceful times
- Develop a business/detail focus

Know Your Own Pitfalls!

Driver Characteristics Under Stress:

Autocratic

- I get so committed to my view that I have trouble knowing when to give in.
- Once I've stated my views openly, I do not like saying I've changed my mind.
- I don't take the time to draw out the opinions of others.
- It's difficult to admit when I'm wrong.
- I can be too direct, often hurting other's feelings.

Know Your Own Pitfalls!

Analytic Characteristics Under Stress:

Avoiding

- I avoid confrontations that are likely to be emotionally charged.
- I avoid getting involved immediately. I need time to process the issue and plan my approach.
- Even when others share their feelings, I remain calm and keep my feelings to myself.
- I prefer using logic over personal persuasion.
- I don't worry about getting what I want during discussions; I'll find a way to get it later.

Know Your Own Pitfalls!

Relater Characteristics Under Stress:

Acquiescing

- At meetings, I don't interrupt if others are monopolizing the discussion.
- I'm willing to forego my positions to keep a harmonious relationship.
- I'd rather keep my concerns to myself than to be the only one opposing a consensus.
- Even if I don't agree with you, I will change my behaviors just because they upset you.

Know Your Own Pitfalls!

Expressive Characteristics Under Stress:

Attacking

- I tend to take charge, even if it is not my responsibility.
- I get excited about issues and have to express my opinions right away, no matter how it makes others feel.
- I tend to speak before I think.
- I wear my emotions on my sleeve – you can usually see it coming.
- I believe that when you critique my work you are attacking me as a person.

Identifying Styles

- **D**river
- **A**nalytic
- **R**elater
- **E**xpressive



Assess Yourself

	A	B	C	D	E	F	G	H	I
1	DARE COMMUNICATION STYLE ASSESSMENT								
2									
3	Please enter your first name in the box to the right.								<input type="text"/>
4									
5	Please enter your last name in the box to the right.								<input type="text"/>
6									
7	Instructions:								
8	1. Read each pair of attributes below.								
9	2. Select the one from each pair that is most typical of you.								
10	3. Place an X to the left of the one that you select (column A). Leave								
11	4. No pair is an either-or proposal.								
12	5. Make your choice as spontaneously as possible								
13	6. There is no wrong answer								
14	<input type="text"/>	7. When you have completed all 40 pairs, click the print icon or sel							
15									
16	Choice	Attributes							
17									
18		1. I like action.							
19		2. I deal with problems in a systematic way							
20									
21		3. I believe that teams are more effective than individuals.							
22		4. I enjoy innovation very much.							
23									

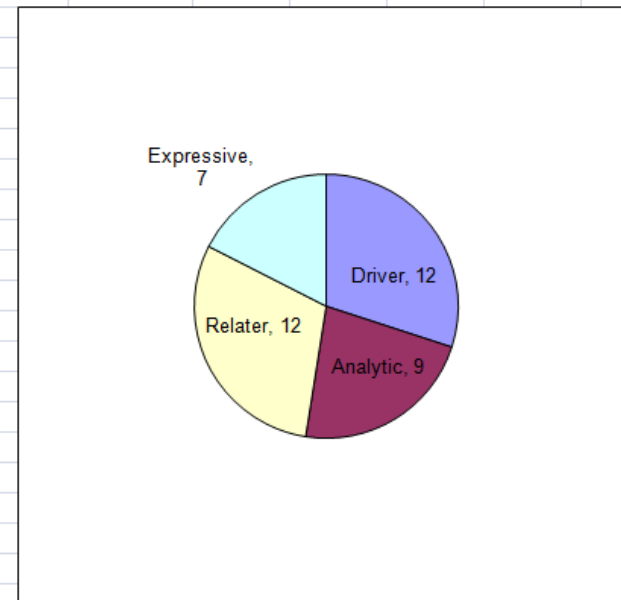


DARE Survey

D A R E Survey Score for

Sample Result

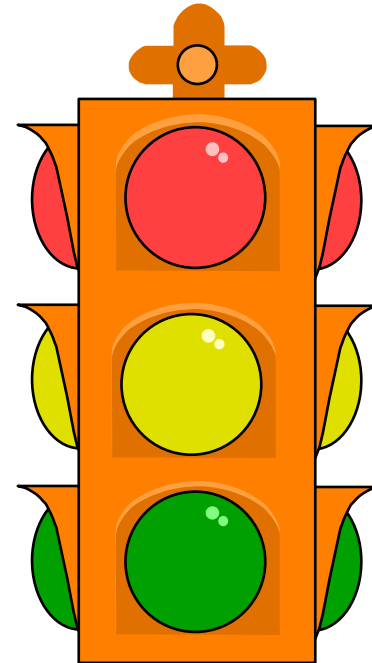
D = 12
A = 9
R = 12
E = 7



Using Communication Styles

Steps to Building Positive Relationships

1. Know yourself
2. Control yourself
3. Know others
4. Do something for others



Communication Styles Summary

FACTORS	DRIVER	ANALYTIC	RELATER	EXPRESSIVE
How to recognize	Like their own way; decisive and strong viewpoints	Seek lot of data; ask many questions; methodical, systematic	Like positive attention; like to be helpful and regarded warmly	Get excited
Tends to ask	What? (results-oriented question)	How? (technical analytical question)	Why? (personal non-goal question)	Who? (personal dominant question)
What they dislike	Someone wasting time trying to decide for them	Making an error; being unprepared, spontaneity	Rejection; treated impersonally; uncaring attitudes	Boring explanations wasting time with too many facts
Reacts to pressure by	Taking charge; taking more control	Seeking more data and information	Becoming silent; withdrawing	Selling their ideas; argumentative
Best way to deal with	Let them be in charge	Provide lots of data and information	Be supportive; show you care	Get excited with them; show emotion

Source: www.drbackman.com

Communication Styles Summary

FACTORS	DRIVER	ANALYTIC	RELATER	EXPRESSIVE
Likes to be measured by	Results; goal-oriented	Activity that leads to results	Friend; close relationships	Applause, feedback, recognition
Must be allowed to	Get into a competitive situation; likes to win	Make decisions at own pace, not cornered or pressured	Relax, feel, care, know you care	Get ahead quickly; likes challenges
Will improve with	A position that requires cooperation with others	Interpersonal and communication skills	A structure of goals and methods for achieving each goal	Recognition and some structure with which to reach the goal
Likes to save	Time; they like to be efficient, get things done now	Face; they hate to make an error or get caught without enough info	Relationships; friendship means a lot to them	Effort; they rely heavily on hunches and intuition
For best results	Allow them freedom to do things their own way	Structure a framework or “track” to follow	Care and provide detail, specific plans and activities	Inspire them to bigger and better accomplishments

Questions

