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PHC 6314 Unit 2, Part II



Communication Styles

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Acknowledgement to Samantha Aylor, MPH student

Welcome to Unit 2, Part II, entitled “Communication Styles”. In this lecture, we will discuss different communication styles and the importance of understanding these styles in order to become a successful infection preventionist. I would like to acknowledge Samantha Aylor, MPH student, for her work in developing this unit.

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The Social Styles Model

- The Social Styles Model provides a way to identify behavior based on **4 categories**:
 - Amiable
 - Driver
 - Expressive
 - Analytical



Adapted from the TRACOM group

- **Purpose:** Studying different behavior styles can allow you to predict behavior & develop positive effective relationships

People are very unique and each individual communicates in a different way. In order to explain different communication styles, psychologists have created the Social Styles Model, which provides a way to identify behavior based on four categories: amiable style, driver style, expressive style, and analytical style. We will discuss each individual style later on in the lecture. Once you are familiar with the four styles, you will be able to predict your own behavior and that of others in daily interactions. This insight will let you plan to communicate positively and develop effective relationships with people who may be very different from yourself. This information is adapted from the TRACOM Group at the following link:
<http://www.tracomcorp.com/index.aspx>

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Everyone has a different way of communicating; therefore, we must ADAPT:


- A**nalyze patterns & characteristics
- D**etermine the style of others
- A**ssess your own style
- P**lan to accommodate others’ needs
- T**reat others as they want to be treated



Because people are very different from one another, it is important to adapt to different communication styles in order to effectively communicate with others. Good communication involves analyzing communication patterns and characteristics to determine the style of others, assessing our own style, planning to accommodate others’ needs, and treating others as they want to be treated.

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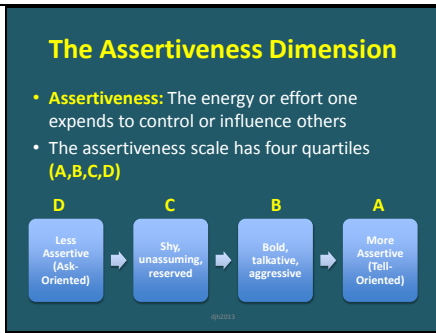
Infection Control & Communication Styles



- Infection control personnel must have strong communication skills
- The most effective people in interpersonal relationships are those who are able to identify the other person’s “win” & help them achieve it
 - “People do things for their own reasons, not ours”

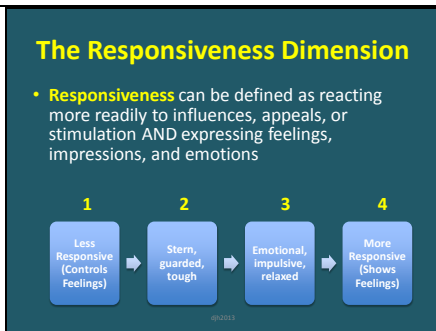
Infection preventionists (IPs) work closely with many different levels of healthcare workers. Therefore, it is imperative that they have strong communication skills. People do things for their own reasons, not ours. This is important to remember because it is hard to motivate people to achieve a goal that you have set for them, unless you can show them that by doing so, they will accomplish a personal “win” for themselves. IP’s are responsible for implementing and monitoring important policies and procedures to help create a safe work environment, therefore it is important for them to be able to understand how other people think and make them see the importance of their work. The Social Styles Model can help IP’s predict what constitutes a “win” for someone and it allows them to communicate more effectively. The most effective people in interpersonal relationships are those who are able to keep in mind the other person’s “win” and help them achieve it. The best relationships always produce a “win” for each party.

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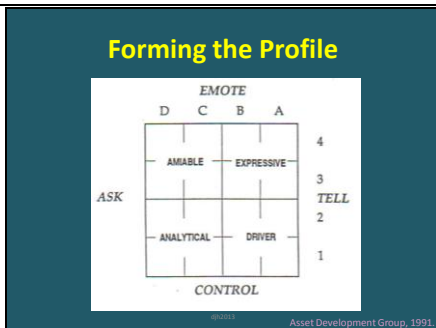
The four different types of communication styles described in the Social Styles Model are based on the level of assertiveness and responsiveness of an individual. Assertiveness is defined as “the energy or effort one expends to control or influence others”. A highly assertive person makes strong statements and positive declarations. This type of individual is seen as mostly “Tell-Oriented.” On the opposite side of the scale, a low assertive individual’s behavior tends to be perceived as more “Ask-Oriented.” The assertiveness scale measures the amount of control a person appears to be trying to exert over others. Approximately 25% of the adult population falls into each quartile of the scale. On the more assertive side (quartiles A and B), words such as “bold, talkative, and aggressive”, are used to describe the perceived behavior. On the less assertive side, in quartiles C and D, words such as “shy, unassuming and reserved” describe perceived behavior. It is important to note that there is no “best place” to be on this scale.

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The second dimension of the Social Styles Model is responsiveness, which can be defined as “reacting more readily to influences, appeals, or stimulation, and expressing feelings, impressions, and emotions”. A responsive person tends to be more emotional and more readily expresses anger, joy, or hurt feelings. On the more responsive end of the scale, the individual is described as “emoting,” and on the less responsive end, the individual is described as “controlling.” Like the assertiveness scale, the responsiveness scale also has four quartiles and approximately 25% of the adult population is in each quartile. On the less responsive end (quartiles 1 and 2) words such as “stern, guarded, and tough” can be used to describe individual behavior. On the more responsive end (quartiles 3 and 4), words such as “emotional, impulsive, and relaxed” can be used. There is no “best place” to be on the responsiveness scale.

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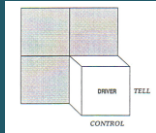


The two scales, assertiveness and responsiveness, can be combined to form two axes. The horizontal axis measures assertiveness (ask/tell). The vertical axis measures responsiveness (control/emote). Framing in these two axes, we form the profile of behavior styles – a matrix of four quadrants with four squares in each quadrant.

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The Driving Style “Control Specialists”

- Driver behavior is characterized by **telling** & **controlling** feelings
- Assertive & self-controlled
- Task-oriented
 - Drivers know what they want & work hard to achieve their goals



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The Driving style is represented in the bottom right quadrant of the profile. People belonging to this style have high assertiveness, but low responsiveness. The Driver is a person whose behavior tends to be characterized by telling and by controlling his or her feelings. Drivers are assertive and self-controlled. They tend to get their own way with people by being assertive, without showing their emotions or feelings too readily. Drivers appear to be task-oriented persons who know what they want and where they are going. They are also known as “control specialists” because they combine their personal power with emotional control of relationships.

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The Driving Style – Major Themes

- “Let’s get it done now & get it done right”
- Only concerned with the here & now
 - Very little regard for the past or present
- Swift & efficient responses
- Not concerned with feelings of others or personal relationships



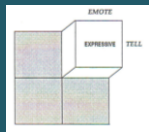
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Drivers are concerned with independent action and control. Their slogan might be “let’s get it done now and let’s get it done right.” They are primarily concerned with the here and now. They deal with the present situation rapidly and appear to have little concern for the past or the future. In addition, their responses are swift, efficient, and to the point. They appear to show little concern for the feelings of others or for personal relationships. Their actions can be considered harsh, severe, and critical because they give limited attention to relationships, and they are impatient with delays. Drivers expect to be presented with a few options from which they can decide. They will want to know how potential solutions will affect the bottom line.

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The Expressive Style “Social Specialists”

- Expressives **tell** & **emote**
- Highly assertive AND responsive
- Place less importance on tasks & more on relationships
- In relationships, they combine personal power & emotional expression



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The Expressive style is represented by the top right quadrant of the profile. These people “tell” and “emote.” Like the Driving style, expressives are highly assertive; however, unlike Drivers, they are also responsive. They are not hesitant about making their feelings known. Rather than trying to control their emotions, expressives are reactive and impulsive about showing both positive and negative feelings; they place less importance on tasks and more on relationships. Expressives tend to be very intuitive and more likely to trust their gut reactions. In relationships, they combine personal power and emotional expression. They are also known as “social specialists.” *These diagrams were excerpted from the Asset Development Group’s 1991 reading, which is one of the Required Readings for this week.*

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The Expressive Style – Major Themes

- Spend their efforts trying to achieve future dreams
- Sometimes appear flighty, impractical, & unrealistic
- Imaginative & creative
- Act out of intuition

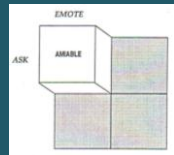


Expressives have been described as the most flamboyant of the styles. They seem to spend their efforts racing toward their dreams for the future and can appear to others to be flighty, impractical, and unrealistic. They can work up excitement about the future and build a vision for others about the glories of tomorrow. They can skip from one idea or activity to another, seemingly impatient to find the most exciting vision of the moment. Their behavior can be intensely stimulating, exciting, and fun and others can get caught up in their dreams. Because they focus their attention upon futures and have intuitive visions, they can be more imaginative and creative with their ideas than other styles. However, they also can be terribly wrong because they act out of opinions, hunches, and intuition, rather than facts and the present reality. Expressives can become completely involved in and committed to an idea that they might discard within a few weeks if it loses shine and excitement for them. They are also easily bored by a presentation which does not move rapidly or entertain them.

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The Amiable Style “Support Specialists”

- Amiables *ask* & *emote*
- Display their feelings openly
- Like to maintain harmony in interpersonal relationships



The Amiable style is represented by the top left quadrant of the profile. Amiables are low assertiveness and high responsiveness. This social style asks and emotes. Amiables tend to display their feelings openly, but are less aggressive and assertive than Expressives. Their primary interests are in maintaining harmony in interpersonal relationships. Amiables are also known as “support specialists” because they combine a reserved nature with emotional expression in relationships.

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The Amiable Style – Major Themes

- Embrace personal relationships & support
- Good team players
- **Strive to build & maintain synergy within a group**
- Effective diplomats
- Stick with the comfortable & avoid risks

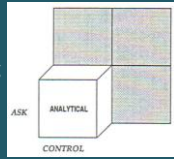


Amiables are concerned with personal interpretations of the world. They get involved in the feelings and relationships, frequently speculating on “who did what to whom.” Their willingness to conform makes them great team players. They naturally strive to build and maintain synergy within the group and are shrewd judges of what lies beneath another person’s surface behavior. Amiables maintain harmony through effective diplomacy. Because they concern themselves about how others feel and about relationships between people, they can often provide excellent internal advocacy for your solutions provided you have established a solid foundation of personal trust with them. They can be slow or reluctant to change opinions which have personal meaning for them. Amiables stick with the comfortable known and avoid decisions that involve risk with the unknown.

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The Analytical Style “Technical Specialists”

- Analyticals *ask* & *control*
- Low in assertiveness, but high in controlling emotions
- Ask questions & gather facts



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The Analytical Style is represented by the bottom left quadrant of the profile. The analytical asks and controls. Low in assertiveness but high in controlling emotions, this person is perceived as one who asks questions and gathers facts to examine all sides of a given situation. Analyticals are also known as “technical specialists” because they combine a reserved nature with emotional control in their relationships.

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The Analytical Style – Major Themes

- Live according to facts, principles, logic & consistency
- Appear to lack enthusiasm
- Good administrators
- Often reluctant to make decisions



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Analyticals live according to the facts, principles, logic, and consistency that they find in reality. They behave in a way consistent with their overall theory and ideas about the world. As such, they can be viewed as lacking enthusiasm and appearing cold or detached. They are good administrators, with the ability to work out tasks systematically from beginning to end. They will persevere on a task that might be considered boring to other social styles. Because of their concern for facts and logical, serious, and consistent organization of thought, they can often be reluctant to make decisions. They need to analyze all the possibilities to ensure making a logical, consistent decision. Facts, logic, and faith in principles can be more important than personal friendships or gratification for the Analytical.

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Determine the Style of Others

- Talking
 - What they talk about
 - How they talk
 - Tone of voice
 - Pace of speech
- Body Language
- Communication Style
- Responsiveness
- Listening Pattern
- Work Style



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Part of being an effective communicator involves learning to recognize the communication style of others around you. By using the Social Style Model, you can determine other people’s communication style by listening to how they talk, examining their body language, determining their communication style, assessing their responsiveness, observing their listening pattern, and observing their workspace.

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Talking - Driver & Expressive

- **Driver**
 - “I will...”
 - States & commands
 - Loud tone
 - Very fast paced speech
- **Expressive**
 - “I want...”
 - States and commands
 - Loud & easily excited
 - Fast paced speech



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When examining how people talk, it is important to recognize what they talk about, how they talk, their overall tone, and their pace of speech. Drivers like to take the lead. When they talk they use phrases like “I will...” and “I can...” They have a loud tone and often talk at a very fast pace. They state and command and use their voice to emphasize important points. Expressive people are similar to drivers in that they also state and command, speak loudly, and talk at a fast pace. However, unlike drivers, they are more responsive to what other people say and can become easily excited and passionate about what they are talking about.

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Talking - Analytical & Amiable

- **Analytical**
 - “I think...”
 - Enquires
 - Quiet tone
 - Moderate speech pace
- **Amiable**
 - “I feel...”
 - Enquires
 - Quiet tone
 - Slower paced speech



Analytical people are more concerned with logic and facts. Therefore, they often use phrases like “I think...” and then back up their ideas with facts and reasoning. They are very inquisitive and enquire about tasks. They often speak with a quiet tone and talk at a moderate pace. Amiables are similar to analyticals in that they also enquire and speak with a quiet tone; however, they are more concerned with their feelings and the feelings of others. They use phrases like “I feel...” and usually talk at a much slower pace.

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Body Language

DRIVER <ul style="list-style-type: none"> -Leans forward - Limited facial expressions - Intense eye contact - Deliberate movements 	EXPRESSIVE <ul style="list-style-type: none"> -Leans forward - Controlled facial expressions - Good eye contact - Lots of gestures
ANALYTICAL <ul style="list-style-type: none"> -Leans back - Limited facial expressions - Limited eye contact - Limited gestures 	AMIALE <ul style="list-style-type: none"> -Leans back - Some facial expressions - Good eye contact - Regular gestures



Body language can also provide clues to help determine the communication styles of others. Drivers are very involved in their conversations. They often lean forward, maintain intense eye contact, and make deliberate movements. Because they are less concerned with feelings and emotions, they usually have limited facial expressions. Expressives also lean forward and maintain good eye contact. Because they are highly assertive, they tend to control their facial expressions, but because of their high responsiveness, they use a lot of hand gestures. Analyticals are less involved in the conversation. They usually lean back, show very little facial expressions and have limited gestures. They do not usually maintain eye contact. On the other hand, amiables use normal gestures and maintain good eye contact. They use some facial expressions, and are often seen leaning back during conversation.

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Communication Style & Responsiveness

DRIVER <ul style="list-style-type: none"> -Direct, outspoken, formal - May appear pushy - More reserved and cautious - Can appear preoccupied 	EXPRESSIVE <ul style="list-style-type: none"> -Animated, excitable, informal - Open & warm - Can come on too strong - Enjoys conversation
ANALYTICAL <ul style="list-style-type: none"> -Specific, concise, logical -May appear unresponsive -Reserved & cautious -Can appear preoccupied 	AMIALE <ul style="list-style-type: none"> -Dreamy thoughts, vague, informal -Friendly & responsive -Enjoys conversation

When examining the communication style of drivers, researchers find that they often are direct and to the point. They are usually very outspoken and have a formal, business-like demeanor. In terms of their responsiveness, they often come across as pushy, reserved, and cautious. Drivers also appear as being too preoccupied to deal with personal issues, although this is not always the case. Expressives are often more animated, excitable, and informal. They can sometimes come across as being too strong. They are usually open and warm and enjoy having conversations with others. Analytical people are extremely logical and are very specific and concise when explaining their ideas. They often appear unresponsive during conversation and are reserved and cautious. Amiable people are more concerned with relationships with others, therefore they are usually friendly and responsive and really enjoy conversation with co-workers. Their thoughts are often dreamy, vague, and informal.

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Listening Pattern


- **Driver**
 - Poor listener, wants to control conversation
- **Expressive**
 - Listens & reacts
- **Analytical**
 - Listens, but may appear as though they're not
- **Amiable**
 - Good listener & cares about what you're saying



A person's listening pattern can also help indicate their communication style. Drivers are often considered to be poor listeners. Instead of listening, they like to control their conversations and be heard. Expressives also like to be heard, but they are more likely to listen to others' ideas first and then react. Analytical people are actually very good listeners, however, they often appear as though they are not paying attention. Amiables are considered to be extremely good listeners and they genuinely care about what others around them are saying.

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Work Style



- **Driver**
 - Intense, driven, & generates ideas
- **Expressive**
 - Unstructured, likes freedom, interacts with many
- **Analytical**
 - Thorough, attention to detail, step by step
- **Amiable**
 - Easy going, cooperative, willing to be of service

People with different communication styles often have different work styles. Drivers like to work in priority order. They are very intense and driven and often do several things at once. They are very good at generating ideas and working hard to achieve their goals. Expressive workers are more unstructured. They like their freedom and like to interact with many different people. As you can imagine, analytical people are very thorough and attentive to detail. They like to use step by step procedures and they often concentrate on one thing at a time. Amiables are more easy going in the work environment. They like to keep the peace and are usually willing to be of service to others.

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Driver Style

DO	DON'T
<ul style="list-style-type: none">• Focus on the present• Be brief & efficient• Talk about short-term goals• Give them options• Let them feel in control• Emphasize the importance of the task	<ul style="list-style-type: none">• Focus on the long-term• Give too much detail• Be ambiguous• Get too personal• "Beat around the bush"• Get into a control contest• Back down

The purpose of the Social Styles Model is to identify people's communication style and use that information to better communicate with many different types of people. Therefore, we will now discuss what the do's and don'ts are for communicating with each type of style. When dealing with people who communicate with a driver style, it is important to focus on the present and talk about short-term goals. It is important to be brief and efficient and get straight to the point. Because drivers like to feel in control, give them options and let them feel like the leader. It is also good to emphasize the importance of the task at hand and to stress how completing this task will benefit the driver. When communicating with this style, it is important not to focus on the long-term and not give too much detail. Do not get too personal. Be precise and do not beat around the bush. Because drivers like to be in control, do not try to overshadow them or get into a control contest.

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Expressive Style

DO	DON'T
<ul style="list-style-type: none">• Focus on the future• Illustrate concepts with stories• Stimulate their creative impulse• Show personal interest• Stress how they will stand out from others	<ul style="list-style-type: none">• Get straight down to business• Dwell on details• Be impatient• Talk down to them• Put down their enthusiasm & excitement

In order to effectively communicate with someone who has an expressive style, it is important to first focus on the future. Expressives like to visualize future goals and work to achieve them. Help them achieve their goal by illustrating concepts with stories to stimulate their creative impulse. Expressives like to feel needed, so seek their input and show personal interest and involvement. It is also important to compliment them and stress how they will stand out from others. When communicating with expressives, it is important not to get straight down to business. Do not dwell on the details or be impatient with their creativity. Do not talk down to them or be too serious. Because they thrive on creativity, it is important to support their ideas and not to put down their enthusiasm or excitement.

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Analytical Style

DO	DON'T
<ul style="list-style-type: none">• Focus on past, present, & future• Talk facts• Be logical & organized• Tell them exactly what you want & when• Allow time to ponder	<ul style="list-style-type: none">• Be vague, inconsistent, or illogical• Be intolerant of details• Rush things• Be too personal or casual• Press for immediate action

Because analytical people look at all sides of a situation, it is important to focus on the past, present, and future. Make sure that when you speak to them, you discuss facts. It is important to focus on detail and to be logical and well organized. Analyticals prefer to be accurate and concise; therefore, it is important to tell them exactly what you want and when you want it. Be sure to give them plenty of time to complete the task and to stress how they can be assured of being "right." When communicating with analytical people, it is important to not be vague, inconsistent or illogical. Do not be intolerant of details or overlook the past. It is important not to rush things or press for immediate action. Because these individuals have low responsiveness, be careful about being too personal or casual with them.

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Amiable Style

DO	DON'T
<ul style="list-style-type: none">• Focus on tradition• Be flexible• Be easy & informal• Be personal & personable• Emphasize a team approach	<ul style="list-style-type: none">• Push for too much detail• Press hard to change things• Hurry them• Confront or attack them• Be dictatorial


People with an amiable style are very informal and concerned with keeping the peace in the workplace. When communicating with them it is important to be flexible and informal, focus on tradition, and emphasize a team approach. It is important to give them time to feel good about their task and to emphasize how they can feel safe in their work environment. When communicating with amiables do not push for too much detail or promote too much change at one time. It is important to give them time to complete their tasks and not rush them. Confronting or attacking them can make them feel threatened, so it is important to take a gentle approach and not be dictatorial.

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Things To Remember

- The Social Style Model does NOT represent
 - Personality
 - Good or bad behavior
 - Mental health
- Beware of
 - Generalities (simplistic stereotyping)
 - Snap judgments – avoid them!

Always remember, 75% of the world is not in your quartile!



When using the Social Styles Model to determine other people's communication style, it is important to remember several things. First, this model does not represent personality, good or bad behavior, or mental health status. There is no "correct" style and one style is not necessarily better than another. It is also important not to use this model to make generalities or snap judgments. Always remember that 75% of the world is not in your quartile, therefore it is important to understand others and to be able to effectively communicate with many different types of people.

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Summary of Key Ideas

1. Classifying behavior helps us meet our needs in trying to relate successfully to others
2. The profile measures our social style. It describes behavior only.
3. Social style is a combination of ASSERTIVENESS & RESPONSIVENESS
4. There is NO BEST social style

In this and the following 2 slides, we will provide a summary of key ideas from this lecture. First, classifying behavior using the Social Styles Model can help us meet our needs in trying to relate successfully to others. Next, it is important to remember that this profile measures our social style and only looks at behavior, not personality. Social style is a combination of assertiveness and responsiveness and there is no best social style.

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Summary of Key Ideas

5. There are 4 social styles:
 - a. **Driver:** high-assertive/low-responsive (Tell-Control)
 - b. **Expressive:** high-assertive/high-responsive (Tell-Emote)
 - c. **Amiable:** low-assertive/high-responsive (Ask-Emote)
 - d. **Analytical:** low-assertive/low-responsive (Ask-Control)

There are four different social styles: driver, expressive, amiable, and analytical. All of these styles have unique characteristics and recognizing these styles in both ourselves and others can help us to more effectively communicate with different people.

Summary of Key Ideas

6. A major theme runs through each style
7. Gain information relevant to a person's social style by listening, observing, examining
8. There are several **do's & don'ts** for each communication style



It is important to remember the major themes of each style to help identify communication styles of the people around us. We can gain information relevant to a person's social style by listening to the way they talk, observing their responsiveness, examining their listening patterns, and observing their behaviors at work. It is also important to remember the do's and don'ts in order to effectively communicate with different styles. Using the Social Styles Model is a great way to learn how to be better communicators and it can help us to be more successful in the world of infection control.

This completes Unit 2, Part II.