

Supportive Style

People who have been described by those who know them as coming across with a Supportive Style tend to be perceived as casual and likeable people who try to minimize interpersonal conflict. Though they are responsive to people, they generally let others take the initiative in social situations. They find it difficult to turn down a request because they want to be helpful, even if they must subordinate their interests to the interest of others. Their understanding and friendly approach to people make them non-threatening and easy to be with. Not usually highly competitive people, they do not impose themselves on others to try to convince others of their point of view. They tend to be more concerned with the feelings of others, and their relationships with them than they are about logic. Being unpretentious people themselves, they tend to be permissive with others.

In a job setting, a person with a Supportive Style of behavior will generally be cooperative and willing to be of service to others. He/she will tend to work through the structure in order to prevent interpersonal misunderstandings, and therefore will accept supervision readily. He/she tries to please others by doing well and responds to the personal attention he/she gets from superiors. Because he/she does not like to hurt others or be disliked by them, he/she may sometimes withhold unpleasant information. He/she frequently welcomes direction from others to overcome his/her natural desire to continue to work with what is familiar to him. If he/she believes that his/her ideas can benefit others, he/she will put them forth in a non-threatening manner.

Relationships with other people will usually be marked by certain characteristics. They will probably be seen as one who seeks close, warm and lasting relationships. They are good listeners who will take time with people and help them relax and be at ease. They extend themselves to others and are accepting of different styles of people, partly because they may be too eager to please, pretending to consent to and agree with people even though they disagree and so not intend to ultimately consent. They usually are sensitive to others' feelings and try to keep from hurting them.

People with the Supportive Style tend to lack interest in planning and goal setting and may need structuring and specific descriptions of the activity expected of them. They expend effort to be like, but they will be more effective as they apply their relationships skills to the job to be done. There are probably times when more open and honest feedback to others would benefit them and other people. They may need to learn to stand up for their ideas, although their likeable style will undoubtedly be a benefit to them.

Although the preceding description characterizes people with the Supportive Style, clearly there will be individual differences and degrees. The description defines only what these people generally have in common, not how they differ. Also, the more extreme the style, the more pronounced are the above characteristics likely to be.

Analyzing Style

People who have been described by those who know them as coming across with an Analyzing Style tend to take a problem solving approach to situations, oriented more toward ideas and concepts than toward feelings. They prefer study and analysis to immediate action and give off a thoughtful, perhaps even hesitant, impression. They tend to be a steadying influence in a group setting with their restrained and unassuming way. Deliberate and nonassertive, they usually wait for others to come to them rather than offering their opinion. They typically want to collect a great many facts and opinions before making a decision. The consulting role with other people seems to suit their serious and precise manner. Others can perceive them at times as a academic and taking themselves very seriously.

In a job setting people with an Analyzing Style of behavior will generally take an orderly, systematic approach. Detailed and thorough people, they usually like things to be rational and well organized. They are likely to pause until they are sure the task is clear, then work at it with persistence, conscientiousness and industriousness. Well-established rules and procedures will create an environment in which their methodical effort will be most effective. They may become tense when surrounded by confusion or ambiguity and perhaps even become immobilized. Because they are not likely to thrive on hard competition, they would more naturally move to an advisory role. Their steady and quiet manner will probably cause others to look to them for advice.

Relationships with other people will usually be marked by certain characteristics. They are probably seen as hesitant in relationships with other people, not easily risking or giving trust. Though they tend not to initiate relationships, others seek them out because they are good listeners, quiet and non-threatening to others. They tend not to seek personal recognition but instead use their ability as problem solvers to establish and build relationships. They will usually wait until they are very sure of their ground before they offer their opinions. Though they appear unemotional, they can be tough and arbitrary when their tensions are high. They would probably prefer to avoid interpersonal confrontation and conflict.

People with the Analyzing Style tend to lack the ability to be casual in interpersonal situations and therefore may sometimes be perceived as aloof or even stuffy. They can procrastinate and get too involved with analysis still seeking more data when it may be time for action. They sometimes, may need to look more at the forest and less at the trees by establishing overall priorities and not get distracted by details. They could probably be more effective if they learned to be less critical, loosen up and enjoy situations more.

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Promotional Style

People who have been described by those who know them as coming across with a Promotional Style tend to get involved with people in active, rapidly moving situations. They generally like exciting activities of an inspirational nature. Not given to detailed analysis, they can make easy generalizations without sufficient pause to gather information. They are usually stimulating people to be with – lively and personable. Socially outgoing and friendly, they tend to be fun loving and informal people who enjoy being with other people. Others experience them as dynamic and energetic. Their aggressive actions can cause them to act impulsively. Because of a somewhat dramatic nature, they may “think out loud” in a way convincing to them, but only temporary with themselves. Their vigor and excitement can come across to others as egotism.

In a job setting people with a Promotional Style of behavior will generally be eager to please others, especially those who respond to their outgoing ways. They attach themselves to people they admire and want recognition from them. They tend to be imaginative and respond to incentives, wanting to be measured by their personal contribution. They tend to get personally involved with others and sometimes will settle for less than the best in order to get on to something else because they frequently like to move rapidly from task to task. Although they may not always like it, they work best in a setting, which provides some structure where they can be helped in the planning and follow-through, which is unnatural to them.

Relationships with other people will usually be marked by certain characteristics. They may be seen as trying to sell themselves to others, to persuade them to their point of view. Even though they are viewed as socially outgoing and forceful, others may perceive them as manipulative and even using people. They are aware of and concerned with the feelings of others rather than only their ideas and they try to include others in their plans and activities. They tend to be open with their feelings and try to be helpful in interpersonal situations. They may try to achieve status and prestige by attaching themselves to people whom they believe have those qualities.

People with Promotional Style usually lack concern for details and may move too rapidly forward before completing a task. They may jump to conclusions too rapidly. A more organized approach could make their enthusiasm more effective because they may appear careless in their approach. Changeable decisions will have a disrupting effect on those around them. They can be highly competitive to the point where they are thwarted in their efforts; they can “chew out” other people rather dramatically. They need to learn to work with and through others.

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Controlling Style

People who have been described by those who know them as coming across with a Controlling Style tend to be active, independent and ambitious, giving an appearance of self confidence. They tend to take the initiative with other individuals and in groups and enjoy running things which they may do with a take-charge attitude. They generally are strong willed and forceful and are willing to confront others about their ideas and attitudes. They usually make decisions easily and sometimes rapidly, having about them a sense of urgency. Because it may be difficult for them to show much feeling, they appear to others to be business-like and concerned with efficiency. They may resent other people having power over them; they want to run their own lives.

In a job setting, people with a Controlling Style of behavior will generally respond to a fast moving challenge and will tend to get bored if they find the pace to be too slow. They are task oriented and may sometimes offend others with their eagerness to get the job done. They want to know what is going on around them, to be "in the know", and to help direct the course of the work group. Not having the situation under control raises their tensions. They tend to set their objectives and then work toward them without delay. Because they direct their energy toward task results, others will tend to accept their authority and direction.

Relationships with other people will usually be marked by certain characteristics. They will be looked to by other people for results, but probably not for encouragement, inspiration or support. They can be demanding at times and may work to meet their own objectives without realizing that their behavior may be irritating to others. They will be seen as competent and determined but at times they may push too hard and be critical of others for not responding. They are likely to want to get the job done first before taking time to work on interpersonal relationships.

People with a Controlling Style tend to lack patience and may not find it rewarding to work with the same problems over along period of time. They may need to strengthen their ability to listen to others and recognized the importance of feelings and attitudes as well as logic. Their need for personal success may limit their ability to cooperate with others to accomplish organizational objectives. They will be more effective if they remember that they can come on strong with others so that their behavior can be overwhelming.

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