Interpersonal Leadership Styles

- Persuading Style
- Counseling Style
- Directing Style
- Analyzing Style

Spontaneous vs. Disciplined
Challenging vs. Supporting
An Overview of the Styles

Analyzing Style

Analyzers tend to take a problem-solving approach. They are oriented more toward their ideas and concepts than toward their feelings. They prefer study and analysis rather than immediate action, and give off a thoughtful, perhaps even hesitant, first impression.

They tend to be steady, restrained and unassuming in a group setting. They avoid personal confrontation and frequently withhold their opinion unless they are asked.

Analyzers collect many facts and opinions before making a decision and are frequently perceived as academic and “too serious.”

Analyzers generally take an orderly and systematic approach to their work. Detailed and thorough, they like their work environment to be rational and well-organized. Once they are sure they understand the task, they are persistent.

Well-established rules and procedures create an environment in which an Analyzer’s methodical effort is most effective. They may become tense or even immobile when surrounded by confusion and ambiguity. They generally do not seek personal recognition, but use their ability as problem-solvers to establish and build relationships. Because they are less likely to enjoy competition, Analyzers naturally gravitate toward advisory roles. Their steady and quiet manner enables others to look to them for advice. They can procrastinate, becoming over-involved in analysis when it’s time to take action.

Analyzers are often uncomfortable in casual interpersonal situations, and may be perceived as aloof or even stuffy. They do not risk or give trust easily. Others seek them out because they are good listeners – quiet and non-threatening. Though they appear to be unemotional, they can be tough and arbitrary when tensions are high.

Persuading Style

Persuaders tend to be active and move rapidly. They like feeling excited and inspired.

Persuaders often make generalizations without taking sufficient time to gather information. They are usually stimulating, lively and personable and are frequently socially outgoing, friendly, fun-loving and informal. Their aggressive nature can make them impulsive, and their dramatic manner may lead others to mistake their temporary verbalizations as profound beliefs. Their enthusiasm can also lead others to believe they are more committed to an idea or project than they really are. Their subsequent defection from it can then be perceived as a lack of follow-up or even a lack of reliability.
Persuaders are eager to please others, especially those who respond to their outgoing ways. They attach themselves to people they admire and seek recognition from them. Persuaders are imaginative, respond to incentives, and like to be valued for their personal contribution. They can, however, be competitive to an unhealthy degree. They need to learn to work with and through others.

They sometimes settle for less in order to move on to a new challenge. Although they may not always like it, Persuaders work best in a setting which provides some structure, where they can get help in making plans and following through – skills which are unnatural to them.

In relationships, Persuaders may be seen as trying to sell themselves or convert others to their point of view. They may even be seen as manipulative. But Persuaders are concerned about the feelings of others and make efforts to include them in their plans and activities. They are open with their feelings and try to help in interpersonal situations.

**Counseling Style**

Counselors tend to be casual and likeable people who try to minimize interpersonal conflict.

Although they are highly responsive, Counselors generally let others take the initiative. They want to be helpful even if they must subordinate their own interests. Counselors are rarely competitive and they don’t impose themselves or their opinions on others. Counselors tend to be more concerned with feelings and relationships than with logic. They are non-threatening and easy to be with because of their understanding, friendly demeanor.

Counselors are generally cooperative and willing to be of service, and frequently welcome direction. They avoid interpersonal conflict by working through structure and accepting supervision easily. They like reassurances because of their need for personal attention. Their inclination is to withhold unpleasant information to avoid hurting others and will present their ideas in a non-threatening way.

Counselors want warm, close, long-lasting relationships. They are sensitive to others. They are easy to relax with and, at times, will avoid conflict by consenting, even when they will ultimately have a problem with the decision.

**Directing Style**

Directors tend to be active, independent and ambitious; having an appearance of self-confidence.

Directors tend to take the initiative when working with others. They enjoy being the leader, and they do it with a take-charge attitude. They make decisions easily and rapidly, often with a sense of urgency. Because they may have difficulty expressing their feelings, they appear business-like and concerned mainly with efficiency, not relationships. Directors like to run their own lives. They may resent others who have power over them.
Directors generally respond well to a challenge, tend to set their own objectives, and then work quickly to achieve them. Because they are task-oriented, others accept their authority and leadership. They may become bored if the pace is too slow and may offend others with their eagerness to get the job done quickly. They often become tense when they feel a situation is out of their control.

In relationships, Directors may find that people look to them for results, but probably not for encouragement, inspiration or support. They can be demanding and may irritate others by working only to meet their own objectives.

A Closer Look... 21 Distinct Style Descriptions

1. May talk only to refine their own ideas. Likes people, relates quite naturally to others, and needs their good will. May be seen as somewhat impulsive. Usually has something interesting to say and can say it well, but may get caught short on the facts and figures needed to support their ideas. Ideas often flow faster than can be thought through. Sometimes like to test out persuasive powers on other people. May have a tendency to attach to respected people, please them, and earn their recognition.

2. Assertive and competitive. Enthusiastically expresses their own concepts and ideas. Although they may be seen as talkative, impulsive and even overwhelming, they are still liked by others. May express ideas others find convincing, but are really only experimental. Needs warmth from others; concerned about others’ feelings and thinking. Comfortable with others. Informal and relaxed, and others find it easy to relax with them. Oriented towards admired people, and wants admiration in return. Could benefit from checking on details and working at follow-through.

3. Skillful with words, assertive and driven, but has a strong feeling for human relations and wants people’s approval. Tries to “sell” self to highly-respected people. Strong beginner, creative, takes initiative, but may be a weak finisher. Finds details and follow-up unnatural and difficult. Thinks in quick, bold strokes. Needs job structure to be more effective, but resists it, preferring freedom from restraints and limits. Tends to be dramatic, whether to entertain, manipulate, or convince. Takes pleasure in influencing others.

4. Makes good first impression by being receptive and casual in their approach to others. Likeable and personable, able to express themselves well; can even be inspiring if committed to an idea. Sensitive to nuances of interpersonal relations, prefers to avoid conflict. Can be influenced by feelings more than logic. Other people are drawn to their pleasant, even playful manner. More interested in relationships than in the details of the job. Is a good communicator, and balances talking and listening well.

5. Receptive and personable style, as well as highly developed social skills, allow for quick interpersonal relationship building. Shows good feelings toward most people, even if they are disliked. Strong desire to please comes from their need to be liked. Tends to be subjective, looking for reasons to do things which suit their own needs rather than a logical basis. Laughs easily, tells stories. May spend too much time with “small talk” (more likely about people than ideas). Exacting job demands create stress; needs others to handle details.
6. Attuned to other people's wavelengths. Puts competitive people at ease by being non-competitive. With expressive people, they are a responsive listener. May hold back own opinion, particularly if it might shatter a mutual, agreeable mood, or upset another person. Unpretentious with self and others. Sometimes perceived by others as sharing their characteristics. Tries to overcome personal and professional problems, by working closely with others. Likes reassurance and can often excel by receiving personal attention from a respected superior.

7. Well-liked and looked up to as being understanding and friendly. Lets others take the initiative, and accepts direction from others. Often more concerned about people and their good feelings than about a quest for success and achievement. Works hard to avoid conflict; more concerned with its effect on people than on the issue itself. Cooperative to the point of permissiveness. May withhold unpleasant information rather than risk causing irritation. Relationships with others are warm, close, and long-lasting. May try to maintain a relationship by pretending to agree; thus may be perceived as a fuzzy thinker.

8. Listens carefully to others, not just to hear what they say, but to discover what they feel. Known for having an innate understanding and an amiable manner. Relaxed and informal, helps others feel the same by removing all competitiveness from the relationship. Genuinely likes to be liked. Asks questions that express their own point of view, rather than making statements. Prefers a quiet and harmonious environment. Avoids intense bad feelings or conflicts. Helpful -- can put own needs in the background to take care of others, but may later resent it. Needs to learn to be less subtle; indirectness can cause miscommunications.

9. Thinks things through before taking action, then can be persuasive and personable. Technically-oriented, but can be people-oriented when necessary. Gives off a thoughtful, somewhat deliberate appearance. Prefers to speak and act only when sufficient facts and opinions have been collected. Balances people and things. Open with known and trusted people; reserved in new relationships. Hesitant to initiate ideas and projects in unfamiliar situations. Can be quiet and non-competitive, but will be tough under pressure and when mind is made up.

10. Seldom takes initiative in interpersonal situations. Prefers to let others express themselves first. Will go along with effective leadership, but will bow out gracefully in a distasteful situation rather than confronting and trying to change it. Operates fluidly in both the world of people and the world of things. Tends to wait for others to get things going, and may be the last to join in. Hesitant to voice an opinion in a group setting, even when they feel strongly. Finds it easier to follow than lead. Can be looked to as a counselor, especially within a familiar circle of friends.

11. More oriented toward work or personal interests than toward people and their feelings. Precise; will take the time to do things carefully and thoroughly. Prefers study and analysis to immediate response. Action comes slowly. Decisions are made with deliberation and restraint, weighing many factors. Experiences tension when not given enough time, or when in an environment that prevents them from pursuing a task in a thoughtful fashion. May not function well with ambiguity or confusion. Appears relaxed and congenial to friends. Prefers people to come to them. Often quiet, conservative, seemingly uninvolved.
12. Thorough; likes things orderly and systematic. Weighs matters deliberately and slowly, carefully arriving at a solution. Works persistently at a task, which becomes paramount over personal life and feelings. If a situation is confusing and irrational, can experience mental short-circuit and become immobilized. Prefers work that is self-directed and not rushed. Can come across as cold or distant with unfamiliar people. Prefers facts over people who really are not easily understood. Can be a fund of information, sparingly dispersed. Can become arbitrary, even angry, with error.

13. Responds well when asked for information, but may often appear withdrawn or holding back. Has active mental internal life. Enjoys the opportunity to help others, but within their own area of expertise; not comfortable venturing outside it. Can be immobilized by interpersonal tension, tight time schedule, or excessive external stimulation. Can be difficult to get to know, but kind and loyal to trusted friends. Often a specialist; likes to dig deep to mine rich ore, but can get bogged down in details, become single-minded and ignore people. Admires stability and precision, not emotion and enthusiasm.

14. A person who gets things done and gets them done right. Often intense and unemotional, can get so involved that they take charge of a project, then get it done despite obstacles. When so occupied, can be seen as cool and aloof. Works hard to seek out all aspects of a problem. In dealing with people, can be skilled at drawing out information. May be seen as cautious, but can be persuasive when committed to a course of action. With unknown and untrusted people, can be cautious, and will test the water. With familiar people, can be warm and disarming. Needs to set own goals and not be mentally sidetracked by extraneous technical matters that capture interest.

15. Efficient and business-like with others; may believe too much in individual effort and avoid group work. Oriented towards business technicalities, rather than human relationships. Can organize new projects in an orderly, systematic way and follow them through to completion, but often prefers to work alone rather than with others. Can be seen as reserved, even distant, but others often respect this person’s ideas and advice. More apt to analyze and judge others than to accept them. Others may misunderstand their need to work alone, or misunderstand moods when thwarted in pursuing a problem.

16. Eager to overcome obstacles; likes to take charge of situations. May offend others due to their concern to get the job done efficiently and without regard for others. Resourceful and competitive; also restless and irritable, particularly if resources and permission for all desired projects are not readily available. Seeks to control a situation; can be frustrated if power is lacking. When deep within a task, can be seen as cool and careless with people’s feelings; but when relaxed socially can be bright, stimulating and personable.

17. Looks for results, not excuses. Likes leadership roles, likes to think up projects and get them done quickly and efficiently. May find it difficult to cooperate with others. Ambitious and competitive, sometimes just for the sake of the challenge. May assume themselves as the logical leader, even in social situations. Enjoys running things; has an authoritative manner. Can be a disciplinarian and raise tensions by coming across stronger than they are aware. Frequently asked for advice and information, but not as often for motivation, support, or encouragement. Could learn tolerance and patience.
18. Likes to win, and often does. Enjoys the competition for its own sake, and may not be giving enough attention to the people involved. Projects may count more than personal relationships. Wants to be in charge in almost every situation, certainly those considered important. People might feel an edge of competitiveness, even in relaxed circumstances. Gravitates toward leadership roles. Has a clear and objective thought process; not emotional. Establishes long-range goals and sticks to them through thick and thin. Personal and organizational achievement are high personal values.

19. Combines personality with personal push. Self-assured, but with enough social savvy to come across as energetic and enthusiastic. Verbally assertive, quick to perceive the reactions of others when communicating their own views. Likeable and motivating. Wants to win, but includes others in the winning. Perceived by others as resourceful, challenging, and in control of situations, but people and task-oriented to an equal degree. Can agree to undertake projects too quickly and for what is later seen as the wrong reason. Likes fast-moving activities, may require more guidance and counsel than wants to accept.

20. Competitive and assertive. Makes up own mind, and once made up, often stays that way. Believes in own decisions, rapidly made. Can work diligently to achieve self-made objectives. Independent, can be stifled by bureaucracy. Impatient and easily bored, wants to get on with things quickly. Enjoys a challenge; likes to win, and will become as task-oriented as necessary to do so. Strongly assertive and may dominate conversation. Pursues ambitions with intensity, perhaps antagonizing some people in the process. Their fluid verbal style is an asset, but they need to be more alert to the price of winning.

21. This style is like a mirror: reflecting the outside accurately, while maintaining a sharp, clear image. Easily creates rapport; very approachable. People seek their advice and counsel, both professionally and personally. The centrist style brings this person to the center of situations, since all people can find something inside this person – some characteristic – to which they can relate. The feeling may be that of a chameleon, but the behavior tends to coalesce people into a team. Relationships with people of all styles come easily. Conversely, in stressful situations, or under pressure to make decisions, people will have a difficult time understanding where they stand on issues, or find them, hard to read.
### Stylistic Differences

#### Interpersonal Style Characteristics

<table>
<thead>
<tr>
<th></th>
<th>Persuading Style</th>
<th>Directing Style</th>
<th>Counseling Style</th>
<th>Analyzing Style</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td>Social skills; good at winning people over</td>
<td>Efficiency; get it done well, and on time</td>
<td>Friendships; if they like me, I’m okay</td>
<td>Knowledge; relate best to others through their work/activity</td>
</tr>
<tr>
<td><strong>Potential growth areas</strong></td>
<td>Pause, check, count to 10</td>
<td>Listen to feelings as well as words</td>
<td>Reach for self-made goals</td>
<td>Take initiative; make timely decisions</td>
</tr>
<tr>
<td><strong>Preferred situation</strong></td>
<td>Fast-paced challenge with rapid gains</td>
<td>Winner in a competitive challenge</td>
<td>Amiable, conflict-free relationships</td>
<td>Limited pressure; unlimited time or an escape route</td>
</tr>
<tr>
<td><strong>Measures of progress</strong></td>
<td>Applause, sincere feedback</td>
<td>Results, results, results</td>
<td>Attention</td>
<td>Activity, “busy-ness”</td>
</tr>
<tr>
<td><strong>Time management style</strong></td>
<td>Over-committed</td>
<td>Over-eager</td>
<td>Lacking urgency</td>
<td>Over-detailed</td>
</tr>
<tr>
<td><strong>Trust-building style</strong></td>
<td>Openness</td>
<td>Congruence</td>
<td>Acceptance</td>
<td>Reliability</td>
</tr>
<tr>
<td><strong>Trust-building weakness</strong></td>
<td>Reliability</td>
<td>Acceptance</td>
<td>Congruence</td>
<td>Openness</td>
</tr>
<tr>
<td><strong>Initial reaction to pressure</strong></td>
<td>Talk too much</td>
<td>Controlling</td>
<td>Compliant</td>
<td>Fall silent</td>
</tr>
<tr>
<td><strong>Reaction to continued pressure</strong></td>
<td>Tantrum</td>
<td>Become a dictator</td>
<td>Pout or sulk</td>
<td>Withdraw</td>
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</tbody>
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## Connecting in the Work Environment

To persuade, manage or build rapport with different styles, consider the following approaches to engage with each style.

<table>
<thead>
<tr>
<th>Responds to products and projects that promise:</th>
<th>Persuading Style</th>
<th>Directing Style</th>
<th>Counseling Style</th>
<th>Analyzing Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two most important questions required to engage them:</td>
<td></td>
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<tr>
<td>Wants to save:</td>
<td>Excitement and risks</td>
<td>Achievement and results</td>
<td>Rewards and friends</td>
<td>Alternatives and safety</td>
</tr>
<tr>
<td>Decisions are influenced by:</td>
<td>Effort</td>
<td>Time</td>
<td>Relationships</td>
<td>Face</td>
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<td></td>
<td>Visibility</td>
<td>Immediate results</td>
<td>Cooperation &amp; companionship</td>
<td>Certainty</td>
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<tr>
<td></td>
<td>Emotional appeal</td>
<td>Freedom to make decisions</td>
<td>Detailed plans</td>
<td>Clear options, safe choices</td>
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</table>
Styles and Stressful Situations

**Back-up Style:** a predictable, generally unconscious shift in behavior to more extreme, rigid and non-negotiable forms of behavior in response to a high degree of stress (not having your needs met).

Typical Reactions & Causes to Intolerable Tension

| PERSUADING STYLE: Attacks  
*remember to restrain* | COUNSELING STYLE: Gives-In  
*remember to stretch* |
<table>
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<tbody>
<tr>
<td><strong>Reactions</strong></td>
<td><strong>Reactions</strong></td>
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<tr>
<td>• Emotional attacks</td>
<td>• Wait too long to act</td>
</tr>
<tr>
<td>• Verbalize everything</td>
<td>• Go into “telling” mode</td>
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<tr>
<td>• Cry</td>
<td>• Avoid</td>
</tr>
<tr>
<td>• “Dump it” and forget about it (I’m taking my ball and going home)</td>
<td>• Give in to get even</td>
</tr>
<tr>
<td>• Overreact emotionally</td>
<td>• Worry</td>
</tr>
<tr>
<td><strong>Causes</strong></td>
<td><strong>Causes</strong></td>
</tr>
<tr>
<td>• Personal rejections</td>
<td>• Conflict</td>
</tr>
<tr>
<td>• Loss of approval</td>
<td>• Chaos</td>
</tr>
<tr>
<td>• Broken trust</td>
<td>• Loss of security</td>
</tr>
<tr>
<td>• Isolation</td>
<td>• Too much change</td>
</tr>
<tr>
<td></td>
<td>• Not being appreciated</td>
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</table>

| DIRECTING STYLE: Dictates  
*remember to listen* | ANALYZING STYLE: Withdraws  
*remember to decide* |
<table>
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<tbody>
<tr>
<td><strong>Reactions</strong></td>
<td><strong>Reactions</strong></td>
</tr>
<tr>
<td>• Explode</td>
<td>• Nit-pick</td>
</tr>
<tr>
<td>• Blame</td>
<td>• Leave</td>
</tr>
<tr>
<td>• Dictate</td>
<td>• Prove they are right</td>
</tr>
<tr>
<td>• Take over</td>
<td>• Pull away</td>
</tr>
<tr>
<td>• Hold in emotions</td>
<td>• Withhold emotions</td>
</tr>
<tr>
<td><strong>Causes</strong></td>
<td><strong>Causes</strong></td>
</tr>
<tr>
<td>• Loss of control</td>
<td>• Being made wrong</td>
</tr>
<tr>
<td>• Personal criticism</td>
<td>• Loss of face</td>
</tr>
<tr>
<td>• Blocked from goal</td>
<td>• Criticism of their work</td>
</tr>
<tr>
<td>• Perception of being used</td>
<td>• Disruptive change</td>
</tr>
<tr>
<td></td>
<td>• Conflict</td>
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These behaviors reduce personal tension, but cause deterioration in relationships, impacting the quality of results being produced.
Stress Behaviors Z Patterns

Back-Up Behaviors

**Persuading Style**

1ST LEVEL
*Attack*

2ND LEVEL
*Give In*

3RD LEVEL
*Dictate*

4TH LEVEL
*Withdraw*

**Counseling Style**

2ND LEVEL
*Attack*

1ST LEVEL
*Give In*

3RD LEVEL
*Dictate*

4TH LEVEL
*Withdraw*

**Directing Style**

3RD LEVEL
*Attack*

4TH LEVEL
*Give In*

1ST LEVEL
*Dictate*

2ND LEVEL
*Withdraw*

**Analyzing Style**

4TH LEVEL
*Attack*

3RD LEVEL
*Give In*

2ND LEVEL
*Dictate*

1ST LEVEL
*Withdraw*
Team Communication

Planning Guide for Working with the Analyzing Style

This style may appear to be uncommunicative, distant, and guarded in relationships. Analyzers tend to judge others based upon their own frame of reference: the need for perfection in their work. They tend to be sensitive and worry about things being done properly. They are very accurate in their work and have a great need for knowing exactly how things are supposed to be done. Therefore, they require detailed explanations, are usually slow to change, and tend to be low risk takers.

The Analyzer makes decisions and judgments based upon facts. They also separate emotion from fact and tend to have difficulty understanding people who are unable to do this. In fact, the Analyzer may distrust those who express emotion in business discussions. The ability to apply reasoning and logic is one of the Analyzer’s greatest strengths.

To work most effectively with the Analyzer, you need to show that you are capable of presenting a logical and accurate approach based on facts. The goal should be to show a great depth of knowledge and not to be too quick in seeking a solution.

1) Demonstrate through action how you can help or how you can make a difference. The most effective approach is an organized, well-presented, and well-documented presentation which often needs to be in writing.

2) Analyzers tend to anticipate others to oversell themselves, or to oversell what they can or will do. Therefore, be specific and be careful not to oversell.

3) Take your time and remain persistent. Be careful not to rush an Analyzer even after you have established a relationship. Present your case objectively and non-threateningly.

4) Be aware that agreement does not mean quick implementation. The Analyzer will tend to seek assurance that the decisions are “right” and that there is no chance for error.

5) Don’t offer guarantees or commitments that you can’t fulfill.

6) Define clearly, and in writing, individual responsibilities, now and going forward.
Team Communication

Planning Guide for Working with the Directing Style

People of this style tend to be “results oriented” and tend to be less concerned about the needs of other people. Thus, they may appear to be independent, competitive, reserved, and even aloof in their relationships with others.

The Directing style characterizes a person who tends to make things happen. Directors may be assertive or even aggressive at moving toward goals. Unfortunately, since Directors tend not to feel the need to express personal motives or feelings, their goals may not be clear to other people. The Director is interested in getting things done efficiently, and personal and group productivity are of high importance. The Director will tend to judge others by his or her own personal style and will expect others to operate in the same style.

Though group decisions or meetings may be important within the organization, Directors would prefer to work alone because they perceive other people as moving too slowly and interfering with his or her ability to get things done. Directors are often perceived as people who exercise power and control over their environment, both in terms of the people involved and the physical surroundings. However, a Director can appear very pleasant and warm, but usually on his or her terms.

To work most effectively with the Director, be prepared to show how your ideas can get the results that he or she is looking for. Discover objectives and goals and find ways to support these and to assist with obtaining the results desired.

1) Don’t waste time with small talk. Keep the relationship business-like. It is not necessary to build a personal relationship unless that is obviously the desire of the Director.

2) Plan to ask questions about specific items. Stick to the “what, why, and most importantly, when.”

3) If you agree with the position of the Director, support the results desired rather than supporting the Director personally. Personal support is not important to her or him, but support of the ideas and the objectives is important. Indicate those things that you can do to achieve the objectives.

4) If you disagree with the position of the Director, disagree with the facts, not the person. Avoid personal criticisms. Make your position clear based on facts and logic and avoid emotions, feelings, and philosophy. Try to present options to the Director so that she or he can make the decision.

5) Follow-up every meeting with a confirmation email or memo, outlining agreed-upon outcomes.
Team Communication

Planning Guide for Working with the Counseling Style

Of the four basic styles, the Counselor is the most relationship oriented. The Counselor works with and through other people in achieving results or influence, as opposed to directing things to happen. Their friendships and their close relationships are the highest priority. Counselors tend to be the most loyal to both the organization and to their families; however, they also tend to seek security and maintain status quo. The Counselor shows warmth and cooperation in getting things done and will usually seek the recommendation of others prior to making a decision.

Counselors tend to be slow to change and are low risk takers, except in service to other people. The Counselor will build teamwork within the organization and will also work towards reducing conflict between others. Belonging to a group is an important need of the Counselor.

Because of the systematic and thorough approach to both tasks and people, the Counselor is often perceived by Directors and Persuaders as too slow or wishy-washy in making decisions. This can cause frustration, especially when change is necessary. Yet these characteristics of thoroughness, dependability, and loyalty are often the factors that hold an organization together.

To work most effectively with the Counselor, you need to support the individual’s feelings and relationships with others and to show appreciation for what they do.

1) Spend time working with these people as individuals and spend time dealing with their personal situations, their families and their interests.

2) Counselors build trust over time, so be prepared to invest time.

3) Prepare your case in advance; don’t be disorganized or messy.

4) Establish a cooperative effort with the Counselor and avoid overstating what you can realistically accomplish together to achieve the objective. Don’t assume silence is agreement.

5) Communicate patience and take time to listen and draw out the personal goals and/or needs of the Counselor.

6) Follow-up meetings with email or phone call, acknowledging shared agreements and next steps.
Team Communication

Planning Guide for Working with the Persuading Style

Persuaders tend to be warm and approach people in an outgoing and animated way. Persuaders will involve you and other people in their thinking, feelings, and decision-making. They like to work with groups of people and tend to work fast, often making impulsive decisions. Persuaders tend to have a great deal of consideration for the needs of other people, tend to seek social approval, and like lots of “air time.”

The Persuader wants other people to take a personal interest in what he or she thinks and does. Personal recognition is important, and they are motivated by high visibility. The Persuader will tend to respond to incentives, such as a special reduction in prices, additional benefits, or a special gift. Too many facts or details will often interfere with the process and others will need to take care of this.

To work most effectively with Persuaders, support their ideas and intentions.

1) Take time to relate with them and for socializing. If you ask, “How are you doing?” – mean it!
2) Look for their opinions and things that they find most interesting, particularly in those areas in which you would like to develop a working relationship.
3) Plan to ask questions about their ideas and their opinions and take time to listen to what they have to say.
4) Spend time exploring stimulating ideas and possible solutions from both of your points of view.
5) Put details in writing and summarize information.
6) Ask for their opinions and ideas regarding people.
7) If you agree, you should work out the specific details such as “who, why, what and how” as Persuaders tend to look past the “how to” and the detail work. Your willingness to take initiative in handling these details will strengthen your relationship with the Persuader.
8) If you disagree, avoid arguing with the Persuader as he or she feels a strong need to win arguments. They also often associate their ideas to “who - they - are.” If you don’t like their idea, you are also saying you don’t like them. Be explicit and separate both.
### Flexibility

**A  Situationally Flexible**

*Naturally adaptive style.* Outcome-driven, conscious of other’s situation and needs, but is informed primarily by the context of the situation. Comfortable shifting behavior and communication style to establish productive relationships with others to achieve intended outcomes. Often perceived as a genuinely interested party.

“Cares equally about my issues.”

**B  Frequently Inflexible**

*Consistent behavior style.* Prefers to behave, communicate, and relate within the comfort zone of his/her style. Establishing rapport with others requires deliberate and conscious effort. Understands environment and adapts accordingly, however inconsistent in how he/she connects with people while working through issues. Often perceived as someone trying to get their bearings.

“I think he understands...but not sure.”

**C  Rigid**

*Exaggerated behavioral style.* Tends to demonstrate dramatic expression of one’s own style (strengths and weaknesses). Will demonstrate flexibility when the stakes are very high. Often perceived as inflexible, but, firm.

“At least I know where she stands.”
### Persuading

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Blind Spots</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative</td>
<td>Bored easily</td>
</tr>
<tr>
<td>Risk takers</td>
<td>Over commits</td>
</tr>
<tr>
<td>High energy</td>
<td>Emotional under stress</td>
</tr>
<tr>
<td>Intuitive</td>
<td>Jumps to conclusions</td>
</tr>
<tr>
<td>Visible</td>
<td>Not always reliable</td>
</tr>
</tbody>
</table>

### Counseling

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Blind Spots</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casual</td>
<td>Consensus-driven</td>
</tr>
<tr>
<td>Approachable</td>
<td>Complies under stress</td>
</tr>
<tr>
<td>Best team attitudes</td>
<td>Withholds opinions</td>
</tr>
<tr>
<td>“In service”</td>
<td>Can’t say “no”</td>
</tr>
<tr>
<td>Gets things done</td>
<td>Perceived as slow moving</td>
</tr>
</tbody>
</table>

### Directing

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Blind Spots</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent</td>
<td>Controlling</td>
</tr>
<tr>
<td>Competitive</td>
<td>Impatient under stress</td>
</tr>
<tr>
<td>Reliable on task</td>
<td>Inflexible</td>
</tr>
<tr>
<td>Confident</td>
<td>Over-eager</td>
</tr>
<tr>
<td>Results driven</td>
<td>Results before relationships</td>
</tr>
<tr>
<td>Self-initiating</td>
<td></td>
</tr>
</tbody>
</table>

### Analyzing

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Blind Spots</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fact-based</td>
<td>Risk averse</td>
</tr>
<tr>
<td>Logical</td>
<td>Lacks initiative</td>
</tr>
<tr>
<td>Organized</td>
<td>Indecisive</td>
</tr>
<tr>
<td>Great listeners</td>
<td>Withdraws under stress</td>
</tr>
<tr>
<td>Non-threatening</td>
<td>Prefers analysis over action</td>
</tr>
<tr>
<td>Detailed</td>
<td></td>
</tr>
<tr>
<td>Reliable</td>
<td></td>
</tr>
</tbody>
</table>
WHEN WORKING WITH A **PERSUADING STYLE**

› Look for their opinions and things that they find most interesting, particularly in those areas in which you would like to develop a working relationship.
› Put details in writing and always summarize follow-up information.
› Work out the specific details as Persuaders tend to look past the “how to.”
› If you disagree, avoid arguing with the Persuader as he or she feels a strong need to win arguments and tends to take criticism personally.

WHEN WORKING WITH A **COUNSELING STYLE**

› Always provide context in any request or task assignment.
› Establish a cooperative effort with the Counselor and avoid overstating what you can realistically accomplish together to achieve the objective.
› Allow time to establish a relationship; Counselors appreciate the quality of the interaction as much as the work. They need and want both.
› Ask explicitly for feedback on your proposal and acknowledge their perspective.

WHEN WORKING WITH A **DIRECTING STYLE**

› Relevance matters. Be prepared to show how your ideas can get the results that he or she is looking for.
› Don’t waste time with small talk. Keep the conversation focused.
› Plan to ask questions about specific items. Stick to the “what, why or when.”
› If you disagree with the position of the Director, disagree with the facts, not the person. Avoid personal criticisms.

WHEN WORKING WITH AN **ANALYZING STYLE**

› Clearly and specifically articulate why, what and how on all your requests.
› Show that you are capable of presenting a logical and accurate approach based on facts.
› Be specific and careful not to oversell your ideas.
› Be careful not to rush an Analyzer to decide, even after you have established a relationship.
› Don’t offer guarantees or commitments that you can’t fulfill.
› Define clearly and in writing individual responsibilities and next steps.