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Communication Skills Training™

Practical techniques for clear & persuasive communication.

Collaborative Communication

Getting along & getting things done

Communication Style Assessment

Communication Style Self-Assessment

This Self-Assessment is designed to identify your communication style. There are no wrong answers. We all have all these qualities. But we tend to have certain characteristics more dominant than others.

Circle either A or B, depending on which characteristic best describes you. Don't think too much! You might agree with both options, just circle the one that *feels* right.

1.

- A) I'm open to getting to know people personally and establishing relationships with them fairly quickly.
- B) I prefer to take time to get to know people before I create a personal relationship with them.

2.

- A) I like to think through situations slowly and deliberately.
- B) I usually react to situations quickly and spontaneously.

3.

- A) I want to control my time and what other people expect of me.
- B) I'm usually open to how other people want to use my time.

4.

- A) I easily introduce myself to other people at social gatherings.
- B) I like to wait for others to introduce themselves to me first.

5.

- A) I tend to focus my conversations on the interests of the people involved, even if that means straying from the subject at hand.
- B) I'm good at focusing my conversations on the issues we need to discuss.

- 6.
- A) I'm usually not assertive, and I like to act at a slow pace.
 - B) I'm assertive, and I get impatient when things take too long.
- 7.
- A) I make decisions based on facts and evidence.
 - B) I make decisions based on feelings, experiences, or relationships.
- 8.
- A) I easily and frequently contribute to group conversations.
 - B) I prefer one-on-one conversations rather than in groups.
- 9.
- A) I prefer to work with others, providing support when possible.
 - B) I like to work independently, or dictate the terms of how others are involved.
- 10.
- A) I can be hesitant to ask questions or speak when in conversations.
 - B) I make empathic statements or directly express my opinions.
- 11.
- A) I like to focus mostly on ideas, concepts, and results.
 - B) I think it's important to pay attention to people, interactions, and feelings.
- 12.
- A) I use gestures, facial expression, and voice intonations to emphasize my points.
 - B) I speak directly about the facts, and keep emotion out of my conversations.

- 13.
- A) I usually accept others' points of views, ideas, feelings, and concerns.
 - B) It's important that people know what I think about the topic of conversation.
- 14.
- A) I usually respond to risk and change in a cautious or predictable way.
 - B) I respond to risk and change quickly and without thinking too much.
- 15.
- A) I prefer to keep my feelings and thoughts private, sharing only when I wish to.
 - B) I usually find it natural and easy to share and discuss my feelings with others.
- 16.
- A) I look for new experiences, diverse people, and different life situations.
 - B) I prefer people who are like me, and situations I am comfortable with.
- 17.
- A) I'm usually open and responsive to people's agendas, interests, and concerns.
 - B) I am directed toward my own agendas, interests and concerns.
- 18.
- A) When faced with conflict, I like to give the situation plenty of thought.
 - B) I respond to conflict quickly and directly.

Circle your answers below.

A	B	C	D
1A	1B	2B	2A
3B	3A	4A	4B
5A	5B	6B	6A
7B	7A	8A	8B
9A	9B	10B	10A
11B	11A	12A	12B
13A	13B	14B	14A
15B	15A	16A	16B
17A	17B	18B	18A

Add the number of answers in each column and write the totals on the spaces below.

Total =18

A B C D

Compare the **A** and **C** columns and circle the letter with the highest total.

A C

Compare the **B** and **D** columns and circle the letter with the highest total.

B D

If you circled **C** and **B**, you tend to be a **Controller**

If you circled **A** and **B**, you show qualities of a **Promoter**

If you circled **A** and **D**, you're predominantly a **Supporter**

If you circled **C** and **D**, your characteristics are **Analyzer**

My communication style is _____

Characteristics of the Four Communication Styles

Controller

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Commander 2. Decisive risk taker 3. Fearless; no obstacle is too big 4. Comes on strong in conversation 5. Takes charge, competitive, efficient | <ol style="list-style-type: none"> 6. Values getting the job done 7. Good at delegating work to others 8. Likes to be where the action is 9. Not shy but private about personal matters 10. Results oriented |
|--|---|

Promoter

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Entertainer 2. Wants to work to be fun for everyone 3. Flexible, easily bored with routine 4. Optimist, nothing is beyond hope 5. Asks for opinions, loves to brainstorm | <ol style="list-style-type: none"> 6. Values enjoyment and helping others enjoy life 7. Full of ideas and impulsive in trying them 8. Intuitive, creative, spontaneous, outgoing 9. Talkative and open about self 10. Celebration oriented |
|---|---|

Supporter

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Harmonizer 2. Slow with big decisions 3. Easy-going, likes a slow, steady pace 4. Friendly & sensitive 5. Resists change | <ol style="list-style-type: none"> 6. Values acceptance and stability 7. Builds networks of friends to help do work 8. Good listener, hesitant to say contrary opinion 9. Cares about others' feelings 10. Relationship oriented |
|---|---|

Analyzer

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Assessor 2. Plans thoroughly before deciding to act 3. Highly organized; even plans spontaneity 4. Cautious, logical, thrifty approach 5. Introverted; quick to think, slow to speak | <ol style="list-style-type: none"> 6. Values accuracy in details & being right 7. Prefers to work alone 8. Thoughtful; no problem is too big to ponder 9. Private about personal matters 10. Idea oriented |
|---|---|

Strengths & Weaknesses of the Four Communication Styles

Controller Strengths

- Are resourceful, determined, practical and down-to-earth
- Have a talent for getting things done
- Make decisions quickly based on facts and past experience
- Focus on actions, results and rewards
- Work steadily with a realistic idea of how long it will take

Controller Weakness

- Impulsive & impatient
- Competitive
- Aggressive
- Disregards long-term consequences of actions and decisions
- Under stress, may alienate others
- May be poor listener, often interrupts
- Might create messes for others to clean up

Promoter Strengths

- Are visionary, seem to see into the future and are good long-range planners
- Love to learn new skills
- Have great imaginations
- Focus on how things can be improved
- Are able to identify creative solutions and fresh and novel approaches

Promoter Weakness

- Absent-minded and scattered thinking
- Long on vision, short on action
- Hard to read feelings and expectations
- May come across as arrogant or condescending
- May procrastinate

Strengths & Weaknesses of the Four Communication Styles

Supporters Strengths

- Are good at building rapport and communicating tactfully
- Consider the impact on other people when making decisions
- Have a talent for empathizing and creating harmony
- Are naturally friendly and have a good sense of humor
- Take an interest in the person behind the job
- Treat each person uniquely

Supporters Weaknesses

- Overly personalize situations
- Relationships can cloud judgment
- Might overlook important details
- Lack of planning can cause disorganization
- May spend too much time socializing
- Ask a Supporter “how are you?” and they will tell you more than you ever wanted to know

Analyzers Strengths

- Are good at putting things in order
- Have a talent for analyzing a problem or situation
- Make objective decisions based on logic
- Value accuracy and preciseness
- Treat people fairly
- Follow policies and rules
- Are sought out for problem-solving abilities

Analyzers Weaknesses

- Can be overly cautious or too slow
- Might miss the forest for the trees
- Can hurt other’s feelings
- Might not give enough positive feedback
- Their knack for adhering to policy, and attention to detail can cause people to think the Analyzer is looking for things to criticize

Motivating the Four Communication Styles

Controllers

- Love to be right and hate to be wrong
- Like to take their time to get things done
- Like working with others who appreciate their capabilities

Motivate them by:

- Acknowledge attention to detail
- Recognize completion of work
- Praise thoroughness and detail
- Group them with people who appreciate them
- Allow them to set their own work or project schedule

Supporters

- Enjoy personal attention
- Like being helpful to others
- Like hearing about and expressing feelings

Motivate them by:

- Praise a good effort
- Allow opportunities for them to help
- Permit creative and expressive activities
- Share the personal part of your reactions

Promoters

- Love to take action
- Enjoy taking a leadership role
- Like to start new projects

Motivate them by:

- Permit activities after completion of quiet work
- Praise completion of successful projects
- Provide opportunities for leadership roles
- Give specific and active responsibilities

Analyzers

- Love to respond to an intellectual change
- Like to think about important goals and issues
- Need time and breathing space

Motivate them by:

- Value and encourage their creativity
- Talk about things that interest them
- Allow them to design their own goals/objectives
- Put them with people who will value their skills

How the Four Communication Styles Affect Behavior and Perceptions

Controller

How Controllers typically function:

Controllers are usually perceived as fast and determined. They often have excellent imaginations. They tend to question themselves and others. They often seem to have an uncanny ability to anticipate or to project – to know prior to many others knowing. They have an ability to see relationships between things that many others do not understand. Sometimes people say they seem to be in a world of their own.

They usually resent being placed in a situation where they are required to think or operate in a structured way. They create structure out of disorder. They excel with imaginative tasks and situations with a long-term view.

Controllers at their best:

They are seen as leaders and as visionaries – people who can cut through past practices and focus on the crux of the situation. They see new directions or solutions others miss.

Controllers at their least effective:

Controllers may avoid some of the tedious details. They may often be so convinced of the power and value of their insights and contributions that they don't see the importance of documenting their actions or proving themselves to the satisfaction of others. They may seem impatient and irritated with others who demand detailed evidence or do not see the value of their ideas as they do.

Often they may be criticized for being overly abstract or theoretical. Sometimes people see Controllers as acting superior or being condescending in their communications.

Controllers under stress:

They can appear detached, overly intellectualized, and indifferent to the reality of the situation. Controllers can become quite rigid, uncompromising, and impractical. They may seem to be more concerned with developing their own ideas than in translating them into more usable forms or trying to adapt them with ideas from their peers. They are apt to feel more satisfied if their approach is conceptually sound, rather than testing it, or listening to others.

How the Four Communication Styles Affect Behavior and Perceptions

Supporter

How Supporters typically function:

Supporters are perceived as perceptive and insightful. They are warm, friendly, and sensitive to their own feelings and the needs and wants of others. They recognize the subtleties between speech and expression, or between outward behavior and inner feelings. People rely on them for their ability to sort out complex emotional problems, and to interpret the meanings of behavior, or to assess the dynamic of a group. They are good at predicting the way others may respond or react to change or action.

Supporters at their best:

They are likely to be perceptive, aware, and skilled communicators. They are patient, empathetic listeners and observers. They can often read and assess organizational politics with accuracy and insight. They promote change in ways that will reduce resisting forces and increase cooperation, teamwork, and progress.

Supporters at their least effective:

They may be seen as being more concerned with analyzing, communicating, and interpreting what is taking place, rather than achieving an outcome. They rely feelings, hunches, and emotions, rather than on logic and thought. They take their own emotional reactions and what they believe others feel, as fact.

They may be criticized for their emotional response as a substitute for action. They may be disappointed if other people don't share their belief about the importance of feeling as necessary for meaningful action and change.

Supporters under stress:

They are perceived as impulsive and insufficiently deliberate. They may be careless about details or critical actions their peers value. Their moods may fluctuate quite widely as they react to the feelings of the moment, causing somewhat uneven or possibly erratic behavior. As a result, people may question their credibility.

How the Four Communication Styles Affect Behavior and Perceptions

Promoter

How Promoters typically function:

Promoters are doers. Quick decision-making is important. They tend to proceed resourcefully and determinedly, moving sometimes seemingly insurmountable obstacles out of the way. They thrive on working on a wide variety of projects and tasks at once, and demonstrate what seems to be an incredible ability to get things done. Promoters need to prove to themselves that a proposed action is likely to work. If they cannot understand an action based on their direct experience – such as who will do what; how; for what purpose; how will we know it is accomplished – then they find it difficult or undesirable to proceed. They learn best from immediate, direct, personal experience.

Promoters at their best:

They are seen as dynamos – Herculean workers who, once having committed themselves to a task, will move mountains to make the task a success. They are resourceful, well-organized, pragmatic and hard-working. They impose high standards on themselves and others. People see them as spirited and down-to-earth – able to convey a sense of mission and purpose to others.

Promoters at their least effective:

They fail to consider the long-range consequences of their actions. They may be so-action-oriented that they skip significant steps in the planning process. They can be criticized for imposing their expectations for drive, high-speed, and zealotry onto others. They tend to over-emphasize short-term results and act impulsively – trying to drive others to their will – rather than adopting strategies based on the concepts, plans, or feelings of others.

Promoters under stress:

Promoters run the risk of over-reacting to a difference of opinions that to them, appear resistant to action and movement. They tend to ignore other people's feelings or opinions, and are seen as opinionated or biased. They define loyalty as how others agree with them and help them. Under the fear of failure, they may see a lack of immediate success as evidence that others are not loyal or working hard enough to make their project work.

How the Four Communication Styles Affect Behavior and Perceptions

Analyzer

How Analyzer typically function:

Analyzers function in a steady, tenacious manner. They rely on their observations and rational principles while avoiding emotions. They are skeptical of new approaches until the idea or process has been thoroughly analyzed, tested, and reviewed compared to alternatives. They are often skeptical of their own initial reactions and those of others. As a result, they frequently would rather sleep on a new idea and review it carefully before taking a position or making a commitment. They very often are seen as consistent producers, and logical thinkers who get results.

Analyzers at their best:

They are consistent forces for progress, excellent thinkers, and doers. They can cut through the uncertainty of untested ideas and emotional fervor. They are highly effective in organizing themselves and others to research and plan. They are great at executing logical, detailed projects.

Analyzers at their least effective:

They may be seen as overly-cautious and conservative – a person who at times may emphasize deliberation instead of action. They may become so involved in weighing, testing, researching and checking, that others perceive them as indecisive. Sometimes they will be seen as interfering with actions that are different from tradition. When they try to deal with change, basing their actions on rational principles, they may sometimes be viewed as rigid or dogmatic.

Analyzers under stress:

They may rely too heavily on their style and can run the risk of being rigid, overly cautious, and insecure. They may seem more concerned with the issue of their correct assessments than with getting the job done. When their coworkers feel under pressure, Analyzers may seem quite disinterested in the feelings of those around them and out of touch. They may seem task-oriented and unwilling to depart from their established methods and routines.

How the Four Communication Styles Affect the Workplace

Controllers

Oral Communication

Abrupt. Staccato. To the point, expect others to do the same. Interrupt frequently. Need to control the conversation.

Written Communication

Resent having to write, see it as a waste of time rather than as action. Very brief, sometimes careless in notes and email. Written communication is action-oriented, urgent. Handle several phone calls simultaneously.

Dress

Informal, simple, functional clothes. Want to be neat, but not fancy.

Office Decor

Generate atmosphere of hard-charging clutter. Mementos, if any, connote action: heads of animals hunted, tennis trophies, mounted fish, racing prints. Desk is likely to be big, messy. Controllers are too busy to be neat, too action-oriented to be concerned with image unless they have a strong Analyzer back-up style.

Supporters

Oral Communication

Don't seem to distinguish between business and personal calls in the sense that they are likely to be quite informal. Interject humor, personal associations, questions about other's well-being. Like to chat casually and gossip.

Written Communication

They favor the personal notes over other forms. Do not like to write at-length, prefer face-to-face or phone contact. Tend to be more effective in oral than written communication as they convey inflection, interest, and enthusiasm.

Dress

Dress is more according to their own mood than to conform to expectations. Like colorful, informal clothes.

Office Decor

Tend to personalize their surroundings, make their offices informal and homey. They like warm colors, antiques, big live plants, mementos, snapshots rather than formal photographs of family. Papers and files are likely to be messy on the surface, but organized underneath in a personal way only they can understand.

How the Four Communication Styles Affect the Workplace

Promoters

Oral Communication

Wordy, sometimes aloof. Impersonal. May wonder off on tangents. Not mindful of time.

Written Communication

Letters and memos are idea-oriented, verbose, technically-oriented, and often complex. In conversation often seem erratic, switching from long silences to lecture mode.

Dress

Hard to predict. Like the absent-minded professor. Too wrapped up in future goals to think about daily appearance.

Office

Likely to demonstrate their imagination in their selection of the newest furnishings and décor. Those in thinking professions have offices resembling mini think-tanks; round conference tables, inspiration-posters on walls. Off-beat periodicals. Add citations for idealistic work, community service, and personal causes.

Analyzers

Oral Communication

Business-like but lack-luster. Little voice inflection. List specifics. Ordered, measured manner. Sometimes suggest ground rules for phone conversation, such as “I’d like to begin with the agenda”.

Written Communication

Letters and email are logical, easy to follow, well thought through. Often more effective in writing than speaking because tone and inflection may be stripped of feeling.

Dress

Usually more conservative and proper. Unassuming, understated. Dress appropriate to circumstances. Business-like in office, well-tailored, more casual in non-work atmosphere.

Office Decor

Like their work surroundings to be practical and non-distracting. Furnishings are tasteful but conventional. Likely to have charts for business use, reports and reference works nearby. Few touches of informality and color.

How does your communication style affect the way you work?

My communication style is _____

Think of examples from your work or personal life for each of your characteristics, strengths, and weaknesses.

How do those characteristics contribute to communication and collaboration?

How do those characteristic get in the way of clear communication and collaboration?

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7 _____

8 _____

9 _____

10. _____

