



Interaction Styles Report

Name: Smith, John

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Position:

Status: Employee

Driving Analytical

General Behavior

You are very thorough and exacting in the manner in which you analyze situations and approach decisions. In particular, you enjoy problems which stimulate your intellect and which require you to develop conclusions based upon your personal investigation and analysis. Sceptical of ideas which seem to lack logic or which conflict with your experience, unless you are completely convinced of the merits of someone else's ideas, you are inclined to stick with your own judgements. Uncomfortable with vague ideas and abstract concepts, you like to structure your work around precise facts and hard data whenever possible.

Teamwork and group activities hold little interest for you. Although you see the need to draw facts and knowledge from others, you most enjoy tasks and projects which allow you to operate individually, assuming personal ownership and responsibility.

Your insistence upon exactness and rigorous attention to detail, along with the consistent logic and organization of your ideas are valuable performance assets, especially in research and problem-solving activities. Complementing these skills are your industrious task focus, your comfort in handling technical information, and your refusal to accept unsubstantiated information at face value.

Despite your strengths, there are elements of your style which can create tension in your dealings with others. Your preoccupation with facts and your reliance upon logic may cause others to see you as cynical and negative, an idea killer rather than an objective contributor to their problems. Similarly, others may experience frustration with your lack of enthusiasm, and may interpret your reluctance to support change or new ideas (even where you consider the evidence of benefit to be dubious) as being unrealistically cautious.

Your Interaction Style

Relating To Others

Your relationships with others tend to be business-like and more serious in nature, with an emphasis on accomplishing tasks. You like to "make your case" with a rational evaluation of facts, expecting your analysis and logical presentation to convince others to see your way of thinking. More concerned with the technical merits and accuracy of your ideas, you generally give little consideration to the motives or expectations of others, and see little need to elicit their involvement or build their commitment. Uncomfortable when your ideas and conclusions are challenged, you tend to react personally to such resistance by drawing even more heavily on your supporting facts and figures.

Focus of Interest

Sticking to the rules, being objective in your treatment of others, and being right in what you do are the standards which guide your behavior. You take pride in your efforts to make decisions and respond to others based upon a factual analysis of the circumstances, and you work hard to develop the technical competence and knowledge which you see as essential to your success.

Decision-Making

You are most comfortable making decisions in areas where your knowledge and your ability to assemble facts and data can minimize the risks and uncertainties.



Making the right decision is very important to you and, in order to avoid having your decisions contested, you try to be very thorough in your research, with particular emphasis on more quantifiable information. You like the outcomes of your decisions to be predictable, so unless your facts safely justify a new course of action, you will be inclined to stick with accepted methods and practices. In working with others, you find it frustrating when they show little appreciation or understanding of your need to rationally compare the various alternatives, and you find it stressful when the deadlines surrounding your decisions force you to make compromises to the thoroughness of your investigative efforts.

Time Orientation and Reaction To Change

You like to approach assignments with some system, preferring a planned schedule and preferring to establish and to operate at your own pace. You can accept some changes to priorities, but like to concentrate on one issue at a time, bringing it to some finality before starting something else. You are less confident when you have to handle many varied and urgent activities or conflicting priorities, and thus you are more at ease when working on assignments which allow you the opportunity to plan and organize your work around manageable and expected deadlines.

The uncertainty accompanying change creates pressure for you. From your perspective, decisions which require you to project into the future introduce immeasurable risks, preventing you from drawing upon the dependable information developed through precedent and historical analysis. In this sense, it is far easier for you to evaluate current happenings, where a framework for a planned, calculated response exists, than to gamble with totally new or experimental approaches.

Pace

With your disciplined patience, your pursuit of quality and correctness outweighs your concern for speed and urgency. You need time to think through your decisions and activities, and you like to establish your own work schedule, one that has the flexibility to accommodate unforeseen problems. You do not like to operate on a schedule where your time is too tightly structured or where continuous, urgent commitments require constant adjustments to your plans. In working with people strongly driven by urgency, you will find it difficult to subordinate your need to control your own pace in order to meet their deadlines and expectations.

Tolerance For Ambiguity

Ambiguous situations, with their inherent lack of structure, challenge your need for stability and order. Especially in areas where you must assume responsibility for the results, you prefer your problems to be more predictable and structured. But when faced with ambiguity, your natural strategy is to reduce the risks as much as possible through careful planning and the implementation of defined procedures and decision-making guidelines.

Versatility

You possess a higher degree of behavioral versatility, compared to most people. This means that it is somewhat easier for you than for most others to "step out of character" and to adapt your behaviors to accommodate the styles of others and to respond to changing social situations. You will likely perceive less stress and less tension in attempting to modify your natural style.

Relating

How To Improve Your Effectiveness In Relating To Others

How other people perceive you affects their willingness to draw upon your advice and rely upon your judgement. In a general sense, what stands out most about your style is your need for exactness, your thoughtful treatment of problems, and your somewhat distant, formal reaction to others.



People with traits similar to your own will identify most closely with your deliberate, factual analysis and your ability to take control of the details, but they may experience difficulty with your strong reliance upon the numbers and your serious task focus. More assertive people will depend upon your technical proficiency and cool, reasoned judgement, but they can find it difficult to accept what they detect to be negative reactions resulting from a fear of risk-taking.

Since your perceptions of others affect your behavior, how you see other styles is an equally important consideration. Although you may admire the "sales" skills of Expressives, their style is the most difficult for you to adjust to - you see them as too superficial in their thinking and too loose in their judgements. With their patience, Supportives are easier to get along with, but they lack your concern for the facts and they are too inclined to replace logical analysis with their emotional reactions. Drivers, on the other hand, do equate to your need for factual analysis and research, but they can push too hard and are too prone to jump to conclusions before they get all the facts.

With Expressives, you have a natural advantage, in that they respect people who demonstrate knowledge and technical competency. Where you differ is in your level of dependency on data and in the manner in which you use the data. Expressives are far less interested in the facts themselves than what the facts mean. To improve your effectiveness with Expressives, rather than retreat into the facts or make absolute statements which can lead to disagreement, use questions and listen to the answers. With probing questions, you can get the Expressive to be more specific and you avoid direct confrontation. As well, you have to be prepared to seek out compromises, make trade-offs, and extend praise where it's deserved. Finally, rather than simply react to the dominant approach of the Expressive, take the initiative and make suggestions about what you feel should be done.

Working with Supportives will also require you to stretch your skill base. What you have in common with the Supportive is attention to detail and quality, but what you have to work at is the process of building a relationship and developing trust. To get full support and co-operation, you have to take the time to learn about the Supportive - who the person is and what the person is interested in. Where you encounter obstacles stemming from the more emotional perceptions of the Supportive, rather than tell or confront, use questions to probe and seek clarification. Recognizing the Supportive's need for approval, initiate recognition and praise for what the person accomplishes.

To interact more effectively with the Driver, build your interactions around three things in particular: factual summarization, efficiency, and urgency. The details may be interesting to you, but the Driver wants to know them only when they are critical. What matters more is the conclusion, and with sound summations, you can have more influence over the Driver's actions and decisions. Since Driver's hold strong opinions, challenging them head-on will only lead to deadlock. Thus, as with the Expressive, prepare for what will likely occur, initiate and use questions. As well, Driver's like to challenge others, so be prepared to succinctly defend your views.

You can relate more effectively with other Analyticals through a combination of better organization and modifying your approach for dealing with conflict. Take the initiative to get agreement on specific objectives, roles expectations, and on the deadlines that need to be set. In particular, be sensitive to how you and the other Analytical are communicating. If you are each defending a position, and neither of you are prepared to respond to the other's obviously different perspective, then you have to try a new strategy. Ask questions, draw out information, seek clarification, and summarize to identify areas where agreement can be reached.