

**BEHAVIORAL
INTERVIEWING
QUESTION 1**

Describe a time when you successfully anticipated a customer request, and so were able to provide excellent service.

Probes:

What caused you to anticipate the request?

What did you do?

What was the customer's response?

**BEHAVIORAL
INTERVIEWING
QUESTION 2**

Describe a time when you were working with a group and some members resisted cooperating with one another.

Probes:

What was the situation?

Why were the group members unwilling to cooperate?

What did you do? What was the outcome?

Have you ever been unwilling to cooperate with a group? Please describe why.

**BEHAVIORAL
INTERVIEWING
QUESTION 3**

What new approaches have you created to help your division or department improve or replace existing procedures, systems, or policies?

Probes:

What prompted you to create the new approach?

Was it implemented? If so, what was the result?



Why is Relationship Building Important?

I need to move the project forward but we can't seem to agree on what to do first

My manager is frustrated with my lack of progress

Every time I try to talk about the project in a meeting I seem to lose control of the discussion

I felt like we connected by I haven't heard back.

Communication barriers are everywhere:
We ultimately share the same goals and the goals are only achieved through people.

When I talk to my team about this they all seem to have different views

GROUP EXERCISE:
USING YOUR STYLE
TO INFLUENCE

Enthusiastic

Outgoing

Persuasive

Spontaneous

Ambitious

Candid

Strong-willed

Results-oriented

Independent

Decisive

Organized

Thorough

Logical

Accurate

Systematic

Diplomatic

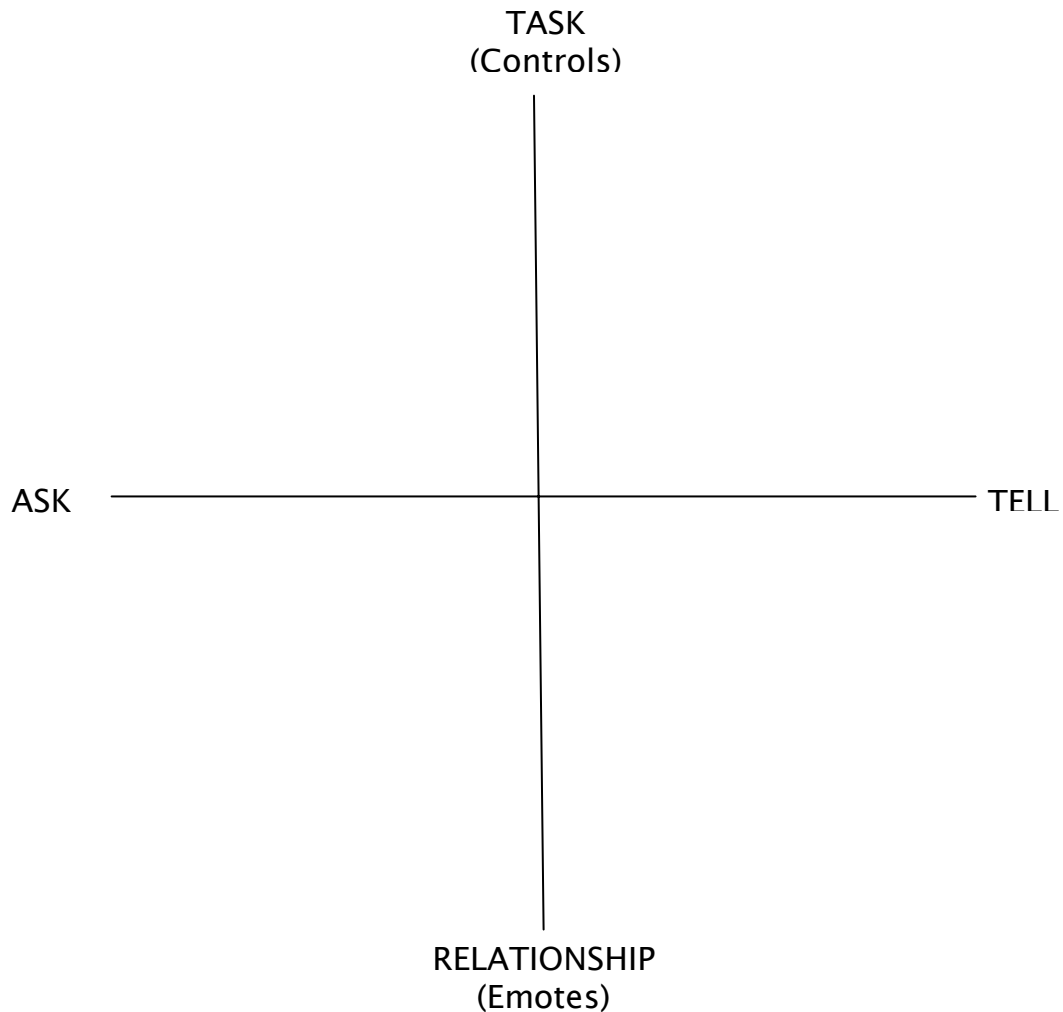
Loyal

Supportive

Cooperative

Dependable

USING YOUR
STYLE TO
INFLUENCE



RESPONSIVENESS

Task Behaviors:

This is the emphasis of concern a supervisor has for the "work" side of his/her group: Production, structure, process, directing and control.

Relationship Behaviors:

This is the emphasis or concern a supervisor has for the "people" side of his/her group: Communication, group involvement, morale, support, feedback, and facilitating group interaction.

ASSERTIVENESS

Ask:

Has a high need to clarify communication through questions and discussion.

Tell:

Asserts themselves through statements.

UNDERSTANDING
BEHAVIOR/
THE SOCIAL STYLE

	DRIVER	EXPRESSIVE	AMIABLE	ANALYTICAL
<i>Style when stressed:</i>	Barks	Attacks	Complies	Avoids
<i>Measures personal value by:</i>	Results	Applause	Attention	Activity
<i>Specialty:</i>	Control	Social	Supportive	Technical
<i>For growth needs to:</i>	Listen	Check	Initiate	Decide
<i>Wants to save:</i>	Time	Effort	Relationships	Face
<i>Needs climate that:</i>	Allows to build own structure	Inspires to their goals	Suggests	Provides details
<i>Words used to describe:</i>	Direct Assertive Results-Oriented Independent Decisive Competitive	Enthusiastic Ambitious Creative Fast-Paced Optimistic Confident	Diplomatic Loyal Supportive Friendly Considerate Relaxed	Organized Thorough Logical Prudent Accurate Conscientious
<i>May be viewed as:</i>	Pushy Severe Tough Dominating Harsh	Manipulative Excitable Undisciplined Reactionary Egotistical	Conforming Unsure Pliable Dependent Awkward	Critical Indecisive Stuffy Picky Moralistic

THE TRUTH ABOUT HUMAN BEHAVIOR

RULE #1 Humans are creatures of habit

RULE #2 Humans behave in ways that meet their needs

RULE #3 Humans are always behaving



TRANSLATING VERBAL
AND NON-VERBAL
CUES

	DRIVER	EXPRESSIVE	AMIABLE	ANALYTICAL
Vocal Inflection/ Emotion	Less	More	More	Less
<i>Pace</i>	Faster	Faster	Slower	Slower
Animated Body Language	Less	More	More	Less
<i>Eye Contact</i>	Direct	Direct	Indirect	Indirect
<i>Decision Making</i>	Faster	Faster	Slower	Slower
<i>Stress</i>	Fight	Fight	Flight	Flight

KEY REMINDERS REGARDING STYLE:

- There is no best Social Style position
- Your style is not your whole personality
- Your style profile represents a theme in your behavior
- Your style has growth actions
- You need to challenge yourself to build effective relationships with others



VERSATILITY AND
FLEXING YOUR STYLE

	DRIVER	EXPRESSIVE	AMIABLE	ANALYTICAL
They are looking for you to be...	Efficient	Entertaining	Agreeable	Accurate
They are interested in...	Outcomes	Ideas and Possibilities	Relationships and Communication	Facts
For decisions give them...	Options and probabilities	Testimony and incentives	Evidence and service	Guarantees and assurances
Pace...	Decisive	Spontaneous	Relaxed	Systematic
They seek...	Results	Attention/ Applause	Acceptance	To be Right
They Want You to Support Their...	Conclusions and Actions	Aspirations and Intuitions	Relationships and Feelings	Process
They Want to Save...	Time	Effort	Relationships	Face
Persuade them by answering...	Who	What	How	Why



MODIFYING
COMMUNICATION
TO FIT THE STYLE

AMIABLE

Engage them by:

- Beginning with a personal comment--break the ice
- Presenting your case soft non-threateningly tone
- Asking "how?" questions to draw opinions
- Talking about holistic concepts

Factors that will create tension or dissatisfaction:

- Rushing headlong into business
- Being domineering or demanding
- Forcing them to respond quickly to your objectives

EXPRESSIVE

Engage them by:

- Providing a warm and friendly environment
- Avoiding details (put them in writing)
- Ask "feeling" questions to draw their opinions or comments
- Telling stories to relay information

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped
- Controlling the conversation
- Driving on facts and figures, alternatives, abstractions

ANALYTIC

Engage them by:

- Preparing your "case" in advance
- Sticking to business
- Being accurate and realistic
- Describe the linear process

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, and loud
- Pushing too hard or being unrealistic with deadlines
- Being disorganized or messy

DRIVER

Engage them by:

- Being clear, specific, brief and to the point
- Sticking to business
- Being prepared with support material
- Using proven examples to relay information

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue
- Leaving loopholes or cloudy issues
- Appearing disorganized



**MODIFYING
COMMUNICATION
TO FIT THE STYLE
WHEN YOU ARE
DRIVER**

AMIABLES

- Relate to your efficiency and discipline
- Question your lack of empathy, bottom line orientation, and impatience

To work better with amiables:

- Show concern for them and their families, interests, etc.
- Ask for advice on how to accomplish objectives in terms of motivating others
- Support efforts and accomplishments with personal attention

EXPRESSIVES

- Relate to your accomplishments, independence, and decisiveness
- Question your lack of playfulness

To work better with expressives:

- Be more open about you and your feelings and opinions
- Relax time constraints within structure; provide incentives
- Provide public recognition for accomplishments (give them credit in front of others.)

ANALYTICS

- Relate to your efficiency, logic, command of data, and task orientation
- Question your haste and risk taking

To work better with analytics:

- Bring them detailed facts and logic in writing
- Show interest while they evaluate and check the accuracy of the data
- Help them to reach conclusions by encouraging them to set deadlines after you have provided time for review

OTHER DRIVERS

- Perceive you as action-oriented efficient, disciplined, logical, and decisive

To work better with fellow drivers:

- Agree in advance on specific goals and provide freedom to work within these limits. An unproductive deadlock can occur when there is uncertainty about who is leading an effort



**MODIFYING
COMMUNICATION
TO FIT THE STYLE
WHEN YOU ARE
ANALYTIC**

AMIALBES

- Relate to your cooperative nature, accuracy, and patience
- Question your lack of interpersonal connections and dependence on figures

To work better with amiables:

- Show your interest in them as people, rather than as workers
- Use their skills as mediators to build relationships inside the organization
- Help them to evaluate business risks and implications

EXPRESSIVES

- Relate to your cooperativeness and dependability
- Question your impersonal approach and lack of spontaneity

To work better with expressives:

- Spend informal time with them
- Recognize their need for connecting their name with their work
- Ask for their opinions and input on a non-critical, accepting basis

OTHER ANALYTICS

- Perceive you as thoughtful, logical, thorough, cooperative, dependable, and accurate

To work better with fellow analytics:

- Establish timetables and make decisions. Reinforcing one another's desire for more information may form a self-perpetuating cycle that does not produce results

DRIVERS

- Relate to your logic, command of data, accuracy, and dependability
- Question your focus on details and analysis

To work better with drivers:

- Summarize the facts and various outcomes; let them decide
- Depend on self-discipline rather than on excessive reports or precise instructions
- Recognize results with monetary rewards



MODIFYING
COMMUNICATION
TO FIT THE STYLE
WHEN YOU ARE
AMIABLE

OTHER AMIABLES

- Perceive you as supportive, friendly, team oriented, helpful, thoughtful, responsive, and open

To work better with fellow amiables:

- Be clear and directive. Recognize the need for defining accountability and deadlines despite obstacles

EXPRESSIVES

- Relate to your supportive, friendly, responsive, and helpful characteristics
- Question your focus on consensus-building

To work better with expressives:

- Try to bring them definite opinions, backed by third-party endorsement
- Publicly recognize and praise their accomplishments
- Stand your ground when challenged about rules and previously established procedures

ANALYTICS

- Relate to your cooperative, careful, quiet, thoughtful, and willing ways
- Question your emotional responses and compliance with others

To work better with analytics:

- Stress the value of facts and data rather than emotions to build a case, and encourage their input with a time limit
- Provide added opportunities for their thoughts on unforeseen implications
- Build confidence in the relationship through demonstrated technical competence

DRIVERS

- Relate to your supportive, helpful, team-oriented, and careful nature
- Question your responsiveness

To work better with drivers:

- Be concise and task-focused
- Stay on schedule; stick to the agenda; provide factual summaries
- Expect them to make quick decisions based on options you provide



**MODIFYING
COMMUNICATION
TO FIT THE STYLE
WHEN YOU ARE
EXPRESSIVE**

AMIABLES

- Relate to your warmth, enthusiasm, and stimulating and personable nature
- Question your outgoing, loud, dramatic, and impulsive side

To work better with amiables:

- Slow down the pace and volume; allow time to build a relationship
- Work on one item at a time, in detail; avoid the confusion of too many tasks or ideas at one time
- Ask questions, listen more and talk less
- Do not come across too strong or too assertive
- Encourage suggestions, participation in team activities, and supportive roles

OTHER EXPRESSIVES

- Perceive you as outgoing, enthusiastic, intuitive, emotional, and stimulating

To work better with fellow expressives:

- Provide structure for shared tasks. Keep on track and emphasize the basics, allowing carefully limited experimentation as a reward for results

ANALYTICS

- Relate to your imaginative, stimulating, and thought-provoking nature
- Question your ability to perform as stated, your follow-through, and your loud, flashy, emotional side

To work better with analytics:

- Talk about facts, not opinions, and break down component parts, preferably in writing
- Slow your pace and avoid unnecessary tight deadlines or rushed decisions
- Ask questions, listen more and talk less
- Back up your opinions with facts and support
- Check to see whether the other party shares your energy on a topic

DRIVER

- Relate to your outgoing, imaginative, competitive, and personable aspects
- Question your demonstrative, impulsive, emotional side

To work better with drivers:

- Back up your enthusiasm with actual results; demonstrate that your ideas work
- De-emphasize feelings and emotional reactions
- Be prepared, on time and keep within agreed-upon limits; provide materials promptly.
- Provide choices whenever possible and let the drivers select the choice



GROUP EXERCISE:
PUTTING THE
LEARNING INTO
ACTION

MODIFYING YOUR
COMMUNICATION
TO FIT THE
AUDIENCE

Notes on the interaction: