

## Personality Styles

**Responsiveness:** The degree of control one will exert over his or her emotions.

*“Is this person warm, open and emotional, or more guarded and reserved?”*

**Assertiveness:** The degree of control or influence one will exert over others.

*“Is this person outspoken, hurried, and forceful, or more relaxed and contemplative?”*

### **Assertive people...**

Tend to take charge in groups.  
Walk quickly.  
Are quicker to voice opinions.  
Hate to be late – often are.  
Have firm handshakes.  
Tell, don't ask.  
Use aggressive body language.  
Will invade the “space” of others.  
Are impatient.  
Speak loudly and with conviction.  
Use frequent and steady eye contact.  
Make decisions more quickly.  
Will pressure others for decisions.  
Will take risks more readily.

### **Responsive people...**

Are animated, gesturing speakers.  
Use more facial expressions.  
Move about a great deal.  
Are “people” people.  
Are intuitive decisions-makers.  
Are relationship-oriented.  
Will go with hunches, feelings.  
Seem more relaxed, friendly.  
Will share personal feelings.  
Dress less formally.  
Like to touch, stand close.  
Are less time and structure oriented.  
Are more “personal” managers.  
Enjoy small talk, anecdotes.

### **Less assertive people...**

Tend to be less forceful in groups.  
Move more slowly, deliberately.  
Are less willing to state opinions.  
Are more organized and punctual.  
Are less physically aggressive.  
Are better listeners.  
Tend to lean backwards.  
Respect the “space” of others.  
Are more serene.  
Are less forceful when speaking.  
Use less frequent eye contact.  
Are more thoughtful decision-makers.  
Are less comfortable exerting will.  
Are less comfortable with risks.

### **Less responsive people...**

Use fewer gestures when talking.  
Use fewer facial expressions.  
Move around less.  
Are less “people” centered.  
Make decisions based on facts.  
Are more task oriented.  
Are less driven by “gut” feelings.  
Can appear somewhat rigid.  
Are less likely to share feelings.  
Prefer more traditional styles.  
Will keep distance, won't touch.  
Are more time & structure conscious.  
Are often impersonal managers.  
Prefer little small talk.

**Courtesy of Jack Daly**  
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**INSTRUCTIONS:** Use available clues to determine Responsiveness and Assertiveness (see reverse). Locate appropriate corner of the grid to find further clues and characteristics. Adapt your approach and close accordingly.

## Less Responsive

### ANALYTICAL

**TRAITS:** Orderly, procedural, precise, undemonstrative, quiet, conservative.  
**CLUES:** Efficient, conventional decor. Few plants, pictures. Charts, graphs possible. Rather spartan, impersonal surroundings.  
**DRESS:** Sensible, conservative grays. Seldom very colorful or “trendy.”  
**BEHAVIOR:** Speaks quietly, careful in choice of words for precision, may say something insensitive without realizing it. Slow to make decisions due to need for data and research. Tends to have non aggressive body language. Appears more serious, reserved, aloof.  
**APPROACH:** Little if any small talk. Use supporting facts & information, from experts if possible. Follow up in writing. Avoid invading “space,” touching.  
**CLOSING:** Will avoid. “Give it to me in writing.” If pushed too far may become autocratic.

### DRIVER

**TRAITS:** Results oriented, impatient, high energy, very time conscious. Controls.  
**CLUES:** Massive, dark furniture, awards, degrees, gadgets, other control symbols. Pictures of things, important people. clocks.  
**DRESS:** Dark, conservative powerful. High contrast, gold jewelry & accessories.  
**BEHAVIOR:** Firm handshake, aggressive body language, especially when making a point. May speak more rapidly and loudly. Big-picture oriented. Quicker to judge and make decisions. Intense eye contact made. Likes to tell, rather than be told. Serious, does not share feelings well.  
**APPROACH:** Little small talk. Be assertive, but don't overwhelm. Make appointments with time understanding. Give options. Dress appropriately.  
**CLOSING:** Close quickly. Emphasize bottom line. Becomes autocratic. Under extra tension, will avoid.

### AMIABLE

**TRAITS:** warm, open, emotional, team player, caring, supportive, concerned. Very good listener. Low key.  
**CLUES:** Warm, inviting office decor. Pictures of people, pleasant places. Wood furniture & fixtures, plants, flowers.  
**DRESS:** Warm to bright colors, few grays. Like to vary jewelry & accessories, but never garish. Clothes often reflect mood.  
**BEHAVIOR:** Soft voice, slower speech. Warm, friendly, though occasionally shy. Sincere, not intense eye contact. Relaxed posture. Less time concern. Makes slower decisions. May not share concerns to spare feelings, difficult to get true commitment.  
**APPROACH:** Plenty of small talk. Draw them out, get them talking. Emphasize team themes. Offer assurances. Be genuine.  
**CLOSING:** Respond to pressure by giving in acquiescing, but probably not true commitment. Ask for their help to get through. Will attack when cornered.

### EXPRESSIVE

**TRAITS:** Outgoing, center of attention, motivating, results oriented, enthused. Very good talker. High energy.  
**CLUES:** Warm to bright decor, accessories. Large plants, pictures of people, trophies, posters, sales results, witty sayings.  
**DRESS:** More flamboyant, colorful, trendy styles. Flashy gold jewelry, diamonds. Stripes, high contrasts, soft leather shoes.  
**BEHAVIOR:** Rapid speech, wide range of gestures and inflections, jokes and stories. Poor time manage, may wander from tasks. Talks and shares feelings readily. Prefers talking to listening. Spontaneous, subject to mood changes. High risk orientation.  
**APPROACH:** Be personable...they like to deal with those they like. Listen well. Keep on track with questions. Emphasize results.  
**CLOSING:** Use dynamic language, belief statements, close quickly. Will attack if pressured, acquiesce when cornered. Do not argue, respect “face.”

## Responsive

Less Assertive

Assertive