
WHAT CREATES COMMUNICATION STYLES

Ever wonder why certain types of people are fun and easy to be around while other are not? Or, why certain tasks are a breeze to get through while others are difficult and take several hours to complete? Those answers can be found in what part of the brain we use the most.

According to Ned Herrman's book, *The Whole Brain Business Book*, our brains are divided into four quadrants, not two. Each quadrant produces certain types of thoughts or what loosely can be described as families of mental processes. The part of our brain we use the most produces our likes and dislikes, what we prefer and what we'd rather avoid.

Think of a four-family house that represents the four quadrants of our brain. The upper left apartment is occupied by the Analytical family, the lower left by the Amiable family. The Driver family lives in the upper right and the Expressive family lives in the lower right apartment.

Studies show that the mental preferences of employees, managers, and executives affect their work styles and productivity levels, which ultimately translates into bottom line results.

YOUR COMMUNICATION STYLE PROFILE

Column 1	Column 2	Column 3	Column 4
_____ Careful	_____ High-spirited	_____ Competitive	_____ Dependable
_____ Systematic	_____ Quickly bored with details	_____ Risk taker	_____ Soft spoken
_____ Serious	_____ Very approachable	_____ Likes to control	_____ Avoids risks
_____ Works alone	_____ Uses opinions	_____ Fast paced	_____ Cooperative
_____ Precise	_____ Not time disciplined	_____ Strong opinions	_____ Personal & informal
_____ Punctual	_____ Sure of oneself	_____ Formal & business-like	_____ Dislikes conflict
_____ Formal speech/dress	_____ Likes change	_____ Assertive	_____ Supportive
_____ Likes to be right	_____ Likes group participation	_____ Independent	_____ Diplomatic
_____ Controls emotions	_____ Likes to socialize	_____ Likes fast results	_____ Takes time to decide
_____ Likes accuracy	_____ Playful & casual	_____ Impatient	_____ Slow paced
_____ Difficult to get to know	_____ Like to be recognized	_____ Direct	_____ Patient
Total _____	Total _____	Total _____	Total _____

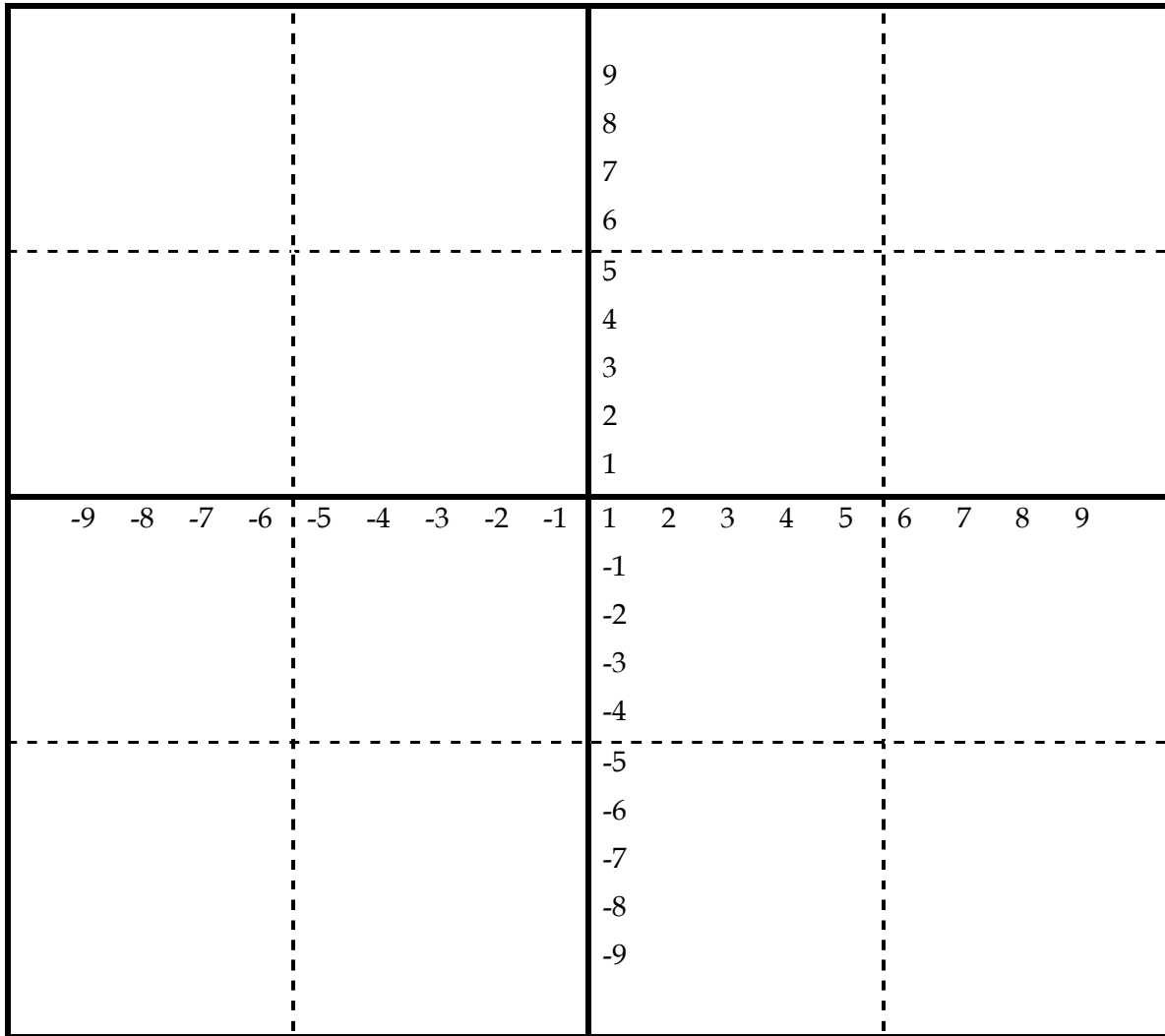
The totals in columns 1 and 2 cannot be the same, nor the totals in 3 and 4.

Column 1 _____ minus Column 2 _____ = _____
 Column 3 _____ minus Column 4 _____ = _____

YOUR COMMUNICATION STYLE

ANALYTICAL

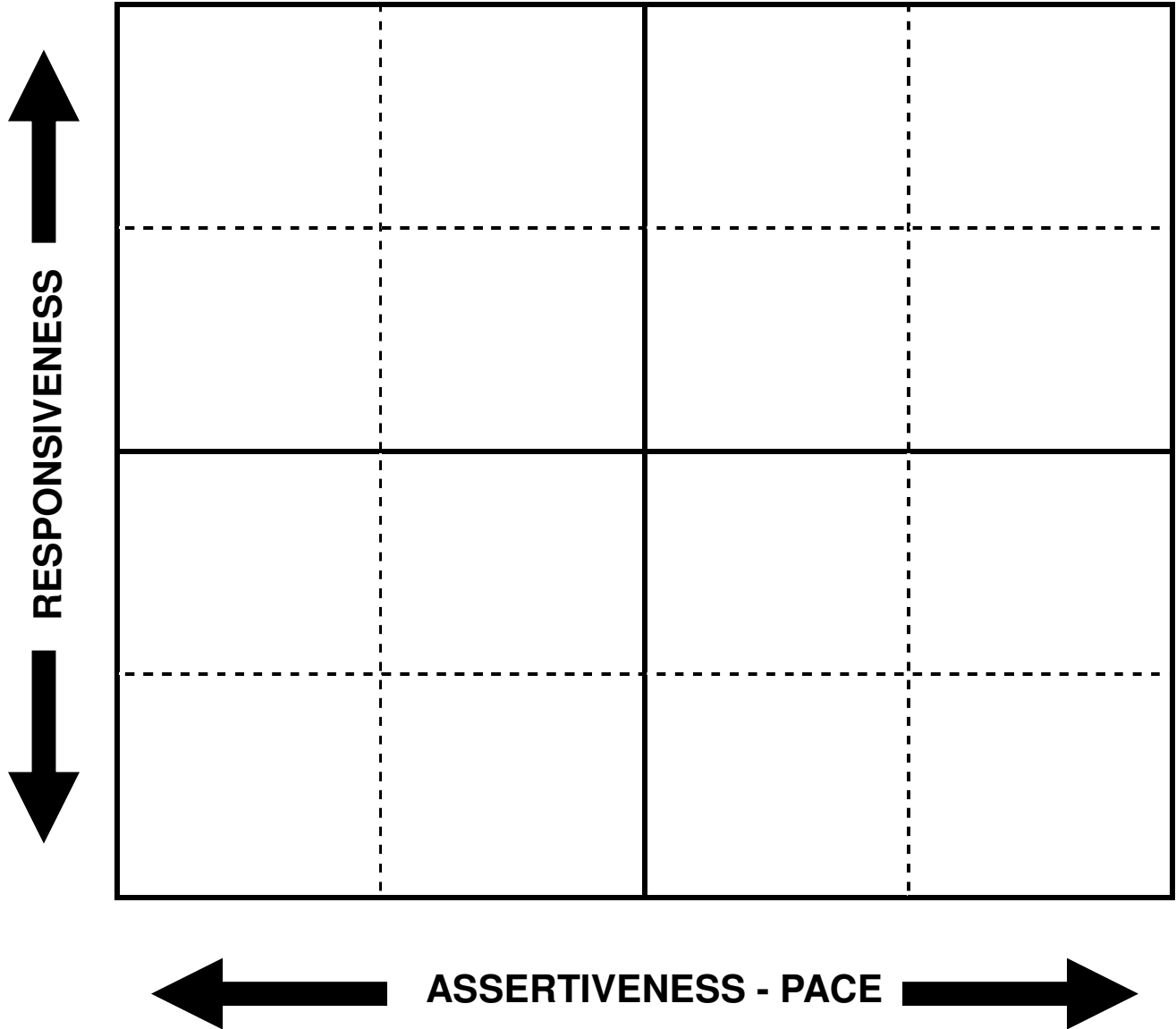
DRIVER



AMIABLE

EXPRESSIVE

MAKING SENSE OF COMMUNICATION STYLES



ELEMENTS OF EACH STYLE

ANALYTICAL

DRIVER

<ul style="list-style-type: none"> • To be right • Facts and information • To be organized • To avoid risks • Time conscious • Task-oriented • To work carefully <p>Need To be right</p> <p>Strength Using facts & information</p> <p>Weakness Making decisions</p> <p>Backup Behavior Avoid - Hide behind details</p>	<ul style="list-style-type: none"> • To get results • To control • Options & probabilities • Action oriented • Time conscious • To be businesslike • To work independently <p>Need Results</p> <p>Strength Control</p> <p>Weakness Listening</p> <p>Backup Behavior Become dictatorial - rewrites rules</p>
<ul style="list-style-type: none"> • To develop relationships • To work slowly with a team • Flexible with time • Cooperative & supportive • Guarantees & assurances • To avoid risks • To be appreciated • Cautious decision maker <p>Need Relationship security</p> <p>Strength Group support</p> <p>Weakness Initiating action</p> <p>Backup Behavior Go along - impatient, hide disappointment</p>	<ul style="list-style-type: none"> • To socialize • Focus on "big picture" • To work quickly with others • To take risks • Dynamic, creative environment • Fast decision maker - intuition • Not time disciplined <p>Need Recognition & approval</p> <p>Strength Socializing</p> <p>Weakness Checking details</p> <p>Backup Behavior Attack - Protect self- esteem</p>

AMIABLE

EXPRESSIVE

VERSATILITY WITH EACH STYLE

ANALYTICAL

DRIVER

<p>WHAT TO SUPPORT</p> <hr/> <hr/> <hr/> <p>USE OF TIME</p> <hr/> <hr/> <p>APPROACH TO DECISION MAKING</p> <hr/> <hr/> <hr/> <hr/>	<p>WHAT TO SUPPORT</p> <hr/> <hr/> <hr/> <p>USE OF TIME</p> <hr/> <hr/> <p>APPROACH TO DECISION MAKING</p> <hr/> <hr/> <hr/> <hr/>
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AMIABLE

EXPRESSIVE

THE WHOLE BRAIN ORGANIZATION

“If you want an innovative organization, you need to hire, work with, and promote people who make you uncomfortable. You need to understand your own preferences so that you can complement your weaknesses and exploit your strengths. The biggest barrier to recognizing the contribution of people who are unlike you is your ego.

Suppose you are stalled on a difficult problem. To whom do you go for help? Usually to someone who is on the same wavelength or to someone whose opinion you respect. These people may give you soothing strokes, but they are unlikely to help spark a new idea.

Suppose you were to take the problem instead to someone with whom you often find yourself at odds, someone who rarely validates your ideas or perspectives. It may take courage and tact to get constructive feedback, and the process may not be exactly pleasant. But that feedback will likely improve the quality of your solution. And when your adversary recovers from his amazement at your request, he may even get along with you better because the disagreement was clearly intellectual, not personal.”

- Dorothy Leonard and Susaan Straus
Harvard Business Review