Building Trust and Respect in the Law Firm Through Understanding Behavior Styles

Presented by
Michael J. Nash, MA

CM20
5/4/2018
10:30 AM
## WHAT PEOPLE DO

<table>
<thead>
<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Decision Making</td>
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<tr>
<td>Environment</td>
</tr>
<tr>
<td>Tasks</td>
</tr>
<tr>
<td>Social</td>
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</tbody>
</table>
## Decision Making Process

### Environment
- Fast
- Stable
- Dynamic

### Tasks

### Social
WHAT PEOPLE DO

Decision Making

- Process
- Fast

Environment

- Stable
- Dynamic

Tasks

- Flexible
- Exact

Social

- Active
- Cautious
<table>
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<td>Social</td>
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<td>Active</td>
<td>Cautious</td>
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![Diagram](image-url)
Results Dimension

Process Oriented Individuals appear to:

Expedience Oriented Individuals appear to:

Process Oriented Individuals

Expedience Oriented Individuals

Results Dimension

Process Oriented Individuals appear to:

Expedience Oriented Individuals appear to:

Process Oriented Individuals

Expedience Oriented Individuals
### Results Dimension

**Process Oriented Individuals**
- Ask questions
- Not speak out easily/quickly
- State moderate opinions
- Uses systems to accomplish tasks
- Make a low-key first impression
- Speak cautiously
- Let others take initiative
- Talk and act slowly
- Talk with pauses
- Take time to make decisions

**Expedience Oriented Individuals**
- Make statements
- Speak out easily and quickly
- State strong opinions
- Take charge to accomplish tasks
- Make a dynamic first impression
- Speak assertively
- Initiate
- Talk and act quickly
- Talk without pauses
- Make quick decisions

### Controlled vs. Responsive
- **Controlled**
- **Responsive**

### Emotions

---

**RESULTS DIMENSION**

---

**PROCESS**

---

**EXPEDIENCE**
1. Use minimal facial expressions and gestures
2. Limit communication: use few words
3. Exhibit self-control in social settings
4. Use facts to make decisions
5. Not talk about self; be difficult to get to know
6. Focus attention on accomplishing tasks
7. Not usually express feelings
8. Prefer working alone
9. Be critical of others
10. Make direct comments

1. Use facial expressions and gestures often
2. Communicate openly, be talkative
3. Be outgoing in social settings
4. Use feelings to make decisions
5. Talk about self; easy to get to know
6. Focus attention on improving relationships
7. More likely to express feelings often
8. Prefer working with others
9. Give praise easily to others
10. Make ambiguous comments

---

Analyzer

Conductor

Listener

Promoter
BASIC BEHAVIORS

- Analyzer
  - High expectations
  - Information & details
  - Accuracy
  - Honesty
  - Time

- To be heard
- To follow the rules (and you follow them, too)
- Self-control
- Organization
- Stability & consistency
**BASIC BEHAVIORS**

**Promoter**
- Freedom
- Fun
- To be social - to communicate
- To keep busy
- Action/immediacy
- Incentives & recognition
- To be liked/well regarded
- Variety/new ideas
- To motivate and influence
- Relationships

**Conductor**
- Results
- Decisiveness
- To fix things
- To be challenged
- Action/efficiency
- Control
- Big picture
- Change/new ideas
- Conciseness
- Straight talk
**BASIC BEHAVIORS**

- **Listener**
  - Harmony
  - To help others
  - To be appreciated
  - Relationships
  - Time
  - To give empathy

- **Promoter**
  - Assurances & guarantees
  - Low pressure decision-making
  - Follow through (Trustworthiness)
  - Justice & fairness

---

**EXPRESSION CONTINUUM**

Analyzer | Conductor | Listener | Promoter
**TENSION REACTION**

**Analyzer**
- Nitpick
- Leave
- Prove they are “right”
- Withhold emotions

**Conductor**
- Get mad
- Blame
- Dictate – take over
- Override emotions

**Listener**
- Wait too long to act
- Tell others
- Give in (but with a price)
- Worry

**Promoter**
- Verbal debate
- Talk about everything
- “Dump it” and forget it
- Overreact

**GROWTH OPPORTUNITIES**

- **CONTROLLED**
  - HIGH LEVEL STRESS: Become emotional
  - HIGH LEVEL STRESS: Get angry/Blow up

- **EXPEDIENT**
  - HIGH LEVEL STRESS: Give in – “Whatever…”
  - HIGH LEVEL STRESS: No emotions/Walk away

**RESPONSIVE**
GROWTH OPPORTUNITIES

• Analyzer
  • Speak your feelings (Share you)
    • Take action more quickly (Take a “risk”)
  • Mention the positive (Praise people)

GROWTH OPPORTUNITIES

• Promoter
  • Wait/Process (Be careful)
    • Worry less about what others think about you (They’re probably not)
  • Speak less, listen more (Watch your “airtime”)


GROWTH OPPORTUNITIES

• Conductor
  • Take time to connect (People before task)
  • REALLY listen (“active” listening)
  • Incorporate others’ opinions (Share control)

GROWTH OPPORTUNITIES

• Listener
  • Speak your truth (Be more candid)
  • Let go (“Get over it”)
  • Initiate (Take action)
Your opinion matters!
Please take a moment to evaluate this session.
Thank you!

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After Conference Handout

CM20
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BEHAVIOR STYLES PAGES
FOR REFERENCE
JOHARI'S WINDOW

Known to self

OPEN
Known to both self and others

GROWTH OPPORTUNITIES
Unknown to self, but known to others

Known to others

PRIVATE
Known to self, but unknown to others

HIDDEN
Unknown to both self and others

Unknown to self
RESULTS DIMENSION

The Results Dimension illustrates how an individual accomplishes a task or achieves a result. This dimension ranges from Process-oriented to Expedience-oriented behaviors.

- The Process-oriented individual appears to pay more attention to *how* results can be achieved. A Process-oriented individual may be perceived to be deliberate, systematic and moderate.

- The Expedience-oriented individual appears to pay more attention to the *speed* at which results can be achieved. An Expedience-oriented individual may be perceived to be initiating, outspoken, quick, and bold.

**Process-oriented individuals appear to:**
1. Ask questions
2. Not speak out easily/quickly
3. State moderate opinions
4. Uses systems to accomplish tasks
5. Make a low-key first impression
6. Not display power
7. Let others take initiative
8. Talk and act slowly
9. Talk with pauses
10. Take time to make decisions

**Expedience-oriented individuals appear to:**
1. Make statements
2. Speak out easily and quickly
3. State strong opinions
4. Take charge to accomplish tasks
5. Make a dynamic first impression
6. Display power
7. Initiate
8. Talk and act quickly
9. Talk without pauses
10. Make quick decisions
EMOTIONS DIMENSION

The Emotions Dimension illustrates the degree to which an individual expresses emotions and feelings when relating to others. The Emotions Dimension ranges from Controlled to Responsive behaviors.

- The Emotionally Controlled individual appears to experience but not express his or her feelings and emotions. An Emotionally Controlled individual may be perceived to be serious, reserved, and "hard to read."

- The Emotionally Responsive individual appears to experience and express his or her feelings and emotions. An Emotionally Responsive individual may be perceived to be verbal, expressive, and "easy to read."

**CONTROLLED**

Emotionally Controlled individuals **appear to:**
1. Use minimal facial expressions and gestures
2. Limit communication: use few words
3. Exhibit self-control in social settings
4. Use facts to make decisions
5. Not talk about self; be difficult to get to know
6. Focus attention on accomplishing tasks
7. Not usually express feelings
8. Prefer working alone
9. Be critical of others
10. Make direct comments

**RESPONSIVE**

Emotionally Responsive individuals **appear to:**
1. Use facial expressions and gestures often
2. Communicate openly, be talkative
3. Be outgoing in social settings
4. Use feelings to make decisions
5. Talk about self; be easy to get to know
6. Focus attention on improving relationships
7. Express feelings often and freely
8. Prefer working with others
9. Give praise easily to others
10. Make ambiguous comments
GENERAL DESCRIPTIONS: RANGES OF BEHAVIORS

Below are general descriptions of the four Behavior Styles. These words are not categories or “pigeonholes,” but instead represent ranges of behavior.

<table>
<thead>
<tr>
<th>CONTROLED</th>
<th>Conductor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Analyzer</strong></td>
<td><strong>Conductor</strong></td>
</tr>
<tr>
<td>➢ Makes cautious decisions</td>
<td>➢ Makes quick, bold decisions</td>
</tr>
<tr>
<td>➢ Provides well thought out opinions</td>
<td>➢ States strong opinions</td>
</tr>
<tr>
<td>➢ Asks questions about tasks</td>
<td>➢ Makes statements about tasks</td>
</tr>
<tr>
<td>➢ Withholds emotions</td>
<td>➢ Exhibits limited emotions</td>
</tr>
<tr>
<td>➢ Follows rules</td>
<td>➢ Appears to focus on task over social</td>
</tr>
<tr>
<td>➢ Does things in a step by step manner</td>
<td>➢ States expectations</td>
</tr>
<tr>
<td>➢ Wants facts and data</td>
<td>➢ Wants immediate results</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESULTS</th>
<th>RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Listener</strong></td>
<td><strong>Promoter</strong></td>
</tr>
<tr>
<td>➢ Involves others to make decisions</td>
<td>➢ Makes impulsive decisions</td>
</tr>
<tr>
<td>➢ Provides moderate opinions</td>
<td>➢ States opinions based on emotions</td>
</tr>
<tr>
<td>➢ Asks questions about people</td>
<td>➢ Makes statements to motivate others</td>
</tr>
<tr>
<td>➢ Agrees readily</td>
<td>➢ Expresses emotions easily</td>
</tr>
<tr>
<td>➢ Avoids confrontation</td>
<td>➢ Talks fast</td>
</tr>
<tr>
<td>➢ Is receptive to new ideas</td>
<td>➢ Prefers to work without supervision</td>
</tr>
<tr>
<td>➢ Wants to please others</td>
<td>➢ Wants approval and praise</td>
</tr>
</tbody>
</table>

Although most people tend to use a predominant Style, everyone has access to behavior characteristics from all four Styles. There are many variations. For example, some people use one Style at work and another Style in personal relationships. It is important to remember that a person may change the Style he or she is using depending upon the situation.
BEHAVIOR TENDENCIES

QUESTIONS:
1. How does each Style work with ideas?
2. What does each Style want?
3. What does each Style need?
4. What does each Style expect?
5. How does each Style work?
6. What situations or experiences will produce tension within each Style?
7. What are the blindspots for each Style?

CONTROLLED
Analyzer
- Perfect ideas
- Wants accuracy
- Needs organization
- Expects high standards
- Works carefully and alone
- Tension: Being wrong
- Blindspot: Taking action

Conductor
- Generates ideas
- Wants to be in charge
- Needs action and change
- Expects efficiency and results
- Works fast and alone
- Tension: Losing control
- Blindspot: Listening

RESPONSIVE
Listener
- Fulfills ideas
- Wants appreciation
- Needs security
- Expects harmony
- Works carefully with others
- Tension: Being in confrontation
- Blindspot: Initiating

Promoter
- Promotes ideas
- Wants recognition
- Needs to be liked
- Expects freedom
- Works fast with others
- Tension: Being rejected
- Blindspot: Following systems
## STRENGTHS
(cool stuff people bring to the table)

<table>
<thead>
<tr>
<th>Analyzer</th>
<th>Conductor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytical</td>
<td>Efficient</td>
</tr>
<tr>
<td>Persistent</td>
<td>Decisive</td>
</tr>
<tr>
<td>Self-sacrificing</td>
<td>Fixes &amp; improves things</td>
</tr>
<tr>
<td>Sympathetic &amp; kind</td>
<td>Takes action</td>
</tr>
<tr>
<td>Honest</td>
<td>Brave</td>
</tr>
<tr>
<td>Respectful</td>
<td>Leadership skills – can “air traffic control”</td>
</tr>
<tr>
<td>Easy-going &amp; relaxed</td>
<td>Willing to confront</td>
</tr>
<tr>
<td>Sensitive</td>
<td>Creative</td>
</tr>
<tr>
<td>Good planner</td>
<td>Sees the big picture</td>
</tr>
<tr>
<td>Faithful &amp; loyal</td>
<td>Speaks their mind - honest</td>
</tr>
<tr>
<td>Good under pressure</td>
<td>Resourceful/achieves goals</td>
</tr>
<tr>
<td>Thoughtful</td>
<td>Confident</td>
</tr>
<tr>
<td>Careful &amp; diplomatic</td>
<td>Not easily discouraged</td>
</tr>
<tr>
<td>Competent</td>
<td>Independent</td>
</tr>
<tr>
<td>Peaceful &amp; agreeable</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Listener</th>
<th>Promoter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listens well</td>
<td>Optimistic</td>
</tr>
<tr>
<td>Empathetic &amp; caring</td>
<td>Sociable</td>
</tr>
<tr>
<td>Appreciative of others</td>
<td>Welcoming &amp; inviting</td>
</tr>
<tr>
<td>Warm &amp; friendly</td>
<td>Creative</td>
</tr>
<tr>
<td>Patient</td>
<td>Decides quickly</td>
</tr>
<tr>
<td>Consistent &amp; dependable</td>
<td>Spontaneous</td>
</tr>
<tr>
<td>Peaceful</td>
<td>Inspiring &amp; enthusiastic</td>
</tr>
<tr>
<td>Trustworthy</td>
<td>Fun &amp; entertaining</td>
</tr>
<tr>
<td>Concerned about justice &amp; fairness</td>
<td>Trusting</td>
</tr>
<tr>
<td>Diplomatic</td>
<td>Volunteers – gets involved</td>
</tr>
<tr>
<td>Good mediator</td>
<td>Doesn’t hold grudges</td>
</tr>
<tr>
<td>Inoffensive</td>
<td>Generous</td>
</tr>
<tr>
<td>Careful</td>
<td>Thanks and praises others</td>
</tr>
<tr>
<td>Willing to help</td>
<td>Flexible</td>
</tr>
<tr>
<td>Kind</td>
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**BECOMING MORE FLEXIBLE AND ADAPTIVE**

To situationally, purposefully and temporarily modify my position on one or both dimensions of behavior to create a win-win situation.

**CONTROLLED**

<table>
<thead>
<tr>
<th>Analyzer</th>
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<tbody>
<tr>
<td><strong>To increase emotional responsiveness</strong></td>
<td><strong>To increase process behaviors</strong></td>
</tr>
<tr>
<td><strong>Focus more on Relationship</strong></td>
<td><strong>Focus more on Process</strong></td>
</tr>
<tr>
<td><strong>Focus less on Task</strong></td>
<td><strong>Focus less on Expedience</strong></td>
</tr>
<tr>
<td>1. Admit feelings to yourself</td>
<td>1. Be able to admit being wrong</td>
</tr>
<tr>
<td>2. Express feelings, such as concern, warmth, or happiness</td>
<td>2. Acknowledge and respond to others’ viewpoints</td>
</tr>
<tr>
<td>3. Accept others’ feelings as real</td>
<td>3. Negotiate rather than direct</td>
</tr>
<tr>
<td>4. Take time to socialize</td>
<td>4. Pay attention to details</td>
</tr>
<tr>
<td>5. Practice laughing openly</td>
<td>5. Adapt to the slower time needs of others</td>
</tr>
<tr>
<td>6. When under pressure, avoid taking over or withdrawing</td>
<td>6. Listen more and talk less</td>
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</tbody>
</table>

**RESULTS**

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</table>

**Listener**

**To increase expedience behaviors**

**Focus more on Expedience**

**Focus less on Process**

| 1. Be candid and to the point | 1. Limit close relationships at work |
| 2. Be willing to verbally disagree | 2. Focus more on objectives, less on people needs |
| 3. Delegate more often | 3. Develop restraints |
| 4. Initiate change | 4. Avoid overreacting |
| 5. Learn to deal with conflict more directly | 5. Decrease involvement in the personal lives of others |
| 6. Take stand when appropriate | 6. Delegate more, help less |

**Responsive**

**Promoter**

**To increase control of emotion**

**Focus more on Task**

**Focus less on Relationship**

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<td><strong>S</strong></td>
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</table>
TENSION REACTION BEHAVIOR

Typical reactions to high stress and tension levels:

**CONTROLLED**

**Analyzer**
- Focus on facts over Relationship
- Leave
- Prove they are “right”
- Pull away
- Withhold emotions

**Conductor**
- Get Angry
- Blame
- Dictate
- Take over
- Override emotions

**High level/red zone/major stress:**
- “promoter behavior”
- “listener behavior”

**RESULTS**

**Listener**
- Wait too long to act
- Tell others
- Avoid
- Give in (but with a price)
- Worry

**Promoter**
- Verbal attack
- Talk about everything
- Cry
- “Dump it” and forget it
- Overreact emotionally

**High level/red zone/major stress:**
- “promoter behavior”
- “listener behavior”

**RESULTS**

**Responsive**

**Promoter**
- Verbal attack
- Talk about everything
- Cry
- “Dump it” and forget it
- Overreact emotionally

**Listener**
- Wait too long to act
- Tell others
- Avoid
- Give in (but with a price)
- Worry

**Responsive**
- Shut down/override emotions/walk away
COMPOSITE PROFILE ON BEHAVIOR STYLES

CONDUCTOR
Car: Black Mercedes, 650 horsepower, steel belt radials, and a 60 lb. Air horn
Pet: 150 lb. Doberman with a license to kill
House: 8,000 square foot, neo-middle ages castle located on a hilltop
Hobby: Heading up a motorcycle gang
Recreation: Winning

ANALYZER
Car: Audi or Volvo, 453 horsepower, poly glass tires and computerized everything, equipped with a full set of design specs and testing data
Pet: Standard poodle with papers
House: 1980.27 square foot 19th century modern designed by Frank Lloyd Wright located on a flat spot half way up the hill next to the library
Hobby: Correcting the Encyclopedia Britannica
Recreation: Counting bulls in a Merrill Lynch commercial

LISTENER
Car: Station wagon or mini van, white or beige, with factory recommended tires, no horn, 140 horsepower and dual smog devices
Pet: Cocker spaniel–pot trained, fetches other people’s papers for them
House: 1,350 sq. ft., white picket fence, coffee bar, wine rack, hobby room
Hobby: Collecting pictures of friends for a scrap book, working on committees for a class reunion
Recreation: Whatever everyone else wants to do

PROMOTER
Car: Sports car with straight pipes, fog lights, custom paint, 16 speaker sounds system, TV, wet bar, and water bed
Pet: Saint Bernard with poodle cut
House: 18,000 sq. ft. glass early Disney world design with Whoopee cushion chairs
Hobby: Jumping up and down, screaming and hugging the host on The Price is Right
Recreation: Running up to people and yelling "booga, booga," then checking to make sure they still like you
CAPSULE: **THE ANALYZER STYLE**

Characteristics

- Tends to need time to make decisions.
- Likes to avoid personal confrontations.
- Wants detailed explanations.
- Responds to technical expertise in analyzing problems.
- Requires precision and accuracy.
- Looks for long-term benefits and stability.

Expectations of Others

- To be specific and thorough.
- To be an expert in your field.
- To be thorough, precise, and use accurate facts in your personal work.

The Analyzer Style Tends to Respond to:

- Punctuality, precision, and accuracy.
- Detailed and precise explanations of questions.
- A written analysis with documented evidence supported by principles and logic.

In Making Decisions the Analyzer Style Will:

- Need to see evidence and expertise.
- Require a significant amount of time to make decisions.
- Expect accurate answers to questions; will accept a delay for the sake of precision.
- Want to know why this action will work in their situation.
- Want details and documentation.
- Dislike emotional appeals.
- Prefer a direct but low-pressure request for action, only after they are finished.
Analyzer-Analyzer  The Analyzer-Analyzer is most competent at doing things the right way. They establish very high performance and behavior standards for themselves and others. Their ability to pay attention to detail is a strength. Often, after listening to hours of dialogue, they can itemize the three important points that were made. One of their significant contributions, though not always perceived this way by others, is maintaining quality control. They tend to be precise and systematic and follow standard procedures in both work and personal life. Sometimes, while in search of facts and details, they lose sight of the purpose, or “big picture”. Dealing with rapid change or making decisions without enough time or facts is difficult and causes tension.

Because of the need to do things perfectly, they tend to react defensively to criticism. When they provide information or answers to questions, you can be sure that it will be accurate.

Analyzer-Analyzer could improve their effectiveness by learning to perceive shades of gray, rather than “either-or” and “black-and-white” thinking. Setting realistic standards for self and others, and communicating expectations to others, will help reduce tensions. Remember, nobody is perfect.

Analyzer-Listener  The Analyzer-Listener works best in a peaceful and harmonious environment. Dissension, confrontation, or an aggressive and demanding Conductor disrupts their ability to perform. They are capable of collecting and analyzing factual data and presenting their position in a logical way. If things aren’t going well, however, they tend to worry both at work and at home. Analyzer-Listeners like to work with one or two others, preferably people who think and operate in the same manner. They would prefer to avoid large groups and tend not to speak out in meetings. Making the “right” decision is important, even to the point of not being able to make a decision. Analysis to paralysis is not uncommon, accompanied by worry about whether it is the right one. They tend to maintain a high level of emotional control and perceive emotional people as having little credibility.

Analyzer-Listener could improve their effectiveness by taking action more quickly, and by learning how to control worry. Expressing feelings helps to build trust. Sharing their wealth of information and knowledge results in the development of respect.

Analyzer-Conductor  The Analyzer-Conductor tends to prefer working alone. They develop a high level of technical expertise. When given a project, sufficient time for completion, and the appropriate resources, the outcome will usually be quite successful. However, if there are changes in the timeline, they are required to work on several projects at the same time, or there are too many people involved, the pressure can be overwhelming. The scientific method of problem solving and decision making is a major part of their style.

Because they separate emotion from task, even in personal relationships, they are often perceived as cold, aloof, and even arrogant. They are often critical of themselves as well as others, and are usually rather blunt with their comments. One of their significant strengths is their response to the challenge of the unknown. Though they will generally use traditional procedures, they can be dogmatic in arriving at why things work, how to make them work, the “right” way things should be done, etc. Analyzer-Conductors tend not to allow others to get close to them. They also perceive group meetings as a waste of time. Thus, they usually find reasons for avoiding them.

Analyzer-Conductors could improve their effectiveness by accepting emotions as natural, both in themselves and in others, and by learning to express feelings, learning to perceive when tradition and history do not apply, and by experimenting with new ideas and techniques instead. To err is not to fail. Sometimes do something just for fun.

Analyzer-Promoter  The Analyzer-Promoter tends to develop both specialized technical skill and the ability to deal with people. They establish high performance expectations in themselves and others, and verbalize these often. They may be perceived as having an attitude of superiority about their way of doing things. Because they develop a high level of expertise in their area, they often attempt to do everything by themselves rather than delegate to others. Quality control and meeting high expectations are important. If others don’t meet the standards, the Analyzer-Promoter will verbalize their disappointment and will point out specifically what was not done well. Self-discipline is a significant strength, as is their ability to apply technical skill with people involvement.

Analyzer-Promoters could improve their effectiveness by letting go after delegating. If expectations are not met, coaching others works better than criticizing. In addition, it is more motivating to others if the Analyzer-Promoter expresses appreciation or praise for accomplishments, rather than stating how things could have been done better.
CAPSULE: THE PROMOTER STYLE

Characteristics

- Tends to respond quickly.
- Likes incentives and will take risks for them.
- Wants personal attention and to make a good impression.
- Responds to recommendations of important people.
- Tends to not check details.
- Dreams and uses intuition.

Expectations of Others

- To be open, friendly, and enthusiastic.
- To know who you are, what you think, who you know, and who your clients are.
- To recognize and approve of their ideas, opinions, and beliefs.
- To know that action will take place immediately.

The Promoter Style Tends to Respond to:

- A personal call.
- Your taking time to know them.
- Positive ideas and responses.
- Personal recognition.

In Making Decisions the Promoter Style Will:

- Need to make their own decisions.
- Like personal credit for their ideas.
- Want to know the opinions of people they perceive as important or successful.
- Appreciate that you work out the details and provide a written summary.
- Tend to respond to immediate benefits.
- Expect immediate action.
- Tend to be indecisive when offered too many options.
- Appreciate an informal letter or phone after business is completed.
**Promoter-Promoter** The Promoter-Promoter truly enjoys working with and being with other people. Ideally, they would like to surround themselves with enthusiastic people who support each other, share ideas, and promote each other’s projects. Freedom from control and supervision is a goal, and planning or detail work often results in boredom. They are verbally articulate and can stimulate groups of people into action. Others often perceive them as overly dramatic, as they express their emotions and feelings freely. They are motivated by approval, praise, and popularity. In a group they may dominate verbally, and when assigned a task, may forget to follow through. Tending to trust others easily, they are often hurt when they feel that their trust has been violated. They gain insight and use intuition when they are able to talk things out. People who are highly controlled emotionally cause tension for the Promoter-Promoter. If they don’t know how others “feel” about things, Promoters have a difficult time communicating. Highly controlled people often perceive the Promoter-Promoter as overly expressive and inconsistent.

Promoter-Promoters could improve their effectiveness through greater emotional control and verbalizing less. Under pressure they tend to become careless or disorganized. This can be avoided through developing the ability to plan ahead and the self-discipline to follow through, especially with commitments.

**Promoter-Conductor** Promoter-Conductors use poise, confidence, enthusiasm and optimism in working with people. Objectives are accomplished through people. They are especially motivated by challenges, particularly things that haven’t been done before. Promoter-Conductors are warm, friendly and open, even in new relationships. Their significant strengths include selling ideas and delegating responsibilities. Because they have the ability to gain the confidence of others, they often obtain positions of responsibility, sometimes beyond their level of knowledge and experience. Working alone at one situation, and performing routine or repetitious tasks can create unbearable tension. They tend to be impulsive decision makers, and often oversell through optimism and enthusiasm. Looking good is more important than being organized and paying attention to details. This is a change agent style, and making change or adapting to change is accomplished with ease.

Promoter-Conductors could improve their effectiveness by learning to collect and analyze data prior to taking action. Developing a better understanding and tolerance of those who are slow to change will increase the Promoter-Conductor’s ability to influence. Unrealistic optimism can be a significant weakness.

**Promoter-Listener** Promoter-Listeners show caring and empathy for people. They see the good in everyone, and spend considerable time developing close relationships and helping others solve problems. Keeping people happy and satisfied is a means for them to accomplish goals. Sometimes the people become more important than the task. They want to be liked personally, and have a difficult time working with someone who is cold and shows no interest in them as a person. They tend to be loyal, dependable, and excellent team members. During times of rapid change or crisis, they are often the stabilizers. When there is conflict, the Promoter-Listener will tend to talk around things and not get to the point. For fear of hurting others’ feelings, they may take too long before taking action. Sometimes they worry too much about what others think before making a decision.

Promoter-Listeners could improve their effectiveness by learning to communicate directly to the point when dealing with conflict, making demands, or disciplining. More concentration on task and less on people problems would help in meeting timelines and objectives. Less concern about whether or not they are liked by others could relieve some tension.

**Promoter-Analyzer** Promoter-Analyzers take factual information and sell ideas convincingly. They are competitive, and accomplish goals through people. Maintaining high standards of personal performance is important, and they can be caustic with someone whose performance is below those standards. They tend to be direct, but also considerate. One of their significant strengths is the ability to develop a detailed plan and then involve others in implementation, decision-making, and problem solving. They are motivated by a drive to win, but sometimes overuse authority and power. They often work with great intensity and occasionally push others beyond their limits. Approval, praise, and applause for accomplishments are important rewards, as are status and position. They sometimes get caught up in dealing with people and lose sight of the task.

Promoter-Analyzers could improve their effectiveness by being gentler when criticizing and by providing constructive options. Their self-criticism is often based upon unrealistic expectations, and can be a source of serious tension. Everything is not “win or lose”.
CAPSULE: **THE CONDUCTOR STYLE**

**Characteristics**

- Tends to be decisive.
- Likes options and knowing the results of each.
- Wants concise, documented evidence of your competency, qualifications and track record.
- Responds to things that get results.
- Doesn’t listen well to things not directly related to the issue at hand.
- Needs to have control.

**Expectations of Others**

- To be on time, businesslike and to the point.
- To provide support for their ideas, objectives, and conclusions.
- To be competent and efficient.

**The conductor Style Tends to Respond to:**

- Your competence and track record.
- Your effectiveness in getting the job done.
- Adaptability to changes.

**In Making Decisions the Conductor Style Will:**

- Need to perceive immediate results.
- Want to remain in control.
- Want options and the potential benefits of each option.
- Expect documented evidence.
- Negotiate.
- Prefer an answer now, not later.
- Expect you to be on time, and to make efficient use of time.
- Want support for their ideas, opinions and conclusions.
- Expect specific information for their review.
- Prefer a one-page summary, with supporting material attached.
**Conductor-Conductor** Conductor-Conductors tend to have high expectations of themselves and others. However, they may not communicate them to others. They tend to be strong individuals who continuously seek new challenges. They need to be in charge. Individuals of this style tend to be forceful and directive, and are also capable of manipulating or controlling both people and situations. They are oriented toward action, and tend to become impatient and sometimes belligerent with those they perceive as reluctant or slow. Their strengths include making decisions and solving problems, but they tend not to involve or listen to others. They would rather do everything themselves; others take too long. Maintaining high emotional control, they are often perceived as cold, unfelling and intimidating. Yet, one of the greatest strengths of the Conductor-Conductor is the ability to break barriers and overcome obstacles.

Conductor-Conductors could improve their effectiveness by developing empathy and patience with others, and by developing the ability to work effectively with a team. Setting things aside and listening to others strengthens relationships. Take the time to let others know the “whys” and “hows”, rather than simply telling them the “whats”. This will result in greater communication on the part of other people.

**Conductor-Promoter** Conductor-Promoters are perceived as self-confident, independent, and forceful people. They are often change agents, but will work with people to accomplish change. However, when under pressure, they will tend to forget the people and demand, direct, or dictate. Individuals of this style tend to be highly competitive and seek challenges and unique assignments. They have the ability to work effectively both alone and with others. They are excellent team players as long as the team is “winning”. Conductor-Promoters will avoid detail and routine, and become frustrated with constraints and controlling supervision. “Give me the task and let me run with it.” Being verbal and direct, they may cause tension in others. They are able to see the “big picture” quickly and express it, but will become irritated and impatient with those who don’t see it.

Conductor-Promoters could become more effective by taking the time to explain things more clearly, delegating and letting go, and by showing more concern for others. Developing humility strengthens relationships. Having understanding and patience with those who don’t act quickly, who speak slowly, and who need detailed explanations prior to making decisions will bring out the best in people.

**Conductor-Listener** Conductor-Listeners tend to be industrious, internally motivated people. Their goal is high personal achievement, sometimes at the expense of the team goal. Their intensity in striving for accomplishment is a significant strength, but they often worry about not having accomplished enough. Delegation may be difficult, as they prefer to do it themselves so that it is done right. Conductor-Listeners accept accountability for their work and actions, and hold others accountable as well. They will “tell it like it is”. They are able to work well in a team, but like to be in charge. When credit or recognition is due, they want it. They are also willing to give recognition to others.

Conductor-Listeners would improve their effectiveness by taking the time to enjoy the satisfaction of their accomplishments, by not perceiving every task as a personal obligation, and by delegating and letting go. Develop the ability to listen and to involve others early on. Don’t wait too long to let others know your intentions.

**Conductor-Analyzer** Conductor-Analyzers tend toward accomplishment to perfection. This is both a strength, because of the personal drive, and a weakness, because perfection is rarely achieved. They tend to be full of ideas as to how to accomplish a task or solve a problem. They they will analyze and criticize each idea, coming up with all the reasons the idea won’t work. These conflicts are often internal. Once they have made up their mind, though, it is unlikely that it can be changed. They are often innovative in their thinking and generate ideas and solutions that are unique to the situation. The Conductor-Analyzer tends to be sensitive, yet often has difficulty expressing feelings or emotions.

Conductor-Analyzers could improve their effectiveness by developing the ability to communicate more openly, accept others in a team situation, and by being less critical of self and others. No idea is perfect, and no plan is without flaws. Let people experiment and try new things. Learn to give praise with ease.
CAPSULE: THE LISTENER STYLE

Characteristics

- Tends to need agreement of others before deciding.
- Likes support.
- Wants conflict-free decisions and implementation.
- Responds to dependability and reliability.
- Requires assurances and guarantees.
- Prefers a low-key, low-pressure relationship.

Expectations of Others

- To do what you say you will do.
- To provide support and an ongoing relationship.
- To give patient and thorough explanations

The Listener Style Tends to Respond to:

- Trust and dependability.
- Someone who takes the time to know them, their specific situation and their personal concerns.
- Personal assurances and guarantees, especially in writing if trust has been violated.

In Making Decisions the Listener Style Will:

- Need to know that you are trustworthy.
- Want to be comfortable with you personally.
- Expect you to understand his or her personal situation.
- Not want to feel pressured or threatened.
- Want assurances that this decision is the best available to solve the problem, now and in the future.
- Want to have assurances in writing if trust has been violated.
- Prefer a low-pressure, indirect request for action.
- Want personal involvement in follow-up.
- Be inclined to seek advice from others before deciding.
- Want options for a way out should things go wrong.
Listener-Listener  Listener-Listeners tend to be characterized by loyalty, dependability, and service to others.  Because they have a high level of concern for others, they are supportive listeners and good friends. They are always willing to help, and as a result, often spend their own time doing things for others. In making decisions, their concern is about what others will think: do others agree? Listener-Listeners are not necessarily organized personally, but have the ability to develop cohesiveness in others, especially one-on-one or in small groups. They like things to be predictable and stable, and value security. One of their significant strengths is the ability to take a task from beginning to completion, sometimes with stubborn tenacity. They enjoy pleasing others, and are motivated by honest appreciation. Because rapid change or personal conflict creates tension for them, they may worry too much and find it difficult to make decisions or initiate action.

Listener-Listeners could improve their effectiveness by taking more time for themselves rather than looking for ways of helping others. They need to develop the ability to increase their assertiveness when there is conflict or when there are decisions to be made. Less stress is experienced when one can let go of the wrongs that have been done.

Listener-Analyzer  Listener-Analyzers are characterized by a systematic approach and determined follow-through. Paying attention to details and the “right way” of doing things is important. They tend to develop one or two close relationships, and are less interested in the welfare of the whole group. They are often perceived as unemotional, logical, and determined in accomplishing their goals. Because of a high level of sensitivity, often not expressed, the Listener-Analyzer tends to take things personally and internalize conflict. If offended, they never forget. Because others tend to “screw things up”, they prefer working alone, but will also work well with one or two others whom they trust. They are objective and thorough in their work, and can always be counted on, even when things are difficult.

Listener-Analyzers could improve their effectiveness through learning about accepting the styles of others. Not everyone is as efficient as you are. They also need to develop the ability to adapt more easily to changes in the environment and to the needs of others. Showing more enthusiasm and emotion would help others to more easily relate with you.

Listener-Conductor  Listener-Conductors use their ability to develop strong personal relationships as a means to motivate others and accomplish tasks. If that fails, or if under pressure, they can become very demanding, directive, and task-oriented. This sometimes puts a strain on relationships, as it is difficult for others to see the reason for the change in behavior. This is especially true when the friendly, warm, and personal Listener-Conductor seems to suddenly become sullen, demanding, and blunt. One of the significant strengths of this style is their ability to work with a team, develop cohesiveness, and see a task through to completion. They have no reluctance in giving others credit and appreciation when it is due. Occasionally they experience internal conflict when they perceive a need to make a decision or to take action, but don’t want to hurt anyone’s feelings. Their need to be a friend and help sometimes gets in the way of good judgment.

Listener-Conductors could improve their effectiveness by delegating and letting go, holding others accountable earlier, and by communicating immediately the source of tension and the need for decisiveness and action—“You may not like it, but I’m doing this now because…”

Listener-Promoter  Listener-Promoters are characterized by warmth, affection, understanding and friendship. They tend to be loyal to relationships and to the organization, sometimes to a fault. Though relationships are of primary importance, they are also concerned about accomplishing the task. Their perception of their value is often whether or not others “like me”. They tend to be excellent team players, but are affected by conflict, dissension, and hostility. Listener-Promoters may spend considerable time worrying about both relationships and getting things done, and often carry the burdens home. They find warmth and appreciation motivating, but their kindness to others is often perceived by Conductors and Analyzers as weakness. One of their significant strengths is the ability to develop harmony with a task orientation.

Listener-Promoters could improve their effectiveness by taking a stand more often (rather than, “whatever you decide is okay with me”), by learning to say “no”, and by not accepting the burdens of others. They may also need to develop a perception of their strengths and capabilities rather than affirming perceived weaknesses.
### Quick View Behavior Styles Chart

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confident, decisive, direct, efficient, courageous, practical, independent, resourceful, take-charge, creative, likes to fix things</td>
<td>Animated, enthusiastic, friendly, optimistic, persuasive, fun, spontaneous, willing, stimulating, trusting, untried, sociable, warm</td>
<td>Amicable, calm, good listener, considerate, cooperative, deliberate, dependable, genuine, modest, supportive, fair and just, kind, reliable</td>
<td>Accurate, analytical, careful, composed, conscientious, sensitive, observant, perceptive, persistent, precise, loyal, diplomatic, competent</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Limitations</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blunt, domineering, impatient, inattentive to details, appears angry, intimidating</td>
<td>Disorganized, emotional, talks too often/much, insecure, unstructured, overly expedient</td>
<td>Uncertain, avoids conflict, fear of speaking their mind, overly-agreeable, oversensitive</td>
<td>Aloof, overcautious, critical, judgmental, perfectionist, takes too long to act/decide</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Drivers</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>Interaction</td>
<td>Trust</td>
<td>Information/data</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Needs</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>High need for control</td>
<td>High need to verbalize ideas</td>
<td>High need to accommodate</td>
<td>High need to follow the rules</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Motivators</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achievement</td>
<td>Positive communication</td>
<td>Time</td>
<td>Facts/details</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Don't give them:</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct orders</td>
<td>Rejection/lack of rapport</td>
<td>Sudden change</td>
<td>Quick action without enough information</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>When stressed</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anger and control</td>
<td>Verbosity and fast action</td>
<td>Compliance and quiet</td>
<td>Details and caution</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fear</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be taken advantage of</td>
<td>Social rejection</td>
<td>Loss of security</td>
<td>Criticism of work</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Value to Team</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Getting results</td>
<td>Promoting ideas</td>
<td>Implementing the plan</td>
<td>Connecting the plan</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quick &amp; blunt</td>
<td>Empathetic &amp; optimistic</td>
<td>Calm &amp; methodical</td>
<td>Logical &amp; detailed</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quick to adapt if in control</td>
<td>Appreciates having choices</td>
<td>Prefers to slow things down</td>
<td>Need lots of factual information</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conflict</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fight</td>
<td>Flight</td>
<td>Tolerate</td>
<td>Avoid</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Selling</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>New and unique</td>
<td>Flashy and showy</td>
<td>Traditional</td>
<td>Proven products</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Networking Description</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>You have a powerful aura wherever you go.</td>
<td>Heaven is a roomful of people and an invitation.</td>
<td>You are the best listener.</td>
<td>Small talk is not on your agenda</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Team Culture</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direction</td>
<td>Communication</td>
<td>Stability</td>
<td>Productivity</td>
<td></td>
</tr>
<tr>
<td>Driven, goal-oriented, move fast, quick decisions, directed</td>
<td>Creative problem-solving, positive relationships, participatory, communication</td>
<td>Reliability, take times to get it right, avoid change, stay connected relationally, fair</td>
<td>Focus on procedure, quality, pragmatic approach, traditional, careful</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mantra</th>
<th>Conductor</th>
<th>Promoter</th>
<th>Listener</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Just do it!</td>
<td>It’s about the people!</td>
<td>Tell me more!</td>
<td>Give me the facts!</td>
<td></td>
</tr>
</tbody>
</table>