
STYLE MANAGEMENT SKILLS: Appealing to Other's Strengths

"Hot tips" for relating to someone who is... **ACCOMMODATING / HARMONIZING**

PACE AND APPROACH:

1. First be friendly, informal and socialize, THEN work on business/concern/task.
2. Connect on personal level with social overtures (e.g. food, chat, touch, walk, "niceness").
3. Use humorous appeals (e.g. refer to foibles, not flaws).
4. Give encouragement, support.
5. Offer a proactive, benevolent Achieving/Directing posture.

DATA NEEDED:

1. Let person know you are pleased.
2. Show how person fits in or belongs.
3. Reassure person that s/he is like by you and others.

PROCESS:

1. Be clear in stating that you want to hear the person's opinions/preferences even though they may be different from yours.
2. Be willing to try for a compromise.
3. Invite preferences and initiate choices.

MISCELLANEOUS TIPS:

1. Allow 'face-saving' options.
2. Provide opportunity for person to be appreciated and recognized for efforts or accomplishments.
3. Help person to see how failure can be avoided.
4. Assist or allow the person to get/feel the "lay of the land".

"Hot tips" for relating to someone who is...

ANALYZING / PRESERVING

PACE AND APPROACH:

1. Ritually wants time. Approach in two stages: a) mention topic and give information; b) give time to get away and think. If pressed for immediate decision, this style will respond "no".
2. Give time to absorb information, to reflect on situation, and opportunity to be analytical.
3. Allow for cool-off time.
4. You will need to initiate approach with this style.

DATA NEEDED:

1. Provide details, facts, specific data, policies, procedures.
2. Tie new ideas/proposals to existing and/or to historical setting..
3. Get some additional facts or sources the person will trust.
4. Predictability is important. Don't expect changes in plans to be accepted quickly and easily. Plan calendar in advance together.

PROCESS:

1. Be calm and unemotional, lower tension, minimize emotionality of interaction.
2. Be willing to take/offer to do some work aspect (e.g. data gathering).

MISCELLANEOUS TIPS:

1. Discuss criteria desired to evaluate problem.
2. Be prepared. Do your best to be task-oriented.
3. Describe how the goal/task can be accomplished, step by step reducing the risk of failure.

It is believed that person who have a high Analyzing/Preserving perspective are the most misunderstood of the four Styles, and as a result may be "abused" by U.S. societal expectations and relationships. (e.g. slow "warmer-uppers")

"Hot tips" for relating to someone who is... **ACHIEVING / DIRECTING**

PACE AND APPROACH:

1. Respond quickly (at least acknowledge urgency, even if you cannot solve the problem yet. Speak as briefly and succinctly as possible.
2. Hear person out; skilled paraphrasing may be the only way to slow and calm an Achieving/Directing person.
3. Reflect understanding (let person know you understand his/her purpose – what she/he is trying to accomplish).
4. Move toward the person.
5. Even if the person looks like they have everything under control, competent, go ahead and offer assistance.

DATA NEEDED:

1. Offer solutions; don't bring up new problems.
2. Suggest alternatives or options, or provide some alternative to view problem.
3. Clarify your own limitations.
4. State your purpose.
5. State which decisions have been made already, which are still open for discussion.
6. State that you are doing the best you can.

PROCESS:

1. Speak clearly and firmly. Assert yourself.
2. Respect the person's competence.
3. Clarify urgency of items (e.g. a point scale: "On a scale of 1 to 10, how urgent is this?")

MISCELLANEOUS TIPS:

1. Recognize person's skills or competencies.
2. Appreciate person's initiative; be task-oriented.
3. Take courage from the knowledge that the Achieving/Directing person's greatest fear is overwhelming and alienating the person about whom he/she cares.

"Hot tips" for relating to someone who is... ***AFFILIATING / PERFECTING***

PACE AND APPROACH:

1. You will likely have to approach first.
2. Be accessible, willing to collaborate, spend additional time.
3. Provide support, encouragement, reassurance.
4. Appeal to ideals, principles, excellence. person's sense of fairness.

DATA NEEDED:

1. Acknowledge value of intent, even if consequences weren't as desired.
2. Affirm person's worth.
3. Offer concrete and specific assistance.
4. Reassure person about the relationship; Affiliating/Perfecting person wants to know there is still an "us" and that the relationship is on solid footing.
5. Hear the person out completely (despite accusations, complaints, moral indignation. Paraphrase everything. Person needs to feel heard and understood in order to calm down. Affiliating/Perfecting people tend to come 180 degrees and see other's point of view after being thoroughly heart themselves (because that's fair).
6. Acknowledge your part in the problem. (Don't be defensive or Affiliating/Perfecting will be off again!) Offer your confession – the Affiliating/Perfecting person will come around to offering his/hers because that's fair.
7. Affiliating/Perfecting persons may seem to be going in circles. Wait and keep listening actively. Don't push or defend. She/he will get clear as he/she talks it through out loud. It is the talking through out loud that helps the confusion reduction process.

PROCESS:

1. Keep repeating that you care, you want to help (be prepared for rejection at first since he/she will likely pull away). Be prepared for her/him to declare that it is 100% the other person's fault. Hold out for the second round.
2. Be team-oriented, encourage mutual goal setting.
3. Don't prod for late responses; don't nag.

MISCELLANEOUS TIPS:

1. Suggest some way the person can "make up" or atone.