

Communication Styles: A Self-Assessment Exercise

(Based on the work of P Case "Teaching for the Cross-Cultural Mind"
Washington, DC, SIETAR, 1981)

Instructions: Please select from each pair of attributes the one which is most typical of your personality. No pair is an either-or proposal. Make your choice as spontaneously as possible. There is no wrong answer.

- | | |
|---|---|
| 1. I like action. | 19. I think I am good at reading people. |
| 2. I deal with problems in a systematic way. | 20. I like creative problem solving. |
| 3. I believe that teams are more effective than individuals. | 21. I extrapolate and project all the time. |
| 4. I enjoy innovation very much. | 22. I am sensitive to others' needs. |
| 5. I am more interested in the future than in the past. | 23. Planning is the key to success. |
| 6. I enjoy working with people. | 24. I become impatient with long deliberations. |
| 7. I like to attend well-organized group meetings. | 25. I am cool under pressure. |
| 8. Deadlines are important for me. | 26. I value experience very much. |
| 9. I cannot stand procrastination. | 27. I listen to people. |
| 10. I believe that new ideas have to be tested before being used. | 28. People say that I am a fast thinker. |
| 11. I enjoy the stimulation of interaction with others. | 29. Cooperation is a key word for me. |
| 12. I am always looking for new possibilities. | 30. I use logical methods to test alternatives. |
| 13. I want to set up my own objectives. | 31. I like to handle several projects at the same time. |
| 14. When I start something, I go through until the end. | 32. I always question myself. |
| 15. I basically try to understand other people's emotions. | 33. I learn by doing. |
| 16. I do challenge people around me. | 34. I believe that my head rules my heart. |
| 17. I look forward to receiving feedback on my performance. | 35. I can predict how others may react to a certain action. |
| 18. I find the step-by-step approach very effective. | 36. I do not like details. |

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37. Analysis should always precede action.
38. I am able to assess the climate of a group.
39. I have a tendency to start things and not finish them up.
40. I perceive myself as decisive.
41. I search for challenging tasks.
42. I rely on observation and data.
43. I can express my feelings openly.
44. I like to design new projects.
45. I enjoy reading very much.
46. I perceive myself as a facilitator.
47. I like to focus on one issue at a time.
48. I like to achieve.
49. I enjoy learning about others.
50. I like variety.
51. Facts speak for themselves.
52. I use my imagination as much as possible.
53. I am impatient with long, slow assignments.
54. My mind never stops working.
55. Key decisions have to be made in a cautious way.
56. I strongly believe that people need each other to get work done.
57. I usually make decisions without thinking too much.
58. Emotions create problems.
59. I like to be liked by others.
60. I can put two and two together very quickly.
61. I try out my new ideas on people.
62. I believe in the scientific approach.
63. I like to get things done.
64. Good relationships are essential.
65. I am impulsive.
66. I accept differences in people.
67. Communicating with people is an end in itself.
68. I like to be intellectually stimulated.
69. I like to organize.
70. I usually jump from one task to another.
71. Talking and working with people is a creative art.
72. Self-actualization is a key word for me.
73. I enjoy playing with ideas.
74. I dislike wasting my time.
75. I enjoy doing what I am good at.
76. I learn by interacting with others.
77. I find abstractions interesting and enjoyable.
78. I am patient with details.
79. I like brief, to the point statements.
80. I feel confident in myself.

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Scoring Sheet for the Communication Styles Assessment

Instructions: Circle the items you have selected and add up the totals for each **style** (one point per answer). The maximum is 20 per **style** and your total for the four styles should be 40.

Style Circle your answer here Total Score

(max. 20)

Style 1

1 - 8 - 9 - 13 - 17 - 24 - 26 - 31 - 33 - 40 - 41 - _____

48 - 50 - 53 - 57 - 63 - 65 - 70 - 74 - 79

Style 2

2 - 7 - 10 - 14 - 18 - 23 - 25 - 30 - 34 - 37 - 42 - _____

47 - 51 - 55 - 58 - 62 - 66 - 69 - 75 - 78

Style 3

3 - 6 - 11 - 15 - 19 - 22 - 27 - 29 - 35 - 38 - 43 - _____

46 - 49 - 56 - 59 - 64 - 67 - 71 - 76 - 80

Style 4

4 - 5 - 12 - 16 - 20 - 21 - 28 - 32 - 36 - 39 - 44 - _____

45 - 52 - 54 - 60 - 61 - 68 - 72 - 73 - 77

Communication Styles Described

We can think about the four styles in quadrants that use focus and pace as key indicators. Associators and Innovators are primarily concerned with relationships. For Associators, it's mostly relationships of people whereas Innovators are thinking of relationships of ideas and then how they relate to people. Systemizers and Energizers are looking at results—data results and then deliverable or end results.

Style 1: Energizer: Direct/Fast-Paced, Results Oriented

1. **Characteristics:** Pragmatic, Direct, Impatient, Decisive, Quick, Energetic
2. **Discussion Topics:** Results, Objectives, Performance, Efficiency, Progress, Decisions, Responsibility, Feedback, Achievements
3. **Priorities:** Action, Accomplishment
4. **Time:** Right now

Skills: Highly productive, energetic, enthusiastic, good at making decisions

May come across as: Impatient, insensitive, miss details

Communicating with an Energizer

- Brevity is key, talk in bullet points
- Focus on results first
- Emphasize practicality of idea
- Make direct eye contact and be confident
- Use visual Aids
- Walk and talk

Style 2: Systemizer: Indirect/Slow Paced, Results Oriented

1. **Characteristics:** Logical, Analytical, Organized, Systematic, Factual, Cautious
2. **Discussion Topics:** Facts, Procedures, Planning, Organizing, Controlling, Testing, Trying things out, Analysis, Observations, Proof, Details
3. **Priorities:** Facts, Order, Details
4. **Time:** Past, Present, and Future

Skills: Organize information well, less prone to mistakes

May come across as: Picky, aloof, critical

Communicating with a Systemizer

- Focus on facts and data
- Provide proof and methodology to back up proposal
- Keep discussion/proposal in logical order (background, current situation, results)
- Provide written documentation
- Do not rush

Communication Styles Described

Style 3: Associator: Indirect/Slow Paced, Relationship Oriented

1. **Characteristics:** Friendly, Warm, Empathetic, Emotional, Perceptive, Sensitive, Spontaneous
2. **Discussion Topics:** People Needs, Motivation, Teamwork, Communication, Feelings, Self-Development, Awareness, Relationships
3. **Priorities:** Relationships, People
4. **Time:** Past

Skills: Perceptive, friendly, team players

May come across as: Unassertive, emotional, slow

Communicating with an Associator

- Allow for personal talk, build rapport
- Connect results to relationships and people
- Seek their opinions/ideas
- Discuss past results and successes

Style 4: Innovator: Direct/Fast Paced, Relationship oriented

1. **Characteristics:** Charismatic, Creative, Difficult to Understand, Full of Ideas, Provocative
2. **Discussion Topics:** Concepts, Innovation, New Ways, New Methods, Improvement, New Ideas, Opportunities, Possibilities, Big Picture, Potential
3. **Priorities:** Relationships, People
4. **Time:** Future

Skills: Visionary, Creative, See big picture

May come across as: Difficult to understand, unrealistic, unproductive

Communicating with an Innovator

- Allow time for brainstorming
- Talk about big picture and what idea could mean
- Stress uniqueness of an idea or topic
- Follow up meeting with brief to-do list