Behavior and Communication Styles Assessment
Overview

Developing the ability to work effectively with each other, advisors and volunteers, the professional staff, others in our lives outside of Alpha Sigma Alpha that influence your life’s journey is one of the most critical skill and ability you can develop. Successful relationships are key to personal satisfaction and “getting energy where you give energy” in your life. Self-awareness is the key.

Self-awareness enables you to impact others in an intentional way and reduces negative emotional responses that move interpersonal exchanges from collaborative to competing in a conflict sense. Awareness of your and others’ interpersonal communication styles increases knowledge about natural strengths, preferences, blind spots, and patterns which enable or inhibit proactive collaboration and facilitation.

This knowledge will provide you with more options for creating effective relationships and interpersonal effectiveness. By participating in the assessment you will better position yourself to:

• Understand your natural Interpersonal Communication Style and how you relate to others

• Identify the natural Interpersonal Communication Style of others, so you can better meet their needs

• Understand what gives you energy (boosts) and what takes your energy (drains) in your time dedicated to Alpha Sigma Alpha and interpersonal relationship communications

• Choose your behavior and understand when you need to “dig deep and pay more attention” in interpersonal exchanges to enable collaboration and achieve mutual understanding and satisfaction
**The Results Dimension**

There are two dimensions of observable behavior: Results and Emotions. These two dimensions function independently of one another, which is why they can be observed separately. Together, they determine an individual’s Behavior Style. These dimensions are measured on a continuum or range.

The Results Dimension clarifies how an individual goes about accomplishing a task or achieving a result. This Dimension ranges from Process-oriented to Expedience-oriented behaviors.

- Process-oriented individuals tend to pay more attention to how results can be achieved. Accordingly, they may be perceived to be deliberate, systematic, and moderate.

- Expedience-oriented individuals tend to pay more attention to the speed at which results can be achieved. Accordingly, they may be perceived to be initiating, outspoken and bold.

### Process-oriented behaviors:

1. Speaks slowly, after thinking  
2. Asks more than tells  
3. Generally speaks with a soft voice  
4. Frequently sits or stands at an angle to a person  
5. Lets others initiate  
6. Slow, relaxed muscle movement (e.g. softer handshake)  
7. Often looks away while conversing  
8. Usually indirect, uses hints  
9. Talks with pauses  
10. Careful, thoughtful decisions

### Expedience-oriented behaviors:

1. Speaks quickly, while thinking  
2. Tells more than asks  
3. Generally speaks with a strong voice  
4. Frequently sits or stands directly across from person  
5. Initiates  
6. Quick, tight muscle movement (e.g., firm handshake)  
7. Direct eye contact while conversing  
8. Usually direct and to the point  
9. Talks without pauses  
10. Quick, bold decisions

**DIRECTIONS:** Take a look at the two columns of typical behaviors people exhibit. Note that each column has an enumerated list of ten characteristics that contrast one another. Answering as the chapter advisor you are today, consider each contrasting pair and circle the description that generally describes you. Once you have made your choices, count the number of characteristics you identify with, from each column. Write that total on this page. You will use these numbers to plot where you typically operate on the Results Spectrum.
Behavior Styles

The 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.

- Emotionally Controlled individuals tend to experience but not express their feelings and emotions. Accordingly, they may be perceived to be serious, reserved and formal.

- Emotionally Responsive individuals tend to experience and express their feelings and emotions. Accordingly, they may be perceived to be verbal, expressive and informal.

Emotionally-controlled behaviors:

1. Limited use of face and body when communicating
2. Gestures tend to be inside width of shoulders
3. Keeps feelings “in”
4. Serious or intense eye contact
5. Appears guarded or cautious in relationships
6. Slow to smile
7. Uses facts to make decisions
8. Infrequently talks about self, difficult to get to know
9. Focuses attention on accomplishing tasks
10. Prefers to work alone

Emotionally-responsive behaviors:

1. Maximum use of face and body when communicating
2. Gestures tend to be outside width of shoulders
3. Lets feelings “out”
4. Friendly or warm eye contact
5. Appears open and friendly in relationships
6. Smiles easily
7. Uses feelings to make decisions
8. Talks about self, easy to get to know
9. Focuses attention on maintaining relationships
10. Prefers working with others

DIRECTIONS: Please take a look at the two columns of typical behaviors people exhibit. Note that each column has an enumerated list of ten characteristics that contrast one another. Answering as the chapter advisor you are today, consider each contrasting pair and circle the description that generally describes you. Once you have made your choices, count the number of characteristics you identify with, from each column. Write that total on this page. You will use these numbers to plot where you typically operate on the Emotions Spectrum.
Combining the Dimensions

The Results and Emotions Dimensions of behavior function independently of each other. When the Dimensions are combined, they form patterns of behavior which are the basis of Behavior Styles. The following four Behavior Styles emerge:

- An individual who appears to be Process-oriented and Emotionally Controlled uses the Analyzer Style.
- An individual who appears to be Emotionally Controlled and Expedience-oriented uses the Controller Style.
- An individual who appears to be Expedience-oriented and Emotionally Responsive uses the Persuader Style.
- An individual who appears to be Emotionally Responsive and Process-oriented uses the Stabilizer Style.

Primary: ____________________________  Secondary: ____________________________
**Major Focus by Style**

Individuals tend to exhibit a constant focus in their actions. This focus reflects Behavior Style. Awareness of this focus makes it possible to determine how each Behavior Style will most likely behave under a variety of circumstances.
Time and Effort

Behavior Style is a matter of degree. Everyone exhibits behavior characteristics from all four Behavior Styles. However, most individuals exhibit characteristics from one of the Styles more often than any of the others.

Conflict sometimes arises between Behavior Styles. These conflicts often originate with the differences individuals exhibit on the Results and Emotions Dimensions of behavior. Compare the information below for each of the Styles. Notice the differences between each Style’s needs in regards to time and effort.
WORKING STYLES

Regarding the four Behavior Styles…

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 is the blind spot of each Style?

<table>
<thead>
<tr>
<th>CONTROLED</th>
<th>EMOTIONS</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>RESULTS</th>
<th>EMOTIONS</th>
</tr>
</thead>
</table>
Transitioning to your Interpersonal Communication Style

DIRECTIONS: Plot your Behavior Style scores on to the Communication Style chart. Use the key to determine your communication style.

Primary: ________________________________

Secondary: ________________________________

KEY
Controller / Controller = Commander
Controller / Persuader = Planner
Persuader / Persuader = Facilitator
Persuader / Stabilizer = Cheerleader
Stabilizer / Stabilizer = Nurturer
Stabilizer / Analyzer = Guide
Analyzer / Analyzer = Teacher
Analyzer / Controller = Disciplinarian
**Commander**

Descriptor
- High expectations of others
- Seeks challenges
- Enjoys being in charge
- Decisive
- Action Oriented

Interpersonal Interactions
- Boosts Your Energy – problem solving, giving direction, “getting things done,” breaking barriers and overcoming obstacles
- Drains Your Energy – involving and listening to others, patience, working with others, taking time to let others know the “why” and “how”

Strengths
- Strong and decisive
- Emotionally controlled
- Great at breaking down barriers and overcoming obstacles

Challenges
- Tends not to involve or listen to others
- Can be perceived as cold, unfeeling, or intimidating/Inflexible and overly-critical

**Planner**

Descriptor
- Self-confident
- Likes to direct others to accomplish goals
- Big picture oriented
- Works well alone or with others
- Organize and systematize details to reach a goal

Interpersonal Interactions
- Boosts Your Energy – new challenges and unique assignments, “winning,” focusing on the big picture, being a change agent
- Drains Your Energy – explaining things in detail, delegation and letting go, humility, being patient with those who do not act quickly

Strengths
- Verbal and direct
- Strong at setting goals and mapping process to achieve them
- Good communicators

Challenges
- Frustrated and intolerant when others do not collaborate
- Have difficulty letting go of control
- Easily frustrated with constraints and barriers
Facilitator

Descriptor
- Warm, friendly, and open
- Good at delegating responsibilities
- Motivates others with enthusiasm and optimism
- Engages others easily
- Inspires confidence in others

Interpersonal Interactions
- Boosts Your Energy – working with and being with people, freedom from control and supervision, receiving praise
- Drains Your Energy – detail work, controlling emotions and less verbalizing, follow-through under pressure, individual work

Strengths
- Good at inspiration and delegation
- Helps others grow in self-confidence and ability to assume responsibility
- Warm and friendly when interacting around tasks

Challenges
- Sometimes act without sufficient analysis of data
- Can be impulsive
- May oversell due to their optimism and enthusiasm

Cheerleader

Descriptor
- Outgoing and enthusiastic
- Verbally articulate
- Stimulates groups of people into action
- Expresses emotions freely
- Trusts others easily and inspires trust in themselves

Interpersonal Interactions
- Boosts Your Energy – working with and being with people, freedom from control and supervision, receiving praise
- Drains Your Energy – detail work, controlling emotions and less verbalizing, follow-through under pressure, individual work

Strengths
- Creates energy and excitement in others
- Strong at verbalizing ideas
- Creates and atmosphere of approval, praise, and enthusiasm

Challenges
- Overly sensitive and easily hurt
- Dramatic and emotional
- Needs to be the center of attention
**Nurturer**

Descriptor
- Warm, understanding, and affectionate
- Prioritizes relationships above all else
- Excellent team players
- Enjoys inspiring others to achievement
- Strong interpersonal communicators

Interpersonal Interactions
- Boosts Your Energy – warmth and affection, being liked, teamwork, relationships, loyalty, task accomplishment
- Drains Your Energy – taking a stand (not accommodating others), saying no, not accepting the burden of others, develop focus on own strengths rather than perceived weaknesses

Strengths
- Inspires others to growth and achievement
- Kindness characterizes interactions
- Excellent team players as well as leaders

Challenges
- Worry excessively about being liked
- Internalize the problems of others leading to a sense of being burdened
- May appear weak in the face of adversity

**Guide**

Descriptor
- Loyal and dependable
- Supportive listeners with a high concern for others
- Easily develop cohesiveness and a sense of belonging in others
- Focus on security and stability
- Provides frequent positive feedback

Interpersonal Interactions
- Boosts Your Energy – loyalty, dependability, service to others, cohesiveness, security, takes tasks from beginning to completion
- Drains Your Energy – taking time for yourself, assertiveness during conflict, quick decision-making, “letting go” of wrongs

Strengths
- Authentic concern for others
- Can take a task from beginning to completion with tenacity
- Develops strong cohesiveness in small groups

Challenges
- Under-assertive and conflict avoidant
- Worry excessively leading to difficulty taking action
- Have difficulty adjusting to change


**TEACHER**

Descriptor
- Focuses on performance and growth
- Focuses on logic and facts
- Works best in small groups
- Prefers focus on action rather than feelings
- Prefers organized and consistent focus on outcomes

Interpersonal Interactions
- Boosts Your Energy – peaceful and harmonious environments, collecting and analyzing data, making the "right" decision
- Drains Your Energy – confrontation and aggressive people, worrying to the point of paralysis, sharing emotion

Strengths
- Highly logical in decision-making
- Ethical and conscientious
- Develop loyalty and trust in others

Challenges
- Have difficulty dealing with emotions
- May become paralyzed by conflict and dissention
- Overly concerned with being right to the point of not being able to make decisions

**DISCIPLINARIAN**

Descriptor
- Concern with doing things the right way
- Establishes high performance and behavior standards
- Focuses on details
- Emphasizes quality control
- Precise and systematic
- Perfectionistic

Interpersonal Interactions
- Boosts Your Energy – attention to detail, itemize points, quality control, precision and systematic, facts, informed decisions
- Drains Your Energy – rapid change, flexibility in "gray areas," remembering no one is perfect, accepting criticism, creative thinking, focusing on the "big picture"

Strengths
- High expectations of others inspire performance
- Good at synthesizing varying ideas
- Profound focus on quality control

Challenges
- Defensive in response to criticism
- Can over-focus on details losing sight of the big picture
- Have difficult dealing with change