

LIVE WEBINAR

WORKING WITH DIFFERENT PERSONALITIES



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WEBINAR SPEAKER



Meg Hanaman, Director of QU & CI
IWCO Direct

- ✓ Understanding & Recognizing Styles
- ✓ Tailoring your communication
- ✓ How styles respond under stress

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IWCO DIRECT

Communicating with Different
Personality Styles



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IWCO DIRECT

We're an end-to-end direct marketing solution



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SCOPE & SCALE

IWCO Direct's production platform supports client campaigns of **1 to 60,000,000+ packages monthly**

5+ Billion
Annual
Capacity

Direct mail
AND
integrated direct
marketing

15	Commercial and forms presses	250,000,000 monthly
16	Digital variable color presses	250,000,000 monthly
48	Continuous laser printers	275,000,000 monthly
6	Continuous inkjet printers	200,000,000 monthly
8	4-color read/write inkjet envelope printers	60,000,000 monthly
12	Envelope converters	350,000,000 monthly
191	Inserters	450,000,000 monthly
68	Continuous-form bindery lines	770,000,000 monthly
12	Delivery-point bar code sorters	250,000,000 monthly
36	Promotional/Membership card personalization units	130,000,000 monthly

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OVERVIEW

Personality Styles

- Understand the 4 social styles
- How to recognize the styles
- How to tailor your communication to compliment the styles
- How styles respond under stress and conflict

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PERSONALITY ASSESSMENT

Social Styles (Merrill/Reid)	Analytical	Driver	Expressive	Amiable
Hippocrates	Melancholic	Choleric	Sanguine	Phlegmatic
Jung	Thinker	Director	Intuitior	Feeler
Meyers-Briggs	Introvert/Thinker	Extrovert/Thinker	Extrovert/Feeler	Introvert/Feeler
Drucker	Thought Man	Action Man	Front Man	People Man
LIFO (Atkins)	Conserving – Holding	Controlling – Taking	Adapting – Dealing	Supporting - Giving
DISC	Compliance	Dominance	Influencing	Steadiness
Lefton	Submissive-Hostile	Dominant-Hostile	Dominant-Warm	Submissive-Warm

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UNDERSTANDING DIFFERENT STYLES

<< Assertiveness >>

Less Assertive Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expressions of opinions

More Assertive Behaviors

- Frequent use of gestures and voice intonation to emphasize points
- Less patient; more cooperative
- Often makes emphatic statements
- Sustained eye contact
- Firm handshake
- Frequent contributor in groups
- More likely to introduce themselves
- Expresses opinions readily

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UNDERSTANDING DIFFERENT STYLES

<< Responsiveness >>

Less Responsive behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts
- Formal handshake
- Conversation stays on subject

More Responsive behaviors

- Shows feelings and emotions
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-related
- Animated facial expressions
- Friendly handshake
- Initiates / accepts physical contact

Controlled

Fact
Less expression
Monotone
Moderate pace
Task

Ask/Listen

Softer
Moderate paced
Lean back
Less opinions
Slower decisions
Less eye contact

Tell/Talk

Louder
Fast paced
Lean towards
More opinions
Faster decisions
More eye contact

Emotive

Feeling/Emotion
More expression
Inflected
Varied pace
People

ANALYTICAL

Ask/Control



"I'd rather be right than quick"

What excites them: reason

Greatest asset: high-quality work

Greatest failing: too critical

Greatest fear: irrationality

Strengths: planning, analyzing

Weakness: perfectionist, overly critical

Irritation: unpredictability

Fear: criticism or mistakes

Motivator: progress

What it sounds like

"Now, let's look at this logically."

"Is that really the right thing to do? Can we justify that?"

"Let's take the first step. Then we can decide step two."

"Give me all the facts first."

"What guidelines make sense for this project?"

"Precisely what do you mean?"

"I don't want any surprises."

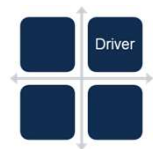
"Have we touched all the bases?"

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DRIVER

Tell/Control



"Lets do it my way"

What excites them: action

Greatest asset: out-accomplish anybody

Greatest failing: can't stand weakness

Greatest fear: being soft

Strengths: administration, taking initiative

Weakness: impatience, insensitivity

Irritation: indecision

Fear: failure

Motivator: winning

What it sounds like

"Tell him I want it done ASAP."

"Let's get this settled right now."

"What's the bottom line?"

"Cut to the chase: what are the options?"

"Here's how we'll proceed...."

"I want to win this battle – no ifs, ands, or buts."

"Tell me what the goal is."

"You handle it – but keep me informed."

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AMIABLE

Ask/Emote



"It's not whether you win or lose, it's how many friends you have"

What excites them: Relationships

Greatest asset: easy to get along with

Greatest failing: Timidity

Greatest fear: change, conflict

Strengths: servicing, listening

Weakness: oversensitivity, indecision

Irritation: others setting deadlines for them

Fear: rejection, sudden change

Motivator: involvement

What it sounds like

"I'd like to go kind of slow on this. Is that okay?"

"Have we determined the impact of this on staff?"

"I'm not yet sure about that change."

"I really enjoy working with you"

"I'd like to help you however I can."

"We can work this out, I'm sure."

"How do you really feel about this?"

"How's this likely to end up? I'd like to know first."

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EXPRESSIVE

Tell/Emote



"Let me entertain you"

What excites them: tossing ideas around

Greatest asset: fun to be around

Greatest failing: undisciplined

Greatest fear: not being liked

Strengths: persuasion, interacting with others

Weakness: disorganization, carelessness

Irritation: routine

Fear: of pain

Motivator: recognition

What it sounds like

"Hey! Here's an idea! Whattya think?"

"Why don't you noodle on that concept for a while."

"I feel this is the way to go..."

"tell me what you think about..."

"Spare me the details. Just give me the drift."

I think we're making good progress, now let's..."

"My sense is that..."

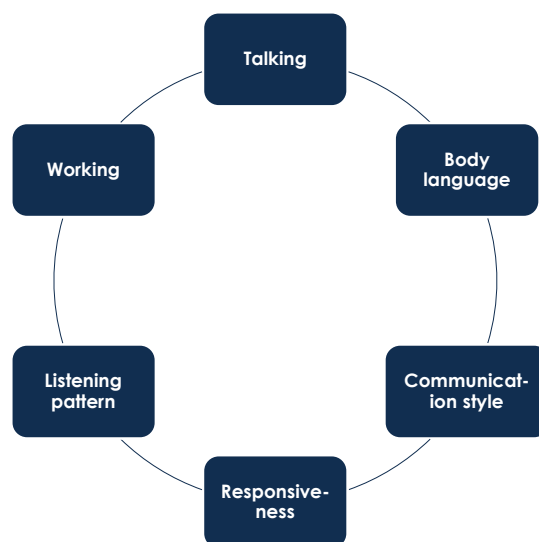
"Let's try it a different way, just for kicks"

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- A** Analyze patterns & characteristics
- D** Determine the style of others
- A** Assess your own style
- P** Plan to accommodate other's needs
- T** Treat others as **they** want to be treated

VERSATILITY



HOW TO RECOGNIZE

The Analytical



TALKING

- "I think..."
- Enquires
- Speaks quietly and at a moderate pace
- Does not vary voice much

BODY LANGUAGE

- Leans back
- Limited or no facial expression
- Limited eye contact
- Limited gestures

COMMUNICATION STYLE

- Specific, concise
- Clear, logical
- Formal, bottom-line

RESPONSIVENESS

- May appear unresponsive
- Reserved and cautious
- Can appear preoccupied

LISTENING PATTERN

- Listens... but may appear as though they are not

WORK STYLE

- Thorough, attentive to detail
- Step by step procedures
- Concentrates on one thing at a time
- Lots of paper
- Work is in piles
- Methodical
- Steady stream of work
- Likes a predictable routine

<https://egadima.co.za/conflict-management-social-styles/>

ANALYTICAL

Prioritize precision and competency

Cautious and highly systemic

Try to...

Provide as many details as possible up front, organized as systematically as you can.

Give them clear expectations and space to work independently (they're really good at it!).

Expect them to double- and triple-check all the relevant info before making a decision.

Avoid...


Framing feedback on their work as "criticism."

Responding to them emotionally – use words like "know" or "think" instead of "feel."

Expecting them to ease into a conversation with chit-chat.

HOW TO RECOGNIZE

The Driver



TALKING

- "I will..."
- States, commands
- Loud, uses voice to emphasise points
- Speaks very fast

BODY LANGUAGE

- Leans forward
- Limited or no facial expression
- Intense eye contact
- Deliberate movements

COMMUNICATION STYLE

- Direct, to the point
- Outspoken
- Business-like

RESPONSIVENESS

- May appear pushy
- Reserved and cautious
- Can appear preoccupied

LISTENING PATTERN

- Can be a poor listener, likes to interrupt and summarize

WORK STYLE

- Works in priority order
- Does several things at once
- Intense, driven
- Generates ideas
- Functional, organised
- Works whirl-wind fast
- Likes change

<https://egadima.co.za/conflict-management-social-styles/>

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DRIVER

Love action & focused on results

Think big picture, leave implementation details to others

Try to...

Get right down to business, and stay on topic.

Be prepared to field follow-up questions on the spot so you can answer with confidence.

Expect them to be decisive and fairly blunt.

Avoid...

Taking their bluntness, follow-up questions, and/or impatience personally.

Making promises you can't deliver on.


Expecting them to open up about their weekend plans.

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HOW TO RECOGNIZE

The Expressive



TALKING

- "I want..."
- States, commands
- Loud and fast
- Gets easily excited

BODY LANGUAGE

- Leans forward
- Uses a lot of facial expression
- Good eye contact
- Lots of gestures

COMMUNICATION STYLE

- Animated, excitable
- Comes on a little strong
- Informal, casual

RESPONSIVENESS

- Open and warm
- Enthusiastic and animated
- Enjoys the conversation

LISTENING PATTERN

- Listens well and reacts to what you are saying, talks a lot

WORK STYLE

- Unstructured, likes freedom
- Lots of people interaction
- Makes lists of people to call and places to go
- Has a lot of interesting items and gadgets
- Novelty items readily displayed
- Fast paced
- Bores easily
- Jumps from one thing to another

<https://egadima.co.za/conflict-management-social-styles/>

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EXPRESSIVE

Classic "people" people, thrive on relationships

Think big picture, leave implementation details to others

Try to...

Approach them in a casual manner, and let your sense of humor show.

Put details and facts in writing for them to refer back to after a verbal conversation.

Expect them to be a little too optimistic about ideas, as well as their own abilities and the abilities of those around them.

Avoid...

Talking down to them or being curt.

Trying to confine the conversation or stifle their freedom to express ideas and emotions.


Expecting them to dive deep into the details with you.

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HOW TO RECOGNIZE

The Amiable



TALKING

- "I feel..."
- Enquires
- Quieter and slower
- Does not vary voice much

BODY LANGUAGE

- Leans back
- Some facial expression
- Good eye contact
- Regular gestures

COMMUNICATION STYLE

- Dreamy thoughts
- May seem vague
- Informal, casual

RESPONSIVENESS

- Friendly
- Responsive
- Enjoys the conversation

LISTENING PATTERN

- Caring listener who reacts to what you are saying

WORK STYLE

- Easy going, cooperative
- Always willing to be of service
- Goes with the flow
- No strong sense of urgency
- Surrounded by sentimental mementoes
- Pictures of family and friends
- Needs time to change
- Dislikes pressure

<https://egadima.co.za/conflict-management-social-styles/>

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AMIABLE

Cooperative, don't upset the apple cart

Value consistency, stability and loyalty

Try to...

Practice active listening, confirm that you've heard them by summarizing what they've just said to you.

Approach them with a relaxed vibe, and break the ice by acknowledging a recent contribution they've made.

Expect them to ask for details.

Avoid...

Rushing them into a decision.

Assuming they support an idea 100% just because they don't voice opposition.

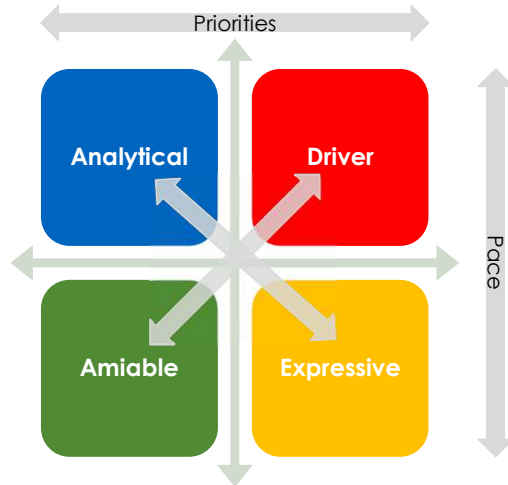
Expecting them to intuit priorities and deadlines – it's helpful if you spell those out.

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CAUSES OF CONFLICT

[Conflict] expressed struggle of interconnected parties who perceive incompatible goals and interference from each other in attaining those goals



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UNDER STRESS



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HOW STYLES MANAGE CONFLICT

Driver

- Approach: Not adverse to conflict; often the trigger
- + Response: Responds initially by holding ground; if presented with evidence, will negotiate
- - Response: Undermines other people; attacks their authority

Expressive

- Approach: Not adverse to conflict; sometimes the trigger
- + Response: Responds by looking at big picture and searching for solutions
- - Response: Criticizes the behavior and attitudes of other people

Analytical

- Approach: Avoids conflict; normally not the trigger
- + Response: Responds by analyzing causes and looking for compromises
- - Response: Resentful; slows down productivity; may withdraw

Amiable

- Approach: Avoids conflict; rarely the trigger
- + Response: Responds by inquiring after others and seeking safety in the group
- - Response: Withdrawal; seeks relief by escape; getting sick

OVERVIEW

Personality Styles

- Understand the 4 social styles
 - Amiable, Analytical, Driver & Expressive
- How to recognize the styles
 - Talking, Body Language, Communication Style, Responsiveness, Listening Pattern
- How to tailor your communication to compliment the styles
 - Assertiveness & Responsiveness
- How styles respond under stress and conflict
 - Avoidance, Control, Giving In, Attacking

A
D
A
P
T

Treat others as **they** want to be treated

Thanks for joining us!

WORKING WITH DIFFERENT PERSONALITIES