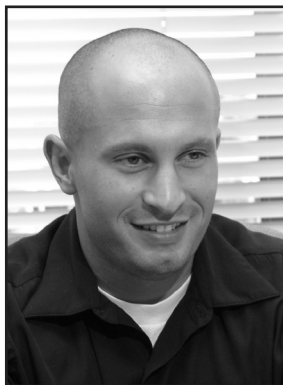




the Friendly Style Profile™

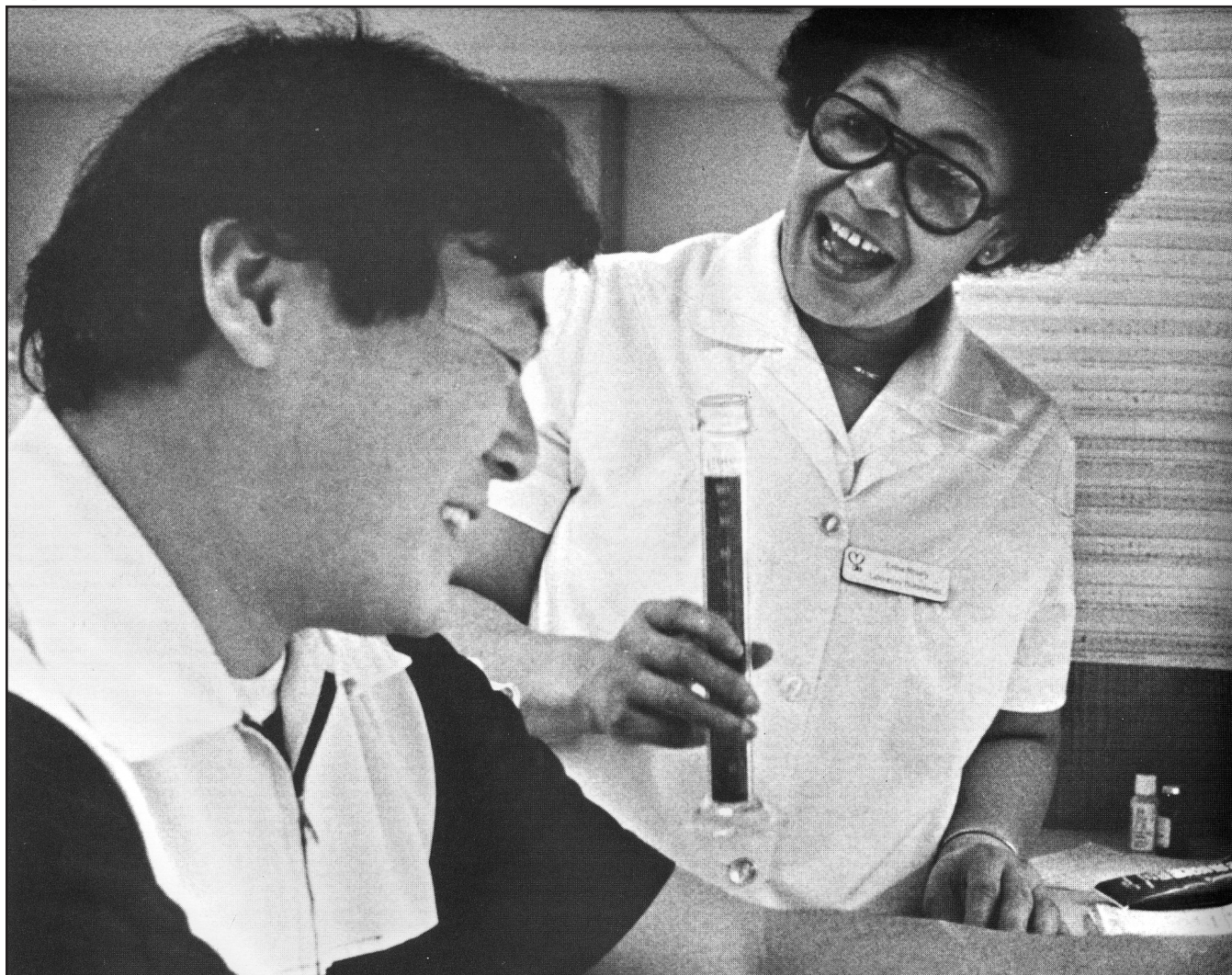
... a guide through calm and storm™

for people at work



**Susan K. Gilmore
Patrick W. Fraleigh**

You are unique in all the world



You have probably concluded that there are no exact copies of you anywhere in the world; there never has been and there never will be another you. You are unique in all the world. Your uniqueness is the result of an extremely complicated interaction among the genetic codes your parents contributed, nutrition and fitness, chemical substances you have been exposed to before and after you were born, and everything you have learned since your arrival.

While it is true that you are absolutely unique, it is also true that you have a lot in common with other people. Any two humans are more alike than either of them is like a hummingbird or a gopher or even a dolphin. The primary feature that sets us apart from all other creatures is an intelligence that allows us to communicate with complex languages, develop technologies, contemplate God, write poetry, repair broken things, plan ahead, enter into contracts, make commitments, etc.

Categorizing is natural

Humans just naturally put other people, things, and ideas into clusters or groupings in order to understand them. This is the way our heads work. When you were just beginning to learn the names of things, toddling around the kitchen, you had to learn that toys, tools, and utensils were different from one another. Some you could play with; some you were not to touch. By the time you started school, you were expected to know the important differences among friends, neighbors, and strangers. The process of putting specific things and people into general groups and naming the groups, for example toys and strangers, is something all people do. It does not matter what language they speak or when in history they live. All people generalize. It is an essential part of thinking and communicating.

Stereotyping is dangerous

You know, of course, that this natural and unavoidable process of grouping and classifying, which allows us to better understand and communicate about the world around us, can become very destructive. For example, when hostile and aggressive is the category, some of the people who are labeled “hostile and aggressive” are judged not on the basis of relevant information, but on **prejudice**.

It is a case of **over-generalization**, a recognized example of faulty thinking, to conclude that all Jews are. . . or all Blacks are. . . or all teenagers are. . . or all Republicans are. . . or all police . . . or all feminists . . . or all Muslims. . . or all Texans can be sorted into one classification, for example hostile and aggressive. It is impossible to find classifications into which every member of these groups fits. If you were honest in your judgments, some Jews, Blacks, teenagers, Republicans, police, feminists, Muslims, Texans etc. are hostile and aggressive; but many are not.

On the one hand, you must classify, categorize, judge, label, etc. in order to understand and cope with both the world around you and the world within you. It is natural and necessary. On the other hand, judging and classifying people can be dangerous and destructive when based on prejudice or done dishonestly. The judging, classifying, and generalizing required by these materials are intended to be free of prejudice and bigotry.

The only person you can control

There will be only one person throughout your lifetime whose thoughts and feelings and actions you can control directly—you. The Friendly Style Profile you are about to complete was prepared to assist you develop a fair and honest picture of yourself—the one person for whom you are and always will be most responsible.

Using your style profile you can better understand your strengths and vulnerabilities and your habits and preferences. The more you understand yourself, the better able you are to manage yourself in the world. The insights you gain about yourself and others from the Friendly Style Profile provide a steady guide through the calm and storm of human interaction.

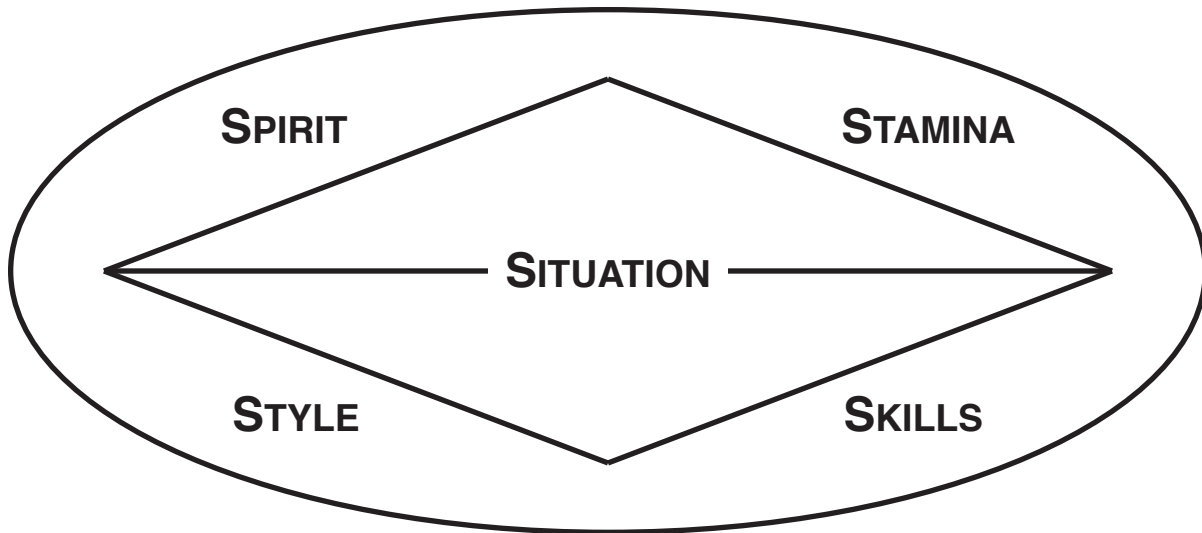
Your style is one important dimension

Style information, alone, does not tell the whole story of who you are. There are other dimensions of the whole person that are also very important. Before we focus our attention on your style profile, we need to see **style** in a broader context. The following system can be used to think about and talk with others about the complexity of variables that influence how humans think, feel, and act. If you have developed a comprehensive system that you prefer, by all means use it—if it is serving you well. If you find it difficult to think about and talk about the complexity of your thoughts, feelings, and actions, then consider the following.





Develop a comprehensive picture of yourself —inside and outside



SPIRIT: The connections among a person's beliefs, values, and actions; the integrity of the person's choices.

STAMINA: The person's health, fitness, strength, and well-being, both emotionally and physically.

SITUATION: The context of a person's life; this includes immediate surroundings, general circumstances, family history, community, and culture.

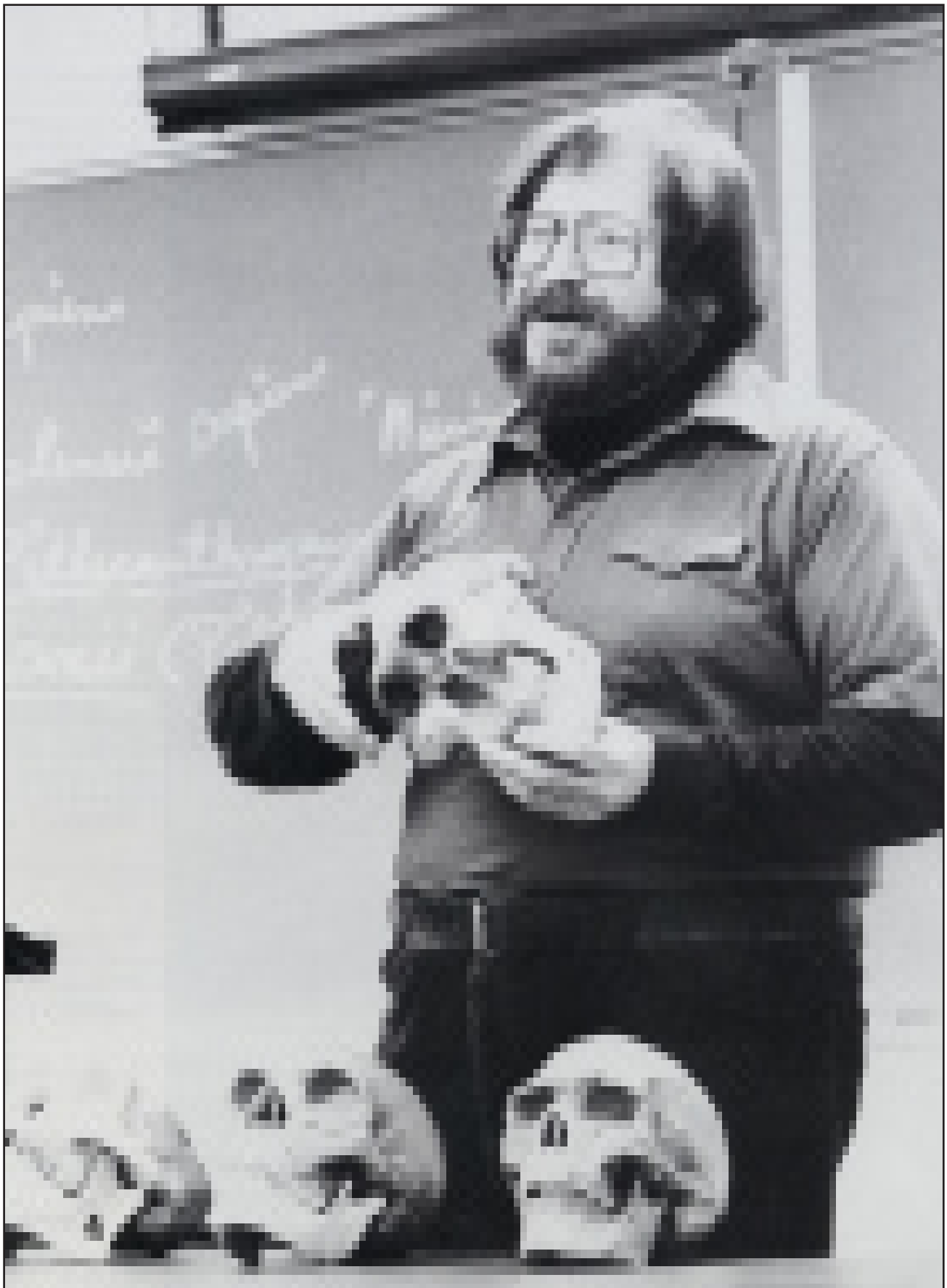
SKILLS: All the abilities and competencies that a person has developed with regard to people, data, and things.

STYLE: The characteristic way a person responds and reacts, internally, to the people and events encountered; style may not be obvious, if the person is interpersonally very skilled.

The purpose of these materials is to assist you understand your style and the style preferences of others. It is beyond the scope of these materials to examine the other dimensions identified above. But it is important to see a comprehensive model of which **style** is one very important dimension.

You can alter, change, modify, shape, have impact on any and all of the above dimensions of your world. However, some aspects of your world are easier to change than others. **Stamina** is more easily altered than is **style**. **Skills** are more easily modified than is **style**.

Spirit matures and grows deeper with effort and attention. But your **style** is not an aspect of yourself that you should try to change. Becoming skillful in **managing** your style is much more likely than **changing** your style. Accept your style preferences and learn to skillfully manage yourself. The Friendly Style Profile provides important insights concerning yourself and others in both calm and storm conditions. With those insights guiding you, you are more able to understand, accept, and effectively manage yourself. People who understand, accept, and effectively manage themselves are happier and more successful than people who do not.



Style preference development



Style preferences emerge from a complex mixture of genetic programming, various child-rearing practices, infinite unplanned life-shaping experiences, a huge number of intentional learning experiences, social cultural variables, nutrition and exposure to chemical substances.

Style preferences appear to be well developed by the time a person passes through adolescence. They do not appear to radically change throughout the rest of a person's life. It is possible to observe the beginnings of style in hospital nurseries. Controlled studies have shown that infants, only a few hours old, have preferences they are able to communicate. By the time youngsters are attending school, the primary style preference is usually observable.

Parents and teachers need to teach children at an early age to be interested in and pleased with differences in personality styles. Young people should be encouraged to accept their own particular style preferences and to become interpersonally skilled, regardless of their style.

There are no two people who are exactly alike including pairs of twins. There are as many different developmental histories as there are people in the world. It is no surprise that people perceive, think, feel, and act so differently. You could say that there are as many different personal styles as there are persons. However, if we group together perceptual habits and preferred coping patterns that seem to have common threads and themes, we can identify four clusters of perceptual/coping patterns by means of which style can be identified:

- **Accommodating/Harmonizing**
- **Analyzing/Preserving**
- **Achieving/Directing**
- **Affiliating/Perfecting**

Four is an arbitrary number; we could have chosen five or three or sixteen or any other number. Four styles suited our purposes and allowed us to demonstrate both common features and unique features in the ways people perceive and manage themselves and their situations.



We were amused to discover that what we still believe to be an arbitrary number of styles, parallels amazingly well the four cardinal humours of medieval wisdom:

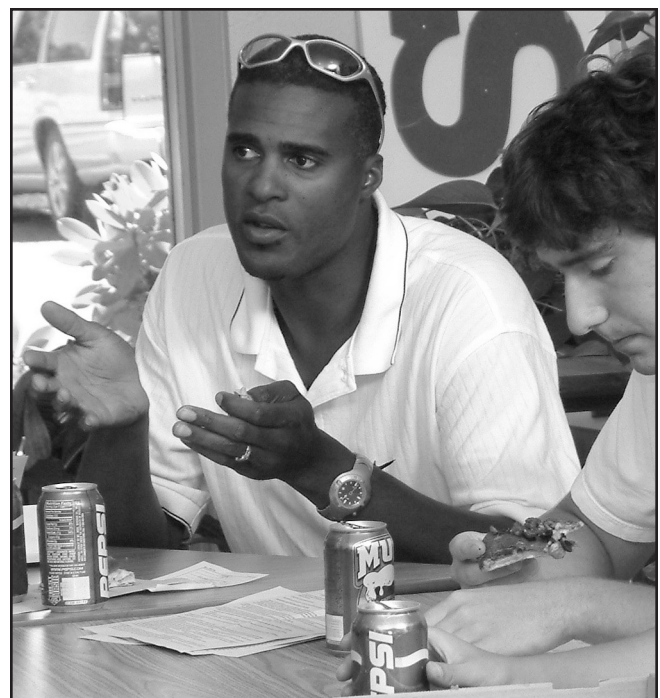
Sanguine	=	Accommodating/Harmonizing
Phlegmatic	=	Analyzing/Preserving
Choleric	=	Achieving/Directing
Melancholic	=	Affiliating/Perfecting

According to the Oxford English Dictionary, the four humours were originally (c. 1200) thought to be body fluids that determined a person's health, disposition, and temperament. Later, (c. 1700) these same fluids were believed to be responsible for a person's character, style, sentiment, and spirit.

Of course, we know that experiencing an Analyzing/Preserving perspective on one's work and co-workers does not vary according to the degree of phlegm in one's throat. Charging ahead in an Achieving/Directing manner is not dictated by the amount of yellow bile in one's liver.

Style is anchored in the body in complex, but as yet unknown ways. We know that style is a hypothetical construct. As we discuss the four styles, it may sound as if we believe they actually exist, as do phlegm and bile. Please be reminded, we know that the four styles are only a way to think and talk about common and unique features among individuals. Hypothetical constructs should help us gain a better understanding of things that are abstract; they help an abstraction become more concrete. A hypothetical construct, such as style, may be real, but not exist in time and space, the way a map and a compass exist. Style differences among individuals are very real and very important, but they do not exist the same way tennis shoes and computers exist. You cannot take a photograph of style differences, but you will benefit greatly by gaining a thorough understanding of the differences between your style and the styles of others.

Role is another hypothetical construct that does not exist, but is very real and very important to each of us. For some people, a change in role may result in a change in their style profiles, for example going from line worker to the boss, or from co-worker to intimate partner. Typically, when role changes occur, the rank order of style preferences remains the same, but the frequencies may change. Stability of style across settings, across time, and across role is the most common pattern; though rare, significant changes do occur.



Accepting style differences

You probably already know what a self-defeating trap it is to assume that other people are “just like me”. You would be well served to go beyond simply recognizing and resigning yourself to the style differences among people—whether they are coworkers, bosses, friends, or outsiders. The entire global community needs to travel beyond mere “tolerance of our differences.” We need to reach the place where we can respect and appreciate our uniqueness/diversity. It is the right thing to do.

Understanding and accepting style differences in the workplace results in an **appreciation of diversity** characteristic of the most profitable businesses worldwide. **Appreciate** means to raise the value of; **appreciate diversity in the workplace** means to seek out, listen to, act on, and reward the suggestions of workers from all levels in all areas. Corporations who have appreciated diversity have benefited greatly from the value-adding suggestions of employees. **Appreciating diversity appreciates profits.** Not only is understanding and accepting style differences the right thing to do—it is the profitable thing to do.

Appreciating diversity does not mean you must mindlessly implement each and every suggestion that employees develop. What it does mean is that people in the workplace are listened to and taken seriously—especially those workers who are closest to the process or product to which value is being added. Some suggestions are not cost effective, some would be unsafe, and some are ridiculous. Judgment must be used by an appropriate panel of evaluators to screen suggestions. Appreciating diversity means that productive suggestions are respected and rewarded. Appreciating diversity appreciates profits.

In a non-profit situation, appreciating diversity does not mean that you must support whatever influential people are promoting, regardless of your own viewpoint.

Appreciating diversity does not mean you must throw away all standards and claim that any one way of doing, thinking, seeing, or feeling is as good as another. What it does mean is that you recognize that there is nearly always more than one equally fine way to see, feel, think, or act in a particular situation. Some ways of experiencing and/or handling things are, of course, much less preferred or even completely unacceptable. But rarely is there just one right way to proceed.

Appreciating diversity does mean that you are willing to listen, truly listen, and consider what may sound like a very different point of view. You can separate the person from the ideas the person is espousing and respectfully consider the ideas. But, you must continue to be the one who determines what is good and right for you, what is bad and wrong for you.

When you are frustrated with how differently someone sees a situation or you are furious with how someone handled a situation, remind yourself that the diversity among us is inescapable. Adages and aphorisms such as, “it takes all kinds...” and “you wouldn’t want everyone to be just the same...” and “variety is the spice of life...” and “what is one person’s meat is another person’s poison...” help remind us that each person’s uniqueness is something to be accepted and savored. At the same time, it is helpful to understand repeating common patterns; it is helpful to understand **style**.

Each style has strengths

Each of the four styles has particular strengths that make some personal transactions easier and more natural than others. For example, being thrust into a leadership role is relatively natural for one style, Achieving/Directing. Most Achiever/Directors would prefer leading, even when they are somewhat inexperienced, compared to following a more experienced but slower-paced leader. Being on time and meeting deadlines is natural for Analyzing/Preserving, but can be a real struggle for Accommodating/Harmonizing. Affiliating/Perfecting is typically a loyal, reliable team member who is willing to do more than is expected, if it is for a good cause. Accommodating/Harmonizing can be counted on to be friendly and fun-loving; they help keep everybody happy!

Anyone can learn to do anything on the following lists of style strengths. However, you have already been programmed by life experiences together with your physical/genetic make-up so that some of the competencies listed are easier than others to master. By learning about your style, you will better understand that some things seem natural and are easy for you to learn and some things seem foreign and are difficult for you to learn. Hopefully, because you understand there are differences in the ease with which you learn, you can set reasonable expectations and be appropriately patient with yourself.



Accommodating/Harmonizing strengths

- Flexible: can revise plans, shift gears or change strategies quickly and easily.
- Broad-minded: can see each person's perspective in a discussion, debate or argument.
- Genuinely pleased when others are successful, recognized, and happy.
- Keeps situations from being overly serious or joyless; has a light, humorous touch.
- Keeps track of people's feelings and tries to see they are not ignored or sacrificed.
- Quick to forgive and forget, dismisses having been ignored, insulted or betrayed.
- Willing to spend whatever time is required to find a win/win solution to a problem.
- Cooperative: willing to put peace and harmony in a group above personal preferences.

Analyzing/Preserving strengths

- Organized: enjoys sorting, classifying, and organizing information.
- Practical: not likely to get caught up in a flashy, novel, but impractical idea.
- Maintains an historical perspective; knows the complete background of a project.
- Can keep the merits of tried and true methods in mind, describe them and defend them.
- Completes projects on time, is on time for appointments, does not lose track of time.
- Willing to put getting a job done above the expression of personal feelings or preferences.
- Rarely confronts people abruptly or harshly.
- Thorough: willing to study background information in order to gain a deep understanding.

Achieving/Directing strengths

- Readily accepts difficult challenges.
- High energy.
- Initiative taking.
- Not afraid to take risks and be held accountable.
- Quickly wins the confidence of others.
- Source of ideas, possibilities, new methods for accomplishing goals.
- Success oriented, forward looking, optimistic.
- Inspires higher level of performance from others.

Affiliating/Perfecting strengths

- Supportive, encouraging, enthusiastic.
- Compassionate, understanding, nurturant.
- Fully committed, single minded, loyal.
- Willing to put in extra time and effort to ensure excellence.
- Holds out for improvement; expects to learn from experience and do better next time.
- Able to challenge authority on the basis of principles because something is not right.
- Able to comply with authority; does not challenge authority simply to gain power.
- Team player; ensemble rather than solo performer; does not need to be center stage.

Comparison of the styles

Style:	Accommodating/ Harmonizing	Analyzing/ Preserving	Achieving/ Directing	Affiliating/ Perfecting
Purpose:	• Have fun; seek pleasure and satisfaction. • Avoid conflict; keep peace and harmony. • See to it that everyone is happy. • Adjust to and absorb differences and difficulties. • Be someone everyone likes; be lovable, delightful, and charming.	• Avoid failure and loss. • Preserve what has been accomplished. • Secure the future. • Hold on to what has been attained. • Avoid making a fool of yourself; avoid embarrassment.	• Pursue power and success. • Seek novelty and change. • Experience self having impact. • Solve new and challenging puzzles. • Increase personal knowledge and experience.	• Contribute to the betterment of humanity. • Seek realization of dreams and ideals. • Join energy with admired person(s) for a worthy cause. • Hold firm, not yield, maintain high-principled position.
Pace:	Quick/responsive	Slow/steady	Fast/forceful	Urgent/intense
Process:	• Group • Blend in • Immerse • Facilitate • Encourage • Compromise • Consensus • Process	• Individual • Coordinate • Parallel • Guide • Caution • Negotiate • Collaborate • Outcome	• Individual • Attract • Lead • Champion • Advise • Exchange • Persuade • Outcome	• Ensemble • Join with • Follow • Assist • Support • Capitulate • Cooperate • Process

Analyzing your scores

Each individual who takes the questionnaire receives two sets of scores—one set for **calm conditions** when the person's world is characterized by the ebb and flow of ordinary stress and one set for **storm conditions** when the person's world is characterized by troubled waters that signal distress. To understand your scores, you need to consider each set separately and then make comparisons between your two sets of scores. First consider your scores in **calm conditions**.

Accommodating/ Harmonizing	Analyzing/ Preserving	Achieving/ Directing	Affiliating/ Perfecting

Least common scoring pattern. It is possible for you to have an even profile—similar scores in each style, for example 24, 25, 26, 25. This pattern is least common, but it occurs. People who have this pattern are often experienced by others as “hard to read” and inconsistent. Individuals who have even profiles sometimes experience themselves as not knowing what they really want because it changes so often. Some people with even profiles like being able to see things from others’ points of view and the versatility that brings. Some folks with even profiles find it difficult to take seriously any exercise designed to increase understanding and acceptance of self and others. Whatever is the basis for the even profile, being highly unpredictable is usually not prized by others.

Most common scoring pattern. Typically, people have a pattern of one style ranking higher than the others (3 or more points), or two styles nearly tied for ranks 1 and 2. In both of these instances, we would say that while the person occasionally uses all four styles to interpret and confront life, one or two styles most typically provide the filters and framework for understanding the world. In the case of one style being utilized the majority of the time, other styles act only as supplements which could be used, but usually are not.



Equally preferred pattern. Within the same person, when two styles rank as equally preferred most of the time, they are likely to blend into a combined pattern. This combination is comprised of the compatible elements of the two styles which reinforce one another and a resolution of the contradictory elements. For example, when Accommodating/Harmonizing and Analyzing/Preserving combine, the following compatible elements reinforce one another:

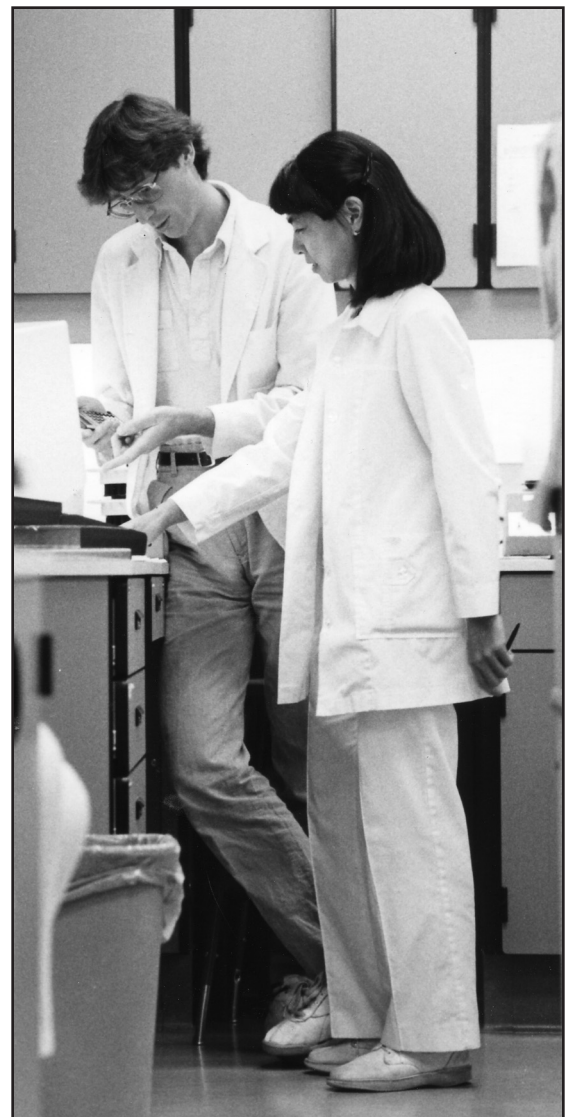
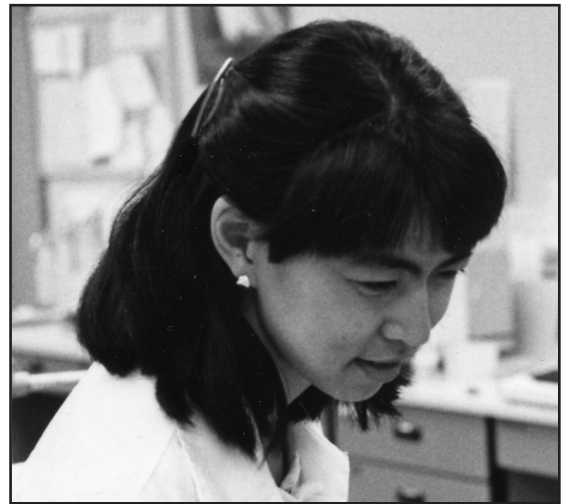
- Avoid confrontation
- Avoid lengthy discussion of deep personal feelings
- Avoid discussion of strong negative issues.

Analyzing/Preserving avoids these things for purposes of remaining steady, safe, and private. Accommodating/Harmonizing avoids these things for purposes of keeping their interactions with others light, happy, and fun. Despite the motivational differences, this combined style has no problem agreeing on the above.

Accommodating/Harmonizing and Analyzing/Preserving in combination also possess incompatible elements that must somehow be reconciled. For example, the two styles have incompatible views of time. Analyzing/Preserving experiences time not only “minute to minute” but also “history to future;” time is the most basic dimension of reality. Time is much more unreal, unimportant, and a nuisance to Accommodating/Harmonizing. The time orientation is usually so strong in Analyzing/Preserving that when these two styles are combined, an Analyzing/Accommodator or an Accommodating/Analyzer will develop habits of punctuality and timeliness that are quite consistent.

Other major contradictions which must somehow be resolved for Accommodating/Harmonizing and Analyzing/Preserving are:

- How warm, friendly, and open to be.
- How fun loving, playful, and sociable to be.
- How much time and energy to devote to being productive.
- How rigidly plans must be followed.



Using the comparisons on the following pages, you can identify how pairs of styles fit together smoothly (**compatible elements**) and how the same pairs of styles are in conflict with one another (**contradictory elements**).

Compatible and contradictory elements among the styles

Each style shares common facets with the other three styles. Each style has facets that are at odds with the other three styles. It is helpful to understand:

- 1) **within you, how elements from different styles may be interacting and**
- 2) **between you and someone with a different style, how style elements may be interacting**

The following comparisons can shed light on ways elements from different styles, within you, reinforce one another and how elements from your style, interacting with someone with a different style, can find common ground.

The following comparisons can also shed light on how different styles within you may create internal tension and conflict, as well as, identify the tension and conflict that may be created between yourself and someone with a different style.

Accommodating/Harmonizing & Analyzing/Preserving	
Compatible elements ● Avoid confrontation and conflict ● Avoid lengthy discussion of deep personal feelings ● Avoid hostile discussion of strong negative issues	Contradictory elements ● Warm, friendly, open vs. Cool, private, reserved ● Fun-loving, playful, sociable vs. Serious, quiet, solitary ● Don't get locked into a rigid plan vs. Have a plan and follow it ● Process more important than outcome vs. Outcome more important than process

Accommodating/Harmonizing & Achieving/Directing	
Compatible elements ● Full of ideas and ready to act ● Optimistic, positive, hopeful ● Routine and follow-through are boring and unpleasant	Contradictory elements ● "Please everyone" vs. "Get the job done" ● Acquiescent vs. Aggressive ● Easily distracted vs. Doggedly determined

Compatible and contradictory elements among the styles (continued)

Accommodating/Harmonizing & Affiliating/Perfecting

Compatible elements

- Seek affirmation and approval of others
- Sensitive to feelings of others
- Prefer not to work in isolation
- Process more important than outcome

Contradictory elements

- Minimize problems vs. Emphasize problems
- “It’s not so bad” vs. “It’s worse than you think”
- Expediency vs. Perfectionism
- Loyalty to the team vs. Loyalty to the leader



Analyzing/Preserving & Achieving/Directing

Compatible elements

- Task focus and results orientation
- Rational thinking and problem serving
- Wants concrete evidence of progress towards goals

Contradictory elements

- Slow paced vs. Fast paced
- Limiting vs. Expanding
- Pessimistic vs. Optimistic
- Uni-dimensional vs. Multi-dimensional

Compatible and contradictory elements among the styles (continued)

Analyzing/Preserving & Affiliating/Perfecting

Compatible elements

- Lengthy data gathering and analysis prior to decision making (question askers)
- Appreciation of history, context, principles, ideals, expectations attending any issue
- Focus on the weakness, vulnerability, and uncertainty of any idea or system
- Ruminative, persistent thinking

Contradictory elements

- Emotional sameness and stability vs. Emotional intensity and lability
- Unaware of personal needs vs. Preoccupied with personal needs
- Keeps own counsel, detached vs. Consults with trusted authority, attached

Achieving/Directing & Affiliating/Perfecting

Compatible elements

- Prefer intense, complex stimuli
- No mechanism for avoiding confrontation; often provoke it
- Passionate commitment to people, ideas, and projects
- Energy and enthusiasm

Contradictory elements

- Prefers to lead and monitor vs. Prefers to be led and monitored
- “Calloused soul” vs. “Bleeding heart”
- Task and outcome focused vs. People and process focused



Compatible and contradictory elements among the styles (continued)



People with equally preferred styles usually have not thought about the **compatible** elements of their preferred styles. The elements common to the preferred styles automatically join and reinforce one another. However, people usually have thought about the **contradictory** elements within themselves because they often result in embarrassingly inconsistent feelings and actions. For example:

"I know I should just ignore what she said and not let it upset me."

vs.

"I'm not going to just ignore her rudeness time after time. She should understand how it feels."

Sometimes, the contradictory elements are resolved by selecting and strengthening one side, for example, developing habits of being on time for an Accommodating/Analyzer. Sometimes, the contradictions are reconciled through compromise, for example, finding an intermediate ground between the limiting and expanding preferences of Analyzing/Directors. Sometimes, the contradictions are reconciled by systematically alternating between the incompatible elements. For example, Affiliating/Achievers can adopt a task/outcome focus, then a people/process focus, then back to task/outcome focus, etc. Sometimes, unfortunately, people with equally preferred styles have not developed an adequate reconciliation of contradictory elements and struggle with major inconsistencies. Sometimes individuals with combined styles are not even aware of these inconsistencies in their feelings and actions.

If you have an equally preferred pattern, you will need to carefully examine the variety of ways you have resolved incompatibilities and reconciled the opposing sides within yourself.

Least preferred style. Those people who have an avoidance response to one of the styles (17 points or less) are in a position to say there is one perspective, one slant on life, one way of proceeding that seems quite alien to them. They simply do not choose to handle things the way individuals who score high on that style handle things. They are on a different wave length; they march to a different drum.

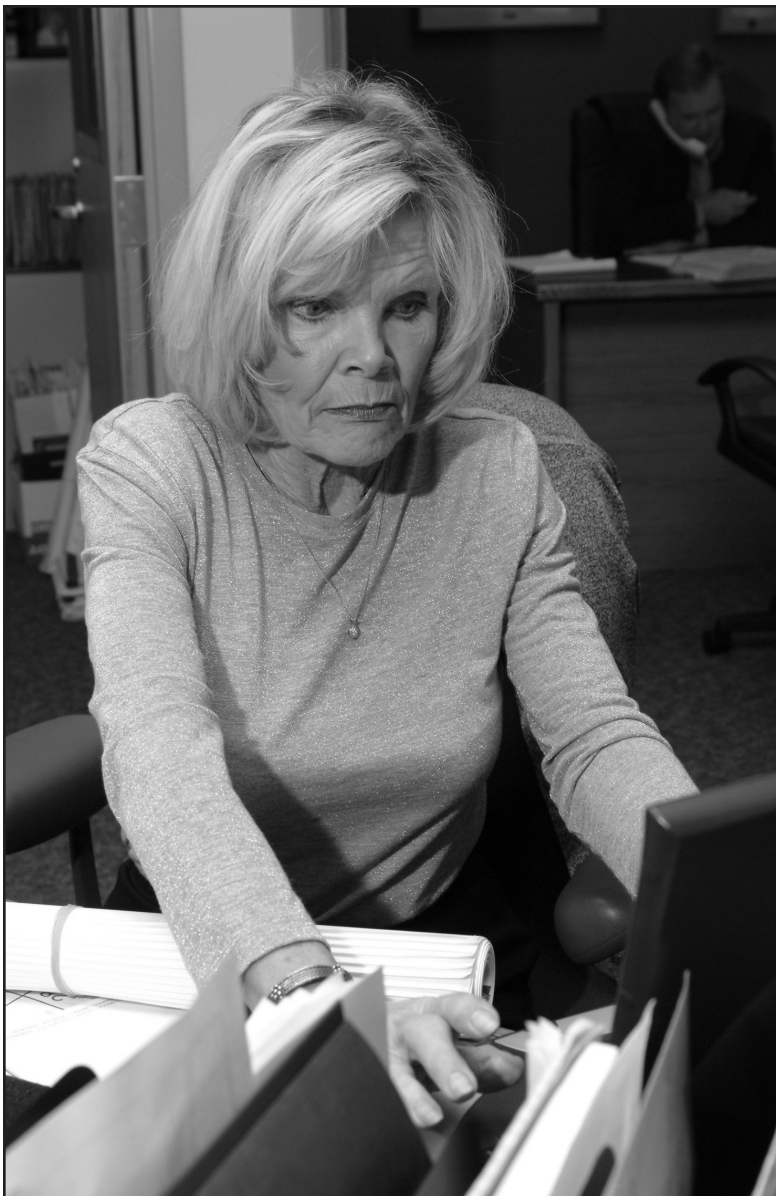
Whatever style patterns you encounter, how well you get along depends primarily upon how tolerant and how competent you are regarding style differences.



Analyzing your scores in storm conditions

You have also received a second set of scores that represents the frequency with which you use each of the styles under circumstances that are distressing, i.e., **storm conditions**. Record your **calm scores** in the first half of the boxes and your **storm scores** in the second half of the boxes.

STORM	Accommodating/ Harmonizing	Analyzing/ Preserving	Achieving/ Directing	Affiliating/ Perfecting
	CALM			



This second set of scores represents how you are likely to proceed, at what pace, with what purposes in mind when faced with **storm conditions**. Different situations and actions are distressing to different styles. For example, direct confrontation is distressing to Analyzing/Preserving and silence is welcome, whereas the exact opposite is true for Achieving/Directing. What is a **storm** for one style is an exciting challenge for another style. What is a minor inconvenience for one style is a raging **storm** for another style. When confronted with what most people experience as **storm** conditions, some individuals change the style(s) they are most likely to draw upon. This is called the **storm shift**. Some people have a much more pronounced **storm shift** than do others. Some people maintain the same rank order, but their preferences are even stronger toward one style. Others increase the frequency of using more than one style.

Take some time now to look carefully at the changes you undergo as you move from **calm** to **storm** conditions.

Understanding your storm shift

If you have an increase or decrease of no more than one or two points in any of the styles, it is unlikely that there will be much change in your utilizing the resources of that particular style. An individual whose preferred style in calm conditions is Accommodating/Harmonizing (29) and in storm conditions is Accommodating/Harmonizing (31) is not likely to look, act nor feel differently in the two conditions. The individual will likely draw on the coping mechanisms of Accommodating/Harmonizing style in both calm and storm conditions.

By contrast, an individual whose scores change by four or more points is more likely to look, feel,

and act quite differently. For people with a ten or more point change, typically there is a dramatic shift that both they and their colleagues can readily identify. When such a dramatic difference occurs, not only is the individual electing another style for coping with storm, but that person is also rejecting coping mechanisms typically chosen during calm conditions. The balance within the profile changes markedly.

The importance of understanding your storm shift is that you will be more able to regulate your responses to distressing people and situations.

Typical storm shifts

Accommodating/Harmonizing

- An increase in Accommodating/Harmonizing scores is usually associated with activity designed to reduce extreme emotionality. Accommodating/Harmonizing wants everyone to relax and enjoy one another.
- If your storm shift involves increases in Accommodating/Harmonizing, that shift may include a greater awareness of and concern for the opinions of others.
- A storm shift that includes an increase in Accommodating/Harmonizing is a storm shift **away from the tasks** that need to be accomplished **towards the feelings** people are experiencing.
- Individuals with an increase in Accommodating/Harmonizing usually begin to look for opportunities to negotiate and collaborate as ways of coping with the storm.
- If your storm shift involves a **marked** increase in Accommodating/Harmonizing, it may be associated with a debilitating concern for what others are thinking or feeling.

Analyzing/Preserving

- An increase in Analyzing/Preserving scores is usually associated with activity designed to reduce extreme emotionality. Analyzing/Preserving wants everyone to calm down and get back on track.
- Sometimes individuals with an increase in Analyzing/Preserving may appear to have very bland feelings as they move away from and set feelings aside. More accurately, they are very private and usually prefer not to experience nor share intense feelings.
- In a storm, Analyzer/Preservers may require additional information and a more thorough review of all available information in order to take action.
- If your storm shift involves increases in Analyzing/Preserving, then you should expect a slower pace and an increase in task focus. Individuals who score higher on Analyzing/Preserving may be willing to focus on people's feelings later or even at the time, but not at the expense of finishing a project on schedule.

- Storm shift increases in Analyzing/Preserving contribute to a more “rugged individualism” solution to problems. Such a shift involves not only an increase in task focus, but also it often involves an increase in interpersonal withdrawal and private, independent action.
- A **marked** increase in Analyzing/Preserving may produce a paralyzing degree of pessimism, caution, and conservatism.

Achieving/Directing

- If you have an increase in Achieving/Directing scores, you can expect to accelerate your pace and push for action.
- An increase in Achieving/Directing is typically experienced as an increase in intensity. However, people with high Achieving/Directing scores will continue to be task focused and goal directed.
- Individuals who score higher on Achieving/Directing in storm are likely to pick up the pace, move faster, and may take precipitous action. “Doing something, even if it is wrong, is better than doing nothing!”
- In a storm, a shift toward Achieving/Directing may result in unilateral action. This “rugged individualism” results from the faster pace, greater emotional intensity, and more focus on **task** taking precedence over **team** work and due process.
- A storm shift toward Achieving/Directing results in greater pressure to excel and win — whatever the cost.
- A **marked** increase in Achieving/Directing may mean greater impatience, unilateral decision-making, and oppressiveness.

Affiliating/Perfecting

- If you have an increase in Affiliating/Perfecting scores, you can expect to experience significant increases in emotionality during the storm shift. This increased emotional intensity is complex. It includes a wide range of nuances and is often described as painful.
- Affiliator/Perfactors are much more focused on their own feelings and the opinions of people they feel dependent upon than they are focused on any tasks that need to be accomplished.
- Affiliating/Perfecting is naturally oriented to developing plans, making decisions, and doing things with at least one other person. Affiliator/Perfactors are very concerned that authority figures and colleagues they look up to approve of their actions.
- An increase in Affiliating/Perfecting can mean a stronger commitment, a deepening loyalty, and a willingness to stand up for one’s convictions.
- A storm shift increase in Affiliating/Perfecting may produce an increase in ambivalence, greater confusion, and loss of confidence.
- A storm shift that involves a sizable increase in Affiliating/Perfecting may result in extreme caution, righteous conservatism, and despairing pessimism.



Styles in excess

Thus far we have discussed the four styles in terms of their strengths and assets. It is also true that each style can become **excessive**. **Going into excess** in a style means that the very behaviors that were strengths in moderation become liabilities when those style behaviors are too frequent and/or too intense. Too much of a good thing leads to trouble. You can go into excess whether or not you are experiencing storm. **Going into excess** needs to be separated from the **storm shift**. A person can easily go into excess under ordinary circumstances (calm), and a person may avoid going into excess even though the situation is very distressing (storm). It is true, however, that people are more likely to experience the storm shift and go into excess at the same time.

Most of us have had the experience of observing a co-worker, a friend, or ourselves be reasonable and cooperative one moment and then within two sentences, be obviously distressed and defensive. Sometimes we puzzle over how quickly the person is so different. When people suddenly change the intensity and frequency of their responses, they have **gone into excess** whether or not they have experienced a storm shift. Using the concepts of **going into excess**, which is like turning a dial, and the **storm shift**, which is like changing gears, helps us understand how we can go so far, so fast in disrupting constructive communications.



Routes to excess

Accommodating/Harmonizing			Achieving/Directing		
Clever	→ Tricky	→ Deceptive	Lead	→ Dominate	→ Oppress
Sympathetic	→ Fickle	→ Wishy-washy	Challenge	→ Argue	→ Fight
Flexible	→ Inconsistent	→ Unreliable	Stimulate	→ Jar	→ Overwhelm
Affectionate	→ Fawning	→ Groveling	Self-assured	→ Overbearing	→ Ruthless
Innovative	→ Changeable	→ Erratic	Eager	→ Impatient	→ Driven
Analyzing/Preserving			Affiliating/Perfecting		
Reserved	→ Guarded	→ Unresponsive	Responsive	→ Critical	→ Righteous
Careful	→ Wary	→ Obsessive	Concerned	→ Fussy	→ Furious
Cool	→ Unfriendly	→ Rejecting	Innocent	→ Gullible	→ Victimized
Cautious	→ Pessimistic	→ Defeated	Hopeful	→ Disillusioned	→ Despairing
Systematic	→ Ritualistic	→ Compulsive	Contemplative	→ Defensive	→ Martyred

Strength becoming excessive

Accommodating/Harmonizing

Basic philosophy: Life is too short to spend time in unproductive conflict; by being good-natured, amusing, flexible, and supportive, I expect to be well-liked and successful, I expect to enjoy life both at work and at play.

Personal purpose: To help others; to have fun; to avoid disapproval and censure.

Favorite sayings: “You catch more flies with honey than with vinegar.” “When in Rome, do as the Romans do.” “Peace at any price!”

Strengths	Excesses
1. Can see each person’s perspective in a debate or argument; can subordinate personal purposes and preferences to resolve conflict and restore peace and harmony. 2. Willing to spend whatever time is required to find a win/win solution to a problem. 3. Is flexible; can revise plans, shift gears, or change strategies with relative ease. 4. Keeps situations from being overly serious; has a light touch, sense of humor; enjoys being center stage. 5. Regularly recognizes human elements and prevents them from being sacrificed just to get a job done. 6. Genuinely pleased when others are satisfied, successful and/or happy. 7. Quick to forgive and forget; dismisses and/or ignores having been slighted or wronged.	1. Loses track of personal goals and preferences in deference to others. 2. Avoids confrontation/conflict at all costs; first response is to agree — even though that is not actual response (may seem to “change mind” later); opportunistic, phony, insincere, manipulator. 3. Is wishy-washy, ambivalent, unreliable, unprincipled, inconsistent, lacks conviction. 4. Has trouble settling down to business without some fun and fellowship to lighten things first; can be silly and inappropriate. 5. Is so obsessed with the approval of others will sacrifice accomplishing the task at hand to take care of human concerns. 6. Agrees to anything to get immediate pressure off; does anything to avoid conflict; deceptive, overly-compromising. 7. Fails to keep promises, meet deadlines, stick to routines, complete tasks.

Strength becoming excessive

Analyzing/Preserving

Basic philosophy: I will be planful and careful about the future; I will be reasonable. If I take enough time to locate the necessary information and carefully think it through, I can avoid making mistakes and losing what I have already secured.

Personal purpose: To be safe and certain; to avoid foolishness and failure on the road to success.

Favorite sayings: "Look before you leap!" "A bird in the hand is worth two in the bush." "Better to be safe than sorry!"

Strengths	Excesses
1. Willing to pore over details of history and background data in order to gain a thorough understanding before taking action. 2. Can keep the merits of tried and true traditional methods in mind, describe and defend them. 3. Not likely to get caught up in a flashy, novel, but impractical scheme. 4. Completes projects on time; is on time for appointments; does not lose track of time in any activity. 5. Is willing to forego the expression of personal feelings to facilitate the forward movement of a project. 6. Rarely confronts others abruptly or harshly. 7. Enjoys sorting/classifying/organizing information.	1. "Analysis paralysis;" indecisive, ruminative, inflexible, and obsessive. 2. Unwilling to try new things, venture out, explore. 3. Immobilized by fear of failure, overly cautious, pessimistic, obstructionistic, negative, suspicious, and ready to believe the worst. 4. Preoccupied with time lines, time commitments, and time constraints regardless of the impact on other people. 5. Overwhelmed by others' emotionality or pressure to speed up. 6. Cold, aloof, arrogant, and unresponsive. 7. Overwhelms others with details; oblivious to others' lack of interest.

Strength becoming excessive

Achieving/Directing

Basic philosophy: I will be proactive—skillfully take charge and effectively lead the way—others will join me and we will accomplish whatever is humanly possible to achieve.

Personal purpose: To demonstrate competence, have impact, get things done, and reap the rewards of achievement.

Favorite sayings: “Nothing ventured, nothing gained.” “Strike while the iron is hot!” “Good losers usually are!”

Strengths	Excesses
1. Eagerly accepts difficult challenges; not afraid to take risks. 2. Ready source of ideas, possibilities, and new methods for accomplishing tasks and goals. 3. Optimistic, forward looking, initiative taking. 4. High energy and endurance. 5. Appears knowledgeable, capable, and open; therefore, quickly wins the confidence and trust of others. 6. Inspires higher level of performance, draws extraordinary performances from ordinary people. 7. Expects to be held accountable for results; seeks “bottom line” evaluation.	1. Tackles non-feasible tasks and projects; risks all for an opportunity to succeed. 2. Innovates to avoid boredom; overwhelms with too much, too fast. 3. Unrealistic about limitations of time and resources; over-extended and over-committed. 4. Others’ standard performances appear substandard by comparison; people feel intimidated and inadequate. 5. Has difficulty recognizing others’ skills and abilities; refuses to delegate or share responsibility; unwilling to listen, collaborate or consult. 6. Manipulates and abuses others’ loyalty and integrity. 7. Regards self as “entitled” to use any method which would get the job done; end justifies the means.

Strength becoming excessive

Affiliating/Perfecting

Basic philosophy: By aligning myself with the forces of “right and might,” and providing a useful service, I will receive whatever recognition and reward I deserve.

Personal purpose: To work tirelessly in the service of a noble cause or respected leader; to improve and perfect self, others, and the world.

Favorite sayings: “If it is worth doing, it is worth doing well!” “No pain, no gain!” “A chain is only as strong as its weakest link.”

Strengths	Excesses
1. Willing to put in extra effort and time to produce a more excellent product or deliver a more complete service. 2. Expects to learn from experience and do better next time; focused on self-improvement; eagerly accepts coaching and encouragement. 3. Willing to confront and challenge an authority because of violation of policy and/or procedure when principles are at stake. Is willing to endure ridicule and threats to safety to maintain a value-based stand. 4. Able to cooperate and comply with respected authority; does not challenge authority simply to secure power. 5. Able to emphasize and sympathize with others; compassionate, understanding, nurturant. 6. Fully committed; fiercely loyal team player; prefers working closely with respected superior in an important/essential support/facilitating role. 7. Service minded, guileless, self-effacing, selfless.	1. Fault-finding; never satisfied; perfectionistic. 2. Obsessive fixation on past problems; ruminates about flaws and failures; requires repeated reassurance. 3. All-or-nothing view of issues and people; very little “middle ground” or “grey area;” stubborn, inflexible, views compromise as a “sellout.” 4. Devastated when leader, boss, authority figure falls short; defensive and over-reactive to negative feedback. 5. Preoccupied with their own and others’ extreme psychic pain and suffering to the point of being dysfunctional in day-to-day activities. 6. Becomes paralyzed if expected to perform tasks alone; disabling doubts about own experience and skills being sufficient to be successful. 7. Humorless, naïve, victimized, martyred.

Management of excess

Excess is ugly: self-centered, immature, and very unpleasant for others to endure. It does not matter which styles a person draws from, being in excess in any of them is not a pretty sight. However, because **excess** is the exaggeration of strengths, you cannot just throw out excessive behaviors.

Learning to moderate, regulate, modulate, and manage your styles is quite doable. It is not possible to stay in the strength zones of your styles and avoid excess altogether. But it is possible to avoid some trips into excess. The first step in avoiding excess is a recognition of what pushes you into excess.

Different circumstances and situations push each of the four styles into excess. Obviously, if you know what increases the probability that you will go into excess, you are in a better position to avoid that excess.

It is not reasonable to expect that any of us can avoid excess at all times. When going into excess has been avoided, that is something to celebrate. When going into excess becomes less frequent and/or excess lasts less time, there is also cause for personal pride.

Individuals who are highly skilled interpersonally and those who are emotionally mature are less likely to give way to the vulnerabilities of their styles. These folks will have also developed strategies for accepting themselves, including their own shortcomings, while they struggle with improving their interpersonal competencies.

Hopefully, you have developed ways to value yourself even though you must tolerate your flaws and failings while you invest time and energy in increasing interpersonal assets.

Factors precipitating excess in the four styles

Accommodating/ Harmonizing	Analyzing/ Preserving	Achieving/ Directing	Affiliating/ Perfecting
● Unfriendliness ● Disapproval ● Schedules and deadlines ● Being held accountable ● Too little structure ● Being reinforced for clowning: "Laugh a minute" ● Situation that requires intense, painful confrontation (e.g. discussing sexual abuse)	● Emotional confrontation ● Being pressured or hurried ● Departing from standard procedures ● Being asked to change quickly ● Not being taken seriously ● Not knowing how much time is required for an event ● Situations that could result in a person looking silly (e.g. group games)	● Being slowed down ● No response; silence ● Being mocked, ridiculed, or insulted ● Being prevented from trying ● Having responsibilities taken away ● Routine, mundane, no challenge, no novelty, no demand difficulties ● No chance to gain control of a situation and make it a success	● Demands to function independently ● Criticism ● Others falling short ● Others taking unfair advantage ● People cutting corners ● Others minimizing seriousness of difficulties ● Situations that make doing an excellent job impossible (e.g. too many demands)

Physical factors impact excess

Most people have a general understanding of the part that physical factors play in sending a person into excess. For example, you are more likely to be insensitive to interpersonal exchanges that threaten excess if you are fatigued, ill, physically unfit or living on fast foods, processed snacks, and alcohol. Fluctuations in hormone balance can certainly increase

vulnerability to interpersonal factors that lead to excess. Even though people may have an understanding of how these factors combine, they will often not track the warning signs within themselves nor do they take the necessary steps to minimize changeableness. Specifically, we refer to sufficient regular exercise, appropriate diet, and avoiding illicit drugs.

A first step for many people who are trying to improve their ability to communicate effectively is to gain control of the excesses of their style by managing themselves in terms of health and fitness. It is hard to avoid being crabby, defensive, and lethargic if you are unhealthy and/or unfit.

Skill building most important for managing excess

The **NEM2 MasterSkills®** needed to respond to excess in others, also allow you to build credibility, develop collaboration, keep perspective, and move an interaction patiently and positively forward. They are:

- **Paraphrasing**
- **Purpose Stating**
- **Performance Imaging**

Few people seem to grasp the enormous impact that they can direct towards another person to either drive the individual into excess or facilitate the person's functioning in style strength zones. For example, a sincere effort at trying to understand someone's feelings and perspective through skillfully paraphrasing is guaranteed to calm an angry, defensive person 99 times out of 100. If either individual takes time to clarify her/his purposes prior to discussion, the chances that the exchange will be constructive rather than destructive are greatly enhanced.

Even when you are in the middle of a heated argument where one or both of you have become defensive, if one or both will stop long enough to refocus your purposes by clarifying aloud what

it is you are trying to accomplish, then you can expect that the "heated confrontation" will become an "enlightened collaboration." Any time individuals use performance imaging to positively prepare for or constructively critique their interpersonal impact, they can expect to manage themselves more effectively.

It is important to remember that the only person whose behavior you can manage directly is yours. Even if you are very powerful and can influence a lot of people, when it comes right down to it, only they can determine whether or not they will comply or collaborate or cooperate with you. Furthermore, even if we knew ways to sneakily manipulate people, we would not encourage you to do that. People will genuinely respect you more if you are very clear and direct about your purposes—i.e., what it is you are trying to accomplish. Trying to subtly maneuver people into agreeing with you, without their knowing you are doing so, is dangerous: 1) it is usually not very effective because people begin to resist, retreat, and defend themselves; 2) it is ethically wrong to knowingly apply coercive

techniques while pretending that you are not so doing.

It is our opinion that how well you get along with other people has more to do with skills you possess than with your style preferences. Style is very important to understand because it helps you accept basic differences between yourself and others; it makes you more tolerant. It helps you plan how best to approach another person depending upon your purposes. We would in no way minimize the importance of understanding your own style and being sensitive to the styles of others. Remaining in the strength zone of your styles, avoiding excess, and facilitating others' rapid return from excess depend upon the situation, your stamina, and spirit. However, the most important determinant of effective communication and collaborative problem solving is your level of skill.

You can find explanations of and exercises for learning the **NEM2 MasterSkills®** in *Communication At Work, 3rd Edition*. See publication list on the back cover.

Self-management strategies

Accommodating/Harmonizing	Analyzing/Preserving
Within yourself: ● Identify your own preferences and practice making preference statements. ● Visualize enduring intense negative comments using paraphrasing and summarizing. ● Practice giving yourself appropriate positive feedback. ● Ask yourself: “What do I really want to have happen? What is my purpose?” With others: ● Inform others that you prefer a team process and believe that socializing with colleagues is valuable. ● Make preference and purpose statements. ● Invite an encouraging, positive colleague to give you feedback and support.	Within yourself: ● Acknowledge that you often need more time to think and decide. ● Plan and prepare to say more. ● Practice seeing the possibilities and being open to them before you shoot down an idea or plan. With others: ● Teach others the two step approach to decision making (see p. 37); negotiate “time out” to review and ruminate. ● Say more: disclose purposes and preferences; paraphrase and summarize. ● State your preferred processes, purposes, and criteria.
Achieving/Directing	Affiliating/Perfecting
Within yourself: ● Collect more data about yourself; notice your impact on others; listen to yourself. ● Use deep breathing and the relaxation response to slow down and be smoother. ● Remind yourself that others are probably doing the best they can. With others: ● Review potential commitments with a trusted colleague before you take on another project. ● Paraphrase frequently and excellently. ● State your purposes often. ● Increase the amount of encouragement and genuine positive feedback you give others.	Within yourself: ● Regain and maintain perspective through journal keeping. ● Visualize a battle between perfectionism and practicality in which practicality wins. ● Master relaxation and centering exercises. ● Set time limits on private ruminating; learn “thought stoppage.” Practice focusing on the positive aspects of a situation or another person’s performance. With others: ● Request a review of purposes; establish common purposes. ● Arrange with another person to “just sit and listen,” i.e., to be a sounding board. ● Master accurate paraphrasing and summarizing and use them.

Manage yourself to bring out the best in others

Learning to manage yourself — avoiding excess, returning from excess quickly, and operating within the strength zone of your style preferences—is the primary message of these materials. Two very important areas of life, work and relationship, depend on your learning to effectively manage yourself.

- The #1 reason people have difficulty at work (lose their jobs) is that they cannot get along with fellow workers.
- The #1 complaint of partners struggling with their marriage is poor communication.



While the most important consideration is effective self-management, we do know something about how to approach others to bring out the best in them. If you are trying to have a positive impact on someone who is being excessive, it is important that you avoid becoming defensive yourself. You will need to use all that you know to keep yourself from going into excess as you struggle to bring out the best in others. Suggestions for bringing out the best in each of the four styles are presented below.

Bringing out the best in Accommodating/Harmonizing

Initiate personable, friendly exchanges with Accommodator/Harmonizers before you expect to focus on problems to be solved and tasks to be accomplished.

Try to avoid disapproval, negative evaluation, harsh criticism; try to avoid messages that you do not like, respect, or approve of the person. If you have to deliver a negative evaluation, take care to remind the Accommodator/Harmonizer of the ways you view her/him positively. Genuine praise, deserved compliments, truthful admiration are never wasted on an Accommodator/Harmonizer. Whatever aspect of the Accommodator/Harmonizer's performance that needs to be improved should be discussed in positive optimistic terms: a learning experience, an opportunity to improve, a new way to handle...

If you are skilled in the use of light humor, then joking about whatever has sent the Accommodator/Harmonizer into excess may bring the person back.

You can assist an Accommodator/Harmonizer return to strength from excess by stating clearly that you are very interested in the person's thoughts and ideas on x even though you may not agree completely. You might suggest that the person communicate preferences using a 10-point rating scale: "How would you rate x? Compare it to y."

Offer to help with aspects of a process that might be especially difficult for Accommodator/Harmonizers: deadlines, humorless colleagues, conflict, negotiation, confrontation. Help the Accommodator/Harmonizer avoid mistakes or failure.

If the Accommodator/Harmonizer occupies a position of power and responsibility, initiate reassurance that you understand and accept that the Accommodator/Harmonizer's thinking may be at odds with your own, or the news may be "bad," but you nevertheless prefer to hear it clearly, accurately, and completely.

Bringing out the best in Analyzing/Preserving

Having to respond quickly to an unanticipated situation with insufficient information is an Analyzer/Preserver's nightmare. Anything you can do to avoid surprising, hurrying, and pressuring an Analyzer/Preserver will serve you well. Think of approaching an Analyzer/Preserver as a two step process: 1) provide the context (including the relevant history for and the purpose of any request or proposal); 2) allow some time to pass before requesting an opinion, a decision, or an action.

Recognize the value of having accurate, relevant, and complete information available to cover all questions that could be directed toward any new proposal if you are hoping to persuade an Analyzer/Preserver to support your proposal.

Be prepared to seriously consider the "worst-case scenario" and know what the alternatives are if it were to develop. Be able to specify what you would do to avoid such problems.

Learn to hear Analyzer/Preservers' questioning as merely data-gathering, rather than disapproval or disdain. Learn to hear Analyzer/Preservers' preoccupation with time as a basis for behaving responsibly rather than a lack of interest and enthusiasm. Learn to respect Analyzer/Preservers' emotional reserve as the basis for their stability and reliability rather than a lack of caring and commitment.

Demanding that an Analyzer/Preserver share personal information and reveal feelings is likely to produce defensiveness. Anything you can do to direct attention away from the Analyzer/Preserver's emotional state and toward completing tasks at hand will facilitate the Analyzer/Preserver's functioning with strength.



Bringing out the best in Achieving/Directing

The clearer you are about your purposes and the more forcefully and quickly you respond, the easier it is for an Achiever/Director. Even if you are demanding that an Achiever/Director slow down and wait for you to clarify the situation for yourself, you will get better results being demanding than if you meekly suggest that things are moving too fast. Achiever/Directors are reassured and calmed by evidence of strength and responsiveness in others.

After stating whatever you see is positive and agreeable in the Achiever/Director's position, state that you have opinions and information that are at odds with the Achiever/Director's position. State that you would be happy to discuss them when and if the Achiever/Director wants to hear them. Before you raise problems, question, or take issue with an Achiever/Director's position, clarify that such feedback is what is expected. If the Achiever/Director wants you to listen and understand only, you will have had fair warning about arguing.

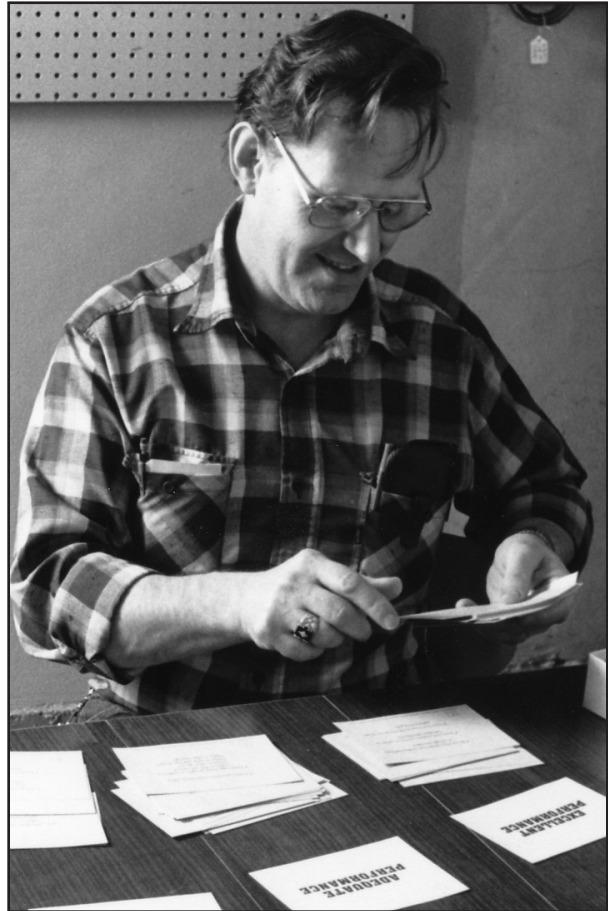
Bringing out the best in Achiever/Directing (continued)

When you experience an Achiever/Director as having all the answers and not listening to anything you say, you have two constructive choices:

- 1) Paraphrase or summarize thereby demonstrating that you understand the Achiever/Director's position.
- 2) State clearly and emphatically that you believe you have not been heard and that you would appreciate being heard.

Use purpose statements together with paraphrasing.

Achiever/Directors can be counted on to stop in their tracks and re-focus when confronted with another person's strength and intensity. It will probably take one more round to redirect the interaction and for the Achiever/Director to come back from excess. Purpose stating is the communication tool for redirecting. It is important that you "see it through" whenever you confront an Achiever/Director. If you take a "pot shot" and scurry away, you will make the situation worse. Confront, stand your ground, and be ready to move to constructive collaboration.



Bringing out the best in Affiliating/Perfecting

The more able you are:

- 1) to deal with intense negative feelings;
- 2) to accept another's confusion and anxiety;
- 3) to understand that a strong, bright, ethical person is capable of feeling overwhelmed, inadequate, and stupid part of the time,

the better able you will be to cope effectively with Affiliator/Perfactors.

Sometimes Affiliator/Perfactors need an open-ended time frame to talk "as long as it takes to work it out." Sometimes, Affiliator/Perfactors need a kind—but authoritative—setting of limits by someone else: "That's enough! This ruminating and obsessing is making it worse, not better!" Try listening with an open-ended time frame first. Even if the discussion seems to go in circles and jump around, paraphrase as you listen. Typically, an Affiliator/Perfactor will be able to get thoughts and feelings "unstuck."

Reassure Affiliator/Perfactors that their "excess" is no more offensive than the "excesses" that characterize all of us at one time or another. Be careful not to

minimize Affiliator/Perfactors nor diminish the significance of their concerns. Honestly affirm the legitimacy of their intentions and their concerns—particularly if you must act in opposition to them or you are trying to redirect them from a self-defeating path.

Be quick to acknowledge any genuine shortcomings or flaws in your performance. Affiliator/Perfactors are enabled to deal with their own shortcomings by you confessing yours first. Humor directed toward your foibles and mistakes may be helpful; trying to get Affiliator/Perfactors to see humor in their own situations is singularly unsuccessful.

Insightful Affiliator/Perfactors will be able to collaborate with you on the best ways for them to return from the excesses to the strengths of the style. Affiliator/Perfactors who lack personal insight will blame others and insist that they are unable to choose another way to handle things. Reassurance, basic affirmation, listening, but refusing to argue and debate are most likely to have a beneficial impact.

Self-management strategies worksheet

Behaviors (thoughts, feelings, actions) that are the strengths of my style	Behaviors (thoughts, feelings, actions) that tell me that I am going into excess	Behaviors (thoughts, feelings, actions) that I allow to push me into excess	Self-management strategies to return to strength from excess
			■ Accept/appreciate style differences. ■ Listen and hear others — regardless of the content. (paraphrasing) ■ State my purposes — even when they seem obvious to me. (purpose stating) ■ Picture myself managing me non-defensively — no matter what others are doing or failing to do. (performance imaging)



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by Susan K. Gilmore, PhD and Patrick W. Fraleigh, PhD
Friendly Press, PO Box 7517, Eugene, OR 97401, USA

Friendly Press
PO Box 7517
Eugene, OR 97401
USA

Toll Free: (888) 541-0336
FAX: (541) 607-6046
Email: info@friendlypress.com
Web site: <http://www.friendlypress.com>