

Communication Styles: A Self-Assessment Exercise

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

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

1. I like action.
2. I deal with problems in a systematic way.

3. I believe that teams are more effective than individuals.
4. I enjoy innovation very much.

5. I am more interested in the future than in the past.
6. I enjoy working with people.

7. I like to attend well-organized group meetings.
8. Deadlines are important for me.

9. I cannot stand procrastination.
10. I believe that new ideas have to be tested before being used.

11. I enjoy the stimulation of interaction with others.
12. I am always looking for new possibilities.

13. I want to set up my own objectives.
14. When I start something, I go through until the end.

15. I basically try to understand other people's emotions.
16. I do challenge people around me.

17. I look forward to receiving feedback on my performance.
18. I find the step-by-step approach very effective.

19. I think I am good at reading people.
20. I like creative problem solving.

21. I extrapolate and project all the time.
22. I am sensitive to others' needs.

23. Planning is the key to success.
24. I become impatient with long deliberations.

25. I am cool under pressure.
26. I value experience very much.

27. I listen to people.

28. People say that I am a fast thinker.
29. Cooperation is a key word for me.
30. I use logical methods to test alternatives.
31. I like to handle several projects at the same time.
32. I always question myself.
33. I learn by doing.
34. I believe that my head rules my heart.
35. I can predict how others may react to a certain action.
36. I do not like details.
37. Analysis should always precede action.
38. I am able to assess the climate of a group.
39. I have a tendency to start things and not finish them up.
40. I perceive myself as decisive.
41. I search for challenging tasks.
42. I rely on observation and data.
43. I can express my feelings openly.
44. I like to design new projects.
45. I enjoy reading very much.
46. I perceive myself as a facilitator.
47. I like to focus on one issue at a time.
48. I like to achieve.
49. I enjoy learning about others.
50. I like variety.
51. Facts speak for themselves.
52. I use my imagination as much as possible.
53. I am impatient with long, slow assignments.
54. My mind never stops working.
55. Key decisions have to be made in a cautious way.
56. I strongly believe that people need each other to get work done.
57. I usually make decisions without thinking too much.
58. Emotions create problems.
59. I like to be liked by others.
60. I can put two and two together very quickly.
61. I try out my new ideas on people.

- 62. I believe in the scientific approach.
- 63. I like to get things done.
- 64. Good relationships are essential.
- 65. I am impulsive.
- 66. I accept differences in people.
- 67. Communicating with people is an end in itself.
- 68. I like to be intellectually stimulated.
- 69. I like to organize.
- 70. I usually jump from one task to another.
- 71. Talking and working with people is a creative art.
- 72. Self-actualization is a key word for me.
- 73. I enjoy playing with ideas.
- 74. I dislike wasting my time.
- 75. I enjoy doing what I am good at.
- 76. I learn by interacting with others.
- 77. I find abstractions interesting and enjoyable.
- 78. I am patient with details.
- 79. I like brief, to the point statements.
- 80. I feel confident in myself.

Scoring Sheet for the Communication Styles Assessment

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

| Style | Circle your answer here | Total Score (max. 20) |
|--|--------------------------------|---------------------------------|
| Style 1 | | |
| 1 - 8 - 9 - 13 - 17 - 24 - 26 - 31 - 33 - 40 - 41 - 48 - 50 - 53 - 57 - 63 - 65 - 70 - 74 - 79 | | _____ |
| Style 2 | | |
| 2 - 7 - 10 - 14 - 18 - 23 - 25 - 30 - 34 - 37 - 42 - 47 - 51 - 55 - 58 - 62 - 66 - 69 - 75 - 78 | | _____ |
| Style 3 | | |
| 3 - 6 - 11 - 15 - 19 - 22 - 27 - 29 - 35 - 38 - 43 - 46 - 49 - 56 - 59 - 64 - 67 - 71 - 76 - 80 | | _____ |
| Style 4 | | |
| 4 - 5 - 12 - 16 - 20 - 21 - 28 - 32 - 36 - 39 - 44 - 45 - 52 - 54 - 60 - 61 - 68 - 72 - 73 - 77 | | _____ |

The Four Communication Styles

| | |
|--|--|
| Style 1: WHAT | Style 2: HOW |
| ACTION (A) Results Objectives Achieving Doing | PROCESS (PR) Strategies Organization Facts |
| Style 4: WHY | Style 3: WHO |
| IDEA (I) Concepts Theories Innovation | PEOPLE (PE) Communication Relationships Teamwork |

The Main Characteristics of Communication Styles

| Style | Content – people with this style talk about... | | Process – people with this style are... |
|---------------------|---|-------------------------|--|
| Action (A) | Results | Responsibility | Pragmatic (down to earth) |
| | Objectives | Feedback | Direct (to the point) |
| | Performance | Experience | Impatient |
| | Productivity | Challenges | Decisive |
| | Efficiency | Achievements | Quick (jump from idea to idea) |
| | Moving ahead | Change | Energetic (challenge others) |
| | Decisions | | |
| Process (PR) | Facts | Trying out | Systematic (step-by-step) |
| | Procedures | Analysis | Logical (cause and effect) |
| | Planning | Observations | Factual |
| | Organizing | Proof | Verbose |
| | Controlling | Details | Unemotional |
| | Testing | Cautious | Patient |
| People (PE) | People | Self-development | Spontaneous |
| | Needs | Sensitivity | Empathetic |
| | Motivation | Awareness | Warm |
| | Teamwork | Cooperation | Subjective |
| | Communications | Beliefs | Emotional |
| | Feelings | Values | Perceptive |
| | Team spirit | Expectations | Sensitive |
| | Understanding | Relations | |
| Idea (I) | Concepts | What's new in the field | Imaginative |
| | Innovation | Creativity | Charismatic |
| | Interdependence | Opportunities | Difficult to understand |
| | New ways | Possibilities | Ego-centered |
| | New methods | Grand designs | Unrealistic |
| | Improving | Issues | Creative |
| | Problems | Potential | Full of ideas |
| | | Alternatives | Provocative |
| | | | |

Adjusting to Other Communication Styles

Communicating with an Action (A) oriented person:

- Focus on the result first; state the conclusion at the outset.
- State your best recommendation; do not offer many alternatives.
- Be as brief as possible.
- Emphasize the practicality of your ideas.
- Use visual aids.

Communicating with a Process (PR) oriented person:

- Be precise; state the facts.
- Organize your discussion in a logical order:
 - Background
 - Present situation
 - Outcome
- Break down your recommendations.
- Include options and alternatives with pros and cons.
- Do not rush a process-oriented person.
- Outline your proposal.

Communicating with a People (PE) oriented person:

- Allow for small talk; do not start the discussion right away.
- Stress the relationship between your proposal and the people concerned.
- Show how the idea worked well in the past.
- Indicate support from well-respected people.
- Use an informal writing **style**.

Communicating with an Idea (I) oriented person:

- Allow enough time for discussion.
- Do not get impatient when he or she goes off on tangents.
- Try to relate the discussed topic to a broader concept or idea
- Stress the uniqueness of the idea or topic at hand.
- Emphasize future value or relate the impact of the idea to the future.
- If writing, try to stress the key concepts that underlie your recommendation at the outset. Start with an overall statement and work toward the particulars.