

A

Analytical

- Cautious actions and decisions
- Likes organization and structure
- Dislikes involvement with others
- Asks many questions about specific details
- Prefers objective, task-oriented work environment
- Wants to be accurate and therefore relies too much on data collection
- Seeks security and self-actualization


baywork

Training Buffet | November 17-19, 2020

7

The analytical personality type is very deep and thoughtful. They're serious and purposeful individuals. They set very high standards, so they have very high standards of performance personally and professionally. Analyticals are orderly and organized. They also tend to have that really dry but witty sense of humor. Analytical strengths are that they are perfectionists. They want things done right and they want them done right the first time. They're neat and tidy individuals. Analyticals are economical, and they are self-disciplined.

Analyticals weaknesses are that they can be moody, critical, and negative. Analyticals can be indecisive and they over-analyze everything. Their perfectionism can also manifest as a weakness at times, as they can be guilty of making their pursuit of perfection stall completion

Analytical working style

People with an analytical working style are serious, well organized, logical, factual and reserved.

Analyticals usually show little facial expression, have controlled body movement and slow gestures, speak in a monotone or with little inflection in their voice, use precise language focusing on details, and are into graphs, charts and statistics.

Strengths

Fact finding and problem solving

Patience

Focusing on details

Logical

Working independently.

They are well suited to working with finance, science and computers.

Weaknesses

Placing facts and accuracy ahead of feelings

Sometimes seen by others as emotionally distant

Under stress they over analyze and avoid decisions

Avoid expressing feelings even when it would be the best thing to do.

Getting in step with an analytical working style

To effectively communicate with analyticals emphasize the rational, objective aspects; focus on facts, data, details and logic; be more formal in speech and manner; present pros and cons as well as options; do not overstate benefits; be on time; keep it brief; and show how your approach has little risk.

B

- Takes action and acts decisively
- Likes control
- Dislikes inaction
- Prefers maximum freedom to manage self and others
- Cool and independent, competitive with others
- Low tolerance for feelings, attitudes and advice of others
- Works quickly and efficiently by themselves

Driver

bay work
bay area water/wastewater workforce reliability

Training Buffet | November 17-19, 2020

8

Drivers are the dynamic and active personality type. They exude confidence and naturally gravitate toward leadership positions. They move very quickly to action, but they are not detail oriented. Drivers are great with the big picture—they're visionaries and they see how we're going to get to where we need to go, but they're not always great at taking the interim steps needed to get there.

Drivers' strengths are that they are very determined individuals. They are independent and they are productive. Drivers get a lot of things done. They are visionaries and they're decisive. A driver would rather make a bad decision than no decision. They just want that decision to be made.

On the weak side, the driver can be insensitive, unsympathetic, harsh, proud, and sarcastic. Drivers do not like to admit when they are wrong. They can also rush to a decision without thoroughly thinking through or understanding the results or consequences of their decision.

Driver working style

People with a driver working style are decisive, independent, efficient, intense, deliberate and achieving.

Drivers usually make direct eye contact, move quickly and briskly with a purpose, speak forcefully and fast paced, use direct bottom line language and usually display planning calendars and project outlines.

Strengths

Ability to take charge
Make quick decisions and are often high achievers
Single minded and goal focused
Not afraid to take risks
Work well independently

They are well suited to working as CEO's or lawyers.

Weaknesses

They push aside their own and other's feelings to get the job done
Often create tension in the work environment
Prone to becoming workaholics
Often only use one side of an argument to suit their cause.

Getting in step with a driver working style

To effectively communicate with drivers avoid small talk; make direct eye contact; speak at a rapid pace; get down to business quickly; arrive on time; be clear, specific and brief; don't ramble or over explain; be organized and well prepared; focus on the results to be produced; and consider efficiency more important than price.

C

- Slow at taking action and making decisions
- Likes close, personal relationships
- Dislikes interpersonal conflict
- Supports and “actively” listens to others
- Weak at goal setting and self-direction
- Demonstrates excellent ability to gain support from others
- Works slowly and cohesively with others
- Seeks security and inclusion

Amiable


bay area water/wastewater workforce reliability

Training Buffet | November 17-19, 2020

9

The amiable personality type is a very patient and well-balanced individual. They’re quiet but witty. They’re very sympathetic, kind, and inoffensive—amiabes do not like to offend people.

An amiable is easy going and everybody likes the amiabes. You know why? Because they don’t like conflict so they’re very easy to get along with. They’re diplomatic and calm. But on the weak side, amiabes can be stubborn and selfish. Their aversion to offence and conflict can also manifest as a weakness.

Strengths: cooperative, supportive, diplomatic, patient, loyal

Under Stress: acquiesces to others, will comply with request but heart is not in agreement, may not do what they say

Positives: idealistic, helpful, easy-going, caring, insightful

Negatives: impractical, push-over, gullible, passive, pleaser, self-deprecating

Amiable Behaviors:

Walks, talks and decides slowly

Very feelings focused

Less risk orientated

Will always ask the “why” question, and relies on “acceptance” to get the job done

Tend to be quiet in meetings may express ideas after others have spoken

Other Clues of an Amiable:

Prefer to spend leisure time with people and one-on-one interactions or small groups over solitary activities or large groups

Reading tends to be towards biographies, fiction and inspirational literature

Dresses informally, but in tasteful conformity

Office décor may be informal and homey, with pictures of family

Remembers personal data about others, sends birthday cards and gifts

How to Mirror an Amiable:

Make genuine personal contact; be more casual, informal and friendly

Start each meeting on personal stuff, how's the family, etc.

Focus on feelings and observe body language - amiables are unlikely to voice disagreement but you will see it in their body language

Be supportive with emphatic listening skills and express sincere appreciation for their contributions

Provide structure. Make sure job is well defined and goals are clearly established

Don't overdo facts and logic

How to Motivate an Amiable:

Allow them to make relationships within the organization. Give them responsibilities and/or projects that are people orientated.

Amiable working style

People with an amiable working style are cooperative, friendly, supportive, patient and relaxed. They are heart before head people and don't care so much about 'business stuff'.

Amiables usually have a friendly facial expression, make frequent eye contact, use non-aggressive gestures, speak slowly and in soft tones, have their family pictures displayed and love animals.

Strengths

Great listeners

Others go to them for support

Good collaborators who thrive in a team environment.

They are well suited to the helping professions – child care workers, nurses, teachers, vets, therapists, zoo keepers.

Weaknesses

Have trouble asserting themselves

Do not make decisions quickly

Do not confront disagreement with co-workers

Reluctant to deal with conflict often leaving them resentful when they don't get what they want.

Getting in step with an amiable working style

To effectively communicate with people with an amiable working style make eye contact but look away from time to time, don't use harsh tones or language, ask for opinions and ideas, don't counter them with facts or logic, encourage them to express any doubts or concerns, avoid pressuring them to make decisions and mutually agree on goals and action plans.

D

- Spontaneous actions and decisions, risk taker
- Not limited by tradition
- Likes involvement
- Generates new and innovative ideas
- Tends to dream and get others caught up in the dream
- Jumps from one activity to another
- Works quickly and excitingly with others
- Not good with follow-through

Expressive


bay area water/wastewater workforce reliability

Training Buffet | November 17-19, 2020

10

We call the expressive the social specialist because they love to have fun. They are individuals who turn disaster into humor, they prevent dull moments, and they are very generous people. They want to be included. Expressives want to be included in projects. They want to be included on teams. They want to be included in conversations. On the strong side, the expressive is very outgoing. They are ambitious, charismatic, and persuasive. On the weak side, they can be disorganized, undisciplined, loud, and incredibly talkative. Expressives can talk up to 200 words a minute with gusts up to 300. They can talk.

Of course, these are generalizations, and many people will exhibit some amount of any number of these personality types. However, everyone will more strongly exhibit characteristics of one type over all the others. Recognizing and understanding which personality types you are managing on your team will help you motivate and communicate with them.

Expressive working style

People with an expressive working style are outgoing, enthusiastic, persuasive, humorous, gregarious, lively and use rapid hand and arm gestures.

Strengths

Lively nature

Motivate general excitement in others

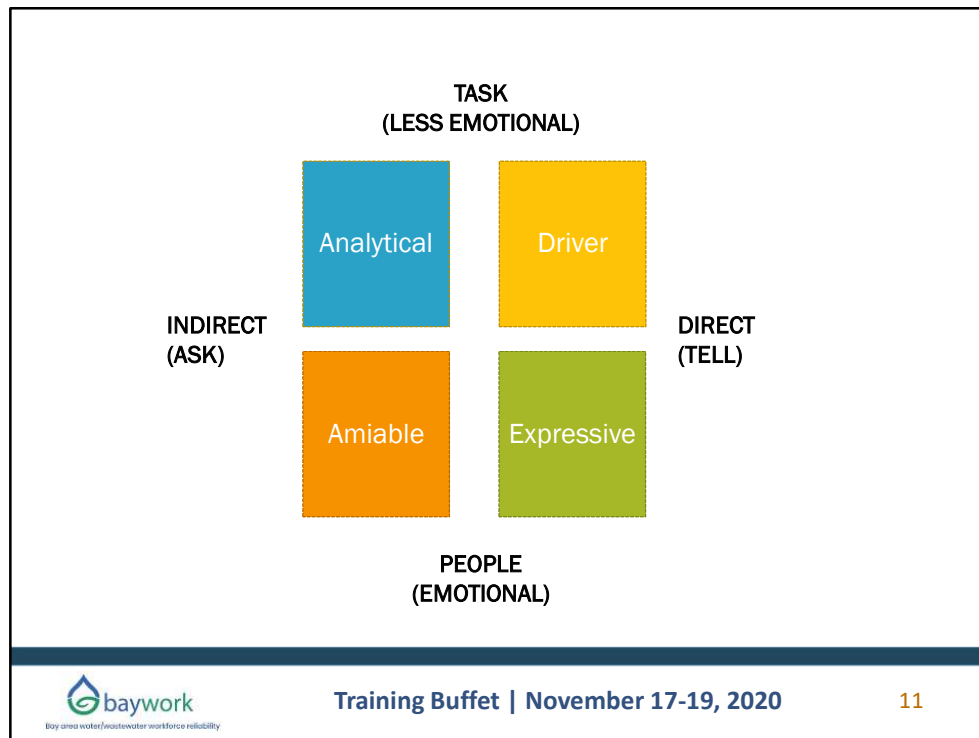
Work at a fast pace
Good at building alliances and accomplishing goals
Highly motivated
They are well suited to high profile positions that require them to make public presentations, sales and marketing.

Weaknesses

When upset they will attack
Very intense
Can overwhelm other team members
Will press forward without details and make mistakes but can be quite entrepreneurial
May exhibit obsessive behavior.

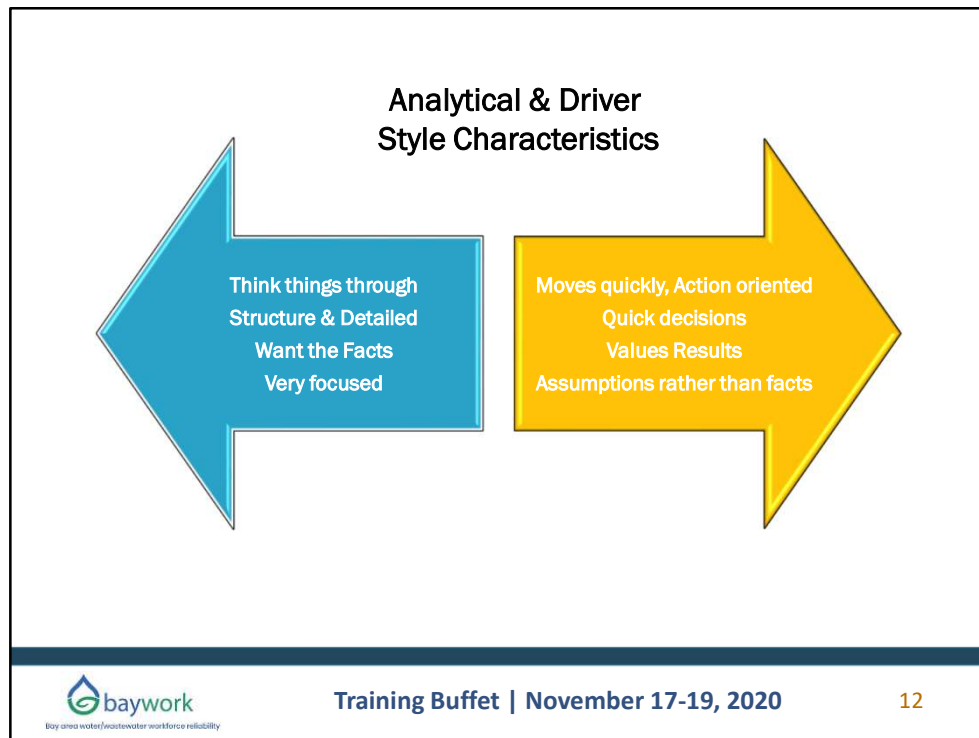
Getting in step with expressive working style

To effectively communicate with Expressives use a general approach rather than details; focus on the big picture; allow time for socialization; talk about experiences, people, opinions; paraphrase any agreements made; and maintain a balance between fun and objectives.



Analytical and Drivers tend to be more task focused, mean they get things done through projects, deadlines, activities, etc. Whereas Amiable and Expressive working styles tend to get things done through people, collaboration, and relationships.

Analytical and Amiables are indirect, focus on asking questions to make decisions or gathering facts/details. Drivers and Expressives are much more outward, direct and telling.



You can probably see how an analytical and a driver might not work very well together – but also that their skills can nicely complement each other. It can be said that if you want to get to the moon you hire a driver, but if you want to get back you hire an analytical.

Amiable & Expressive Style Characteristics

