



## Tool 4.3

### Understanding different communication styles

#### Behavioural Style Questionnaire

Tick each statement that you believe is a fair representation of yourself in your role in the family OR business.

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gives priority to detail and organisation		Gives priority to achieving results	
Sets exacting standards		Seeks challenges	
Approaches tasks and people with steadiness		Approaches tasks and people with clear goals	
Enjoys research and analysis		Is willing to confront	
Prefers operating within guidelines		Makes decisions easily	
Completes tasks thoroughly		Is keen to progress	
Focuses attention on immediate task		Feels a sense of urgency	
Likes accuracy		Acts with authority	
Makes decisions on thorough basis		Likes to take the lead	
Values standard procedures highly		Enjoys solving problems	
Approaches work systematically		Questions the status quo	
Likes to plan for change		Takes action to bring about change	
<b>Total :</b>		<b>Total :</b>	
<hr/>	<input checked="" type="checkbox"/>	<hr/>	<input checked="" type="checkbox"/>
Gives priority to supporting others		Gives priority to creating a friendly environment	
Enjoys assisting others		Likes an informal style	
Approaches people and tasks with quiet and caution		Approaches people and tasks with energy	
Has difficulty saying no		Emphasises enjoying oneself	
Values co-operation over competition		Rates creativity highly	
Eager to get on with others		Prefers broad approach to details	
Willing to show loyalty		Likes participating in groups	
Calms excited people		Creates a motivational environment	
Listens well/attentively		Acts on impulse	
Prefers others to take the lead		Willing to express feelings	
Gives priority to secure relationships and arrangements		Enjoys discussing possibilities	
Prefers steady not sudden change		Keen to promote change	
<b>Total :</b>		<b>Total :</b>	
<hr/>		<hr/>	

**Interpretation Table:**

		Introverted	Extroverted		
Task oriented	Conscientious	<p><b>Behaviours</b> Reserved Approaches work systematically Pays attention to details Focuses attention on immediate task Prefers to stick to established guidelines and practices Likes to plan for change</p> <p><b>Needs</b> High standards Appreciation Quality work</p> <p><b>Fears</b> Criticism of work Imperfection Not having things adequately explained</p>	Direct	<p><b>Behaviours</b> Outgoing Challenges status quo Keen to get things done Resists authority Likes to take the lead Takes action to bring about change</p> <p><b>Needs</b> Results Recognition Challenges</p> <p><b>Fears</b> Challenges to their authority Lack of results from others</p>	Task oriented
	Stabilising	<p><b>Behaviours</b> Reserved Works well in a team Accommodates others Maintains status quo Recovers slowly from hurt Prefers steady rather than sudden change</p> <p><b>Needs</b> Security Acceptance Teamwork</p> <p><b>Fears</b> Isolation Standing out as better or worse Unplanned challenges</p>	Influencing	<p><b>Behaviours</b> Outgoing Leads by enthusing others Prefers a global approach Steers away from details Acts on impulse Keen to promote change</p> <p><b>Needs</b> Change acknowledgement New trends and ideas</p> <p><b>Fears</b> Disapproval Stagnation Detailed work</p>	
People oriented		Introverted	Extroverted	People oriented	

## Hints on communicating with different styles

<b>Conscientious</b>	<b>Direct</b>
<p>They speak thoughtfully, precisely with pauses for thinking.</p> <p>Don't interrupt.</p> <p><b>Use :</b> It's logical, reasonable, clear, precise, balanced... guarantee...specifically... judgement...critical...exactly... factual...qualified...professional... just...well thought out... planned detailed... quality...discerning</p> <p><b>Don't use :</b> creative...risky...daring...generally... colourful...make it up ...chaotic ...experimental... fun...innovative...popular</p>	<p>They come to the point, in short, sharp sentences.</p> <p>They think and respond fast and have an impatient style.</p> <p>Don't bother with niceties, or tell them long stories.</p> <p><b>Use :</b> Yes...OK...now...I'll do this, will that be OK? true... solid...effective...bottom line... ball park figure...asap...we'll get right onto it...deadline...be first...leading ...initiate...get cracking...I'll handle it...can do!</p> <p><b>Don't use :</b> I'll look into it...we'll have to discuss it...you must understand ...I'll let you know...this needs a consensus decision... you'll have to be patient</p>
<b>Stabilising</b>	<b>Influencing</b>
<p>Generally quietly spoken, a little shy but friendly, approachable.</p> <p>Give them space, don't interrupt.</p> <p><b>Use :</b> How do you feel about it?...it would be helpful...I need...I'd be grateful if...would you mind assisting us...it's fair to all...safe...gentle... quiet...modest... faithful...considerate...most people</p> <p><b>Don't use :</b> Do this...Next!... Now!...that's emotional rubbish...you could be the first person to...</p>	<p>Bubbly speakers, friendly, informal, they use creative language.</p> <p>You can talk over them and they'll join in. Don't be critical. They're optimists.</p> <p><b>Use :</b> positive...bright idea ...innovative... fresh...easy...</p> <p>how do you see it? here are your choices... that's easy...big picture...the latest...it'll be fun ...enjoy it!</p> <p><b>Don't use :</b> No way! show me your figures ...tried and true...traditional...it's always been like that...I'm only doing my job</p>