

Behavioural Styles Overview

Research carried out by Bolton and Bolton helped identify four key behavioural styles which enables individuals to categorise their personal preferences against two dimensions - the degree to which they are Assertive in getting tasks done and the degree to which they Respond to others by way of relationships.

The four individual styles are as follows:

- >> **Driver** High Assertiveness and Low Responsiveness
- >> **Expressive** High Assertiveness and High Responsiveness
- >> **Amiable** Low Assertiveness and High Responsiveness
- >> **Analytical** Low Assertiveness and Low Responsiveness

Examples of some of the typical behaviours in the four categories are summarised below:

Amiable	Expressive
<ul style="list-style-type: none"> • Exercises caution in decision making • Likes close personal relationships • Dislikes conflict • Supports and actively listens to others • Has ability to gain support from others • Works with others 	<ul style="list-style-type: none"> • Spontaneous actions and decisions • Likes involvement • Dislikes being alone • Exaggerates and generalises • Tendency to dream • Jumps from one activity to another • Works quickly with others • Enthusiastic
Analytical	Driver
<ul style="list-style-type: none"> • Cautious actions and decisions • Likes organisation and structure • Dislikes too much involvement with others • Prefers objective work • Attention to accuracy • Relies on facts/data collection • Prefers to work alone • Likes to think things through 	<ul style="list-style-type: none"> • Decisive actions and decisions • Likes control of people and situations • Dislikes inaction • Prefers maximum freedom to manage • Cool, independent, competitive • Low tolerance for feelings of others • Works quickly alone • Works to deadlines

By supporting your client to identifying their own preferences and those with whom they work and interact, they will be able to explore how to adapt their style during interactions with others who may have similar or different preferences.

Ref: Robert and Dorothy Bolton – *People Styles at Work*

Understanding and Flexing Behavioural Styles

The following grids give an indication of the strength and weaknesses of each behavioural style, together with some suggestions on how you might adapt your style to suit a particular situation.

Strengths and Weaknesses

	Strengths	Weaknesses	Overdone Strength can be seen by others as:-
Driver	<ul style="list-style-type: none"> • Determined • Efficient • Decisive • Practical 	<ul style="list-style-type: none"> • Pushy • Harsh • Dominating • Unsentimental 	AUTOCRAT
Expressive	<ul style="list-style-type: none"> • Ambitious • Stimulating • Enthusiastic • Dramatic 	<ul style="list-style-type: none"> • Manipulative • Excitable • Undisciplined • Egotistical 	DRAMA QUEEN
Amiable	<ul style="list-style-type: none"> • Supportive • Dependable • Agreeable • Willing 	<ul style="list-style-type: none"> • Conforming • Dependent • <u>Wishy Washy</u> • Submissive 	FOLLOWER
Analytical	<ul style="list-style-type: none"> • Serious • Industrious • Persistent • Exacting 	<ul style="list-style-type: none"> • Stuffy • Critical • Indecisive • Picky 	AVOIDER

Adapting Your Style to Others

		Your Style			
		Amiable	Expressive	Analytical	Driver
	Amiable	<ul style="list-style-type: none"> • Concentrate on objectives • Establish deadlines • Accept responsibility for action 	<ul style="list-style-type: none"> • Encourage opinions of others • Slow down, exercise patience 	<ul style="list-style-type: none"> • Show personal interest and discuss personal opinions. • Respond to ideas of others. 	<ul style="list-style-type: none"> • Show interest and be patient. • Encourage opinions from others. • Adopt informal slower approach
	Expressive	<ul style="list-style-type: none"> • Be prepared to express your views • Be objective • Try to speed up 	<ul style="list-style-type: none"> • Exercise discipline and be specific. • Establish agenda • Introduce structure 	<ul style="list-style-type: none"> • Express personal opinions. • Respond to ideas • Be enthusiastic. 	<ul style="list-style-type: none"> • Be friendly and enthusiastic. • Accept opinions
	Analytical	<ul style="list-style-type: none"> • Adopt <u>organised</u> approach • Introduce accuracy and information 	<ul style="list-style-type: none"> • Slow down • Adopt formal and objective approach 	<ul style="list-style-type: none"> • Be prepared to accept control. • Be tolerant of slight imperfections. 	<ul style="list-style-type: none"> • Slow down • Exercise patience • Be diplomatic
	Driver	<ul style="list-style-type: none"> • Be assertive and objective • Express opinions • Be disciplined in time use 	<ul style="list-style-type: none"> • Be business-like • Back up any disagreement facts not feelings 	<ul style="list-style-type: none"> • Be prepared to express opinions. • Be assertive and decisive. 	<ul style="list-style-type: none"> • Be receptive to other people's point of view • Do not impose your views.

