

Behavioural Styles

Factors	Promoting	Controlling	Supporting	Analysing
How to recognise	They get excited	They like their own way; decisive, strong points of view	They like positive attention, to be helpful and to be regarded warmly	They seek a lot of data, ask many questions, behave methodically and systematically
Tends to ask	Who? (The personal dominant question)	What? (The results oriented question)	Why? (The personal non-goal question)	How? (The technical, analytical question)
What they dislike	Boring explanations, wasting time with too many facts	Someone wasting their time, trying to decide for them	Rejection, treated impersonally, uncaring and unfeeling attitudes	Making an error, being unprepared, spontaneity
Reacts to pressure and tension by	'Sell' their ideas or argumentative	Takes charge, takes more control	Becomes silent, withdraws, introspective	Seeks more data and information
Best way to deal with	Get excited with them. Show emotion	Let them be in charge	Be supportive; Show you care	Provide lots of data and information
Likes to be measured by	Applause, feedback, recognition	Results. Goal oriented	Friends, close relationships	Activity and busy-ness will lead to results
Must be allowed to	Get ahead quickly. Likes challenges	Get into a competitive situation. Likes to win	Relax, feel, care, know you care	Make decisions at own pace, not cornered or pressured
Will improve with	Recognition and some structure within which to reach the goal	A position that requires co-operation with others	A structure of goals and methods for achieving each goal	Interpersonal and communication skills
Likes to save	Effort: They rely heavily on hunches, intuition, feelings	Time. They like to be efficient, get things done now!	Relationships. Friendship means a lot to them	Face. They hate to make an error, be wrong or get caught without enough information
An effective leader will	Inspire them to bigger and better accomplishments	Allow them freedom to do things their way	Care and provide detail, specific plans and activities to be accomplished	Structure a framework or 'track' to follow