



Communication Styles

A Self-Assessment Exercise

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

The Four Communication Styles

WHAT	HOW
ACTION (A) Results Objectives Achieving Doing	PROCESS (PR) Strategies Organization Facts
WHY	WHO
IDEA (I) Concepts Theories Innovation	PEOPLE (PE) Communication Relationships Teamwork

The Main Characteristics of Communication Styles

Style	Process – people with this style talk about ..		People with this style are ...
Action (A)	Responsibility Feedback Experience Challenges Achievements Change	Objectives Performance Productivity Efficiency Moving ahead Decisions	<ul style="list-style-type: none"> • Pragmatic (down to earth) • Direct (to the point) • Impatient • Decisive • Quick (jump from idea to idea) • Energetic(challenge others)
Process (PR)	Facts Procedures Planning Factual Proof Details Cautious	Trying out Analysis Observations Organizing Controlling Testing	<ul style="list-style-type: none"> • Systematic (step by-step) • Logical (cause and effect) • Factual • Verbose • Unemotional • Patient
People (PE)	People Needs Motivation Teamwork Communications Feelings Team spirit Understanding	Self-development Sensitivity Awareness Cooperation Beliefs Values Expectations Relations	<ul style="list-style-type: none"> • Spontaneous • Empathetic • Warm • Subjective • Emotional • Perceptive • Sensitive
Ideas (I)	Concepts Creativity Opportunities Possibilities Grand designs Problems Alternatives What's new in the field	Innovation Interdependence New ways New methods Improving Issues Potential	<ul style="list-style-type: none"> • Imaginative • Charismatic • Difficult to understand • Ego-centred • Unrealistic • Creative • Full of ideas • 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:

- o Background
- o Present situation
- o 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.

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