

COMMUNICATION STYLE SURVEY

Carefully consider each of the following statements; then circle the answer that best describes you. If you are torn between two answers, go with your initial reaction. It is more likely to reflect your personal style. When you are finished, use the Scoring Summary sheets to compute your score. Be as honest as you can in your responses, as no one else will need to see them.

You will be using the following key: For each question circle the letter that best represents your response.

- A Not at all like me
- B Not much like me
- C Somewhat like me
- D A lot like me
- E Completely like me

- | | | | | | |
|--|---|---|---|---|---|
| 1. I am not very precise | A | B | C | D | E |
| 2. I am reserved around strangers | A | B | C | D | E |
| 3. I like envisioning big projects | A | B | C | D | E |
| 4. I do not promote an atmosphere of harmony | A | B | C | D | E |
| 5. I do not follow instructions | A | B | C | D | E |
| 6. I am courageous | A | B | C | D | E |
| 7. I lack attention to detail | A | B | C | D | E |
| 8. I mix easily with new people | A | B | C | D | E |
| 9. I feel calm and relaxed most of the time | A | B | C | D | E |
| 10. I am not talkative | A | B | C | D | E |
| 11. I like big challenges | A | B | C | D | E |
| 12. I analyze situations carefully | A | B | C | D | E |
| 13. I maintain a cheerful disposition | A | B | C | D | E |
| 14. I am shy with new people | A | B | C | D | E |
| 15. I am persistent | A | B | C | D | E |
| 16. I am soft-spoken | A | B | C | D | E |
| 17. I pay attention to detail | A | B | C | D | E |

18. I am quick to challenge the views of others	A	B	C	D	E
19. I enjoy talking in front of a group	A	B	C	D	E
20. I am careful and deliberate in making a decision	A	B	C	D	E
21. I am not peaceful in my inner self	A	B	C	D	E
22. I am not confident in my abilities	A	B	C	D	E
23. I am a good team player	A	B	C	D	E
24. I am daring	A	B	C	D	E
25. I am focused on getting things done right	A	B	C	D	E
26. I am even-tempered under most circumstances	A	B	C	D	E
27. I do not like taking risks	A	B	C	D	E
28. I am not generous with my time	A	B	C	D	E
29. I make new friends easily	A	B	C	D	E
30. I am very cautious	A	B	C	D	E
31. I am trusting of others	A	B	C	D	E
32. I am not outgoing	A	B	C	D	E

Source: Adapted from Douglas, E. (1998). *Straight talk: Turning communication upside down for strategic results*. Davies-Black Publishing, Palo Alto, CA. Used by permission of the author.

Communication Style Survey

Scoring

Fill out the worksheets for the Director, Expresser, Thinker and Harmonizer. Add up the totals at the bottom of each page. Then, transfer those totals to the appropriate boxes on the top of the Scoring Summary.

The Director Worksheet

Points

_____ For item #3, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E.

_____ For item #6, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #11, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #15, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #18, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #22, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #24, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #27, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ **Total Director Score equals the sum of the item points**

The Expresser Worksheet

Points

_____ For item #2, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #8, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #10, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #14, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #16, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #19, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #29, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #32, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ **Total Expresser score equals the sum of the item points**

The Thinker Worksheet

Points

_____ For item #1, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #5, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #7, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #12, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #17, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #20, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #25, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #30, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ **Total Thinker score equals the sum of the item points**

The Harmonizer Worksheet

Points

_____ For item #4, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #9, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #13, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #21, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #23, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #26, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ For item #28, give yourself
5 points for A, 4 points for B, 3 points for C, 2 points for D or 1 point for E

_____ For item #31, give yourself
1 point for A, 2 points for B, 3 points for C, 4 points for D or 5 points for E

_____ **Total Harmonizer score equals the sum of the item points**

Scoring Summary

Step 1: Transfer the totals from the four worksheets to the appropriate boxes below:

Director Score

Expresser Score

Thinker Score

Harmonizer Score

Step 2: Circle the two highest scores you received. If your highest score is 10 points or more above your next-highest score, then go to Step 4. If your two highest score are identical, go to step 5. Otherwise, proceed to step 3.

Step 3: Using the following table, circle the style in the first column receiving the highest score. Circle the style in the second column receiving the second highest score (or identical score). Then circle the corresponding style in the third column. That is your specific communication style.

Director	+	Expresser Thinker Harmonizer		Initiator Explorer Persuader
Expresser	+	Director Thinker Harmonizer		Charmer Diplomat Socializer
Thinker	+	Director Expresser Harmonizer		Investigator Organizer Supporter
Harmonizer	+	Director Expresser Thinker		Counselor Nurturer Provider

Step 4: If your highest score is 10 points or more above your next-highest score, use the table below to discover your specific style. In the first column, circle the style receiving the highest score, and then circle the corresponding style in the second column. That is your specific communication style.

Director	Dictator
Expresser	Entertainer
Thinker	Analyzer
Harmonizer	Pleaser

Step 5: If your two highest scores are identical, you are a blend of styles. Choose one to be your highest score, and follow the instructions in step 3. Then choose the other as your highest score and follow the same process. You should end up with two specific styles. For example, if you received the same score for both Harmonizer and Thinker, then you would calculate two combinations: Harmonizer + Thinker = Provider, and Thinker + Harmonizer = Supporter. Your communication style is a blend of Provider and Supporter.

Step 6: Write down your specific communication style (or styles) in the space below.

The Director

- Emphasizes action and results
- Talks about goals, getting ahead and the importance of getting the job done
- Is always on the move
- Takes risks and is willing to make tough decisions and gamble
- Likes to be in charge
- Likes the bottom line
- Is excellent at goal-setting
- Is quick to make decisions and assign tasks
- Doesn't have much time for small talk or social niceties
- Doesn't tell long stories or ask about the health of your children
- Can be uncomfortable around people
- Tends to focus on doing not listening
- Because of the focus on getting things done and not on people, the Director can appear insensitive or intimidating

To improve communication, Directors need to:

- ▶ Be more personal in their delivery
- ▶ Ask more questions about other people
- ▶ Talk about their feelings
- ▶ Acknowledge and validate priorities other than their own
- ▶ Show patience
- ▶ Have empathy
- ▶ Admit their fallibility

When speaking to Directors:

- ▶ Adopt a direct and serious tone
- ▶ Give information in terms of the bottom line
- ▶ Keep meetings short and succinct
- ▶ Assert your own ideas
- ▶ Don't wait for them to invite feedback
- ▶ Don't misinterpret their abruptness as a sign of disrespect or criticism

The Expresser

- Is a great talker
- Talks about ideas, opinions, feelings and experiences
- Likes to tell stories
- Likes to use animated facial expressions and gestures
- Is entertaining
- Thinking aloud is a trademark
- Is creative and always trying to find new ways of doing things
- Takes chances; especially if creative reputation is on the line
- Tends to be sensitive to other's feelings
- Is so animated and expressive that when telling a story the Expresser may make those around feel limp
- Has a lot of ideas at once, sometimes has so many ideas that they tumble out of the mouth before there is a chance to edit them
- Can be disorganized and lack follow through
- Has a hard time focusing and listening
- Lacks a long attention span for something that doesn't involve or interest him or her
- Can demand a lot of patience

To improve communication, Expressers need to:

- ▶ Be more precise and analytical in their approach to problems
- ▶ Follow through and complete projects
- ▶ Learn to manage time by planning daily
- ▶ Set priorities and focus on them
- ▶ Avoid wasting time – theirs or anyone else's

When speaking to Expressers:

- ▶ Express ideas regardless of how fanciful
- ▶ Show understanding of their feelings
- ▶ Talk about your own feelings
- ▶ Use gestures; get excited
- ▶ Let yourself "think aloud"
- ▶ Touch them lightly on the arm or shoulder (but only if appropriate)

The Thinker

- Likes to solve problems
- Likes the process of walking through all the details, nuances, ramifications and implications
- Focuses on getting things done right
- Likes to consider other's needs and feelings before acting
- Likes to discuss details with others to make sure every angle has been considered
- Likes to ask a lot of questions because of their exacting sense of detail
- Pays attention to detail
- Lists are paramount
- Often postpones making a decision until certain that he or she has every piece of information available
- Has a honed ability to focus entirely on the problem at hand – often to the exclusion of the bigger picture
- Can seem tedious at times
- Tends to underestimate the amount of time it takes to complete a project

To improve communication, Thinkers need to:

- ▶ Focus on the big picture not just the details
- ▶ Ask only relevant questions
- ▶ Once a decision is made put it behind them
- ▶ Focus on deadlines
- ▶ Expect the unexpected
- ▶ Communicate the full scope of the problem not just one aspect

When speaking to Thinkers:

- ▶ Be precise in giving information
- ▶ Break problems down into specific parts
- ▶ Take time to review every point thoroughly
- ▶ Ask questions and solicit their advice
- ▶ Keep a moderate tone of voice and body language

The Harmonizer

- Is steady and dependable
- Is quiet and caring
- People turn to the Harmonizer in times of trouble
- Speaks warmly and lovingly to others
- Keeps people working happily together, often in subtle ways
- Is attuned to people's feelings
- Focuses on the group's well-being
- Is a team player
- Prefers to fit in not stand out
- Seeks to avoid conflict
- Tends to be people pleasers – will often say yes to others even if it would be better to decline
- Can take on too much and feel overwhelmed

To improve communication, Harmonizers need to:

- ▶ Keep work issues separate from personal issues
- ▶ Remember it is not always important to be liked
- ▶ Learn to say “No” and to argue their position
- ▶ Prioritize tasks
- ▶ Address problems in a bottom-line fashion

When speaking to Harmonizers:

- ▶ Lighten up and relax
- ▶ Make them feel comfortable and engage in chitchat
- ▶ Whenever possible, give them information in the form of questions
- ▶ Converse in a quiet manner
- ▶ Avoid saying “No”. Find a more gentle way of declining
- ▶ Keep your distance; touching isn't okay

Director

Talks in action verbs
Cares about the bottom line
Always on the go
Speaks crisply
Talks about goals
May seem insensitive

Expresser

Speaks rapidly
Uses animated gestures
Entertaining
Thinks out loud
Talks about ideas
May be imprecise

Thinker

- ▶ Talks about details
- ▶ Inquiring
- ▶ Often makes lists
- ▶ Speaks carefully
- ▶ Wants things done "right"
- ▶ May procrastinate

Harmonizer

- ▶ Talks about people
- ▶ Sensitive to others
- ▶ Avoids conflict
- ▶ Dedicated and loyal
- ▶ Speaks softly
- ▶ May over commit

DICTATORS

- Thrive on being in control
- Would rather talk about business and goals
- Have amazing energy to get things done
- Have a take-charge attitude
- Make decisions quickly
- Enjoy dealing with the bottom line
- Aren't comfortable with personal issues and emotions
- Can seem insensitive and manipulative
- Have a difficult time with interpersonal communication
- Speak in abrupt sentences and don't offer a lot of information
- The way they are perceived makes it hard for people to open up
- Don't like to waste time on idle chitchat

To improve communication, Dictators need to:

- ▶ Be more patient and inquire about other's ideas and feelings.
- ▶ Imagine how much time people will need to talk and double it
- ▶ Start by talking how they feel about a situation and emphasize that their minds are open
- ▶ Give others plenty of time to talk things through
- ▶ Ask questions (not an interrogation) and listen
- ▶ Need to make people feel they are really interested in their point of view and not just collecting evidence against them.
- ▶ Practice active listening; including paraphrasing.

INITIATORS

- Are happy leading a group of people or on their own
- Have energy and ingenuity is to be admired. Private with own feelings
- Are charismatic and enthusiastic
- Display great vision about the needs of an organization
- May take on too much at times and manage to get it all done
- Like people and prefer the direct and honest approach
- Are often regarded as having impossibly high standards and making snap judgments about people. This can make other's feel uneasy and anxious
- Tend to jump to conclusions about what people are saying without checking facts
- Are arrogant and bossy
- Have the desire to make others conform which undermine people's respect
- They are not always happy with someone else in charge

To improve communication, Initiators need to:

- ▶ Soften their style and ask more questions.
- ▶ Because they are perceived as aggressive, questions can appear patronizing and demanding.
- ▶ They need to make it clear that they want to increase understanding for everyone, not get the upper hand.
- ▶ Refrain from drawing conclusions too quickly
- ▶ Try to control body language and reduce the amount of direct eye contact
- ▶ Paraphrase and check for understanding first

EXPLORERS

- Enjoy complex challenges
- Pride themselves on how much more they can accomplish when compared to others
- Are logical and independent
- Are known for doing things on their own and conceiving new theories or solutions
- Enjoy taking the long-term perspective and meeting large challenges
- Can become lost in the theoretical and forget people's emotional concerns
- Tend to be perfectionists and are not always easy to get along with

To improve communication, Explorers need to:

- ▶ Not hide feelings and look at everything logically
- ▶ Should focus more on people's feelings
- ▶ Gather all the facts of a problem or solution before jumping to a conclusion
- ▶ Pay more attention to the process and develop buy in
- ▶ Practice empathy and not worry about being wrong or looking foolish

PERSUADERS

- Have a pragmatic people-oriented approach that enables them to get people to do things
- Are warm and friendly
- Like to run and organize activities
- Tend to consider everyone's point of view
- Their pragmatic approach enables them to communicate effectively and honestly
Balance people and the requirements of the situation
- Are not always precise about spelling out exactly what is wanted
- Can be weak on follow through
- When their backs are against the wall, they can seem cold and dictatorial
- Can be cynical at times

To improve communication, Persuaders need to:

- ▶ Work on precision
- ▶ Organize their thoughts in advance and make sure all-important details are included and make sure everyone has the same information
- ▶ Not make assumptions about what needs to be done before the information gathering process is complete
- ▶ Make it clear they are open to suggestions and alternative strategies
- ▶ Only after input is gathered should they try to be persuasive

CHARMERS

- Are happiest when expressing themselves or doing something creative
- Rely on personality to carry them through a meeting or project
- Are popular and well liked
- Especially like people they just meet and are quick to open up and share their innermost thoughts
- Provide creative sparks to the organization and people
- Are assertive and demanding
- Are attune with the feelings of others
- Are not detail oriented
- Can appear inconsistent and superficial
- Don't always prepare in advance
- Tends to leap to conclusions especially about people's intentions
- Are quick to feel slighted if others aren't communicating with them
- Are sensitive to any apparent sign of disrespect and can make them seem difficult to get along with
- May not be patient enough or sufficiently well organized to provide necessary structure and stability
- Can appear insensitive

To improve communication, Charmers need to:

- ▶ Pay more attention to detail and the process
- ▶ Give themselves plenty of time to prepare and focus attention on the details and planning
- ▶ Rehearse and allow others to give feedback
- ▶ Ask more questions and paraphrase people's responses
- ▶ Let others know when they are thinking aloud.

ENTERTAINERS

- Like the spotlight
- Are good at public speaking and sales presentations
- Are good at expressing themselves
- Are good in situations that require improvisation and imagination
- Are sensitive and their desire to be liked makes it difficult for them to deal with awkward situations and make tough decisions

To improve communication, Entertainers need to:

- ▶ Listen more carefully and ask more detailed questions
- ▶ Learn to think more analytically
- ▶ Avoid assuming they need to be the center of attention
- ▶ Try listening, gathering data and analyzing what additional information is needed before drawing a conclusion
- ▶ Talk about someone other than themselves
- ▶ Rehearse what they are going to say, especially in sensitive situations.

DIPLOMATS

- Are fun loving and jovial
- Revel in pleasurable things and enjoy talking about them, which makes them people magnets
- Can be analytical and sober minded
- Are personable, versatile and analytical
- Are competent at leading people through complex projects
- Appear to be something of an enigma
- Can appear aloof and analytical
- Their determination and focus can be overwhelming to others at times

To improve communication, Diplomats need to:

- ▶ Ask detailed questions to complement their expressive side
- ▶ Allow others to contribute equally to the discussion
- ▶ Remind people that their minds are open and they are genuinely looking for ideas and input
- ▶ Remember to begin persuading after everyone has had the opportunity to speak his or her piece
- ▶ Needs to learn to temper their drive for perfection with sensitivity to other's feelings

SOCIALIZERS

- Are happiest when engaged in animated conversations
- Love social activities
- Are loyal to friends
- Are sensitive to other's needs
- Are born team members
- Are always looking to inject creativity and motivate others
- Can work endless hours, when inspired
- Know how to make people around them feel appreciated
- May not examine a situation logically and may make decisions without considering all of the information
- Don't like to be alone
- Can become depressed and withdrawn, when they feel unappreciated

To improve communication, Socializers need to:

- ▶ Be more logical and analytical in their communication
- ▶ Work on asking logical questions and pursuing rational lines of inquiry especially in disagreeable situations
- ▶ Analyze a difficult situation in terms of missing information (what do they know that others don't; what are they missing)
- ▶ Rehearse what they are going to say
- ▶ Practice addressing things that don't feel right
- ▶ Remember that conflict is a natural part of an organization and work on handling conflict more directly

INVESTIGATORS

- Like to be viewed as experts
- Are logical and forceful and is best in a times of crisis
- Can calmly analyze a situation
- Like dissecting things, figuring out how they work and then using this knowledge to improve them
- Make good troubleshooters and like being called on to provide a solution on the spot
- Are good at listening and communicating when the subject is a task, process or equipment.
- Resist using skills of inquiry when it comes to people
- Prefer to observe life and all of its curious ways with a sense of detachment
- Are not very focused on people's feelings
- Are perceived as cool and calculating

To improve communication, Investigators need to:

- ▶ Curb the desire to dissect everything and everybody
- ▶ Be more willing to expose themselves to other's feelings and points of view
- ▶ Counter their naturally cool demeanor by using facial expressions and gestures more often to make a point
- ▶ Train themselves to think about how other people feel

ORGANIZERS

- Are good at getting people to work together
- Are compassionate and dedicated to people
- Have varied and well rounded relationships
- Are respected for their principled and conscientious way of doing things
- Enjoy helping people to interact and work together, which makes them good managers
- Know how to ask questions and analyze situations
- Know how to say things in a sensitive and understanding way
- Need a place to be alone and focus at times
- May appear single-minded because of their analytical approach
- Are not comfortable talking about themselves
- Avoid trouble spots in communication, which may make them less of a leader

To improve communication, Organizers need to:

- ▶ Communicate when there is potential conflict
- ▶ Take a position or raise an issue that may be a magnet for controversy or criticism
- ▶ Be willing to step in and find out what people think and get their opinions
- ▶ Ask for input in order to build ownership in decisions

ANALYZERS

- Are painstakingly thorough with detail
- Are valued for following a logical process and getting tasks done the correct way
- Use logical abilities to solve problems
- Are adept at collecting information
- Can be counted on to respond positively to accomplishing a specific tasks – as long as it falls into their area of expertise and can be tackled using tried and true approaches
- Appear to be prematurely focused in details when the goal remains unclear
- May appear conservative and inflexible and may expect others to behave the same way
- Don't always see the big picture
- Don't like to be forced to engage in social activities
- Can be viewed as a social misfit
- Avoid showing feelings or asserting own desire

To improve communication, Analyzers need to:

- ▶ Open themselves to outside input and ideas
- ▶ Try expressing their logic and ask other people whether they see the situation the same way – or whether there is an equally valid interpretation
- ▶ Force themselves to listen to the full spectrum of opinions

SUPPORTERS

- Are patient with people
- Have an innate kindheartedness
- Are analytical when the situation requires, but are always looking out for others
- Are naturally conservative and cautious
- Display a high level of loyalty and caring for others
- Are valued for knowing rules and traditions
- Pay close attention to consequences of a given decision on the people involved
- Are good peacemakers and negotiators
- Are not known for innovative thinking
- May be loyal to a fault

To improve communication, Supporters needs to:

- ▶ Assert their own feelings and ideas
- ▶ Preface remarks by saying they want to speak plainly – then say exactly what they feel
Not worry about appearing too blunt or cold, they run little risk of being insensitive.

COUNSELORS

- Are strong at finding out what others need and helping them get it
- Are good mediators
- Are happy to go along for the sake of the group and at times have a strong urge to express their own feelings
- Operate from a deep loyalty to friends and loved ones
- Are perceived as low key, caring and competent
- Have a gift to articulate other's concerns and needs
- Can empathize with other's points of view
- Because of a deep sense of loyalty, they are rarely seen as operating out of their own self-interest
- Take criticism personally
- Have a tendency to not reveal themselves, this makes it difficult for others to open up and state their goals.

To improve communication, Counselors need to:

- ▶ Make sure they take time to figure their own priorities and goals
- ▶ Say what is really on their minds
- ▶ Practice stating their thoughts and feelings
- ▶ Be on guard about being overly optimistic in their communications
- ▶ Be clear and honest about potential problems and not mask them

NURTURERS

- Are easygoing and accepting
- Are friendly
- Are good listeners and conversationalists
- Are always looking to create cooperation
- Are sweet-natured, warm and enthusiastic
- Are open-minded and congenial
- Are usually included on lots of committees because of their enthusiasm and cooperation
Are effective at bringing together different people and groups
- Are perceived as people who know the gossip and so people turn to them for information
- Don't focus sufficient energy on their analytical side
- May let socializing get in the way of achieving goals

To improve communication, Nurturers need to:

- ▶ Spend more time thinking through the financial and pragmatic ramifications of a particular decision or course of action
- ▶ Communicate their desire to make sure that all information is considered before a decision is reached – even if this means making a tough decision in cases where it's tempting to take the easier course
- ▶ Talk about the positives and the negatives

PROVIDERS

- Enjoy doing things for others
- Enjoy figuring out the perfect gift or solving other's problems
- Are traditionalist and not too daring
- Are sensitive and careful of others
- Are likely to have many friends
- Succeed by using their people skills and determined
- Are good at figuring out what motivates others
- Are valued for their steady contributions to the team
- Are aware of other's behaviors and can show a judgmental streak – especially of people not like themselves
- Are loyal and steadfast – almost to a fault

To improve communication, Providers need to:

- ▶ Be more willing to assert their own opinions and feelings
- ▶ Demand for themselves some of the listening time they are so willing to give to others

PLEASERS

- Are quiet and shy
- Are loyal, patient and concerned for others
- Like quiet conversation
- Are modest, cautious and conventional.
- Prefer to let someone else take the lead as long as the person won't cause them any embarrassment
- Spend time build relationships
- Have a set way of doing things and may not be easily swayed toward another (maybe easier) way of doing things
- Can appear stubborn and rigid
- Don't like conflict and withhold their opinions
- Do anything to avoid a scene or an argument and wouldn't dream of forcing their opinions on others

To improve communication, Pleaser need to:

- ▶ Learn to lead
- ▶ Ask friends to give them 15 minutes of undivided listening time
- ▶ Rehearse what they are going to say and then state exactly how they feel about someone or something.
- ▶ Ask friends to paraphrase what they said