SUSAN SCHAEFFER

Interpersonal Style

I grew up in Texas, but became a 'globe trotter' when, as part of my university studies, I lived a year in France and travelled across Europe. I am married to a wonderful, godly man, Norm, who is my second soul-mate (my twin sister being my first).

I am a Jewish Christian and have been active in the churches that I have attended, serving on the diaconate, leading home groups, and being involved in other ministries. We have been part of Arrow for the past 13 programmes, and are always very pleased to be invited back.

My professional life has been an odyssey. I worked for an international aid agency in Latin America and then had various jobs in mergers and acquisitions. 20 years ago, I became a management consultant which uses my work experience as well as my innate abilities of problem-solving, strategic thinking, and counselling.

My husband and I started our own management consultancy 17 years ago, called Lumière (French for 'light'), which focuses on the human factors in running organisations. Our goal is to bring God's light to all those that we encounter.

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Management consultant

NORM BEERS

Interpersonal Style

I was born and grew up near Toronto, Canada. Sensing a call to pastoral ministry at age 14, I studied psychology and then came to St. John's, Nottingham, for theological training in the mid-70's. In those days, Michael Green, George Carey, and Colin Buchanan were on the staff. Before and after my theological studies, I served with Inter-Varsity Christian Fellowship, working with both secondary schools and university students.

At 30 I experienced a distinct call into 'secular' work to prepare, I thought, for my future in pastoral ministry. However I have never sensed a clear call back into full -time ministry. It is now 31 years that I have been consulting to businesses on improving their 'people' skills.

I was delighted when my work brought me back to the UK in '96, and I have lived here since then. I live in Windsor with my wonderful wife and work partner, Susan. It's a place I used to fantasise about when I was a little child of the British Commonwealth.

I have four sons who are now strapping young men and good friends.
Although faith has been a pretty natural state for me, the past 20 plus years have known circumstances where that faith has been pounded, stretched, and strengthened. Today my life is filled with blessing.

It great to be with Arrow again, and we have also run sessions at Wycliffe Hall, Oxford, Alpha International, and numerous local churches. We really look forward to being with you in March.

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INTERPERSONAL STYLE
One Body, Many Parts

1 CORINTHIANS 12:12-20
The body is a unit, though it is made up of many parts; and, though all its parts are many, they form one body. So it is with Christ. For we were all baptised by one Spirit into one body – whether Jews or Greeks, or slave or free – and we were all given the one Spirit to drink.

Now the body is not made up of one part, but of many. If the foot should say, "Because I am not a hand, I do not belong to the body," it would not for that reason cease to be part of the body. And, if the ear should say, "Because I am not an eye, I do not belong to the body," it would not for that reason cease to be part of the body. If the whole body were an eye where would the sense of hearing be? If the whole body were an ear, where would the sense of smell be? But in fact God has arranged the parts in the body, every one of them, just as he wanted them to be. If they were all one part, where would the body be? As it is, there are many parts, but one body.

Reflection

Key Insights

LUMIERE

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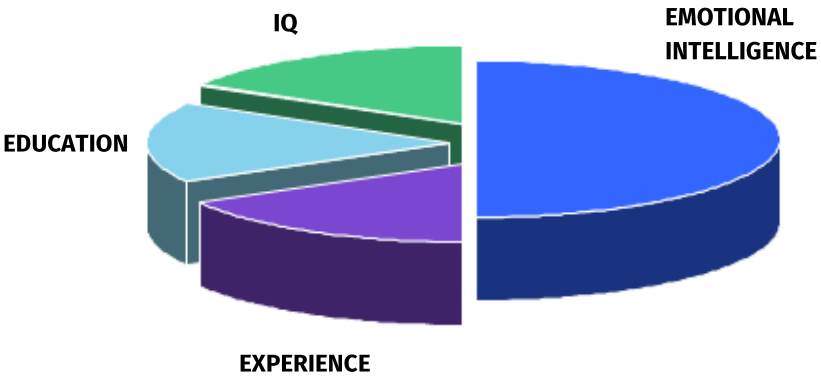
INTERPERSONAL STYLE
Emotional Intelligence

The ability to understand and effectively apply emotional information about ourselves and others.

Leadership Competencies



Key Insights

INTERPERSONAL STYLE
Challenges and Objectives

WHAT ARE SOME KEY CHALLENGES I FIND IN MY MINISTRY BECAUSE OF PERSONALITY DIFFERENCES?

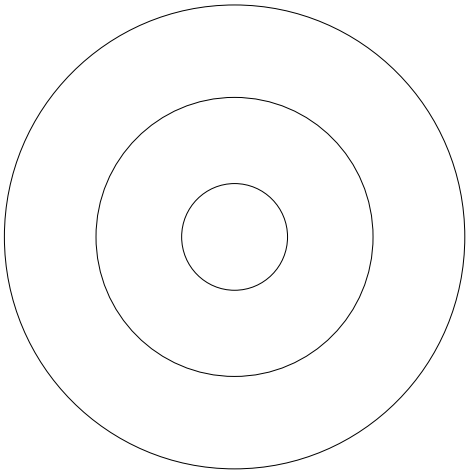
MY OWN OBJECTIVES IN THIS SESSION

Key Insights

INTERPERSONAL STYLE
Assumptions

1. Interpersonal Style derives its information from our visible behaviour patterns.

   Personality Includes...



2. These behaviour patterns are unconsciously learned and are generally permanent.

3. Behaviour includes Words, Body Language, and Tone of Voice.

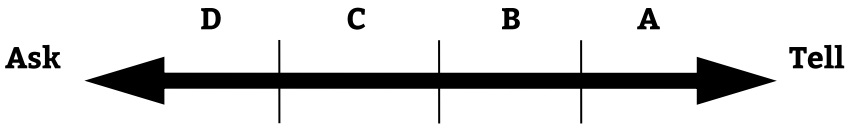
Words	
Body Language	
Tone of Voice	
Total	100%

4. The most observable, consistent, and reliable measures of behaviour are the dimensions of Assertiveness and Responsiveness.

Key Insights

INTERPERSONAL STYLE
Assertiveness/Dominance

The Assertiveness/Dominance scale measures the degree to which a person is perceived as attempting to influence the thinking and actions of others.



Yielding	Dominant
Unhurried	Swift to act
Listens	Makes statements
Cautious	Takes Risks
Deliberate	Quick

Key Insights

INTERPERSONAL STYLE
Responsiveness/Sociability

The Responsiveness/Sociability scale measures the degree to which a person is perceived as expressing feelings when relating with others.

Controlled

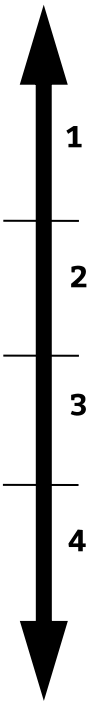
Reserved

Task-focused

Fact-oriented

Formal

Serious



Outgoing

People-focused

Feelings-oriented

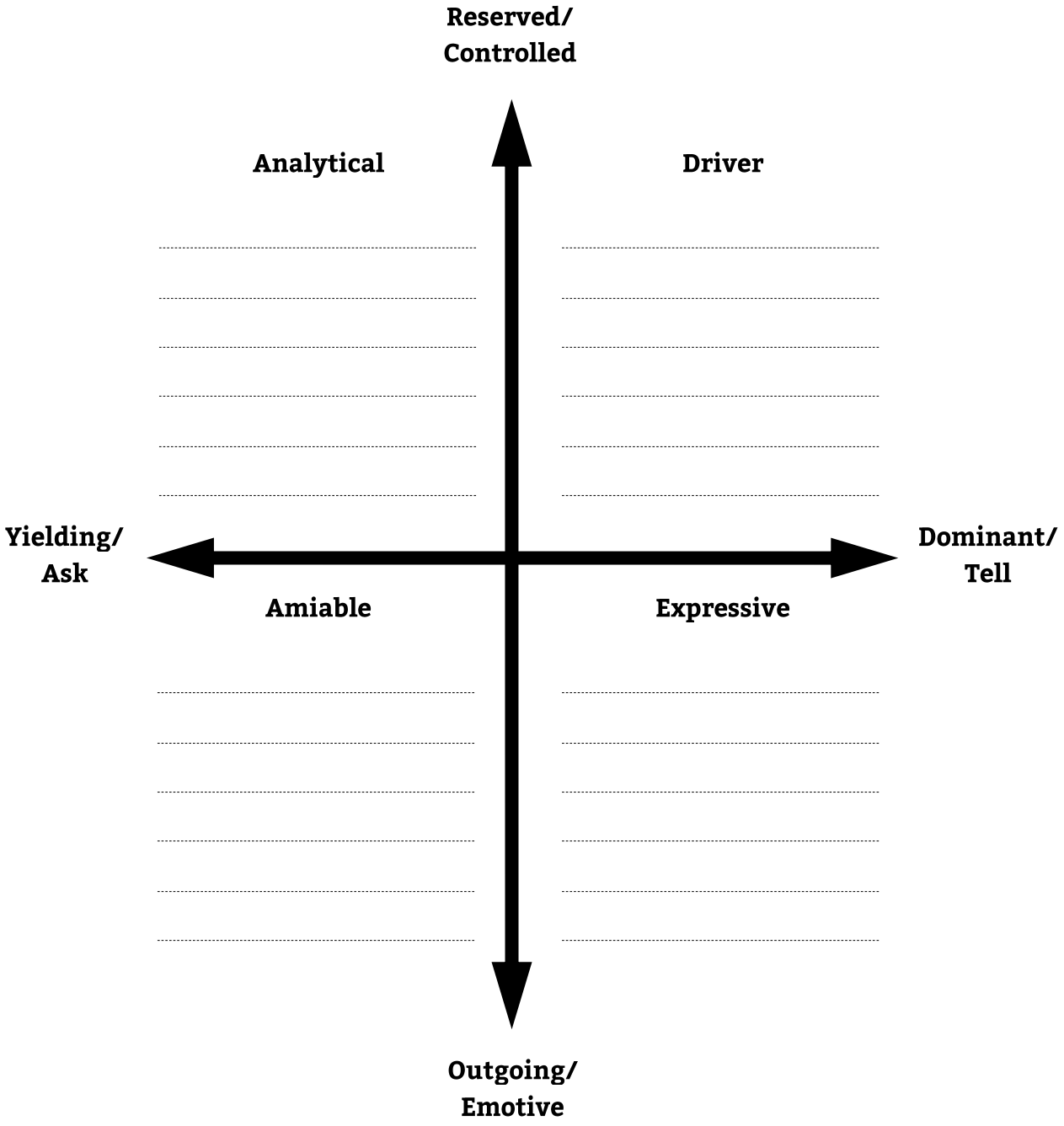
Informal

Friendly

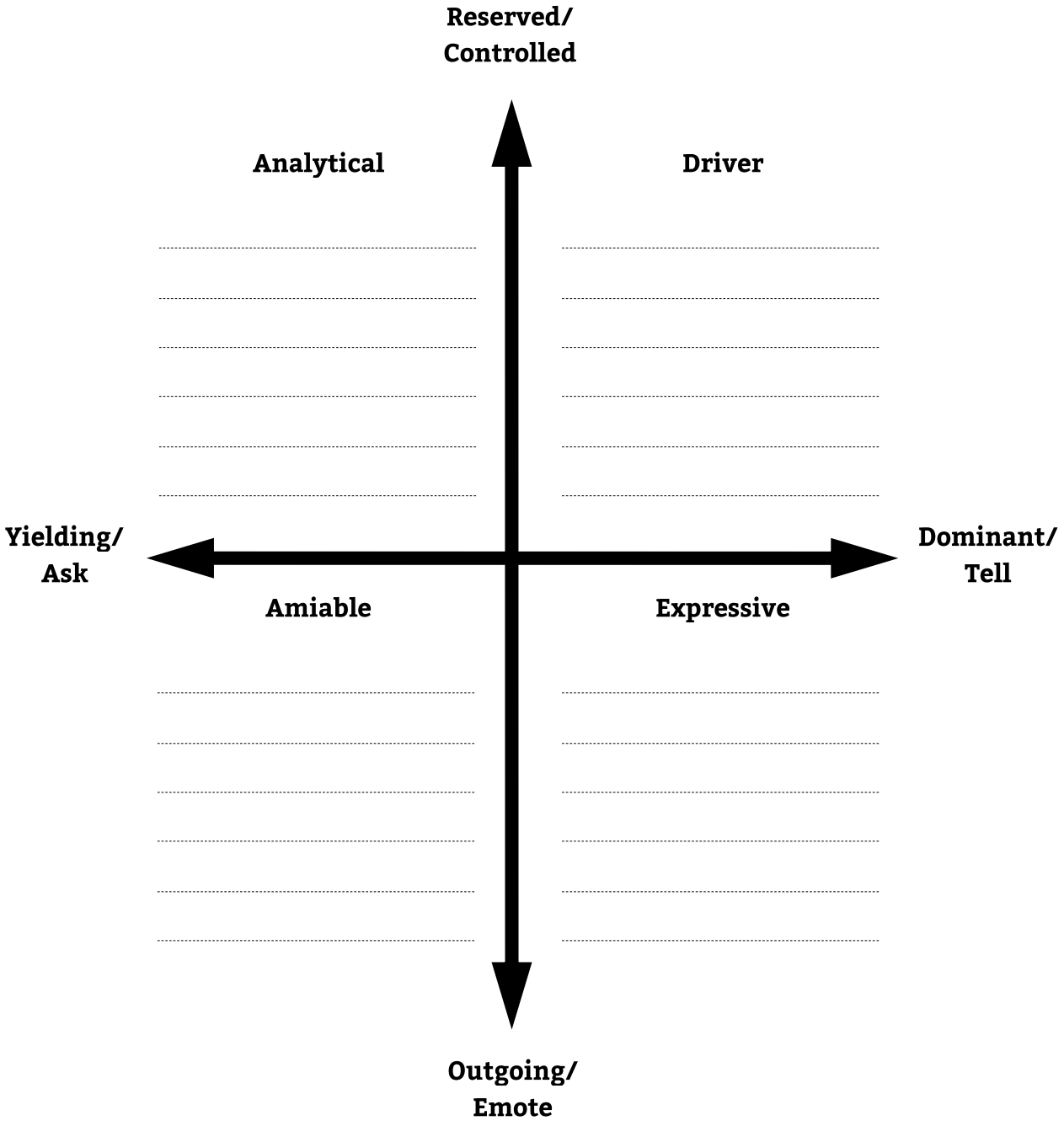
Emotive

Key Insights

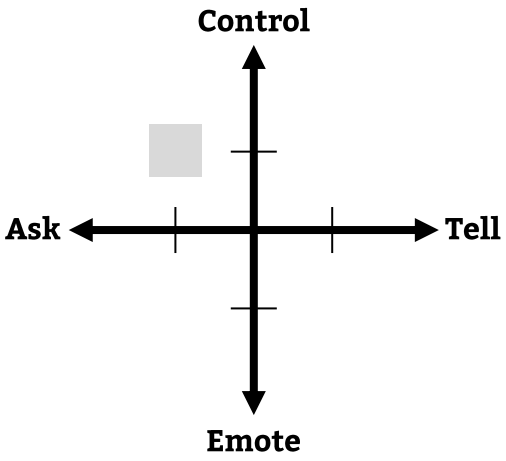
INTERPERSONAL STYLE



INTERPERSONAL STYLE
Contributions to a Successful Ministry



INTERPERSONAL STYLE
The Analytical Style



Detail	Evidence	Efficiency
Process	Criteria	Information
Precision	Objectivity	Organisation

The Analytical-style person uses a more formal, business-like approach, and tends to appear organised, efficient, detail-oriented and conservative. Information presented in a systematic manner with solutions which respond to established policies or objectives appeal to the Analytical, who tends to value understanding the facts over personal involvement.

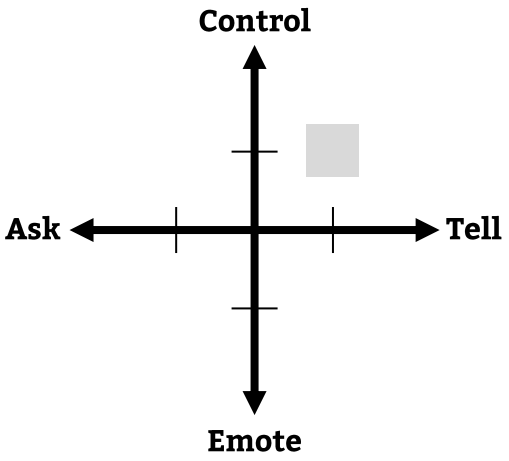
STRENGTHS:
- Dependability
- Thoroughness
- Distance from personal issues
- Informed, practical decision-making.
- Linear, sequential thinking

UNDER STRESS THEY TEND TO:
- Avoid

RESPONDS BEST TO:
- Logic/data
- Structured approach
- Factual evidence
- Professionalism
- Details
- Practicality
- Follow-up
- Time for analysis

Key Insights

INTERPERSONAL STYLE
The Driver Style



Results	Clarity	Evidence
Control	Focus	Action
Options	Goals	Winning

The Driver-style of person is interested in results. Appearing to be controlling, knowledgeable, forceful, strong-minded and self-confident, the Driver has clear objectives which often seem to create a sense of urgency. This style responds to timely follow-up, attentive listening, evidence and factual support, and solutions that reflect an understanding of the Driver's goals, all of which the Driver values over making time to create personal relationships.

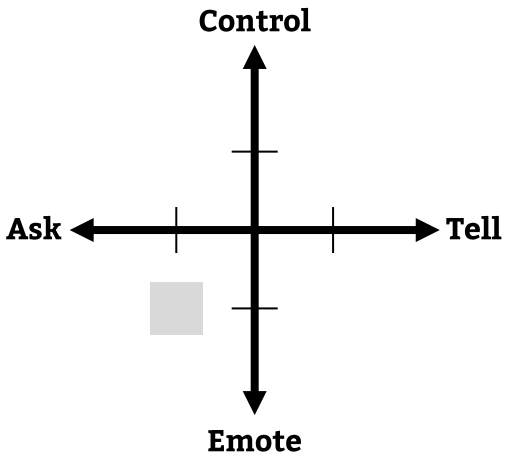
STRENGTHS:
- Know what they want
- Forceful
- Act quickly
- Ask for (or create) options
- Balance cost and quality
- Explain needs clearly

UNDER STRESS THEY TEND TO:
- Become autocratic

RESPONDS BEST TO:
- Careful listening
- Action
- Result-oriented information
- Efficiency
- Options
- Quick, concrete response
- No defensiveness
- Sparring

Key Insights

INTERPERSONAL STYLE
The Amiable Style



Involvement	Support	Commitment
Acceptability	Co-operation	Relationships
Trust	Responsiveness	Reputation

The Amiable style of person appears to be warm, co-operative, and genuine. Emphasising the 'personal touch', this style takes time to establish trusting personal relationships with business associates and tends to work closely with others to obtain and process information, as well as discover solutions. Responding to the recommendations of authorities and trusted acquaintances, Amiables feel that reputation and acceptability are highly important, which causes them to seek consensus and support in decision-making.

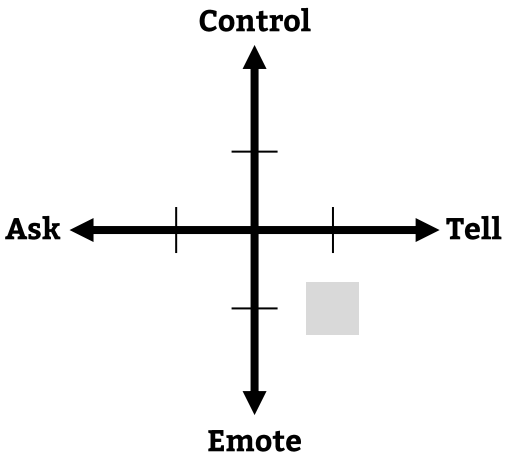
STRENGTHS:
- Sensitive to others' needs
- Establish loyal, trusting relationships
- Ensure claims are honoured
- Develop consensus
- Ensure acceptability of solutions

RESPONDS BEST TO:
- Co-operation
- Careful questioning
- Support of personal goals
- Third-party references
- Guarantees
- Shared decision-making

UNDER STRESS THEY TEND TO:
- Acquiesce

Key Insights

INTERPERSONAL STYLE
The Expressive Style



Vision	Big picture	Teamwork
Trust	Inspiration	Relationships
Openness	Directness	Innovation

Enthusiasm, adaptability, and fast pace are seen as key characteristics of the Expressive style. The Expressive style person appears to be future-focused, holistic thinking, a motivator of others, direct and open regardless of the situation, preferring to approach problems with a team effort.

STRENGTHS:
- Adaptability
- Sociability
- Innovation
- Concern for quality
- Collaboration
- Offer information freely

UNDER STRESS THEY TEND TO:
- Attack

RESPONDS BEST TO:
- The 'big picture', with subsequent discussion of detail
- Open, trusting relationships
- Help with obtaining internal support for a proposal
- Discussion, especially when others listen and question well
- Room for his/her input on proposals
- Collaboration, teamwork

Key Insights

INTERPERSONAL STYLE
Prominent Figures

Place the individuals shown in the video clips in the appropriate quadrants.

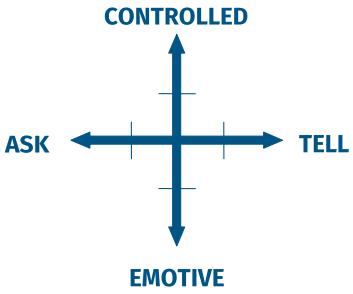
Comedians

Stewart Lee

Louie C.K.

Dawn French

Frank Skinner



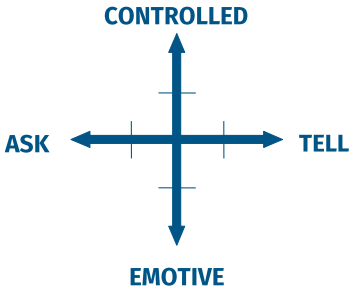
Preachers

Carrie Headington

Richard Chartres

John Stott

Libby Lane



Key Insights

INTERPERSONAL STYLE
Style Recognition Guide

Assess each dimension (axis) separately, and then plot the results.

RESERVED (CONTROL)

Body – Formal, controlled, closed, careful, limited gestures and eye contact

Voice – Unemotional, even, little inflection

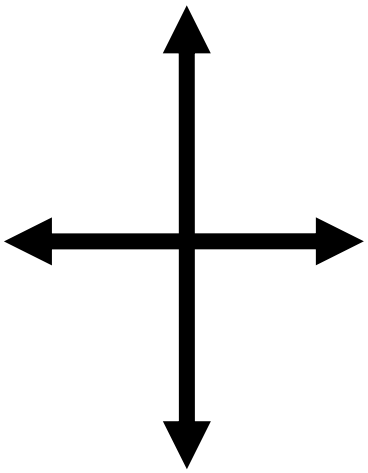
Words – Formal, language closed-ended, precise, fact-oriented, task-related

YIELDING (ASK)

Body – Low-key, cautious, even, smooth, leans back, eye contact, directive gestures, soft eyes

Voice – Slow, frequent pauses, tentative, not intense, little modulation/emphasis

Words – Asks questions, indirect, uses caveats, suggests, often non-committal, minimises risks



DOMINANT (TELL)

Body – Leans forward, strong eye contact, directive gestures, uses props for emphasis, quick movements and expressions

Voice – Certain, fast-paced, often continuous, loud, emphatic

Words – Interrupts, makes statements, takes risks, takes control, seeks high profile, decisive, uses abbreviations, slang

OUTGOING (EMOTE)

Body – Eyes mostly direct, sometimes looks up or away to dream or seek endorsement, free or open, uses gestures, facial expressions

Voice – Animated, inflection used for emphasis, emotional

Words – Shares feelings, intuitions, seeks collaboration, endorsement

INTERPERSONAL STYLE
Style Recognition Scoresheet

Person Being Profiled: _____

Circle the number or letter that best represents how you perceive this person on each of these scales. Then total the number of letters and numbers you have circled.

go along			take charge	cold			warm
D	C	B	A	1	2	3	4
quiet			talkative	calm			excitable
D	C	B	A	1	2	3	4
supportive			challenging	reserved			animated
D	C	B	A	1	2	3	4
compliant			dominant	task-oriented			people-oriented
D	C	B	A	1	2	3	4
asks questions			makes statements	eyes serious			eyes friendly
D	C	B	A	1	2	3	4
co-operative			competitive	talks about information			shares feelings
D	C	B	A	1	2	3	4
listens			tells	reserved			outgoing
D	C	B	A	1	2	3	4
deliberative			decisive	uses facts			uses opinions
D	C	B	A	1	2	3	4
accepting			confronting	controls emotions			shows emotions
D	C	B	A	1	2	3	4
tentative			certain	non-responsive			responsive
D	C	B	A	1	2	3	4
cautious			takes risks	closed			open
D	C	B	A	1	2	3	4
___	___	___	___	___	___	___	___

Estimated Interpersonal Style: ___ - ___ (_____)

INTERPERSONAL STYLE
Style Recognition Scoresheet

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D	C	B	A	1	2	3	4
cautious			takes risks	closed			open
D	C	B	A	1	2	3	4
___	___	___	___	___	___	___	___

Estimated Interpersonal Style: ___ - ___ (_____)

INTERPERSONAL STYLE
Style Recognition Scoresheet

Person Being Profiled: _____

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D	C	B	A	1	2	3	4
cautious			takes risks	closed			open
D	C	B	A	1	2	3	4
___	___	___	___	___	___	___	___

Estimated Interpersonal Style: ___ - ___ (_____)

INTERPERSONAL STYLE
Summary of Style Elements

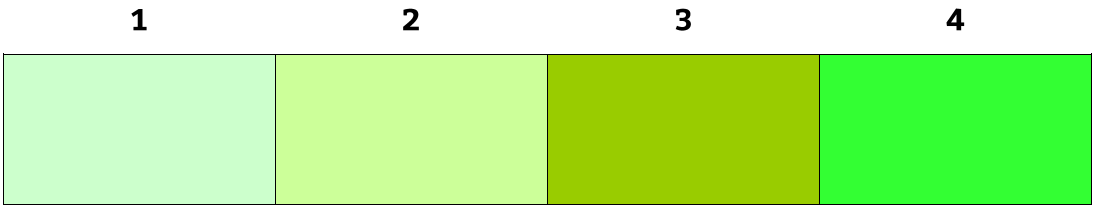
Element	Driver	Amiable	Expressive	Analytical
DESCRIPTION				
BASIC NEED	Win	Avoid Conflict	Be Admired	Be Right
USE OF TIME	Immediate	Present	Future	Historical
DECISION-MAKING	Quick, Goal-Oriented	Cautious, People-Oriented	Fast, Intuitive	Unhurried, Thoughtful
QUESTIONS	What	Why	Who	How
SPECIALITY	Control	Support	Social	Systematic
STRENGTH	Decisive	Listening	Enthusiastic	Thorough
WEAKNESS	Insensitive to Others	Not Taking a Stand	Too Impulsive	Poor Improviser
BACK-UP STYLE	Autocratic	Acquiesce	Attack	Avoid
WANTS	Control	Approval	Recognition	Respect
PRESCRIPTION				
LET THEM SAVE	Time	Relationships	Effort	Integrity
MAKE EFFORT TO BE	Efficient	Co-operative	Interesting	Accurate
EMPHASISE YOUR	Options and Probabilities	Assurances and Guarantees	Testimonies and Incentives	Evidence and Service
FOLLOW-UP WITH	Results	Support	Attention	Service
ORIENTATION	Results and Closure	Teamwork and Harmony	Vision and Ideas	Principle and Thinking
TO MOTIVATE	Focus on Goals	Take a Vote	Give the Spotlight	Change the Policy

INTERPERSONAL STYLE
The Sixteen Subquadrants

	D	C	B	A	
1	Analytical **ANALYTICAL** (D-1)	Driving **ANALYTICAL** (C-1)	Analytical **DRIVER** (B-1)	Driving **DRIVER** (A-1)	1
2	Amiable **ANALYTICAL** (D-2)	Expressive **ANALYTICAL** (C-2)	Amiable **DRIVER** (B-2)	Expressive **DRIVER** (A-2)	2
3	Analytical **AMIABLE** (D-3)	Driving **AMIABLE** (C-3)	Analytical **EXPRESSIVE** (B-3)	Driving **EXPRESSIVE** (A-3)	3
4	Amiable **AMIABLE** (D-4)	Expressive **AMIABLE** (C-4)	Amiable **EXPRESSIVE** (B-4)	Expressive **EXPRESSIVE** (A-4)	4
	D	C	B	A	

INTERPERSONAL STYLE
Comfort Index

The Degree of Relationship Tension Perceived by Others in Dealing with You



CREATING SOME DISCOMFORT – MAY CAUSE DEFENSIVENESS

ADAPTING BEHAVIOUR TO MODERATE TENSION AND REMOVE DEFENSIVENESS

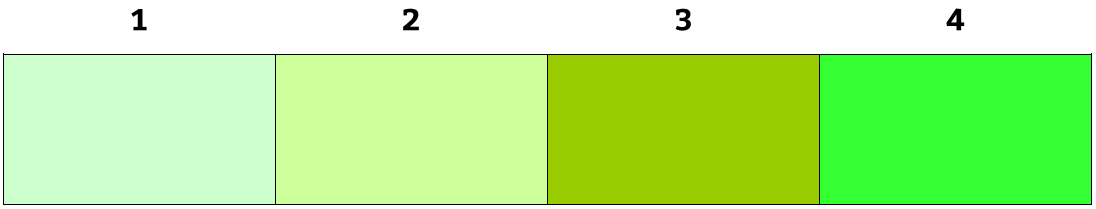
INFLUENCED BY CIRCUMSTANCES

BETTER TO BE TOWARD THE RIGHT

ABLE TO CHANGE WITH EFFORT

INTERPERSONAL STYLE
Orderliness Index

The Degree of Structure that People Perceive that you Apply to your Work



EXHIBITING LOW ORDERLINESS – MAY CAUSE SOME TO FEEL FRUSTRATED OR UNDER-VALUED

EXHIBITING HIGH ORDERLINESS – WILL PROBABLY CREATE COMFORT, BUT COULD BE EXCESSIVE FOR SOME

INFLUENCED BY CIRCUMSTANCES

BETTER TO BE TOWARD THE RIGHT

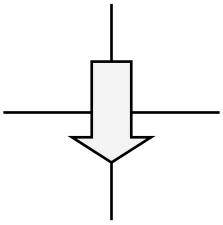
ABLE TO CHANGE WITH EFFORT

INTERPERSONAL STYLE
Style Modification Strategies

Meeting the expectations of others often requires modifying your own behaviour. This may mean moving into the other person's arena of expectations, and practising Versatility. You may have to move out of your own comfort zone temporarily, but with practice and success with your constructive actions, versatility will become a habitual, more comfortable, part of your behavioural repertoire.

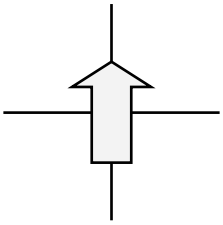
IF YOU ARE SOCIALLY RESERVED (ANALYTICAL OR DRIVER), AND YOU ARE ADAPTING TO SOMEONE WHO IS SOCIALLY OUTGOING (AMIABLE OR EXPRESSIVE)

- Say what you feel
- Make personal remarks/pay compliments
- Devote more time to relationships
- Engage in small talk
- Use more open body language



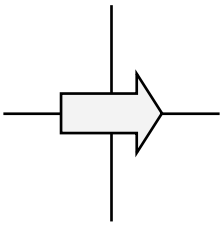
IF YOU ARE SOCIALLY OUTGOING (AMIABLE OR EXPRESSIVE), AND YOU ARE ADAPTING TO SOMEONE WHO IS SOCIALLY RESERVED (ANALYTICAL OR DRIVER)

- Stick to facts/business
- Restrain your enthusiasm
- Make decisions based on logic and solid evidence
- Refrain from referencing your feelings, intuition
- Maintain serious demeanour



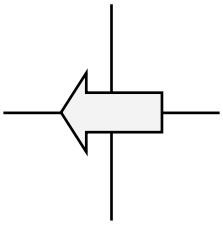
IF YOU ARE SOCIALLY YIELDING (AMIABLE OR ANALYTICAL), AND YOU ARE ADAPTING TO SOMEONE WHO IS SOCIALLY DOMINANT (DRIVER OR EXPRESSIVE)

- Volunteer information
- Quicken your pace and get to the point
- Be willing to disagree
- Act on your convictions
- Initiate conversation



IF YOU ARE SOCIALLY DOMINANT (DRIVER OR EXPRESSIVE), AND YOU ARE ADAPTING TO SOMEONE WHO IS SOCIALLY YIELDING (ANALYTICAL OR AMIABLE)

- Listen without interruptions
- Ask for others' opinions
- Slow down/Adapt to time needs of others
- Allow others to take the lead
- Demonstrate openness to alternate perspectives



Key Insights

INTERPERSONAL STYLE
Understanding Styles

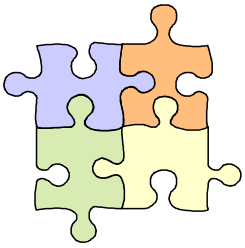
Divide into your style groups and answer the following questions.

1. List eight to ten characteristics that are key to your Style.

2. List five to seven ways that you might modify your style when making a presentation to someone in the opposite quadrant (i.e. diagonal) to you.

3. Design the front of a T-shirt that reflects your style.

Key Insights



INTERPERSONAL STYLE
Optimising Communication with Others

Based on what you now know about your own style, what general guidelines will you keep in mind in order to better gain the endorsement of others?

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Key Insights

INTERPERSONAL STYLE
The Two Main Challenges/Opportunities

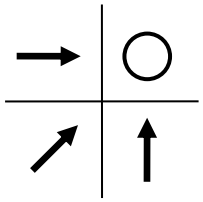
GAPS – 'There's Something Missing Here.'

(See pages 26-29, left column)

IRRITANTS – 'That's Really Starting to Bug Me.'

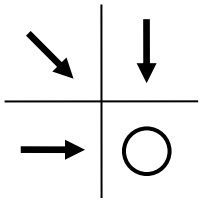
(See pages 26-29, right column)

INTERPERSONAL STYLE
Managing Yourself with Driver Styles



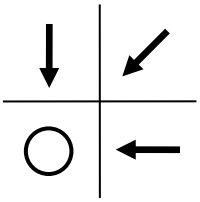
PLAN ACTIONS TO BE SEEN AS ...	AVOID BEING SEEN AS ...
Concise, to the point	Vague and time-wasting
Business-like, results-oriented	Personal and casual
Specific when asking questions	Pretentious or irrelevant
Armed with alternatives and choices	Conclusive or arbitrary when recommending
Prepared with facts about the probabilities	Careless with facts and forecasts
Supportive of their conclusions	Directive or forceful
Ready to stress results	Personalising the decision
Organised, professional, in control	Whinging, making excuses, apologising

INTERPERSONAL STYLE
Managing Yourself with Expressive Styles



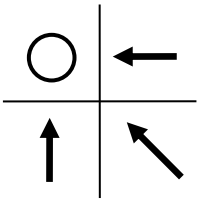
PLAN ACTIONS TO BE SEEN AS ...	AVOID BEING SEEN AS ...
Supportive of their ideas and concepts	Arbitrary and directive
Stimulating, thought-provoking	Unyielding, too structured
Willing to discuss their successes	Too rigid about plans, existing procedures
Providing ideas to put their plans into action	Leaving decisions up in the air
Seeking their opinions and ideas about people	Wasting time on formalities and protocol
Contributing ideas to a plan	Emphasising concepts too much
Offering special, immediate incentives to take a risk	Being too logical or dogmatic
Willing to socialise, taking time to know them personally	Patronising or superior
Wanting to understand their vision	Sticking too tightly to a formal agenda

INTERPERSONAL STYLE
Managing Yourself with Amiable Styles



PLAN ACTIONS TO BE SEEN AS ...	AVOID BEING SEEN AS ...
Candid, open, patient	Impatient; don't force the agenda
Personally interested in them	Aloof, too business-like
Responsive to their ideas	Arbitrary, overly aggressive
Supportive of teamwork and harmony	Limiting participation in the plan
Having a well-defined idea, but willing to negotiate	Pushing for a quick, intuition-based decision
Supporting win-win relationships	Pressing for an arbitrary decision
Ready to provide plans that minimise risk	Making promises that can't be kept
Willing to commit your personal time and involvement	Manipulative or bullying

INTERPERSONAL STYLE
Managing Yourself with Analytical Styles



PLAN ACTIONS TO BE SEEN AS ...	AVOID BEING SEEN AS ...
Well prepared; have an agenda	Loosely organised, unstructured
Direct, orderly, but patient	Informal, too casual
Oriented toward specifics	Too general about plan
Doing what you will say you will do	Vague about what is expected of each party
Willing to draw up a schedule with action steps	Leaving loose ends; not geared toward follow-through
Amenable to verifying the plan	Too reliant on others
Having evidence; ready to follow-up	Unrealistic with deadlines
Supportive of their principles, logic, thought processes, and thoroughness	Threatening, emotional, impulsive

INTERPERSONAL STYLE
Interpersonal Strategy Worksheet

PERSON: _____

PLOTTING OUR STYLES AND BASIC SHIFTING

Use the Style Recognition Guide on page 14 – and possibly the Style Recognition Score Sheet on pages 15-17 – to work out the Interpersonal Style of the above person. Write his/her initials in the estimated sub-quadrant. Write the word 'Me' in your own sub-quadrant. Draw arrows – one for each dimension – to designate the movement that is needed for you to show versatility.

	D	C	B	A
1				
2				
3				
4				

Adjust Assertiveness
Adjust Responsiveness

ADJUSTING FOR GAPS AND IRRITANTS

Gaps – What this person would prefer but I might not naturally do. *Increase...*	**Irritants** – What this person might like me to skip but I might naturally do. *Decrease...*
_____ _____ _____	_____ _____ _____

SPECIFIC ACTIONS TO TAKE – THREE THINGS I CAN DO

-
-
-

SUCCESS MINDSET

(Coach yourself: articulate attitudes that will support your strategy.)

- Empathy for the other person.
- Confidence and motivation for you.

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Interpersonal Strategy Worksheet

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_____	_____
_____	_____

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_____ _____ _____	_____ _____ _____

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-

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INTERPERSONAL STYLE
Reflections on Interpersonal Style

New Perspectives

New Challenges

What I will Need to Make It Happen

Key Insights