



# NORM BEERS

## Interpersonal Style

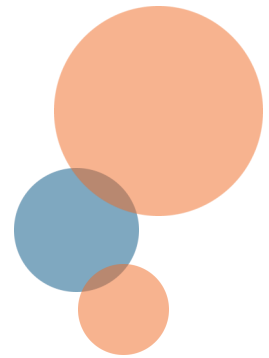
I was born and grew up near Toronto, Canada. Sensing a call to pastoral ministry at age 14, I studied psychology and then came to St. John's, Nottingham, for theological training in the mid-70's. In those days, Michael Green, George Carey, and Colin Buchanan were on the staff. Before and after my theological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

This is our 12th year with Arrow, 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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Business consultant



# SUSAN SCHAEFFER

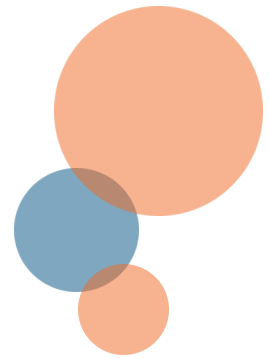
## Interpersonal Style

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 11 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 15 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.



### **SUSAN SCHAEFFER**

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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



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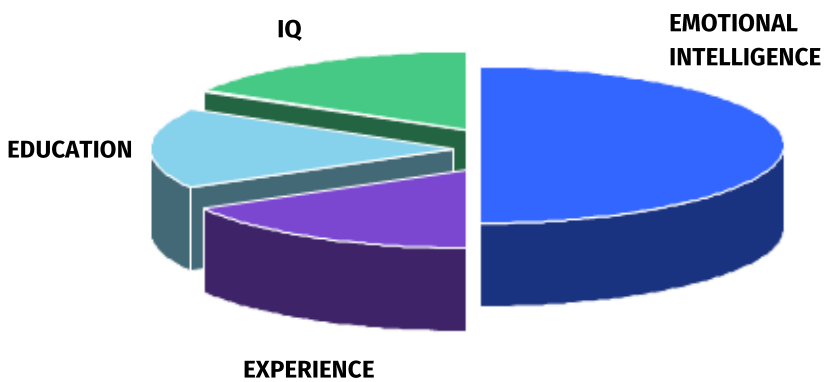
# INTERPERSONAL STYLE

## Emotional Intelligence

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

### Key Insights

### Leadership Competencies



# 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

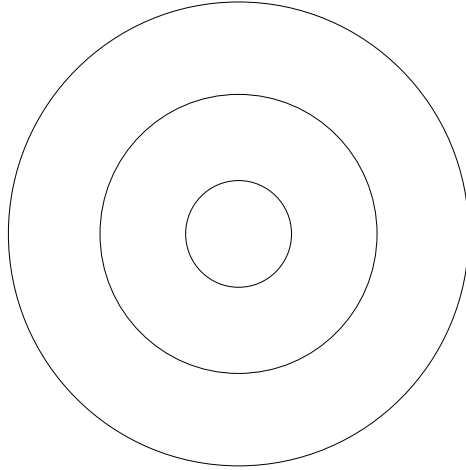


# INTERPERSONAL STYLE

## 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%

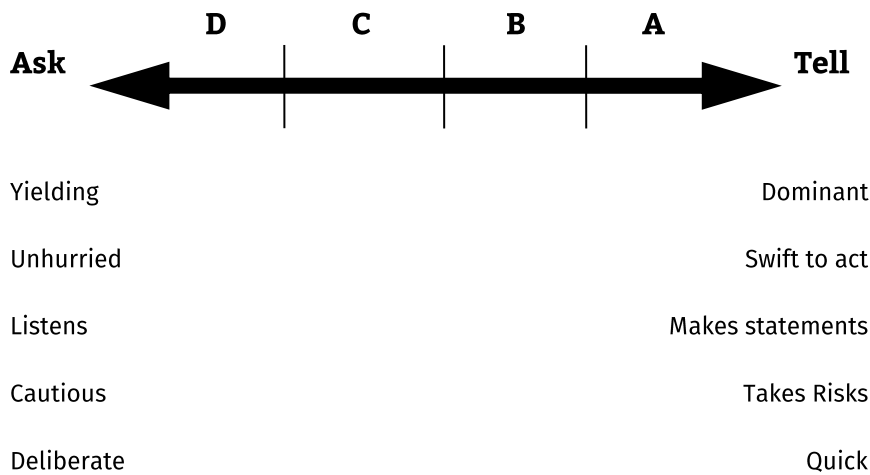
4. The most observable, consistent, and reliable measures of behaviour are the dimensions of Assertiveness and Responsiveness.

## 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.



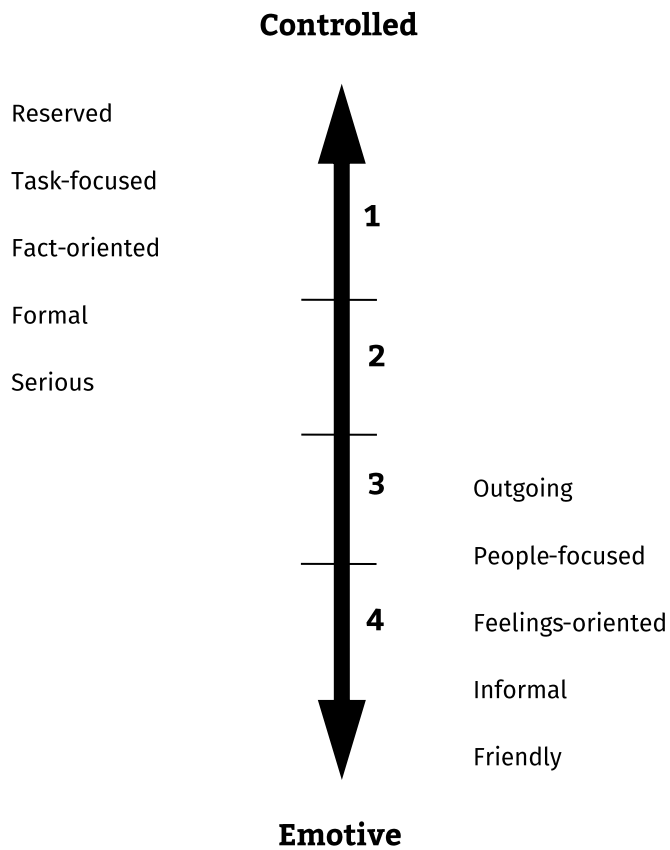
### Key Insights

# INTERPERSONAL STYLE

## Responsiveness/Sociability

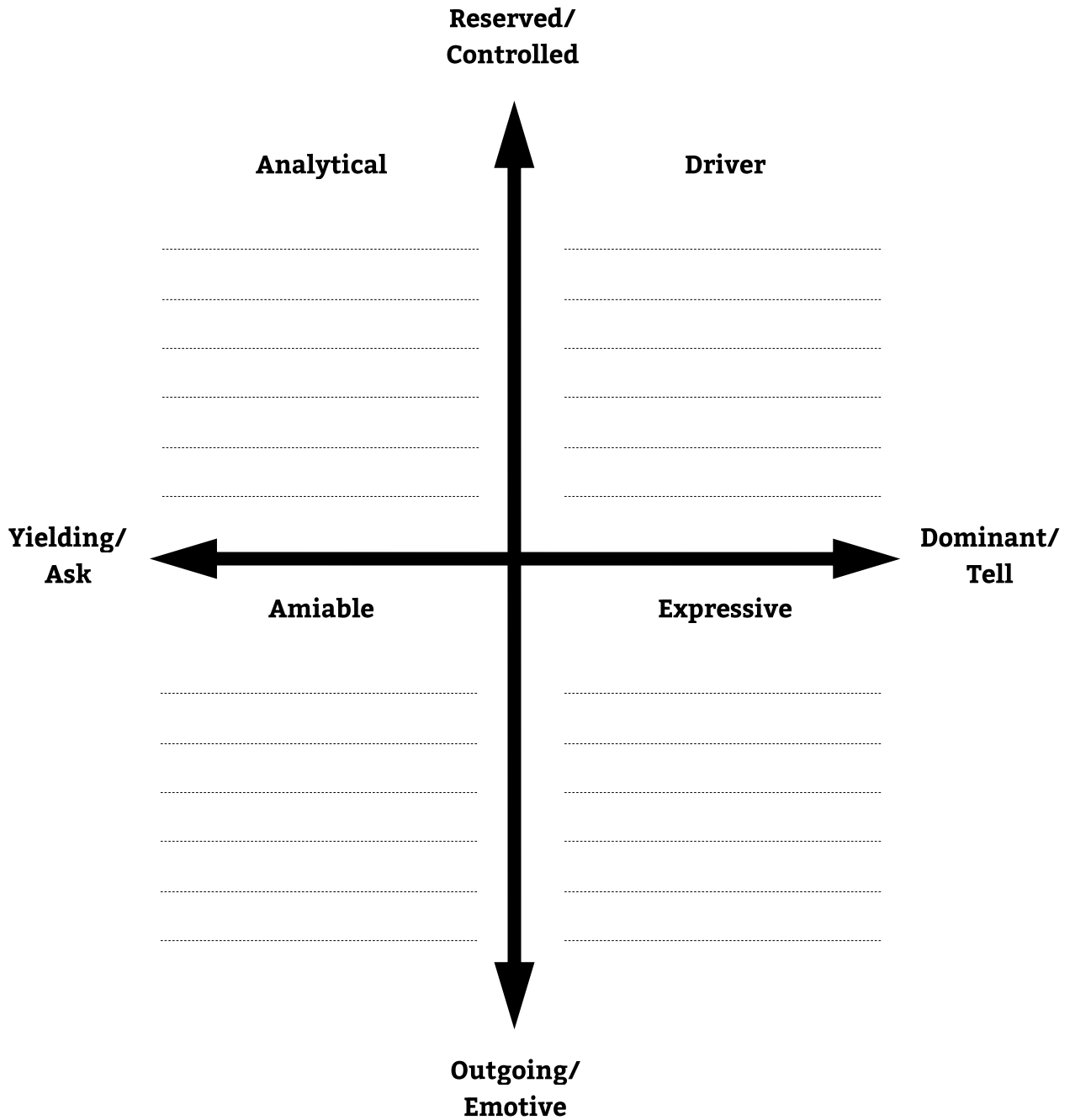
The Responsiveness/Sociability scale measures the degree to which a person is perceived as expressing feelings when relating with others.

### Key Insights



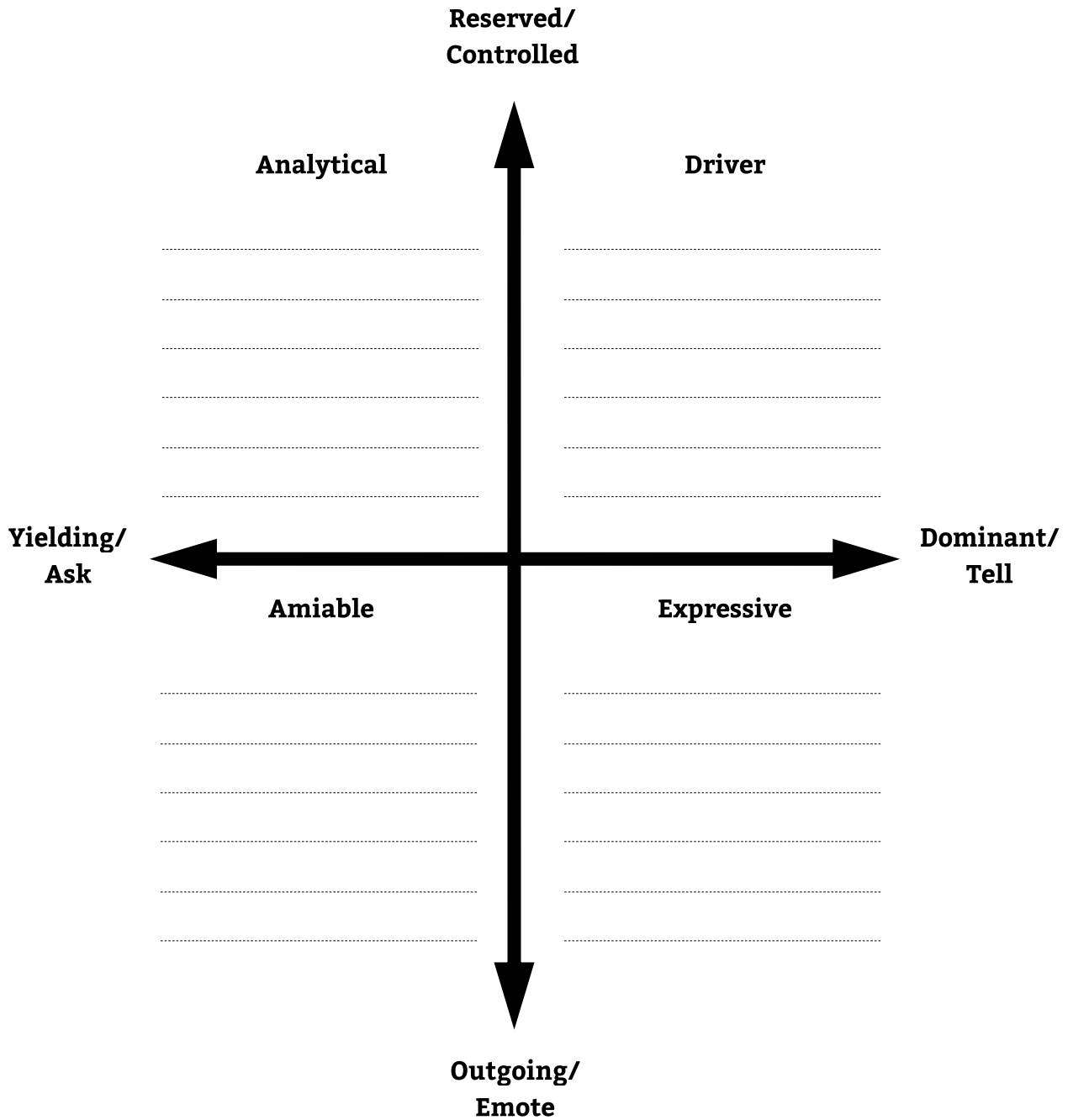


# INTERPERSONAL STYLE



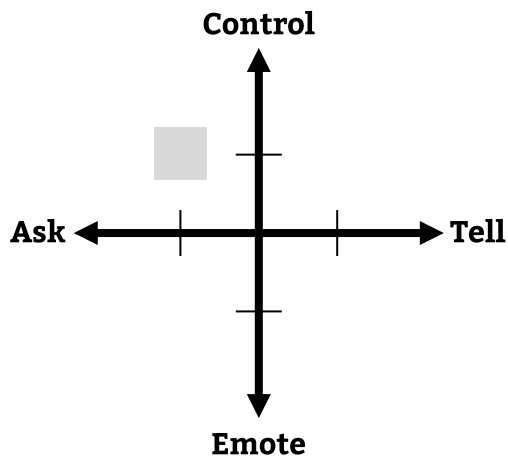
# INTERPERSONAL STYLE

## Contributions to a Successful Ministry



# INTERPERSONAL STYLE

## The Analytical Style



### Key Insights

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:

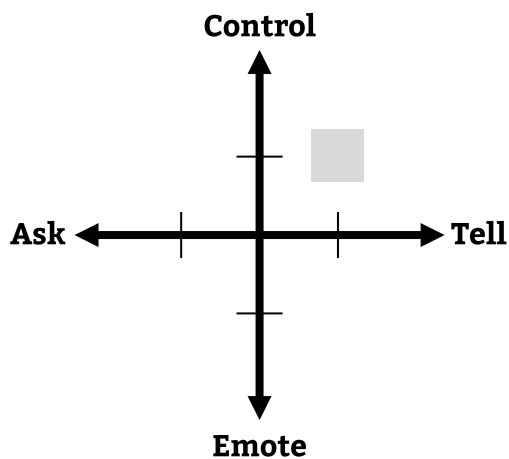
- Avoid

#### RESPONDS BEST TO:

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

# INTERPERSONAL STYLE

## The Driver Style



### Key Insights

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:

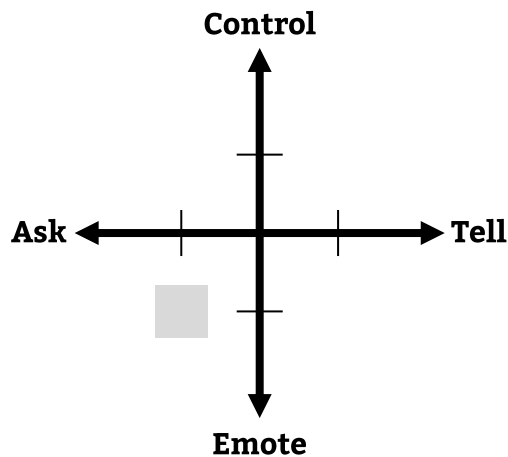
- Become autocratic

#### RESPONDS BEST TO:

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

# INTERPERSONAL STYLE

## The Amiable Style



### Key Insights

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:

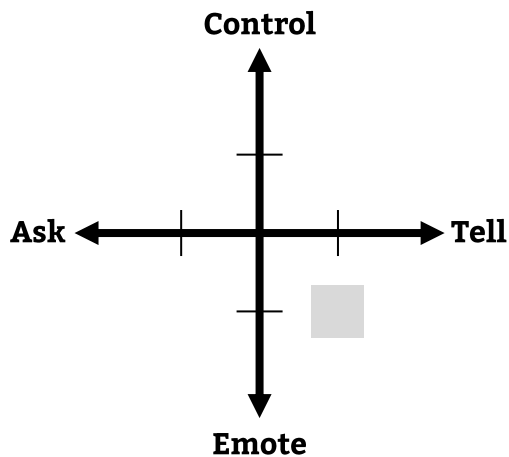
- Co-operation
- Careful questioning
- Support of personal goals
- Third-party references
- Guarantees
- Shared decision-making

#### UNDER STRESS THEY TEND TO:

- Acquiesce

# INTERPERSONAL STYLE

## The Expressive Style



### Key Insights

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

# INTERPERSONAL STYLE

## Prominent Figures

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

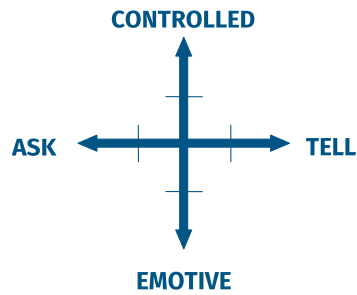
### Comedians

Stewart Lee

Louie C.K.

Dawn French

Frank Skinner



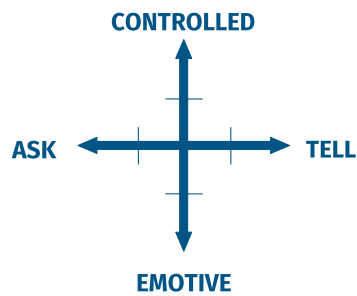
### Preachers

Carrie Headington

Richard Chartres

John Stott

Libby Lane

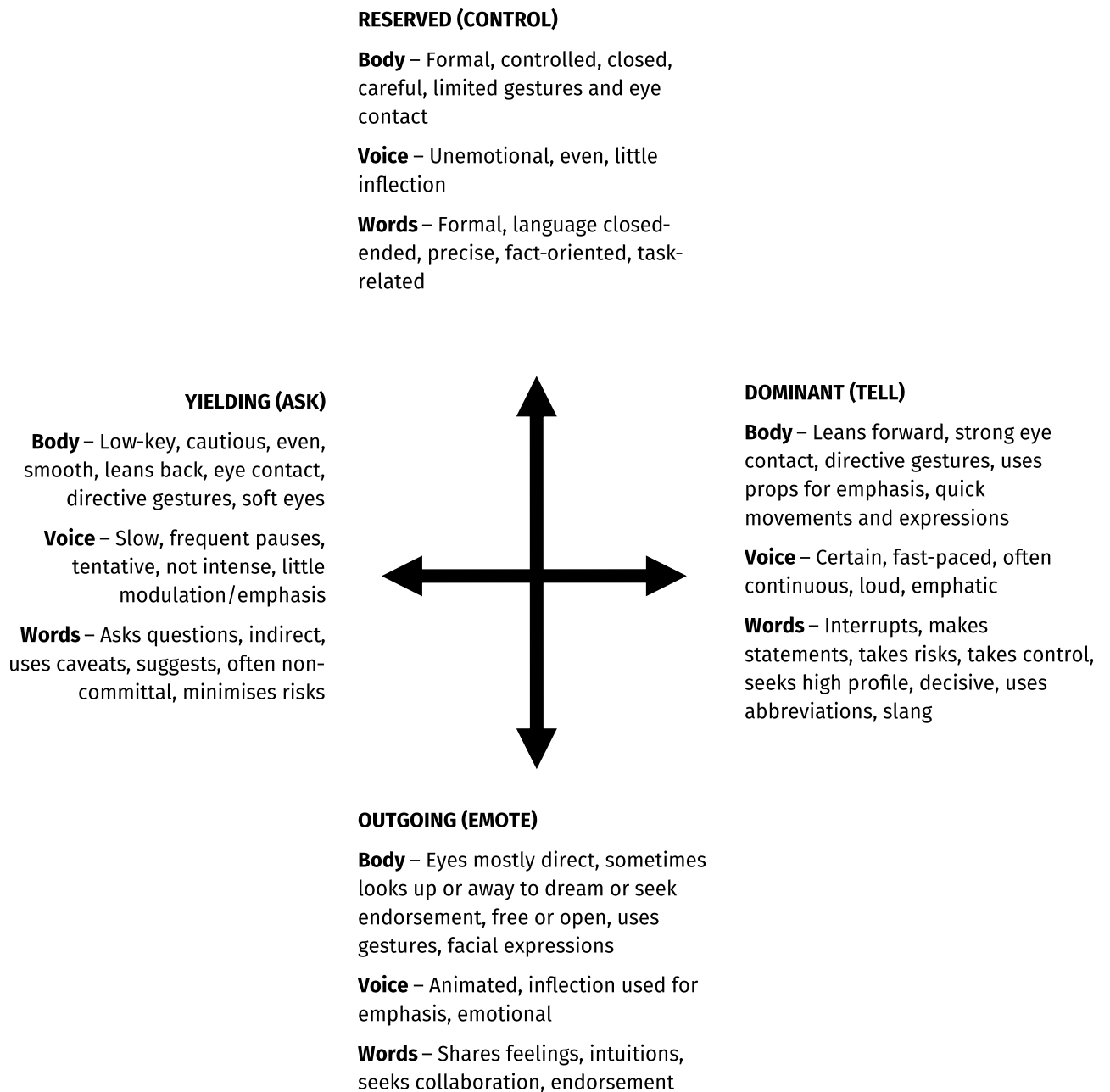


### Key Insights

# INTERPERSONAL STYLE

## Style Recognition Guide

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





# 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  
 D C B A

cold warm  
 1 2 3 4

quiet talkative  
 D C B A

calm excitable  
 1 2 3 4

supportive challenging  
 D C B A

reserved animated  
 1 2 3 4

compliant dominant  
 D C B A

task-oriented people-oriented  
 1 2 3 4

asks questions makes statements  
 D C B A

eyes serious eyes friendly  
 1 2 3 4

co-operative competitive  
 D C B A

talks about information shares feelings  
 1 2 3 4

listens tells  
 D C B A

reserved outgoing  
 1 2 3 4

deliberative decisive  
 D C B A

uses facts uses opinions  
 1 2 3 4

accepting confronting  
 D C B A

controls emotions shows emotions  
 1 2 3 4

tentative certain  
 D C B A

non-responsive responsive  
 1 2 3 4

cautious takes risks  
 D C B A

closed open  
 1 2 3 4

\_\_\_

\_\_\_

Estimated Interpersonal Style: \_\_\_ - \_\_\_ (\_\_\_\_\_)

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\_\_\_\_\_

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\_\_\_

\_\_\_

Estimated Interpersonal Style: \_\_\_ - \_\_\_ (\_\_\_\_\_)

# INTERPERSONAL STYLE

## Summary of Style Elements

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

# INTERPERSONAL STYLE

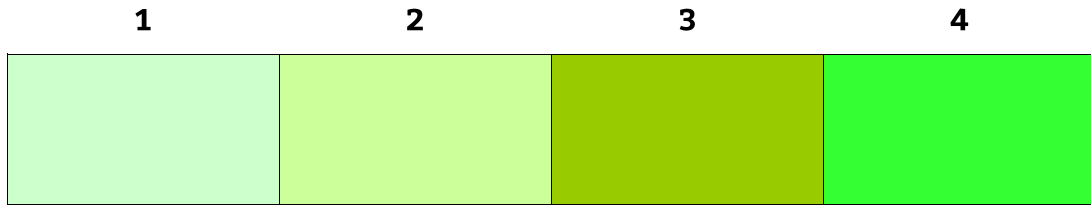
## The Sixteen Subquadrants

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

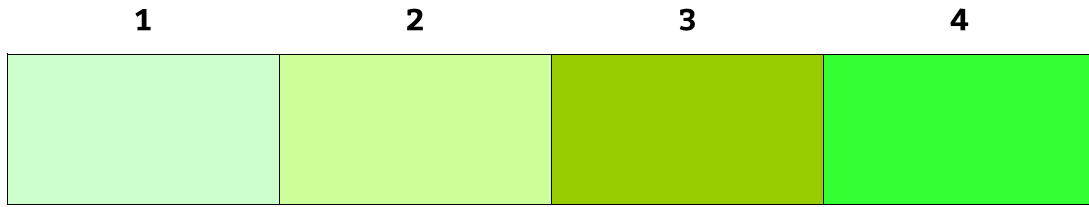
**ADAPTING BEHAVIOUR TO  
MODERATE TENSION AND  
REMOVE DEFENSIVENESS**

**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**

**INFLUENCED BY CIRCUMSTANCES  
BETTER TO BE TOWARD THE RIGHT  
ABLE TO CHANGE WITH EFFORT**

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

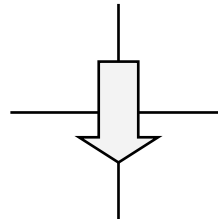
# INTERPERSONAL STYLE

## 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.

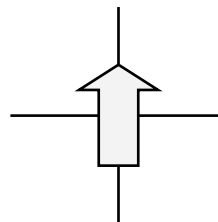
### IF YOU ARE SOCIALLY RESERVED (ANALYTICAL OR DRIVER), AND YOU ARE ADAPTING TO SOMEONE WHO IS SOCIALLY OUTGOING (AMIABLE OR EXPRESSIVE)

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



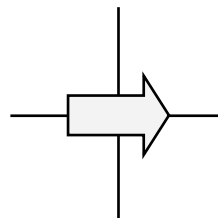
### IF YOU ARE SOCIALLY OUTGOING (AMIABLE OR EXPRESSIVE), AND YOU ARE ADAPTING TO SOMEONE WHO IS SOCIALLY RESERVED (ANALYTICAL OR DRIVER)

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



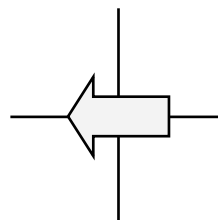
### IF YOU ARE SOCIALLY YIELDING (AMIABLE OR ANALYTICAL), AND YOU ARE ADAPTING TO SOMEONE WHO IS SOCIALLY DOMINANT (DRIVER OR EXPRESSIVE)

- 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

## Optimising Communication with Others

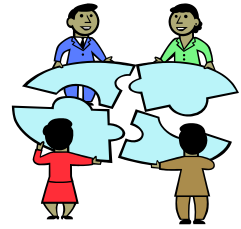
Based on what you now know about your own style, what general guidelines will you keep in mind in order to better gain the endorsement of others?

- 

- 

- 

### Key Insights



# INTERPERSONAL STYLE

## The Two Main Challenges/Opportunities

**GAPS – ‘There’s Something Missing Here.’**



(See pages 26-29, left column)

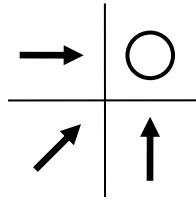
**IRRITANTS – ‘That’s Really Starting to Bug Me.’**



(See pages 26-29, right column)

# INTERPERSONAL STYLE

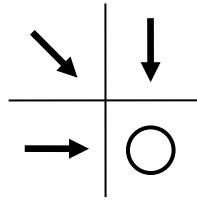
## Managing Yourself with Driver Styles



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

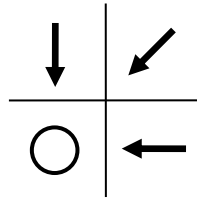
## Managing Yourself with Expressive Styles



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

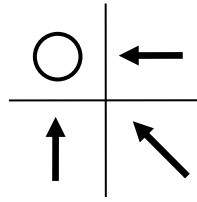
## Managing Yourself with Amiable Styles



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				

<b>Adjust Assertiveness</b>
<b>Adjust Responsiveness</b>

### ADJUSTING FOR GAPS AND IRRITANTS

<b>Gaps</b> – What this person would prefer but I might not naturally do. <i>Increase...</i>	<b>Irritants</b> – What this person might like me to skip but I might naturally do. <i>Decrease...</i>
_____ _____ _____	_____ _____ _____

### 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 STYLE

## Reflections on Interpersonal Style

**New Perspectives**

**Key Insights**



**New Challenges**

**What I will Need to Make It Happen**