

## ***Interact: Sample Management Style Report – Expressive Driver***

### **General Behavior**

With a strong desire to take control in situations, you like to do things now, and to do them your way. Even with your interest in people, your more "take-charge", competitive nature and desire to produce results matters more to you than with being popular or "liked" by others. Highly independent in your thinking, you hold strong personal opinions on how you want things done; you're not afraid to "stick your neck" out and commit yourself to a course of action.

In working with other people, you will rely more upon your own ideas and, unless your emotions run high on something, you will not generally demonstrate your personal feelings. For the most part, you keep your distance in your relationships with others, maintaining a focus on the task at hand. You trust yourself and your personal experience more than the ideas and experiences of others.

Your self-confidence, your drive to achieve goals and results, your initiative, your resilience in the face of obstacles, and your willingness to venture into the unknown are all talents you exhibit in demanding, competitive circumstances. Generally, you perform best when operating under the pressure of tight deadlines or when confronting difficult challenges.

On occasion you may be too inclined to "go it alone", making up your mind and planning what to do without taking the time to position others or to elicit their support. Directing all your energies toward end results, you tend to be forceful in moving others around to your way of thinking. When faced with resistance, your natural instinct is to apply even more pressure and to become more authoritative.

### **Your Interaction Style**

#### **Relating To Others**

In dealing with others, you rely upon your confidence, your sense of purpose and direction, and your decisiveness to communicate leadership. Since you are more inclined to express your own opinions than you are to solicit those of others, you can convey to others the impression that you are not as concerned with their ideas as you really may be. You want other people to understand your views, but your impatience can prevent you from listening carefully to their suggestions, especially if those suggestions conflict with your own perspective.

#### **Focus Of Interest**

For you, results count for everything. That's how you assess your own performance and it's on that basis that you appraise others. Your self-esteem is directly linked to what you accomplish output measured in quantitative terms. Intensely driven, you strive constantly to achieve new performance heights. With more of a technical or task orientation, you like to know how things work, why they are done a certain way, and how they can be improved.

#### **Decision-Making**

From both yourself and others, you expect fast decisions. Even when the issues are ambiguous, and the risks substantial, you feel committed to take some action. You want to make your own decisions

primarily on the basis of facts and data. In dealing with others, you prefer that they present you with clear options. Indecision or overly cautious behavior on their part frustrates you. Preferring to keep the issues simple, and the choices black and white, you have some difficulty interacting with others who get caught up in details or who see things in various shades of grey.

#### Time Orientation and Reaction To Change

Your actions are driven by immediacy and dissatisfaction. You are impatient to move things forward, and you communicate this strong sense of urgency to others. You like deadlines, because they force action, and you expect that others will demonstrate the same degree of deadline consciousness that you do.

In making decisions or in solving problems, your real concern is the present. The past, heavily influenced by precedents or traditional ways of doing things, matters little compared to the current context. Similarly, the future, less tangible and open to too many "what if's", also exerts less influence on your thinking.

You like change; you are comfortable with change. Dissatisfied with the way things are, and unafraid to experiment with new approaches, you are open to trying new things, even if the changes are dramatic and confront conventional wisdom. Unless you feel free to make the changes you deem necessary, you can become quickly bored or disinterested. For you, making changes is a source of energy rather than a source of stress.

#### Pace

Urgency and speed drive you. Everything has to be done quickly. You think, work, implement, and communicate at a fast pace. Progression, movement, action, and variety are all important to you. In working with others, you have the greatest affinity with those who operate at your pace. You value self organization and the ability to establish priorities. When others fail to move as fast as you like to, you seek ways of getting around them.

#### Tolerance For Ambiguity

You consider the unknown a normal part of life and work. You accept it, and are comfortable working with a lack of structure. Left on your own, you will make your own decisions, determine what is right and wrong, organize your own priorities, and establish your own objectives. In your value system, ambiguous situations are challenges to be overcome, not excuses for inaction or delay.

#### **Your Adaptability**

Your capacity to adapt appears to be more or less average in comparison to the population. This provides you with some flexibility to step out of your comfort zone and to modify your behavior as situations may demand it. Although, your capacity is adequate for most jobs, dealing with unusual expectations, for example working extended hours for a prolonged period, can wear you down. In your career and in your relationships, you will always be most comfortable when you can "be yourself" and not have to project behaviors or play a role that is too different from who you really are.

## **Expressive Driver Management Style**

**Your management style incorporates these motivational and behavioral characteristics... You are:**

- More concerned about achieving your results than with building relationships
- Competitive, determined to win at whatever you do, and strive for high goals
- Self-confident, achievement-oriented, and goals-driven
- More dominant, forceful, and controlling with important projects and expectations
- More comfortable acting individually than within a team or group
- A proactive initiator of ideas and change
- Impatient, urgent and quick to respond to challenges
- Tough-minded, an independent thinker, and decisive in more risky, uncertain situations
- A striver and high achiever who expects other to be equally committed
- Inclined to talk and give your opinions rather than listen to those of other people
- Focused, serious, and hard-driving in everything you do
- Controlled, disciplined, and logical in your arguments and business interactions

**Your management talents and abilities include:**

- Your focus on results, outcomes, and personal goals and achievement
- Your decisiveness, self-confidence, and competitiveness
- Your more concrete, tangible, factual thought process and communication style
- Your proactiveness in managing priorities and in addressing problems
- Your ability to manage tasks and organize people to accomplish them

**Making these adjustments can help you improve your effectiveness:**

- Be more open with your feelings, less guarded, and put effort into building relationships
- Elicit the opinions, ideas, and advice of others before giving your own (“How would you do it?”, “What do you think we should do?”, “What is your advice on this?”, “What problems might we have if we do this?”)
- Make the effort to really listen to others, ask questions, and acknowledge their views
- Try to listen for and understand feelings rather than just the facts

- Allow others to assume responsibility and make mistakes
- Take the time to meet with people, talk about their performance, and offer your feedback

