

# Communication Styles

**WHAT**

GETTING THINGS DONE  
ACHIEVING  
DOING

**ACTION**

**HOW**

STRATEGIES  
ORGANIZATION  
FACTS

**PROCESS**

**BLEND**

**WHY**

**IDEA**  
CONCEPTS  
THEORIES  
INNOVATION

**WHO**

**PEOPLE**  
COMMUNICATION  
RELATIONS  
TEAMWORK

# ASSUMPTIONS

- EVERYONE SCORES SOMETHING ON EACH OF THE FOUR STYLES
- THE HIGHER THE SCORE, THE GREATER THE COMMITMENT TO THAT STYLE
- THE LOWER THE SCORE, THE LOWER THE COMFORT IN USING IT
- PEOPLE USE DIFFERENT STYLES AT DIFFERENT TIMES
- CIRCUMSTANCES MAY ALTER ONE'S SCORE FOR A TIME
- EVERYONE IS A COMPOSITE OF ALL THE SCORES
- UNDER STRESS PEOPLE REVERT TO THEIR PRIMARY STYLE

STYLE	TENDS TO FOCUS ON	STRENGTHS	LIMITATIONS (tendencies)
A C T I O N	Productivity Accomplishment Feedback Task orientation Practical matters Doing Getting things done Results - Here and now Activity Goal Oriented		
P R O C E S S	Gathering data - Facts Analysis Planning Long and short range goals Established methods and means Scheduling Reporting Evaluation Refining - Fine tuning		
P E O P L E	Getting along People's needs People's feelings Dialogue Loving - Caring Peace Harmony Pleasing others Cooperation		
I D E A	Reasons Ideals Concepts Forward looking Knowledge Abstract Theory Principles Synthesizing		
B L E N D	Variety of issues Movement Wide expanse of interests Diversity All of above but not as intensive		

# SAMPLE RESPONSES

## STYLE

## TENDS TO FOCUS ON

## STRENGTHS

## LIMITATIONS (tendencies)

# A C T I O N

- Productivity
- Accomplishment
- Feedback
- Task orientation
- Practical matters
- Doing / Getting things done
- Results – Here and now
- Activity
- Goal-oriented

- Dependable
- Gets job done
- Competent – multi-task
- Adjusts to circumstances
- Takes responsibility
- Organizes for job
- Energetic
- Efficient
- Self-starter
- Decides quickly

- Not a good team worker
- Narrow – short sighted
- Low sensitivity to people
- Self-sufficient
- Impatient
- Compulsive- impulsive
- Hard to delegate
- Opinionated
- Action without thinking
- Demanding

# SAMPLE RESPONSES

## STYLE

## TENDS TO FOCUS ON

## STRENGTHS

## LIMITATIONS (tendencies)

# P R O C E S S

- Gathering data – Facts
- Analysis
- Planning
- Long- and short-range goals
- Established methods and means
- Scheduling
- Reporting
- Evaluation
- Refining – Fine tuning

- Precise – Thorough
- Logical – Objective
- Quality control
- Thinks before acting
- Realistic – Low risk
- Advisor – Delegates
- Reliable – Patient
- Organizes details
- Bridges ideas and action
- Informed decision making

- Fears change or the new
- Narrow – One track mind
- Weak relationships
- Logical – Follows rules
- Focus on means, not ends
- Perfectionist
- Indecisive (needs more facts)
- Bogged down with details
- Thinking without action
- Intimidates with facts/data

# SAMPLE RESPONSES

## STYLE

## TENDS TO FOCUS ON

## STRENGTHS

## LIMITATIONS (tendencies)

P  
E  
O  
P  
L  
E

- Getting along
- People's needs
- People's feelings
- Dialogue
- Loving – Caring
- Peace
- Harmony
- Pleasing others
- Cooperation

- Insightful of people
- Sensitive – Considerate
- Understanding
- Sympathetic – Empathetic
- Accepting – Affirming
- Good listeners
- Tolerant – Encouragers
- Sincere
- Discerns needs

- Hard to get jobs done
- Affected by others
- Feelings easily hurt
- Over emotional – Less objective
- Naive – impulsive
- Subjective, undisciplined
- “Yes” person – can't say no
- Compromises – Avoids conflict
- Needs affirmation of others

# SAMPLE RESPONSES

## STYLE

## TENDS TO FOCUS ON

## STRENGTHS

## LIMITATIONS (tendencies)

I  
D  
E  
A

- Reasons
- Ideals
- Concepts
- Forward looking
- Knowledge
- Abstract
- Theory
- Principles
- Synthesizing

- Broker of ideas and information
- Stimulator – Problem Solver
- Quick, critical thinker
- Creative- Visionary
- Innovator – Articulate
- Idealistic – Sees big picture
- Self-reliant
- Makes declarations
- Sees alternatives
- Looks for cause and effect

- Impatient with people
- Impractical
- Indecisive
- Not a good team worker
- Withdrawn – works alone
- Dominates – Ego-centric
- Lacks involvement
- Jumps to conclusions
- Too high risk
- Not very realistic



# SAMPLE RESPONSES

## STYLE

## TENDS TO FOCUS ON

## STRENGTHS

## LIMITATIONS (tendencies)

**B  
L  
E  
N  
D**

- Variety of issues
- Movement
- Wide expanse of interests
- Diversity
- All of above but not as intensive

- Communicates with all
- Adjusts quickly – Versatile
- Instigator – Change agent
- Understands other perspectives
- Bridge-builder – mediates
- Flexible – Facilitator
- Accommodating – Adaptable
- Gets along with all
- Open-minded
- “Jack of all trades...”

- No special skills – Unfocused
- Lacks depth and perseverance
- Tends not to finish
- Can’t say “no” – Spread too thin
- Unpredictable – confusing
- Hesitant on decision
- Goes many directions
- Difficult to understand
- “...Master of none.”

In a mentoring relationship what things do you want to keep in mind if the other person was:

**Action Oriented**

- 1.
- 2.
- 3.
- 4.

**Process Oriented**

- 1.
- 2.
- 3.
- 4.

**People Oriented**

- 1.
- 2.
- 3.
- 4.

**Idea Oriented**

- 1.
- 2.
- 3.
- 4.

**Blend Oriented**

- 1.
- 2.
- 3.
- 4.

# Action Oriented

1. State goal or finished product – Results
2. State “action” role for the individual
3. Be practical, concrete, and brief
4. Build in feedback on “action” person’s performance

# Process Oriented

1. Detail project and its parts (possibly in writing first)
2. Identify resources for project completion
3. Show “game” plan (time schedules, financial strategy, etc.)
4. Ask for problems or obstacles they see

# People Oriented

1. Sell yourself as a person
2. State who will benefit and how (its value to people)
3. Explore their feelings on the project
4. Give encouragement and show enthusiasm

# Idea Oriented

1. Ask them to help you explore an idea
2. Ask them for other options or alternatives to your thoughts
3. Relate to value and principles already accepted by the person
4. Allow them to function as individually as possible

# Blend Oriented

1. Give overview or survey
2. Offer details only when asked
3. Share how others view the plan or project
4. Suggest multiple roles; possibly of shorter duration

**Implications for a communication style**

1. My primary communication style is \_\_\_\_\_
2. Three of my strengths are  
a) \_\_\_\_\_  
b) \_\_\_\_\_  
c) \_\_\_\_\_
3. These three strengths help me contribute to my organization and to relationships by:  
a) \_\_\_\_\_  
b) \_\_\_\_\_  
c) \_\_\_\_\_
4. The three limitations most often seen by others are  
a) \_\_\_\_\_  
b) \_\_\_\_\_  
c) \_\_\_\_\_
5. They hinder my ministry/relationships because  
a) \_\_\_\_\_  
b) \_\_\_\_\_  
c) \_\_\_\_\_
6. The limitation I most need to improve upon to benefit my ministry/relationships is \_\_\_\_\_
7. In addition to prayer and Bible study, three activities which I can do to overcome the limitations in #6 are  
a) \_\_\_\_\_  
b) \_\_\_\_\_  
c) \_\_\_\_\_





TOM HERZBERG FOR THE CHRONICLE