



Fostering Excellence through Tailored Communications

(“Is it Me? or, Is it You”)

Terry Callanan

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WalkOn Consulting

Partnering with organizations to succeed

Presented by

Terry Callanan, PhD, CCXP

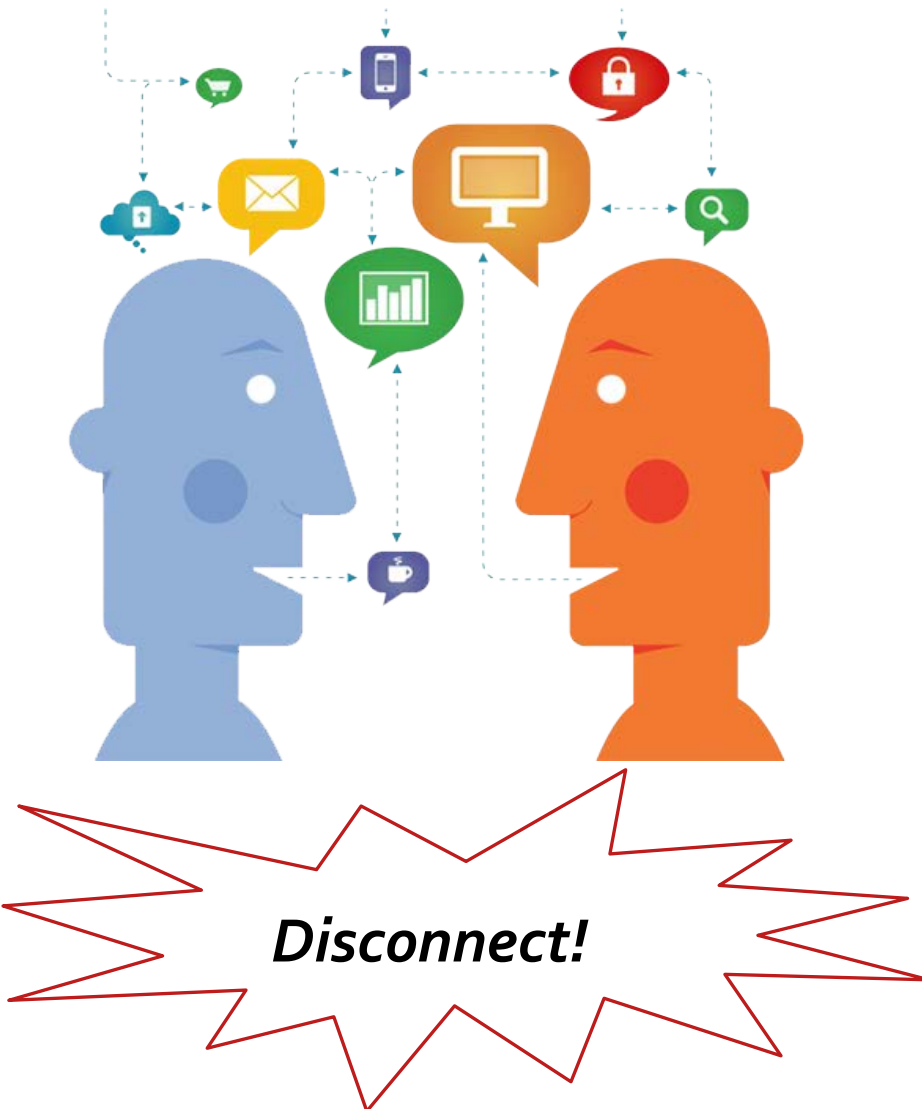
- Owner, WalkOn Consulting LLC
- Former C-Suite Executive, Quality and Culture, Carestream Health
- 25 + years Lean Six Sigma Black Belt
- WalkOnConsulting@gmail.com
- (585) 500-7236



WalkOn Consulting

Story

Empathy
Relationships
Feelings
Patient



No shades of gray
I never want to see....
Fast acting
Demanding

Today's Purpose

Share tips for how to improve personal and team effectiveness through **tailored communications**



Deliverable

Everyone walk away with **one thing** that you commit to do or change in your communications, in order to improve your personal or team effectiveness



Agenda

1. Self-Assessment
2. Meaning
3. Scenarios
4. Tips
5. Summary



1. SELF-ASSESSMENT

When presented with 4 descriptors in a line, find the word that best describes how you see yourself in general; your natural tendency (50 lines).

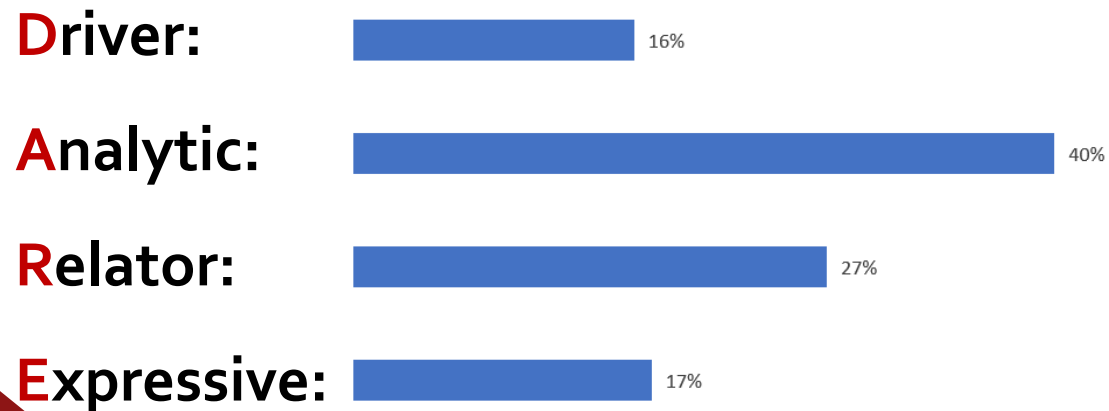
1. eager

2. willing

3. agreeable

4. funny & playful

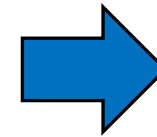
Revealed communication styles (n=40):



Quick Assessment

What word group most closely describes you?

1. Confident, Action Oriented, Decisive, Goal Setter
2. Patient, Process Focused, Detail Oriented, Cautious
3. Easy Going, Dependable, Inoffensive, Empathetic
4. Lively, Creative, Spontaneous, Optimistic



Driver

Analytic

Relator

Expressive

2. MEANING

DARE based on 1960's research of David Merrill and Roger Reid, but with some customization:

- They used the term **Social Style** rather than **Communication Style** and **Amiable** rather than **Relator**

DiSC® is analogous to DARE:

Dominance

I(i)nfluence

Steadiness

Conscientiousness

Driver

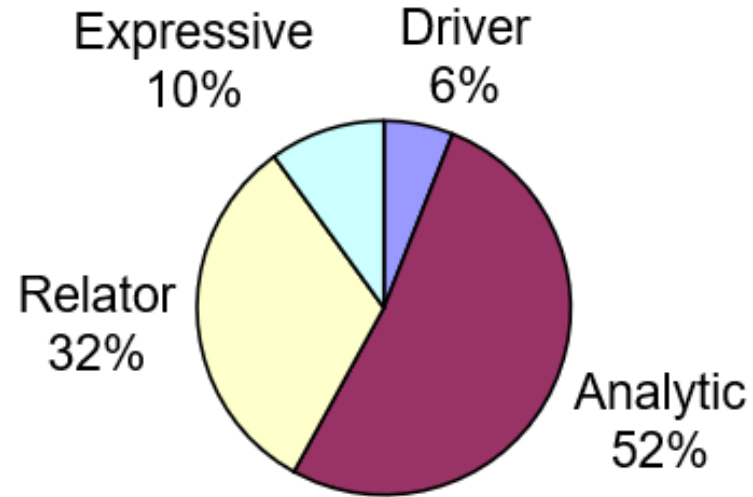
Expressive

Relator

Analytic

(1) Research

Although most people have characteristics of each style, each person has a **dominant** style(s) that influences the way he or she behaves most of the time.



Communication Styles

There are **NO** good or bad communication styles;
there are only **differences** among people.

Success or failure is unrelated to any communication
style.



Communication Styles

Steps to Building Positive Relationships and Improving Your Effectiveness

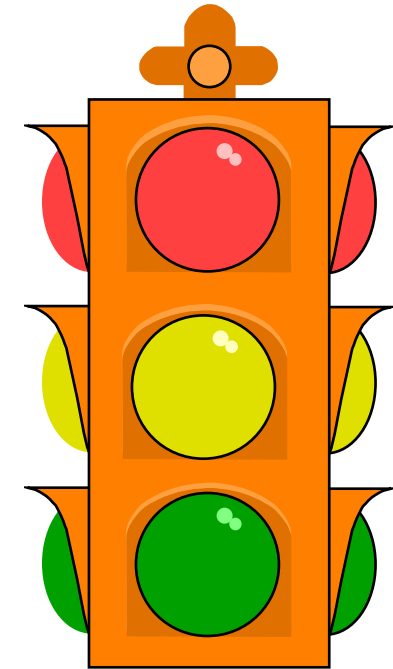
1. Know yourself

2. Control yourself

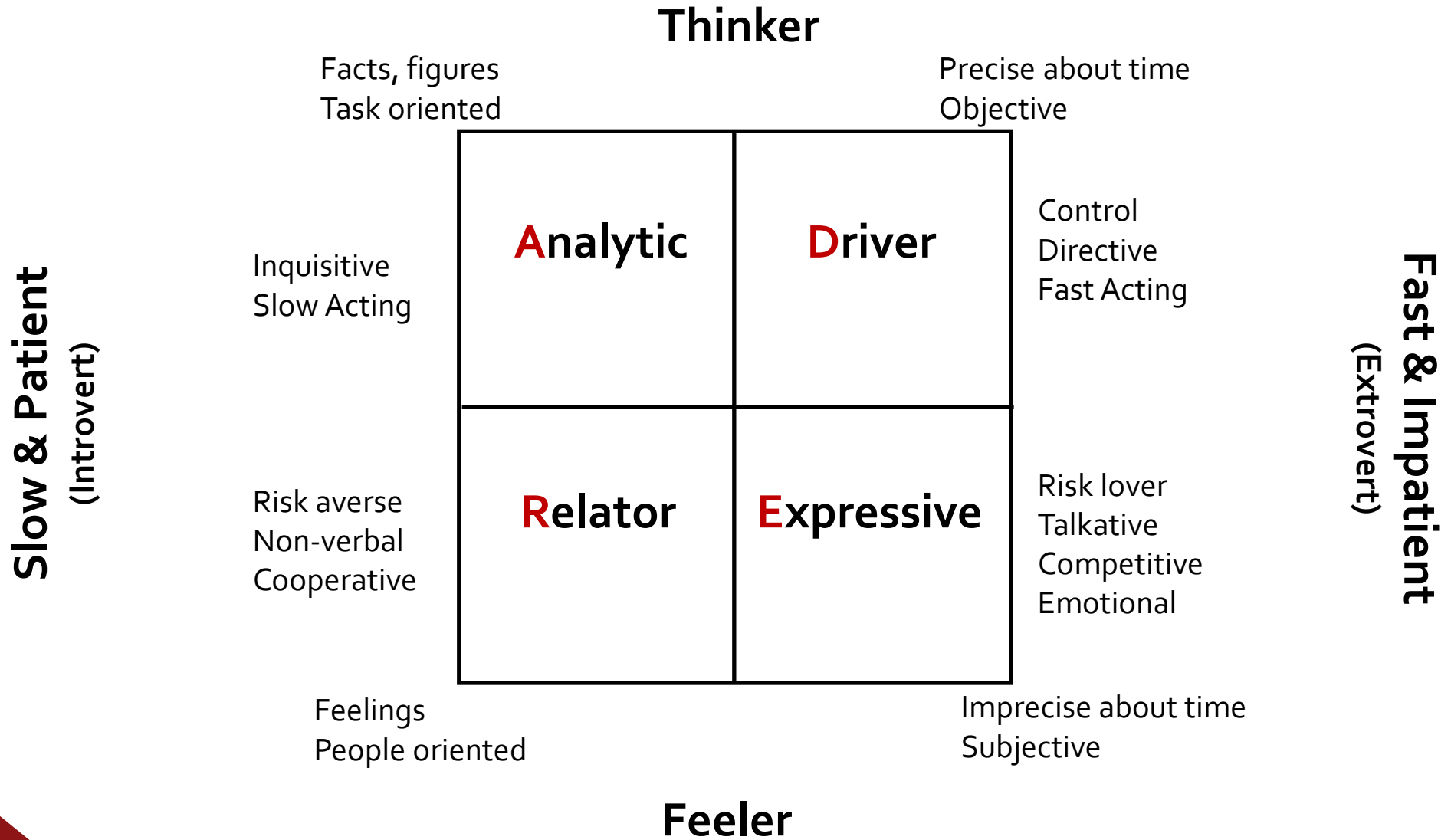
.....

3. Know others

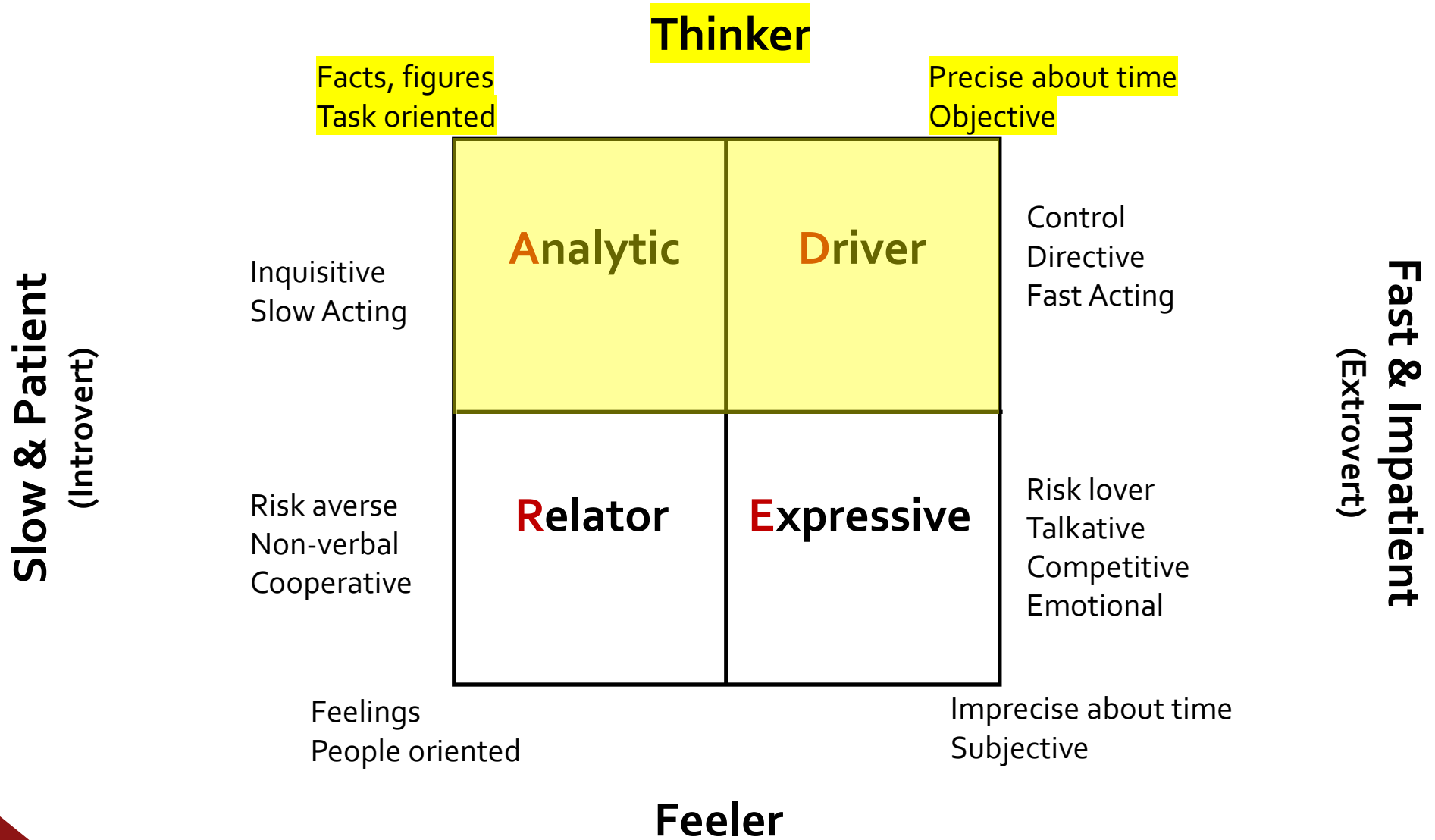
4. Change the way you interact



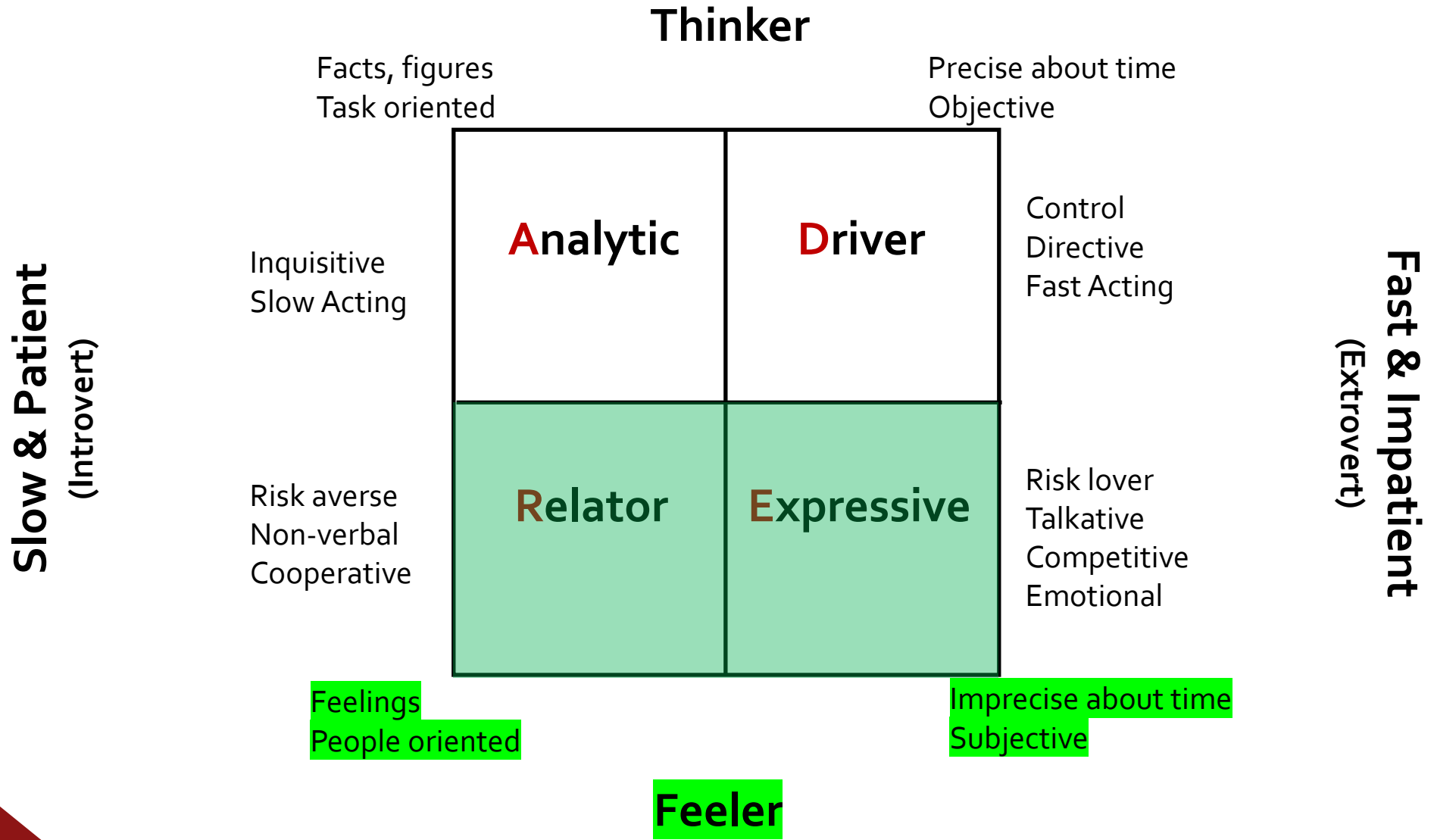
Communication Styles (DARE)



Communication Styles (DARE)

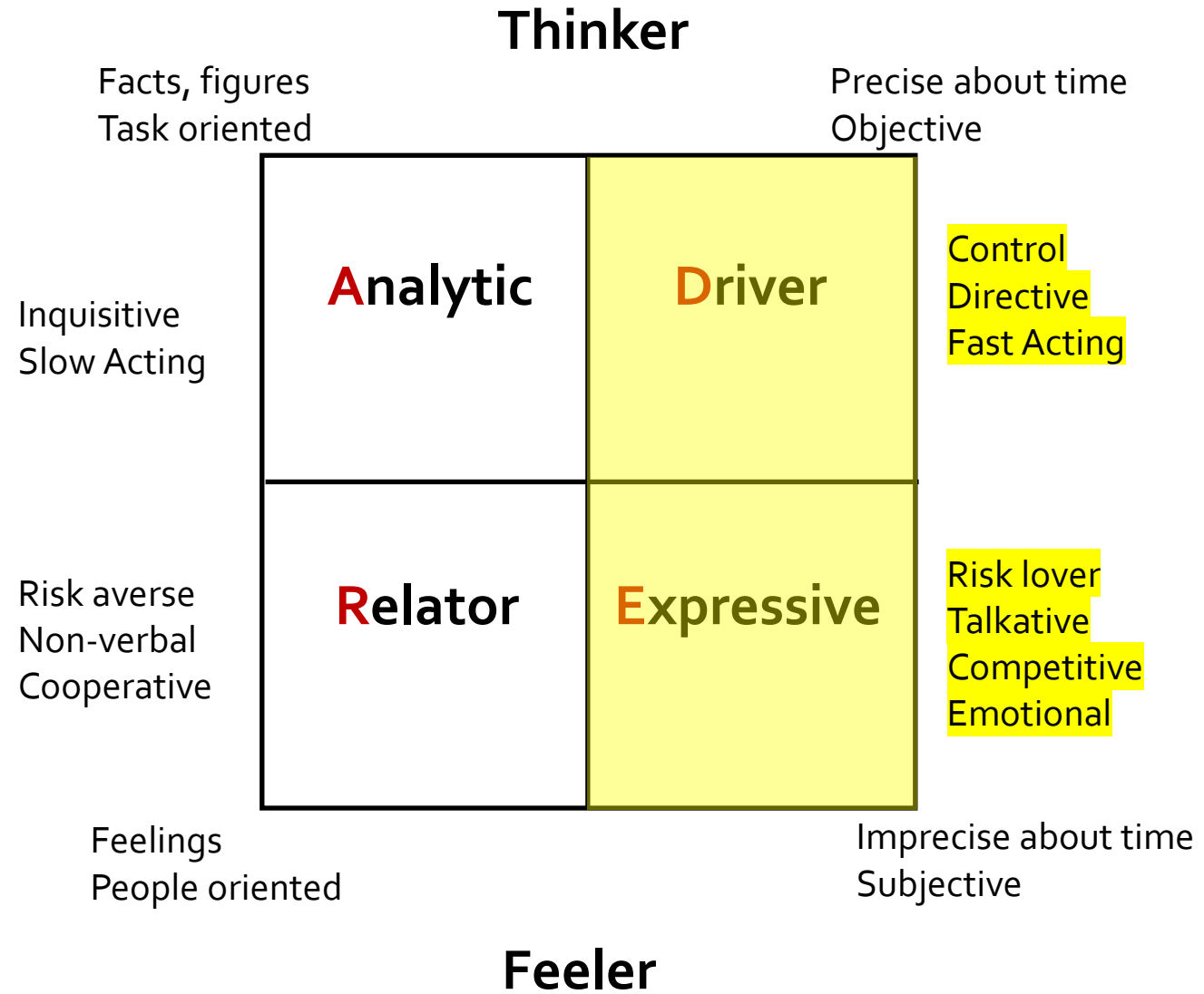


Communication Styles (DARE)



Communication Styles (DARE)

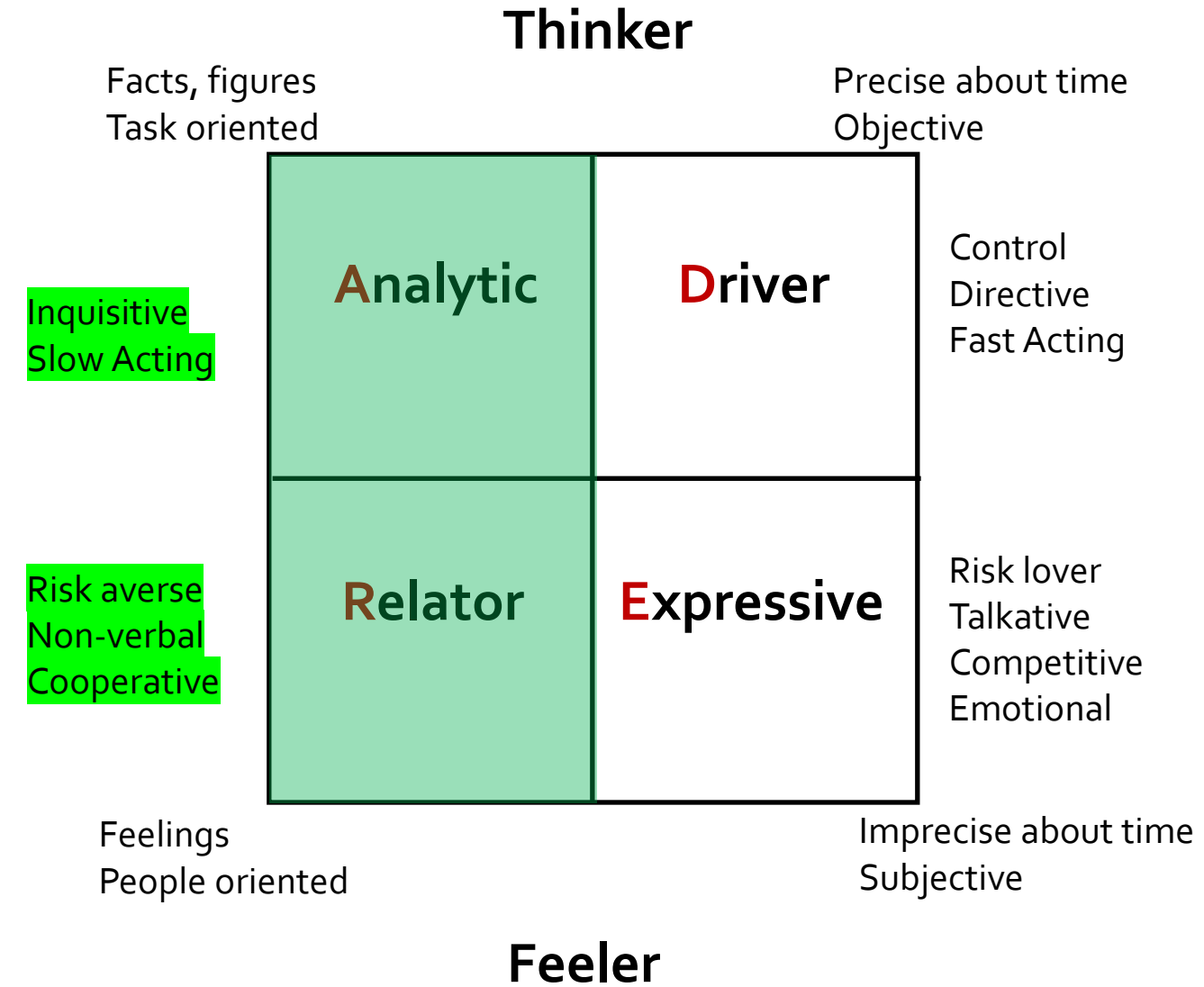
Slow & Patient
(Introvert)



Fast & Impatient
(Extrovert)

Communication Styles (DARE)

Slow & Patient
(Introvert)



Describing Each DARE Style

- Strengths
- Potential vulnerabilities
- Characteristics under stress
- Advice

It's expected that some descriptions of your Dominant style will not apply to you (but most will)

Communication Styles (DARE)

DRIVER

Strengths

- **Confident**
- **Decisive**
- Compulsively Active
- **Goal Setter**
- Persistent
- Open to New Ideas (from those respected)
- **Action Oriented**
- Productive
- Thrive on Challenge
- Excellent in Emergencies

Potential Vulnerabilities

- Demanding
- Short Tempered
- Stubborn
- Hate to Admit Fault
- Poor Listener
- Argumentative
- Bored with Small Talk
- Unsympathetic
- Terse Advice Giver
- Impatient with Emotions

Know Your Own Pitfalls

Driver Characteristics Under Stress:

Autocratic

- I get so committed to my view that I have trouble knowing when to give in.
- Once I've stated my views openly, I do not like saying I've changed my mind.
- I don't take the time to draw out the opinions of others.
- It's difficult to admit when I'm wrong.
- I can be too direct, often hurting other's feelings.

Communication Styles (DARE)

Advice to those with Driver tendencies:

- Understand that others may process information differently (*to improve your patience*)
- Ask others what they think (*to draw out opinions of others*)
- Take notes and rephrase feedback to clarify (*to slow your pace and improve your listening*)
- Lower voice (*especially with Relators, to be less threatening and more relatable*)

Communication Styles (DARE)

ANALYTIC

Strengths

- **Patience**
- Genius-Prone
- Often Artistically Inclined
- View Things as “Works in Progress”
- Deep Thinkers
- **Process Focused**
- **Detail Oriented**
- Scheduled
- Look at all Aspects of Decisions
- Finish What They Start
- **Cautious**

Potential Vulnerabilities

- Negative
- Moody
- Passive Aggressive
- Hold Things In
- Planning vs. Doing
- Grudge Carriers
- Perfectionists
- Critical
- Unsympathetic
- Non-Emotional

Know Your Own Pitfalls

Analytic Characteristics Under Stress:

Avoiding

- I avoid confrontations that are likely to be emotionally charged.
- I avoid getting involved immediately. I need time to process the issue and plan my approach.
- Even when others share their feelings, I remain calm and keep my feelings to myself.
- I prefer using logic over personal persuasion.
- I don't worry about getting what I want during discussions; I'll find a way to get it later.

Communication Styles (DARE)

Advice to those with Analytic tendencies:

- Practice risk-taking (*to temper your perfectionist tendencies; start with non-critical issues*)
- Make effort to speak (*to share your thoughts rather than hold things in; silence may be mis-interpreted*)
- Practice positive statements (*to not be perceived as pessimistic or critical*)
- Show emotion (*to demonstrate you care*)

Communication Styles (DARE)

RELATOR

Strengths

- **Easy Going**, Calming
- Pleasant, Caring
- **Dependable**
- Mediator
- Well-Liked
- Great Under Pressure
- Well-Balanced
- **Inoffensive**
- **Empathetic**
- Non-Judgmental

Potential Vulnerabilities

- Worry too Much
- Indecisive
- Non-Disciplinarian
- Sarcastic
- Not Self Starter
- Not Risk Taker
- Shy
- Not Focused on Details
- Avoid Issues
- Lack Follow-Through

Know Your Own Pitfalls

Relator Characteristics Under Stress:

Acquiescing

- At meetings, I don't interrupt if others are monopolizing the discussion.
- I'm willing to forego my positions to keep a harmonious relationship.
- I'd rather keep my concerns to myself than to be the only one opposing a consensus.
- Even if I don't agree with you, I will change my behaviors just because they upset you.

Communication Styles (DARE)

Advice to those with Relator tendencies:

- Make a stand, pick a side, make a decision (*to strengthen your risk-taking and practice making decisions*)
- Practice saying what you are feeling - speak up (*to include your voice in the discussion; silence may be mis-interpreted*)
- Set small goals and increase with successes (*to improve your ability to start and follow-through*)
- Team up with a Driver or Expressive to develop assertiveness (*to tackle issues rather than avoid them*)

Communication Styles (DARE)

EXPRESSIVE

Strengths

- Friendly
- **Lively**
- Motivating
- Humorous, even with self
- Generate Enthusiasm
- Curious
- **Creative**
- **Spontaneous**
- Willing to Try New Things
- **Optimistic**

Potential Vulnerabilities

- Talk a Lot
- Thoughtless
- Interrupt
- Forgetful
- Undisciplined
- Emotional Highs and Lows
- Easily Distracted
- Lack Follow-Through
- Take Feedback Personally
- Unreasonable Under Pressure

Know Your Own Pitfalls

Expressive Characteristics Under Stress:

Attacking

- I tend to take charge, even if it is not my responsibility.
- I get excited about issues and have to express my opinions right away, no matter how it makes others feel.
- I tend to speak before I think.
- I wear my emotions on my sleeve - you can usually see it coming.
- I believe that when you critique my work you are attacking me as a person.

Communication Styles (DARE)

Advice to those with Expressive tendencies:

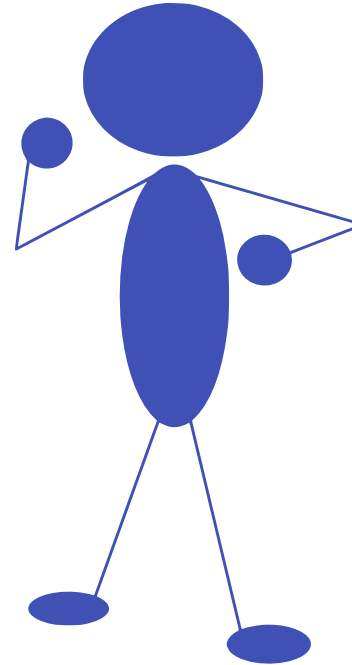
- Practice active listening (*to be thoughtful about others' feelings and opinions*)
- Take notes (*to slow your pace and think before you speak*)
- Allow others peaceful times (*so you, too, can be more reflective*)
- Team up with an Analytic to create action lists and plans (*to improve your follow-through and reduce forgetfulness*)

Whose Who?

"I'm concerned for you..."

"If I hear you right, you feel..."

Talks in animated manner



Speaks in bullets, short bursts, gets right to bottom line

Focuses on details

3. SCENARIOS

What might (D, A, R, E) comments look like when.....?

1. Responding to an announcement of a new addition to your Board of Directors
2. Brainstorming where to hold a team retreat
3. Receiving a request for a report on very short notice
4. Experiencing a delay in filling a key role (previously approved)
5. (Fun) Describing a team fishing trip





Differences can lead to Challenges

Communicators	Example Scenario
D and A	D wants to quickly implement a new strategy without fully explaining the detailed steps and rationale, which A requires for understanding and buy-in.
D and R	D's direct and decisive communication style may come across as too abrupt or overwhelming for R's preference for a more relaxed and considerate approach.
D and E	D tries to stick strictly to a plan or schedule, which may stifle E's desire for spontaneity and creativity in approaching tasks and projects.
A and R	A's methodical and detail-oriented approach may clash with R's laid-back and flexible style, potentially causing misunderstandings about priorities and timelines.
A and E	A's cautious and process-focused mindset may find it challenging to keep up with E's energetic and spontaneous ideas, leading to difficulties in agreeing on practical implementation steps.
R and E	R's easy-going and empathetic nature may not align well with E's rapid-fire, high-energy communication style, potentially causing R to feel overwhelmed or disregarded.

What's Most Desirable?

All Drivers?

All Analytics?

All Realtors?

All Expressives?



Or, is mix a good thing?

All One Style

(1) There can be style-based clashes between people of the same style:

- Drivers - Each bring a high level of assertiveness – may dig in heels
- Analytics - Join together in perfectionism - may miss deadlines
- Relators - Each may wait for the other to make decision
- Expressives - Socialization may distract from tasks



(1) A Mix of All Styles

“Drivers and Analytics ensure that the others remain focused on their tasks.

The Amiables (Relators) and Expressives in turn create a good group morale and a pleasant atmosphere in which problems can be addressed and resolved.”

Communication Styles

Steps to Building Positive Relationships and Improving Your Effectiveness

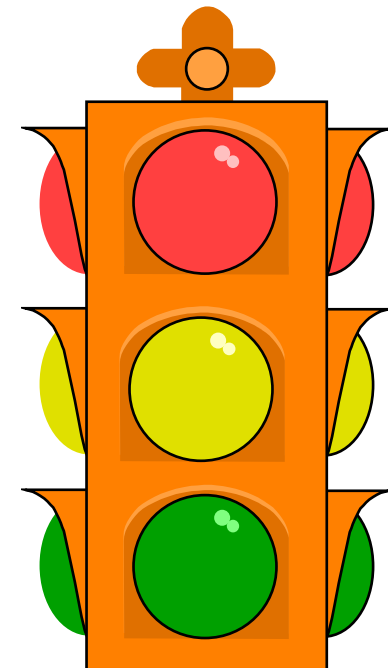
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2. Control yourself

.....

3. Know others

4. Change the way you interact



4. TIPS

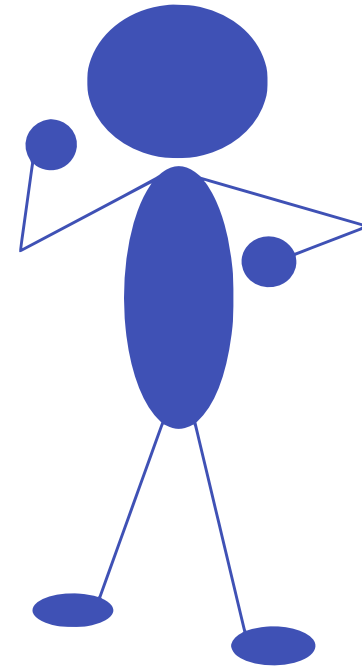
By knowing the styles of those around you, you can tailor your communications to be most effective.



Change the Way You Interact

When communicating with a(n) _____

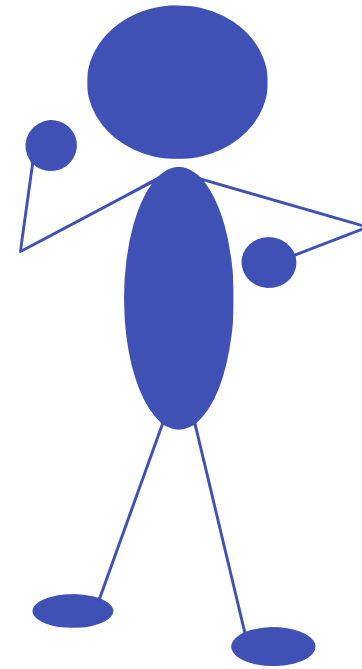
- Be business-like and task-oriented (do not rely on emotional appeals)
- Be aware of your pace (do not rush to conclusions)
- Stick to the specifics (bring data)
- Focus on detail and accuracy
- Allow time to ponder
- Be specific as to what you will do and when



Change the Way You Interact

When communicating with a(n) _____

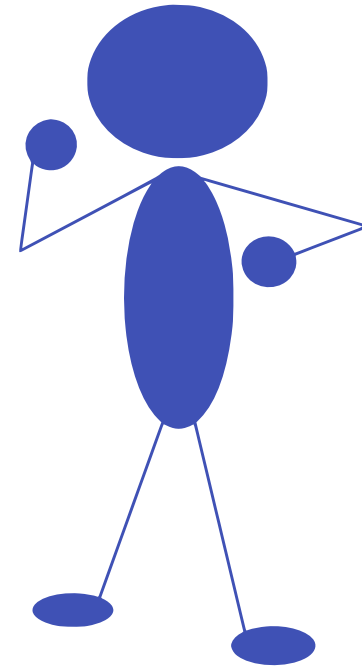
- Be business-like and task-oriented (do not rely on emotional appeals)
- Be results-oriented
- Get to the point
- Stay on target



Change the Way You Interact

When communicating with a(n) _____

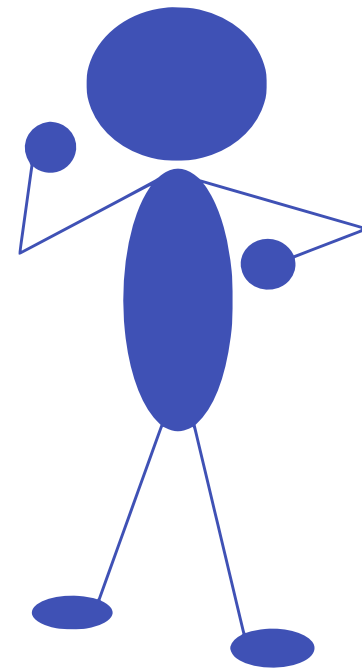
- Be personal and personable
- Take the time to develop a relationship
- Be informal
- Take the time to be agreeable
- Strive to avoid conflict
- Emphasize the importance of the team



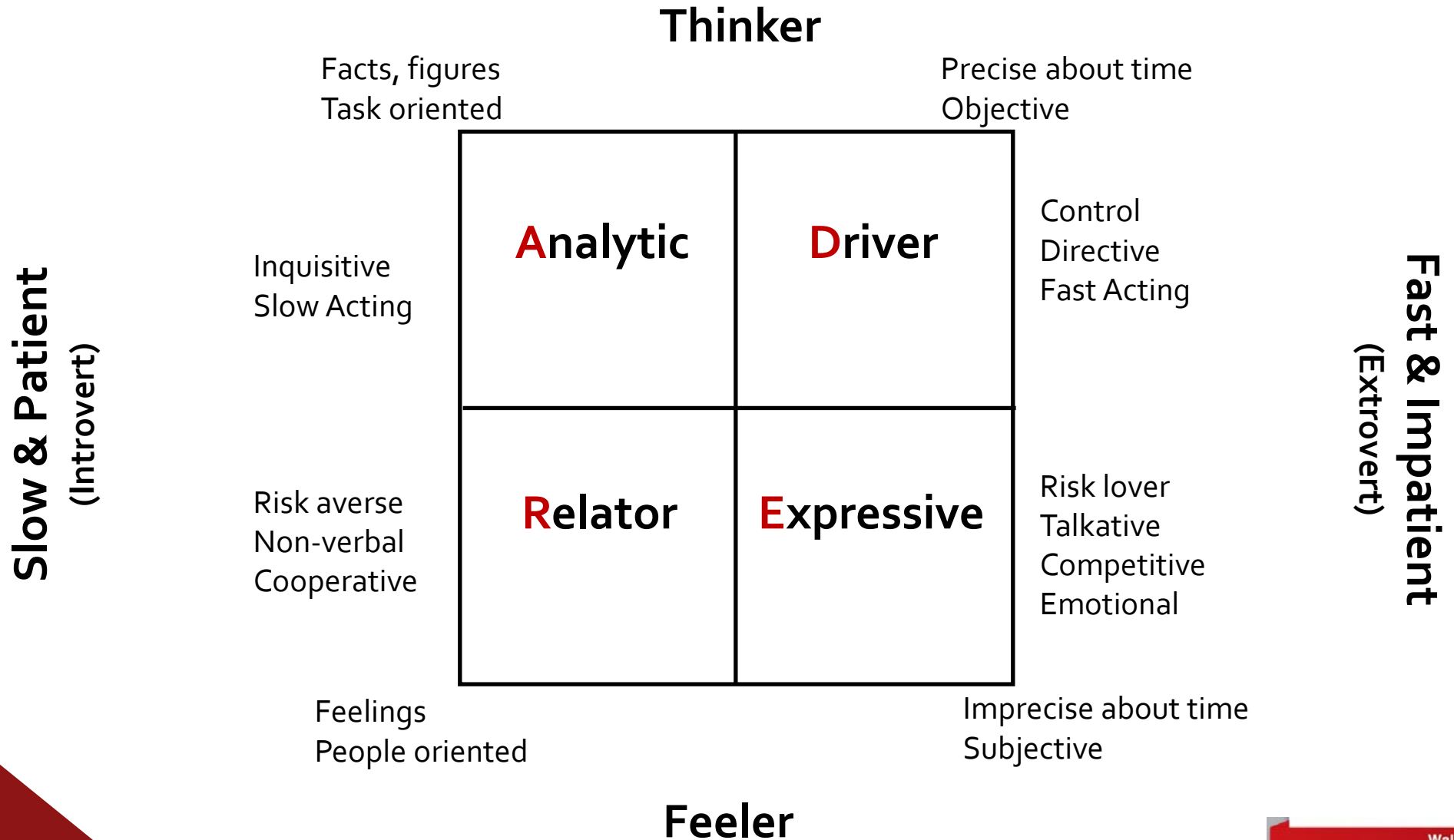
Change the Way You Interact

When communicating with a(n) _____

- Lighten up and be open
- Show enthusiasm
- Offer inspiration
- Spend time exploring
- Publicly recognize



5. SUMMARY



Communication Styles

There are **NO** good or bad communication styles;
there are only **differences** among people.

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style.



Communication Styles

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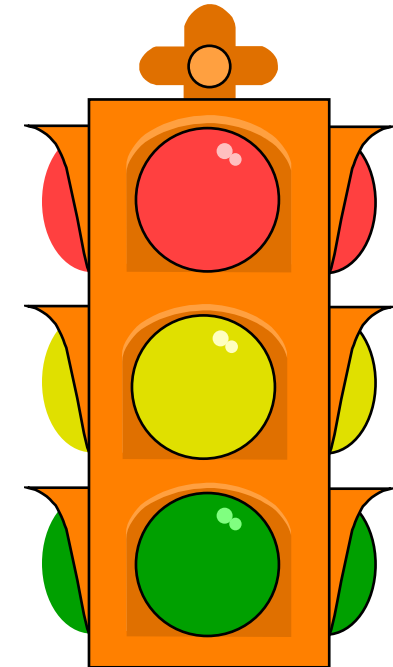
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Final Thought: "Is it Me? or, Is it You?"

Whom is most often to blame for your problems at work?



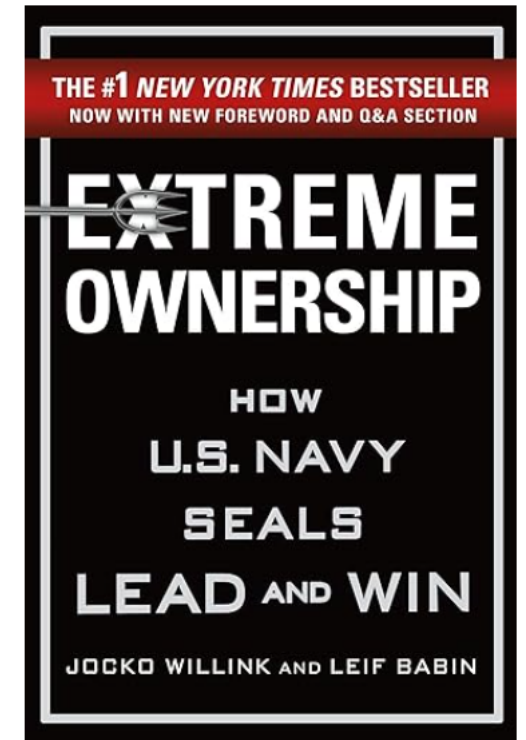
When others are not
doing what you'd like
them to

Personal Ownership

We often point to others as the causes of our problems at work.

Alternative mindset:

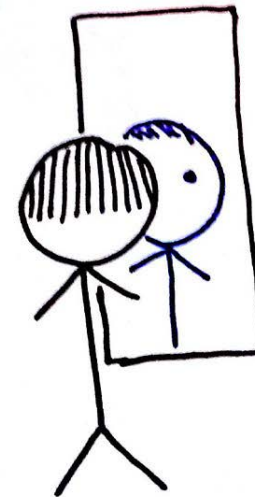
- I am the leader of my work or my team.
- “The leader must own everything....**there is no one else to blame.**”



Look in the Mirror

- When others are not doing what they should, first look in the mirror at yourself
- Have you provided the necessary information and support for the person to do what you expect? **Have you tailored your communications?**


- Training
- Purpose
- Clarity
- Scenarios
- Motivation
- Encouragement
- Tools
- Etc.



Recall Deliverable

Everyone walk away with **one thing** that you commit to do or change in your communications, in order to improve your personal or team effectiveness



- 
1. Know yourself
 2. Control yourself
 -
 3. Know others
 4. Change the way you interact



Thank You!

End

References

(1) Janse, B. (2019). Merrill Social Styles model. Retrieved July, 2023 from Toolshero: <https://www.toolshero.com/communication-methods/merrill-social-styles-model/>

(2) Dee Daley Social Styles Tool Kit.doc;
https://r.search.yahoo.com/_ylt=AwrEoS66uK1ko7wAsCNXNy0A;_ylu=Y29sbwNiZjEEcGgzAzYEdnRpZANMT0NVSTA1OENfMQRzZWMDc3l-/RV=2/RE=1689135419/RO=10/RU=https%3a%2f%2fcdn.ymaws.com%2fwww.acmpglobal.org%2fresource%2fresmgr%2fresource_library%2fpresentations%2f2015%2fHow_to_Influence_2.pdf/RK=2/RS=ifX1ecRLbIIAGeeS.j_OknSn8ro-