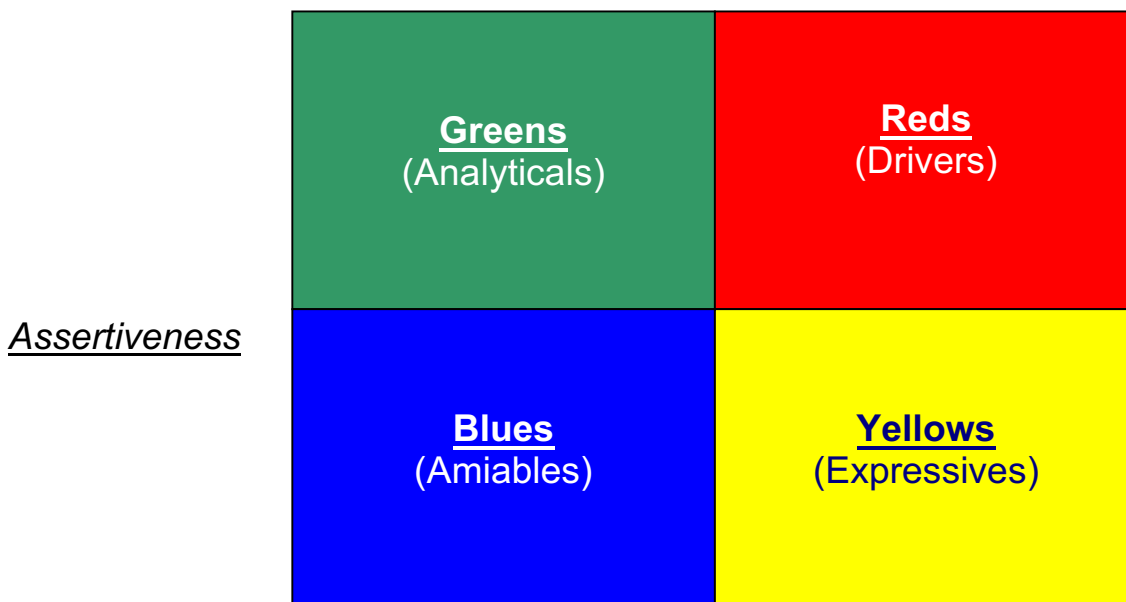


# Expressive Drivers: Understanding people

*Responsiveness*



The expressive drivers tool is based on work originated by David Merrill, who used factor analysis to identify two scales, identified as *assertiveness* and *responsiveness*. This results in a model that has four quadrants which identify four social styles.

## **Assertiveness**

In social interaction it is common for people to want things from others. In making *requests* they may be highly assertiveness or they may make requests at a lower, even passive level.

## **Responsiveness**

Whilst assertiveness has to do with communicating to others, responsiveness is about how the person responds to the requests or demands of others on them.

# Instructions for responding and scoring

1. For each row, consider each of the behaviours in terms of how characteristic they are of you.
2. For each row, assign 4 points to the behaviour that is most characteristic of you; 3 points to the next most characteristic, then 2, and finally 1 point to the behaviour that is least characteristic of you.

For example:

3. \_\_\_ Directing      4. \_\_\_ Influencing      1 \_\_\_ Steady      2 \_\_\_ Cautious

3. Total the numbers in each of the four columns. When all four columns are added together, they will total 50

Column 1	Column 2	Column 3	Column 4
___ Directing	___ Influencing	___ Steady	___ Cautious
___ Decisive	___ Optimistic	___ Patient	___ Restrained
___ Daring	___ Enthusiastic	___ Stabilising	___ Analytical
___ Competitive	___ Talkative	___ Accommodating	___ Precise
___ Forceful	___ Charming	___ Easygoing	___ Curious
___ TOTAL	___ TOTAL	___ TOTAL	___ TOTAL

## INTERPRETATION

If your highest column total is under column 1, you are a **DRIVER**

If your highest column total is under column 2, you are an **EXPRESSIVE**

If your highest column total is under column 3, you are an **AMIABLE**

If your highest column total is under column 4, you are an **ANALYTICAL**

# Influencing the four types

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## ANALYTICAL

### Greens

- Dislike change and personal attention
- Measure achievement by precision and accuracy
- Task is priority, method and detail vital
- Greens are serious, orderly, persistent and cautious
- Set high standards for themselves and others
- Prefer to work alone and like organisational structures
- Their offices will be neat and tidy, with work-related charts and graphs on the walls, along with 'to-do' lists and 'have-done' achievement mementoes
- In general, things will be functional; seating arrangement formal

### Influencing Greens

- Don't be over friendly, respect their need for personal space
- Be formal, logical and to the point in presentation
- Speak slowly and deliberately. Present logically to appeal to a Green's need for security and procedures. The Green in particular will need to be able to justify supporting you, and that means logic
- Greens will want to know how your proposal will work in practise and you should make sure it will maintain or enhance *their* credibility
- Expect questions and deliberation. Be specific and detailed in reply
- Cover both sides of the issue to show that you have done your homework and do not expect an immediate decision

# Influencing the four types

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## AMIABLES

### Blues

- Place emphasis on relationships
- Like getting to know people and building trust, and they measure their personal worth by the responses they get from others
- Like to support others and they do it by listening, and being warm and accepting. Pushy or aggressive behaviour rapidly switches them off
- Are steady, agreeable and calm, like informality and are slow and relaxed in movement. Make decisions only after careful consideration, want little change and seek security and appreciation
- Need is to maintain and strengthen relationships, their anxiety that a wrong decision might expose them to criticism
- Blues' offices contain family or group photographs and a personal items, especially gifts. The space will be informal and welcoming, as a visitor you will feel relaxed. Blues do not put up barriers, physically or in conversation.

### Influencing Blues

- Give them your full attention
- Talk slowly and easily, be warm, likeable and informal
- Focus on the positive, about how your proposal will show them in a good light with others
- Offer reassurances and guarantees
- Involve them – ask for their contribution, be patient and give them time
- Get acquainted, keep in touch, and build trust

# Influencing the four types

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## EXPRESSIVE

### Yellow

- Measure personal status by the acknowledgement and recognition they receive from others
- Fast paced in manner, place emphasis on relationships
- Seek person to person situations and like to join in
- Like to be the centre of attention
- See themselves as visionaries – others might call it “dreaming”
- Enthusiastic and optimistic – charismatic in leadership
- Do not like detail, often disorganised, sometimes impractical, tend to jump to conclusions
- Go for friendly open environments – coffee tables and seats away from the desk are where Yellows like to meet
- Have cluttered offices with piles of paper. Personal achievement awards and photographs in evidence along with motivational slogans

### Influencing Yellows

- Match their style – formal or informal
- Be friendly, maintain a fast, spontaneous style of speech
- Be lively, stimulating and energetic
- Frame proposals that will enhance the Yellow's status
- Present boldly, focus on originality and imaginativeness
- Provide examples and especially testimonials
- Stimulate and excite them with your ideas
- Allow them time to talk, link their ideas to yours and your ideas to their goals and ambitions
- Press for a decision on the spot – ideally when they are most enthusiastic

# Influencing the four types

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## DRIVER

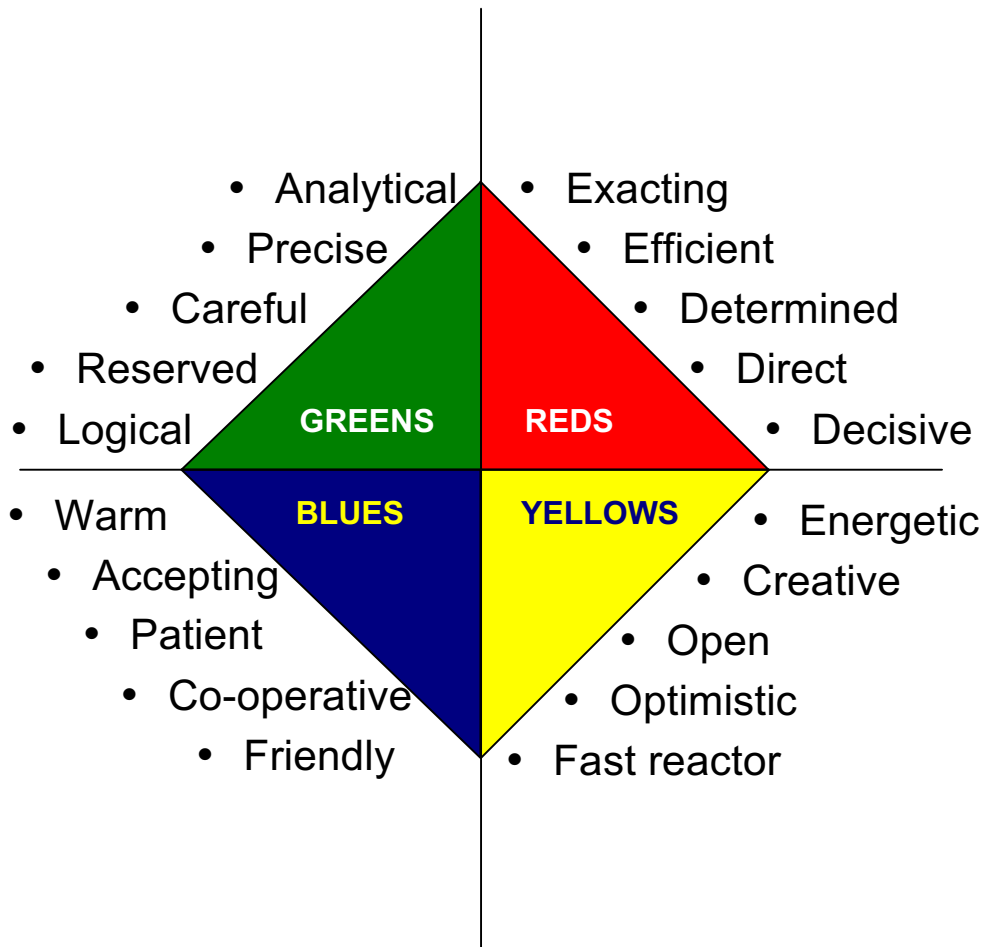
### Reds

- Measure success in terms of tangible results
- Work to shape their world to achieve their goals
- Priority is task – and getting it done
- Rely on control and dominance for security
- Make judgements based on likely benefit and risk
- Don't like emotional issues
- Independent and strong willed
- In pursuit of goals can be cool, calculating and competitive
- Enjoy challenge, welcome authority
- Impatient with slower paced people
- Best working alone – not good team players
- Entrepreneurial, preference for action, like to be in control

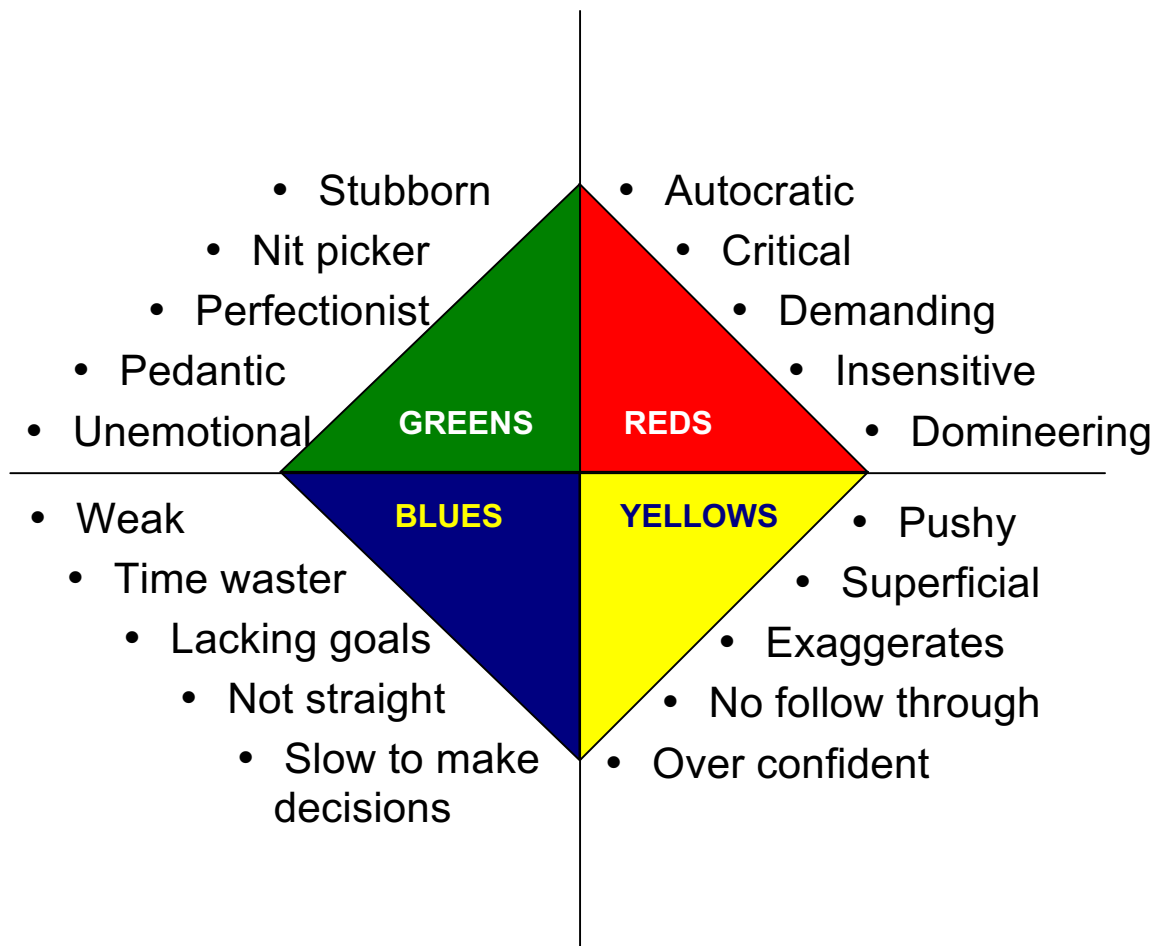
### Influencing Reds

- Use a fast and decisive speaking style
- Be assertive, well briefed and succinct
- Offer a range of options giving them the choice
- Frame proposals so that by agreeing, Reds will move towards their goals and enhance their control
- Have a one-page summary of your idea with back-up material separately
- Know the risks and benefits
- Be professional, businesslike and efficient
- Stick to the facts, focus on bottom line results and benefits
- Be professional, businesslike and efficient
- Stick to the facts, focus on bottom line results and benefits
- Avoid qualifiers in speech ('perhaps', 'might', 'maybe')
- Push for a decision on the spot

# How you like to see yourself or how others might see you?

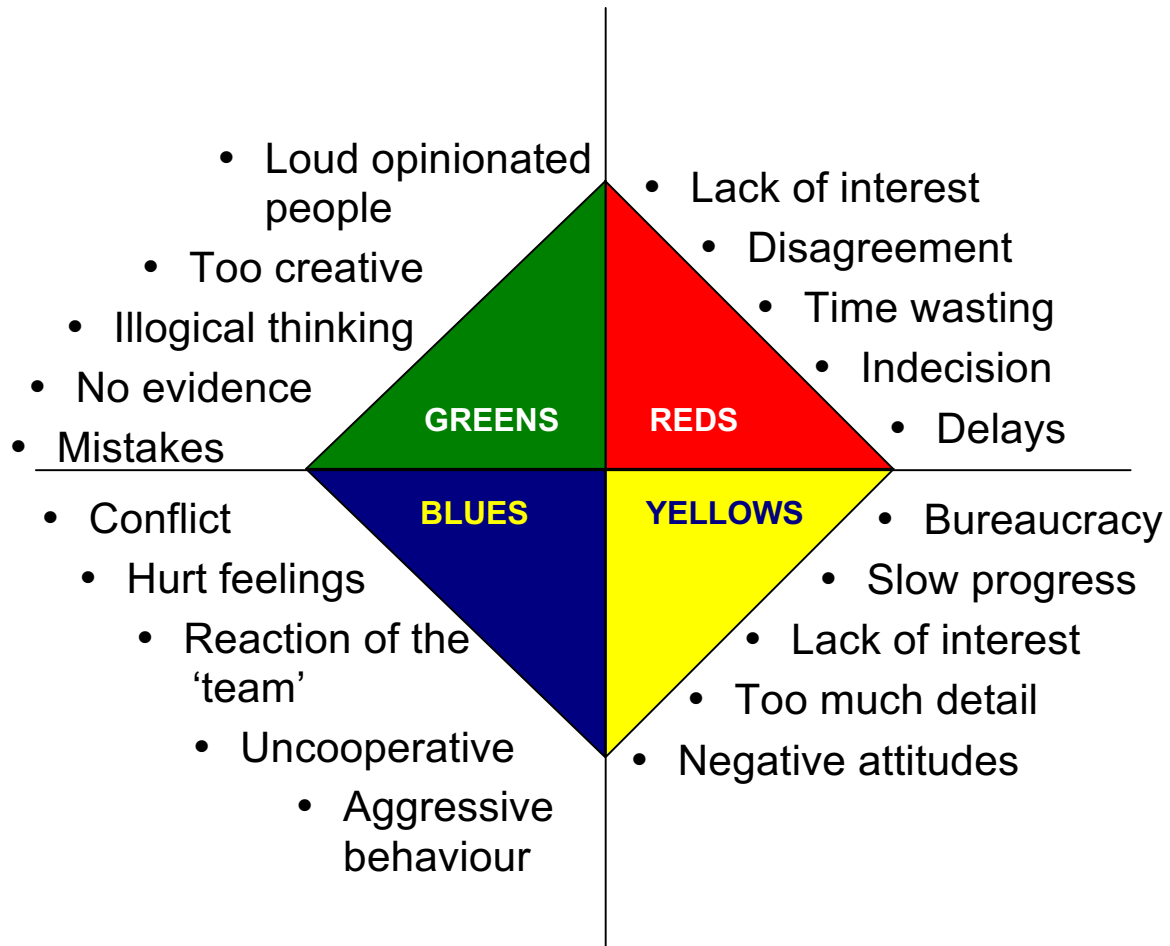


# How you might be perceived by others





## Concerns/dislikes each style will have



## Reds (drivers)

### Behaviours

Needs to be in charge, demands results, wants/takes rapid solid action; facts, options & odds of success, time efficient, winning important; tell, gives orders, task focused.

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### Strengths

- Acts rapidly to get results
- Inventive & productive
- Driven to achieve goals

### Weaknesses (can)

- Be too forceful or impatient
  - Think their way is best
  - Be manipulative or coercive
- 

### Adjustment

- Get to the point, stick to business, provide options
  - Focus on outcomes
  - Be ready to take action
- 

Improvements  
**LISTEN**

## Blues (amiables)

### Behaviours

Warm & approachable, listens well & patient, talks about relationships; avoids conflicts & arguments, supportive, takes time to build relationships; sensitive to others, considers how actions affect others; loyal & honest

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### Strengths

- Promotes harmony & balance
- Is reliable & consistent
- Strong team builder

### Weaknesses (can)

- Be too easy going & accepting
  - Allows others to take advantage
  - Be too dependent on others
  - Become bitter if unappreciated
- 

### Adjustment

- Start with personal, commitment, acknowledge feelings, show you care, be patient, minimise risks
  - Draw out opinions
- 

Improvements  
**Set & stretch to goals**

# Yellows (expressives)

## Behaviours

Talkative, centre of attention/always on stage, seeks recognition/applause; shares ideas/dreams, creative/new approaches, impulsive/spontaneous; persuasive, short attention span, low tolerance for detail; big picture/visionary.

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## Strengths

- Act creatively on intuition, sensitive to feelings of others, willing to help others
- Strong network of contacts

## Weaknesses (can)

- Lose objectivity/be emotional
  - Be too talkative
  - Be self oriented/self assured
  - Lose track of time
- 

## Adjustment

- Relate personally, be friendly & outgoing, project high energy, share dreams, be inspiring, suggest solutions
- 

Improvements  
Restrain

# Greens (analytical)

## Behaviours

Conservative, accuracy important, questions all we do, organised, structured, data driven, avoids risks, precise & thorough task focused

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## Strengths

- Works to ensure quality, minimise risks & avoid errors
- Follows directives & standards

## Weaknesses (can)

- Bog down in detail
  - Be too critical
  - Be too self sufficient/alone
  - Lack courage
- 

## Adjustment

- Give details & evidence, allow processing time/don't push for answer
  - Be objective/logical
- 

Improvements  
Decide