



# The People Styles P L A N N E R

# A Quick Reference Guide to People Styles at Work

If questions arise while using this planner, you might want to refer to the following sections of the book *People Styles at Work—and Beyond*:

How to flex .....	pages 99-106
Flexing to your manager .....	pages 117-118
Flexing to people you manage .....	pages 118-119
Flexing to groups and teams .....	pages 119-122
Flexing to someone of your style.....	pages 125-126
Identifying your style .....	pages 27-27
Identifying others' styles.....	pages 107-116
Profiles of the four different styles .....	pages 43-62
Styles under stress .....	pages 72-87
The foundation of good relationships: respect, fairness, and honesty .....	pages 127-134
“For Amiables Only: How to Flex to Each Style” .....	pages 155-168
“For Drivers Only: How to Flex to Each Style” .....	pages 169-186
“For Expressives Only: How to Flex to Each Style” .....	pages 187-201
“For Analyticals Only: How to Flex to Each Style” .....	pages 202-218

## About Ridge Training

For more than 45 years, Ridge’s mission has been to help clients improve their performance by enhancing employees’ use of people skills in the workplace. Our services include:

### **Training**

Delivering skill-based training programs in interpersonal communication, people styles, presenting, and team effectiveness.

### **Training of Trainers**

Helping clients’ trainers deliver Ridge workshops or further develop their overall skills.

### **Customization and Design**

Customizing and redesigning training programs to fit a client’s specific needs or creating new performance improvement workshops.

### **Executive Development**

Helping top managers to overcome blocks to their performance in the realm of human relations.

To learn more about Ridge and our products and services, visit [www.ridgetraining.com](http://www.ridgetraining.com)

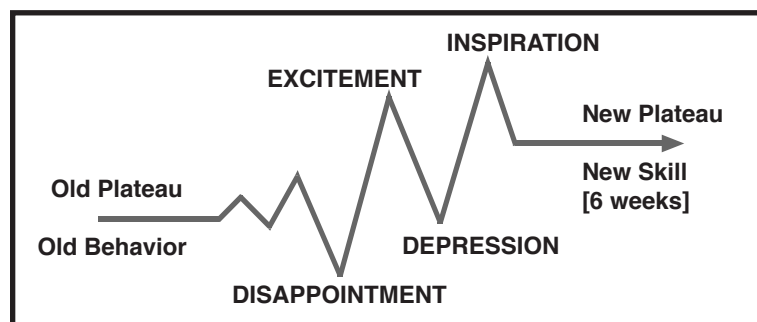
# What to Do About Those “Ahas” ...

## The Best Intentions

The People Styles Planner is a self-coaching booklet that will help you apply the concepts and skills in *People Styles at Work—and Beyond*. As you were reading the book, you probably had several “ahas”—realizations about people you work with and how you relate to them.

### Long-Term Success, Not Short-Term Perfection

Research has shown that it takes six weeks for people to change habitual behavior—whether it’s exercise habits or relationship habits. As the figure below illustrates, the process of personal change isn’t often a smooth one.



**The Path to Skill Acquisition**

As much as we’d like to assure you that these skills alone will dramatically and instantaneously improve your relationships, we can’t. Relationships are a complex web of expectations, needs and skills; an understanding of styles and the ability to flex can improve only part of the picture. However, an improvement in one part of the relationship can make other aspects of the relationship easier to manage. Be patient; shoot for lasting, long-term improvements. It takes time to replace old behaviors with new skills.

## Where Do I Start?

### Only You Can Change

Unfortunately, *you can’t make other people change* the way they work with you. But an interesting thing happens when *you make small changes*—you and the other person get more in sync. Over time, the accumulation of temporary and situational changes improve the relationship in subtle, lasting ways.

We know you’re busy. Making room for another task isn’t easy. If you’re tempted to put this booklet aside unfinished, remember the outcome will be worth the extra effort: you’ll be more effective with those who are important to you.

Good luck.

## Orientation to This Planner

Here's a brief overview of what's inside and how to use it:

- The heart of the Planner is the Flex Plan on page 9. You'll use it to develop a plan for working more effectively one person important to your success—at work or at home.
- A sample worksheet on page 8 gives you an idea of what your plan will look like when completed.
- The Style Recognition Worksheet on page 7 will help you make an educated guess about the other person's style—the first step in the flexing process.
- The last page is a reference sheet including tips for flexing to another style in written and phone-based communications. And, in case you missed it, we've included a reference guide for *People Styles at Work* on page 2 to help you find sections of special interest.

## Creating Individualized Flex Plans

By following the directions on the following page, you'll complete a Flex Plan. This process follows the four-step flexing process described in chapter 12 of *People Styles at Work—and Beyond*.

Each page has space to plan, evaluate, and adjust your Flex Plan twice. Feel free to expand your Flex Plan either by photocopying one of the Flex Plan pages or by noting your progress in your daily planner/organizer. As you implement and adjust your plan, your Flex Plan pages will look something like the sample Flex Plan on page 8.

Think of this planner as your training wheels for flexing—a guide to help you get started. As you become more comfortable observing the style-based behaviors of others, leave the planner behind and look for opportunities to flex in the moment. Look for signs of stress in the other person. Then choose to flex—temporarily and in subtle ways—to reduce tension and improve the relationship.

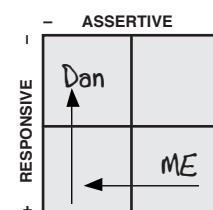
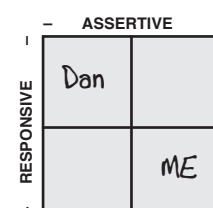
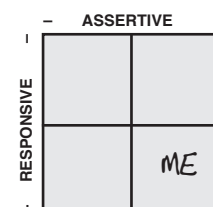
At this point you're well on your way to turning flexing into a daily behavior rather than a planned strategy.

## Directions for Creating a Flex Plan

1. Identify your own style by using the Self-Assessment on page 6. Pages 13–27 of *People Styles at Work* give directions for how to complete this self-assessment.
2. Place yourself in the grid at the top of the Flex Plan.
3. Identify the style of someone important to your success—at work or at home—by using the Style Recognition Worksheet on page 7. Think about each person's *behaviors*, and treat your assessment as a *hypothesis*. If you have additional questions about the style recognition process, review pages 80–88 of *People Styles at Work*.

If the person you've selected is the same style as you are, think of someone who is very different from you. Their style will probably be different too. (The remainder of the directions in this Planner assume that styles of the people you profiled are different from yours. You can review pages 107–109 in *People Styles at Work* to work more effectively with people of your same style.)

4. Write the person's name in the appropriate square of the grid at the top of the Flex Plan Worksheet on page 9.
3. Draw a **horizontal** line from your position on the grid to where the other person lies on the Assertiveness axis. Determine if you need to increase or decrease your assertiveness. From that point on the grid, draw a **vertical** line to where the other person is located on the Responsiveness axis. Determine if you need to increase or decrease your Responsiveness.
4. Choose a meeting topic, time, and place to test your plan with the person. Write this in the spaces provided under "Flex #1."
5. Review the behaviors you checked on the *other person's* Style Recognition Worksheet. Choose two assertive and two responsive behaviors that, if you used them, could help reduce interpersonal tension. List those in the Flexing Strategy box.
6. Next is the "do it" step. While you're following your plan, notice how your behavior is affecting the interaction and your work with the other person. Adjust your behavior in the moment if necessary.
7. While the impressions are still fresh, evaluate the results of "Flex #1" in the space provided (or on a separate sheet of paper). Note what worked well and what didn't. Was your style assessment on target? Would other behaviors be more effective?
8. Repeat the process using the "Flex #2" section of the worksheet. Adjust your plan to be more effective and target another meeting to practice flexing. If your strategy isn't meeting with the results you expect, or if you'd like to strengthen the success with this person, review the appropriate appendix in *People Styles at Work—and Beyond*: "For [Your Style] Only."
9. Identify two other people important to your success and use the Flex Plan to strengthen your work together. (Photocopy the worksheets as you need to.)



Assertive Behavior	
1.	lean backward _____
2.	speak more slowly _____

Responsive Behavior	
1.	use few gestures _____
2.	use facts and logic _____

# Self-Assessment

(See pages 24-25 in *People Styles at Work – and Beyond* if you need further instruction.)

## Assertiveness

### Body

leans backward ☐ L ☐ R leans forward

makes intermittent eye contact ☐ L ☐ R makes sustained eye contact

gestures less forcefully ☐ L ☐ R makes forceful gestures

### Voice

speaks slowly ☐ L ☐ R speaks quickly

speaks softly ☐ L ☐ R speaks loudly or intensely

pauses frequently ☐ L ☐ R pauses rarely

### Content

states opinions carefully ☐ L ☐ R states opinions strongly

exerts less pressure for action ☐ L ☐ R exerts more pressure for action

asks when delegating ☐ L ☐ R tells when delegating

Totals:

L	R

L + A	R + A
L + B	R + B

## Responsiveness

### Body

shows little facial expression ☐ A ☐ B

shows more facial expression ☐ B

uses few gestures ☐ A ☐ B

“talks with hands” ☐ B

sits and stand straight ☐ A ☐ B

relaxes posture and body ☐ B

### Voice

speaks with less inflection ☐ A ☐ B

speaks with more inflection ☐ B

speaks with consistent volume ☐ A ☐ B

speaks with varied volume ☐ B

### Content

refers less to feelings ☐ A ☐ B

refers more to feelings ☐ B

uses facts and logic as rationale ☐ A ☐ B

uses opinions/people as rationale ☐ B

speaks precisely re: time, data ☐ A ☐ B

speaks casually re: time, data ☐ B

limits small talk and stories ☐ A ☐ B

makes small talk, tell stories ☐ B

Totals:

A	
B	

# Style Recognition Worksheet

(See pages 24-25 in *People Styles at Work* if you need further instruction.)

## Assertiveness

### Body

leans backward ☐ L ☐ R leans forward

makes intermittent eye contact ☐ L ☐ R makes sustained eye contact

gestures less forcefully ☐ L ☐ R makes forceful gestures

### Voice

speaks slowly ☐ L ☐ R speaks quickly

speaks softly ☐ L ☐ R speaks loudly or intensely

pauses frequently ☐ L ☐ R pauses rarely

### Content

states opinions carefully ☐ L ☐ R states opinions strongly

exerts less pressure for action ☐ L ☐ R exerts more pressure for action

asks when delegating ☐ L ☐ R tells when delegating

Totals:

L	R

## Responsiveness

### Body

shows little facial expression ☐ A ☐ B

shows more facial expression ☐ A ☐ B

uses few gestures ☐ A ☐ B

“talks with hands” ☐ A ☐ B

sits and stand straight ☐ A ☐ B

relaxes posture and body ☐ A ☐ B

### Voice

speaks with less inflection ☐ A ☐ B

speaks with more inflection ☐ A ☐ B

speaks with consistent volume ☐ A ☐ B

speaks with varied volume ☐ A ☐ B

### Content

refers less to feelings ☐ A ☐ B

refers more to feelings ☐ A ☐ B

uses facts and logic as rationale ☐ A ☐ B

uses opinions/people as rationale ☐ A ☐ B

speaks precisely re: time, data ☐ A ☐ B

speaks casually re: time, data ☐ A ☐ B

limits small talk and stories ☐ A ☐ B

makes small talk, tell stories ☐ A ☐ B

Totals:

A	
B	

L + A	R + A
L + B	R + B

# Flex Plan With Dan: Sample

## Flex #1

Meeting: Project Update

Date: May 28

### Flexing Strategy

<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 0.8em; margin-right: 5px;">RESPONSIVE</div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <div style="display: flex; justify-content: space-between; font-size: 0.7em;"> <span>-</span> <span>ASSERTIVE</span> <span>+</span> </div> <div style="display: flex; justify-content: space-around; align-items: center; height: 100px;"> <div style="text-align: center;">             Dan ↑           </div> <div style="text-align: center;">             ME ←           </div> </div> </div> </div>	<b>Assertive Behaviors</b> 1. lean backward 2. speak more slowly	<b>Responsive Behaviors</b> 1. fewer gestures 2. use facts and logic as rationale
--	--	---

### How Did It Go?

How well did I follow my plan?

☐ Pretty good!

☒ So-so.

☐ Well, that didn't work.

### What impact did my flexing have on the results of the interaction?

Flexing seemed to make Dan somewhat more comfortable. Speaking more slowly and referring more to facts were good strategies. But I felt too uncomfortable trying not to gesture.

### Notes/Learnings for next time:

My focus on speaking seemed to help. Next time I think I'll use my gestures so that I feel comfortable as well. Instead I'll try to be more precise about time.

## Flex #2

Meeting: Project Update

Date: June 4

### Flexing Strategy

<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 0.8em; margin-right: 5px;">RESPONSIVE</div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <div style="display: flex; justify-content: space-between; font-size: 0.7em;"> <span>-</span> <span>ASSERTIVE</span> <span>+</span> </div> <div style="display: flex; justify-content: space-around; align-items: center; height: 100px;"> <div style="text-align: center;">             Dan ↑           </div> <div style="text-align: center;">             ME ←           </div> </div> </div> </div>	<b>Assertive Behaviors</b> 1. lean backward 2. speak more slowly	<b>Responsive Behaviors</b> 1. be precise about time 2. use facts and logic as rationale
--	--	--

### How Did It Go?

How well did I follow my plan?

☒ Pretty good!

☐ So-so.

☐ Well, that didn't work.

### What impact did my flexing have on the results of the interaction?

Dan noticed! He thanked me for being prepared and efficient. I felt good about the meeting too. We were definitely more in sync than ever before.

### Notes/Learnings for next time:

My biggest trick will be finding more opportunities—preparing as I did this time. Flexing does take some work. But if I get these kinds of results, the work is worth it.



# Flex Plan with \_\_\_\_\_

## Flex #1

Meeting: \_\_\_\_\_

Date: \_\_\_\_\_

### Flexing Strategy

		ASSERTIVE	
RESPONSIVE	-		
	+		

**Assertive Behaviors**

1. \_\_\_\_\_

2. \_\_\_\_\_

**Responsive Behaviors**

1. \_\_\_\_\_

2. \_\_\_\_\_

### How Did It Go?

How well did I follow my plan?

☐ Pretty good!

☐ So-so.

☐ Well, that didn't work.

**What impact did my flexing have on the results of the interaction?**

**Notes/Learnings for next time:**

## Flex #2

Meeting: \_\_\_\_\_

Date: \_\_\_\_\_

### Flexing Strategy

		ASSERTIVE	
RESPONSIVE	-		
	+		

**Assertive Behaviors**

1. \_\_\_\_\_

2. \_\_\_\_\_

**Responsive Behaviors**

1. \_\_\_\_\_

2. \_\_\_\_\_

### How Did It Go?

How well did I follow my plan?

☐ Pretty good!

☐ So-so.

☐ Well, that didn't work.

**What impact did my flexing have on the results of the interaction?**

**Notes/Learnings for next time:**

# Style Recognition Worksheet

(See pages 13–15 in *People Styles at Work* if you need further instruction.)

## Assertiveness

### Body

leans backward ☐ L ☐ R leans forward

makes intermittent eye contact ☐ L ☐ R makes sustained eye contact

gestures less forcefully ☐ L ☐ R makes forceful gestures

### Voice

speaks slowly ☐ L ☐ R speaks quickly

speaks softly ☐ L ☐ R speaks loudly or intensely

pauses frequently ☐ L ☐ R pauses rarely

### Content

states opinions carefully ☐ L ☐ R states opinions strongly

exerts less pressure for action ☐ L ☐ R exerts more pressure for action

asks when delegating ☐ L ☐ R tells when delegating

Totals:

L	R

L + A	R + A
L + B	R + B

## Responsiveness

### Body

shows little facial expression ☐ A

shows more facial expression ☐ B

uses few gestures ☐ A

“talks with hands” ☐ B

sits and stand straight ☐ A

relaxes posture and body ☐ B

### Voice

speaks with less inflection ☐ A

speaks with more inflection ☐ B

speaks with consistent volume ☐ A

speaks with varied volume ☐ B

### Content

refers less to feelings ☐ A

refers more to feelings ☐ B

uses facts and logic as rationale ☐ A

uses opinions/people as rationale ☐ B

speaks precisely re: time, data ☐ A

speaks casually re: time, data ☐ B

limits small talk and stories ☐ A

makes small talk, tell stories ☐ B

Totals:

A	
B	

# Flex Plan with \_\_\_\_\_

## Flex #1

Meeting: \_\_\_\_\_

Date: \_\_\_\_\_

### Flexing Strategy

- + ASSERTIVE RESPONSIVE	- + ASSERTIVE RESPONSIVE	<b>Assertive Behaviors</b>  1. _____  2. _____	<b>Responsive Behaviors</b>  1. _____  2. _____

### How Did It Go?

How well did I follow my plan?

☐ Pretty good!

☐ So-so.

☐ Well, that didn't work.

What impact did my flexing have on the results of the interaction?

Notes/Learnings for next time:

## Flex #2

Meeting: \_\_\_\_\_

Date: \_\_\_\_\_

### Flexing Strategy

- + ASSERTIVE RESPONSIVE	- + ASSERTIVE RESPONSIVE	<b>Assertive Behaviors</b>  1. _____  2. _____	<b>Responsive Behaviors</b>  1. _____  2. _____

### How Did It Go?

How well did I follow my plan?

☐ Pretty good!

☐ So-so.

☐ Well, that didn't work.

What impact did my flexing have on the results of the interaction?

Notes/Learnings for next time:



[www.ridgetraining.com](http://www.ridgetraining.com)

(612) 440-7661