



Unsplash: Pavan Trikutam



ADVISORY
BOARD
for the ARTS

Transforming Arts Organizations Worldwide

Understanding Your Communication Style

April 2022

ABA's Management Fundamentals Series

Understanding that arts leaders at every level may need to stretch their management muscles as they return to in-person interactions, ABA has developed a series of virtual, interactive sessions to tune-up member managerial and coaching skills.

Who Should Join?

Anyone in a management position (providing coaching, performance management and/or delegating work to others) at ABA member organizations is welcome to join. Sessions are capped at 35 participants. We will create multiple sessions if demand warrants.

What is the Time Commitment?

Each session is 2 hours. Sign up for all four or pick those most relevant to your situation.

SESSION 1:

UNDERSTANDING YOUR COMMUNICATION STYLE



Tuesday April 5 | 11:00 EDT/5:00 CEST

- Identify your communication style
- Understand your reaction to stress and how it affects your interactions
- Learn clues to others' styles and how to tailor your communication

SESSION 3:

COACHING FOR PERFORMANCE



Tuesday May 3 | 11:00 EDT/5:00 CEST

- Understand your role in coaching team members
- Learn how to deploy coaching to increase team performance and support staff development
- Practice key coaching skills

SESSION 2:

GETTING WORK DONE THROUGH OTHERS



Tuesday April 19 | 11:00 EDT/5:00 CEST

- Build your system for prioritizing work
- Understand your personal delegating style and how to adjust your approach for others
- Reflect on your leadership brand

SESSION 4:

MANAGING DIFFICULT CONVERSATIONS

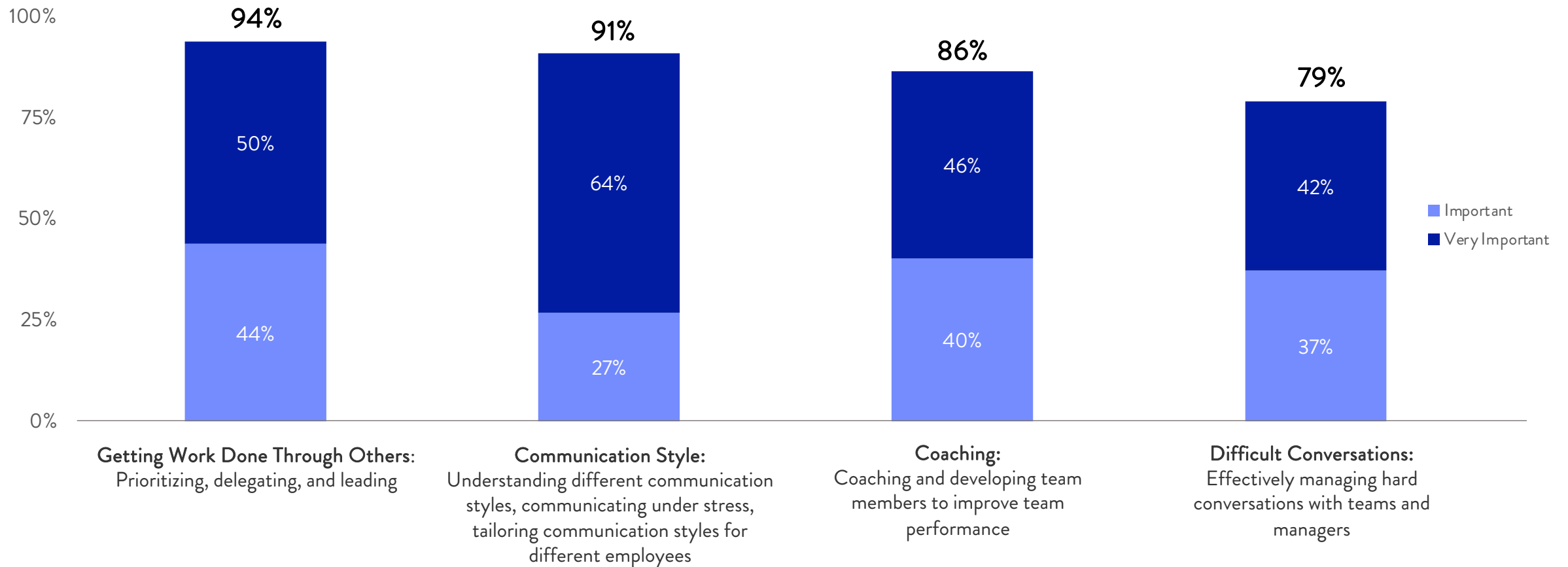


Tuesday May 17 | 11:00 EDT/5:00 CEST

- Learn strategies for making difficult conversations (with team or your own manager) more productive
- Prepare for your own upcoming difficult conversations

Manager Skills Critical to Team Success

Q. As work gets back to "normal," how important do you think each of the following manager skills will be to your team's success?
% Selecting "Very Important" or "Important"



Welcome Participants

- **Alberta Ballet:** Christiana Bennett, Jennifer Bishop, Julie Coleman, Dalma Czipott, Sarah Dick, Janis Galloway, Taryn Klassen, Maria Marcon, Kelsey Miller, Hanna Nash, Debbie Nordstrom, Amy Packham, Leah Stewart, Wendy Winder
- **Arena Stage:** Maria Lee Lewis
- **Aspen Music Festival & School:** Lenor Leeds
- **Charlotte Ballet:** Yarina Connors
- **Dallas Symphony Orchestra:** Kim Burgan
- **Ford's Theatre:** Andrew Buchsbaum, Criatina Diaz, Rajhuan Piranti
- **La Jolla Playhouse:** Ned Collins, Erica Martin, Ryan Meisheid, Timothy Riggs
- **Opera Omaha:** Jenny Daggett
- **Pasadena Playhouse:** Kory Kelly, Jenny Slattery, Rachyl Spacca
- **Pittsburgh Ballet Theatre:** Harris Ferris
- **Richmond Symphony:** Amy Buhrman, Ashley Moore
- **Santa Fe Opera:** Chelsea Antrim Dennis, Andrea Fellows Fineburg, Tim Hill, Elizabeth Kellogg, Heather Kemp, Emily Moore, Mike VanAartsen
- **Sarasota Opera:** Stephen Baker, Marco Nistico
- **The Joffrey Ballet:** Bradley Renner, Sarah Venuti Yates
- **The Old Globe Theater:** Freedom Ballentine
- **The Philadelphia Orchestra:** Rebecca Kier
- **The Wallis:** Rachel Kilroy, Jackie Meduga
- **The Washington Ballet:** Catherine Eby
- **Westport Country Playhouse:** Ivon Katherine Gonzalez Guerrero, Beth Huisking
- **Wolf Trap:** Katie Fulton
- **Young Concert Artists:** Shannon Gibbons, Erol Gurol

Our Ground Rules

Contribution

Collaboration

Confidentiality

Welcome Participants

Enthusiastic

Direct

Organized

Diplomatic

Ambitious

Assertive

Thorough

Loyal

Creative

Results-Oriented

Logical

Supportive

Fast-Paced

Independent

Prudent

Friendly

Optimistic

Decisive

Accurate

Considerate

Confident

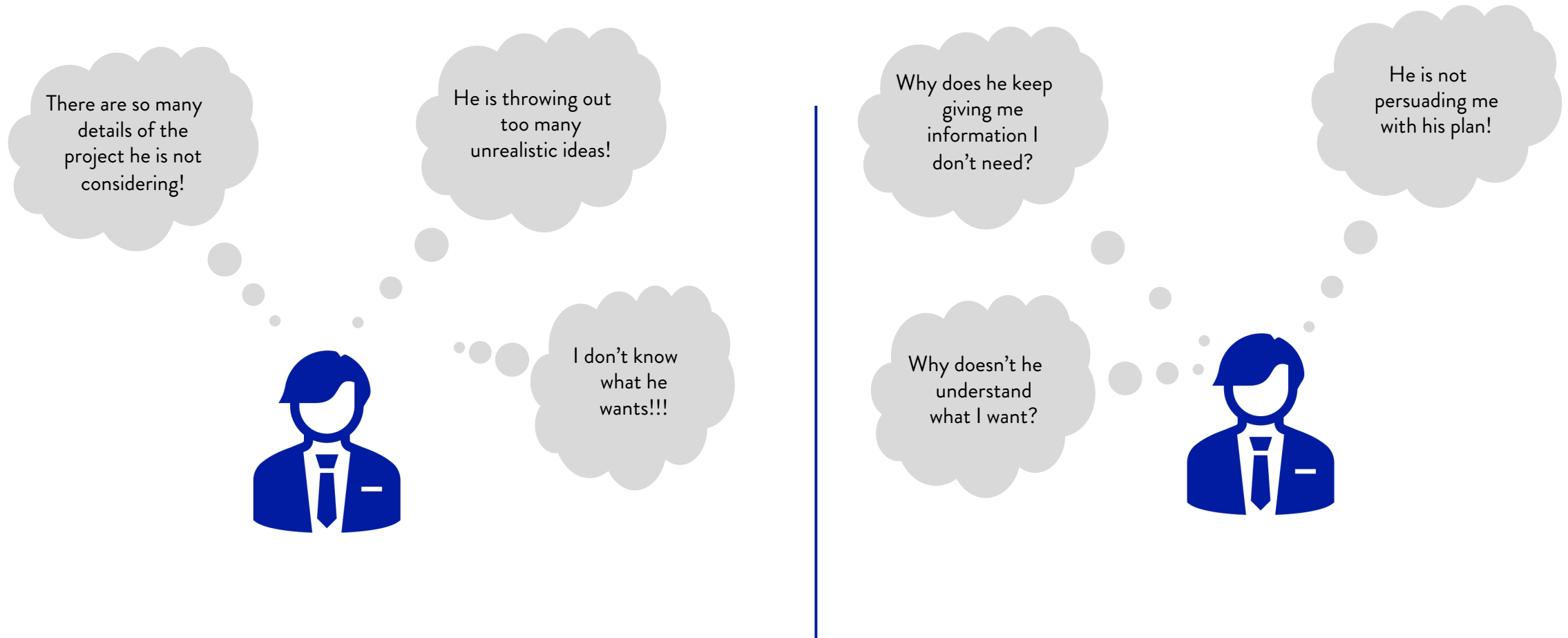
Competitive

Conscientious

Relaxed

Introduce yourself in the chat! Name, role in your organization, plus pick ONE WORD from the list that describes you

Communication Is Everything



Learning Objectives

- **Diagnose** your behavioral style interaction preferences
- **Analyze** the behavioral styles of others
- **Flex** your behavioral style based on others' styles

Agenda for Our Time



01

DIAGNOSING
YOUR STYLE



02

DIAGNOSING
OTHER STYLES



03

APPEALING TO
OTHER STYLES

Looking In The Mirror

EXERCISE

- Review the descriptors listed below
- Type in the chat the letter for the list of words that best describe you. You may see yourself reflected on more than one list, but this is a forced-choice exercise. You have to choose one!

A

Diplomatic
Loyal
Supportive
Friendly
Considerate
Relaxed

B

Enthusiastic
Ambitious
Creative
Fast-Paced
Optimistic
Confident

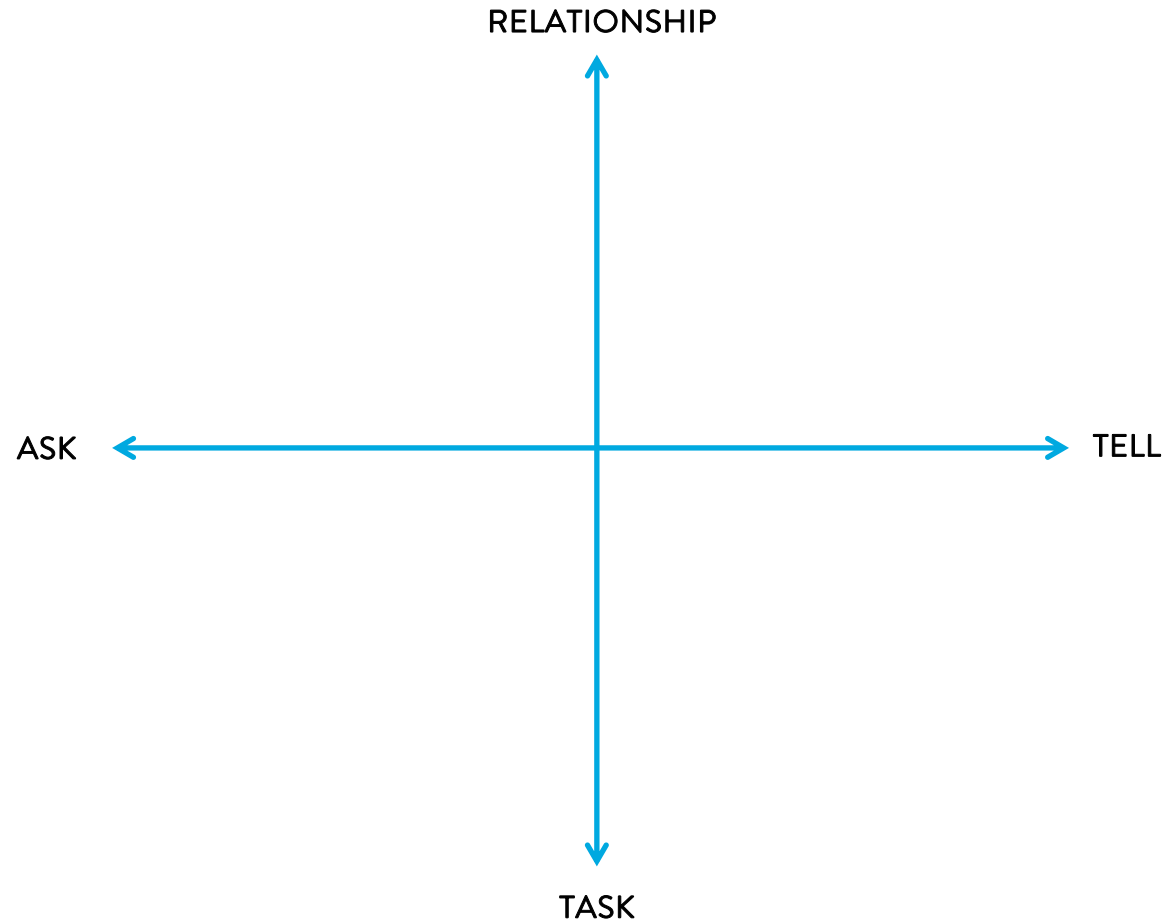
C

Direct
Assertive
Results-Oriented
Independent
Decisive
Competitive

D

Organized
Thorough
Logical
Prudent
Accurate
Conscientious

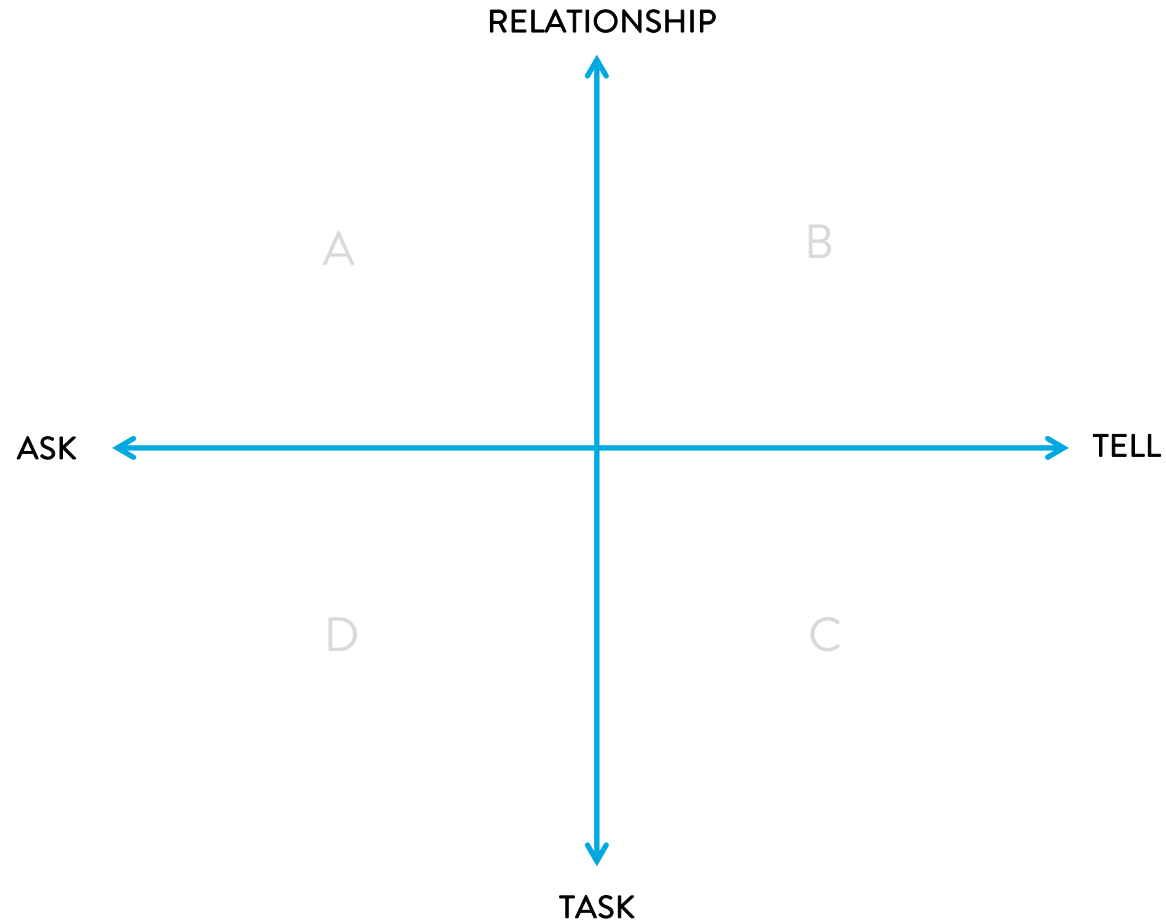
Understanding The Model



Instructions

- 1) Draw a plus sign on a piece of paper in front of you, similar to what you see here.
- 2) Draw an X on the line where you fall on the 'ask' vs 'tell' spectrum
- 3) Draw a second X on the line where you fall on the 'relationship' vs 'task' spectrum
- 4) Draw a line between the two Xs

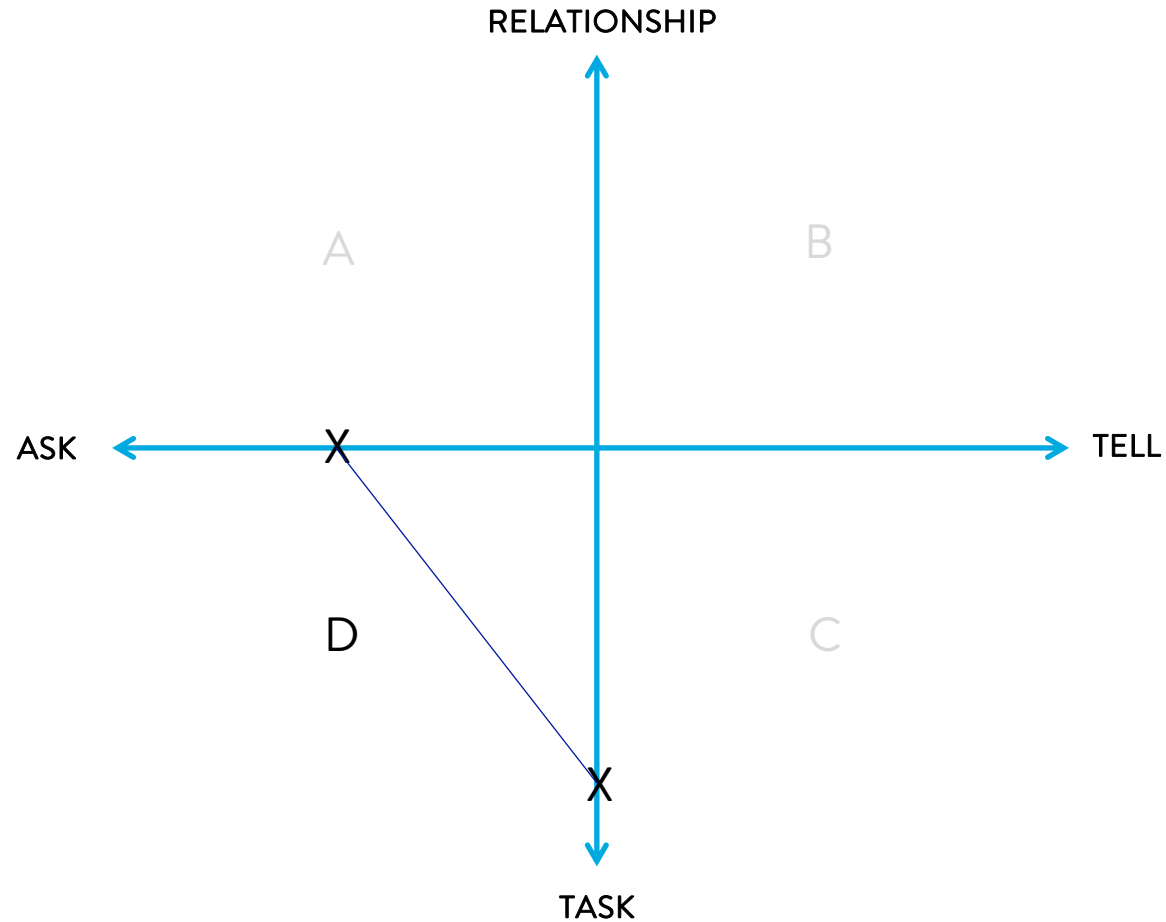
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- 3) Draw a second X on the line where you fall on the 'relationship' vs 'task' spectrum
- 4) Draw a line between the two Xs
- 5) Write the letter you picked on the prior page on the corresponding section of the chart – A in top left, B in top right, C in bottom right, D in bottom left

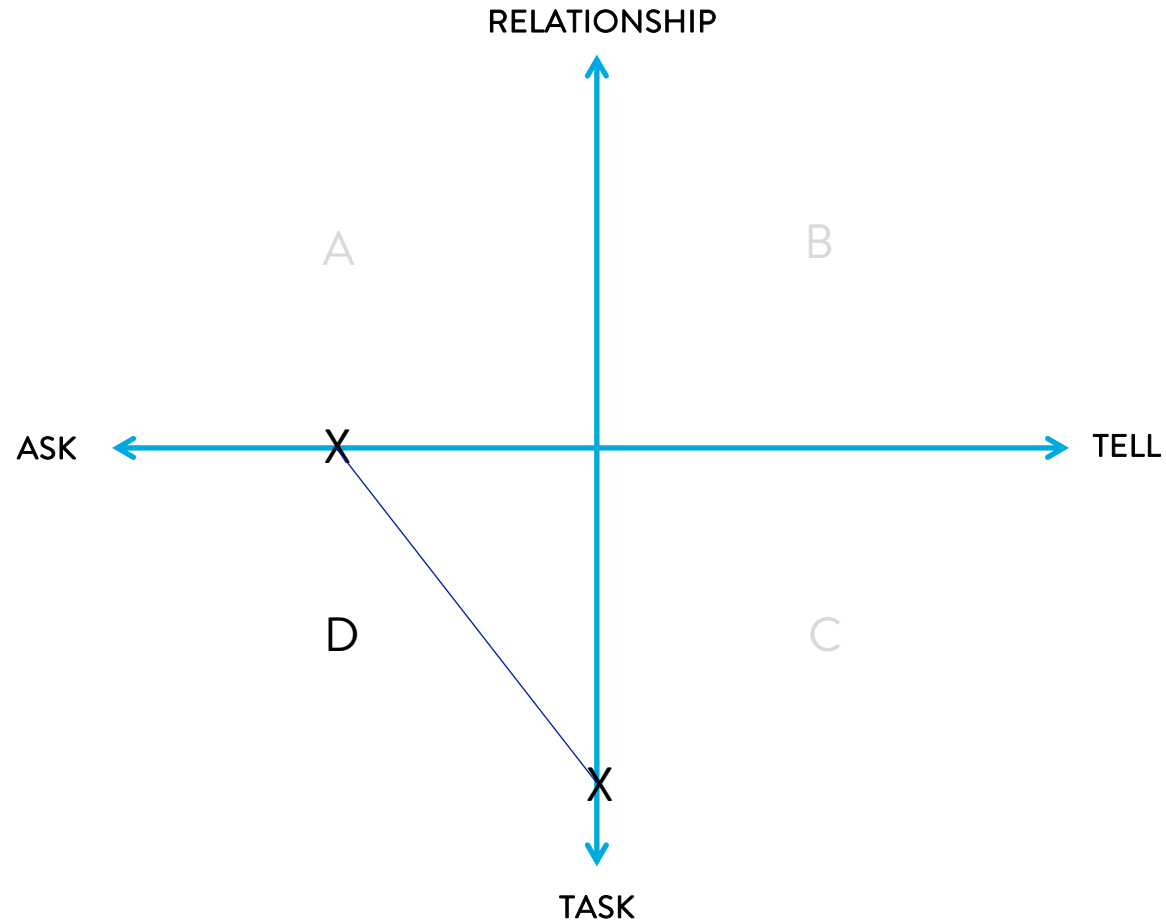
Understanding The Model



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- 4) Draw a line between the two Xs
- 5) Write the letter you picked on the prior page on the corresponding section of the chart – A in top left, B in top right, C in bottom right, D in bottom left

Did Your Letter Match Your Quadrant?



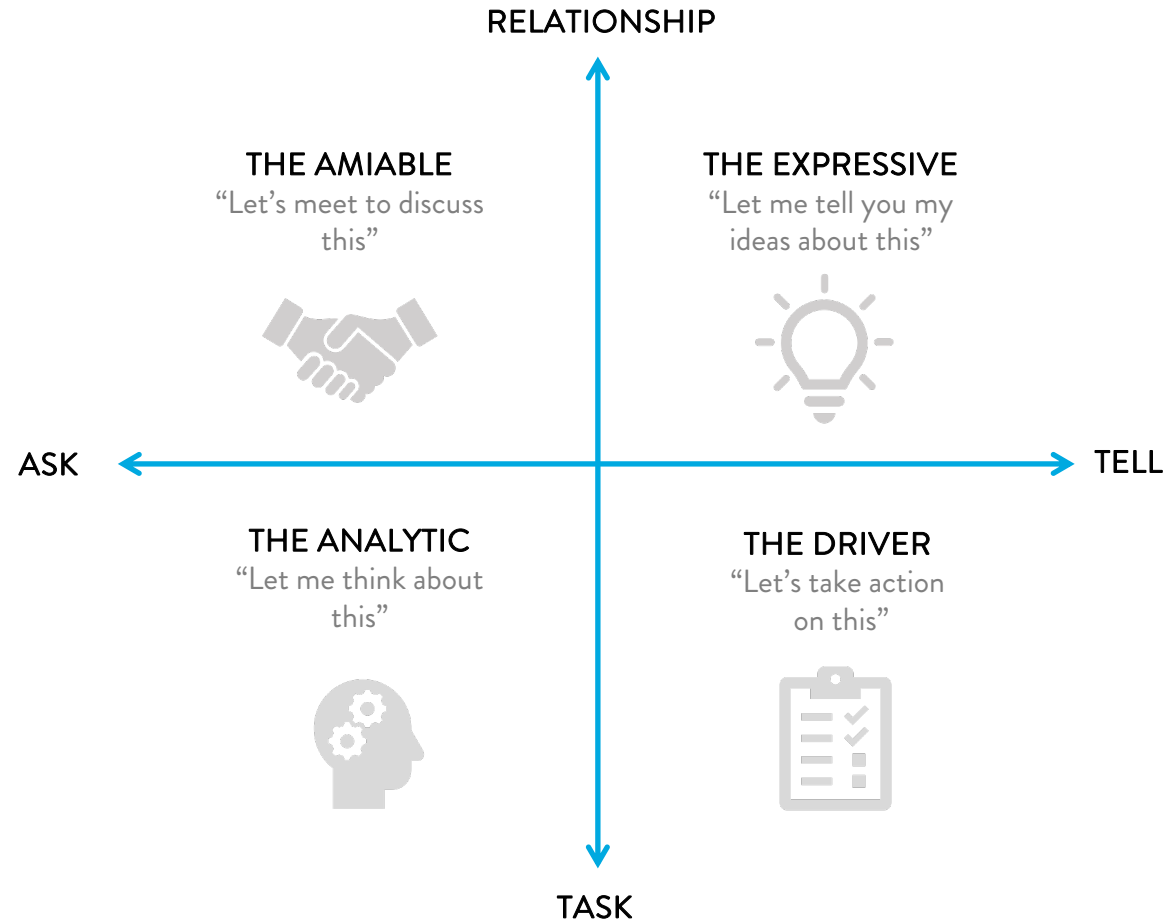
Instructions

Using the “reactions” at the bottom or top of your zoom screen, let me know if your letter matches your quadrant

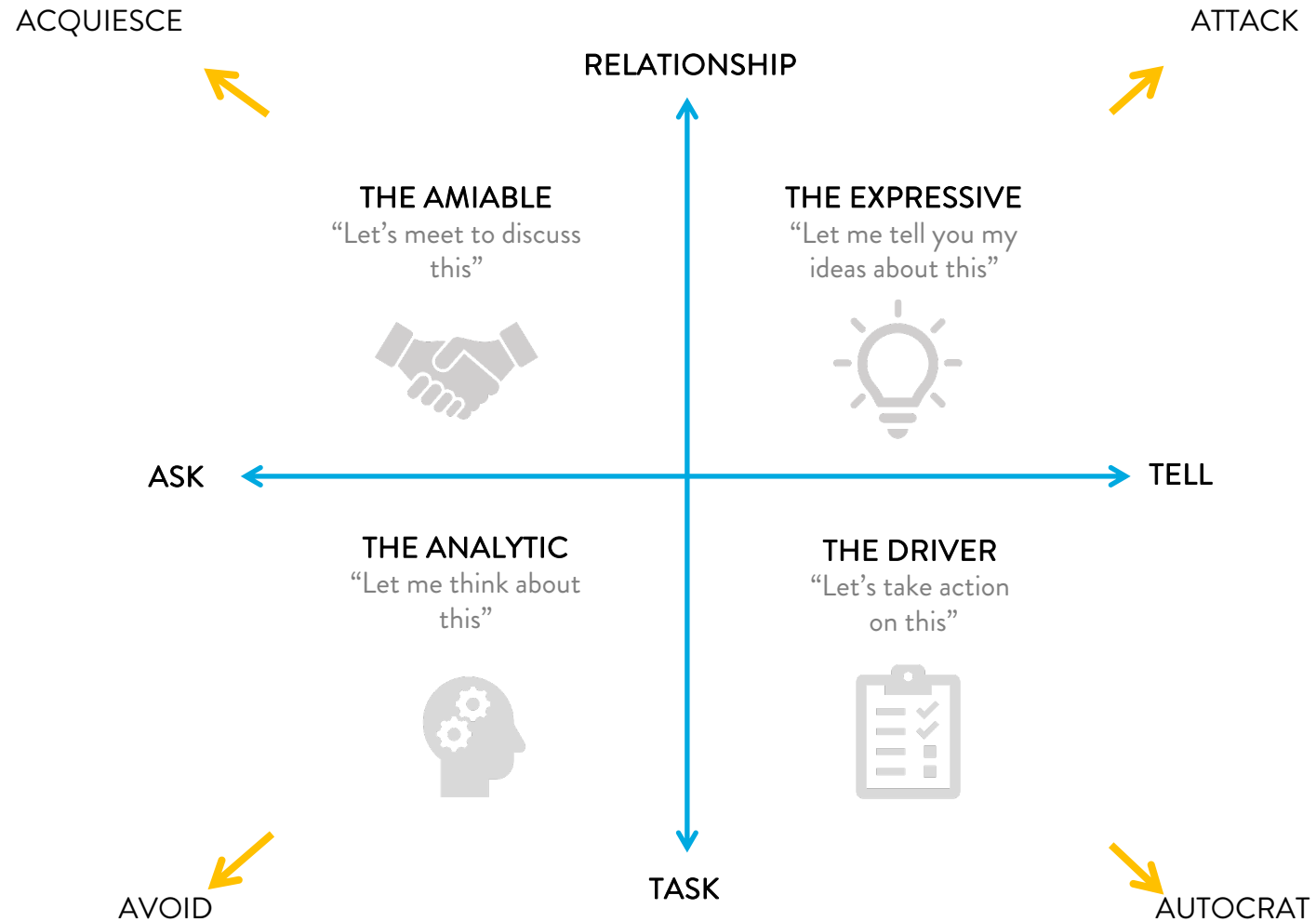
✅ or 👍 = my letter matches the quadrant

❌ or 👏 = my letter does NOT match

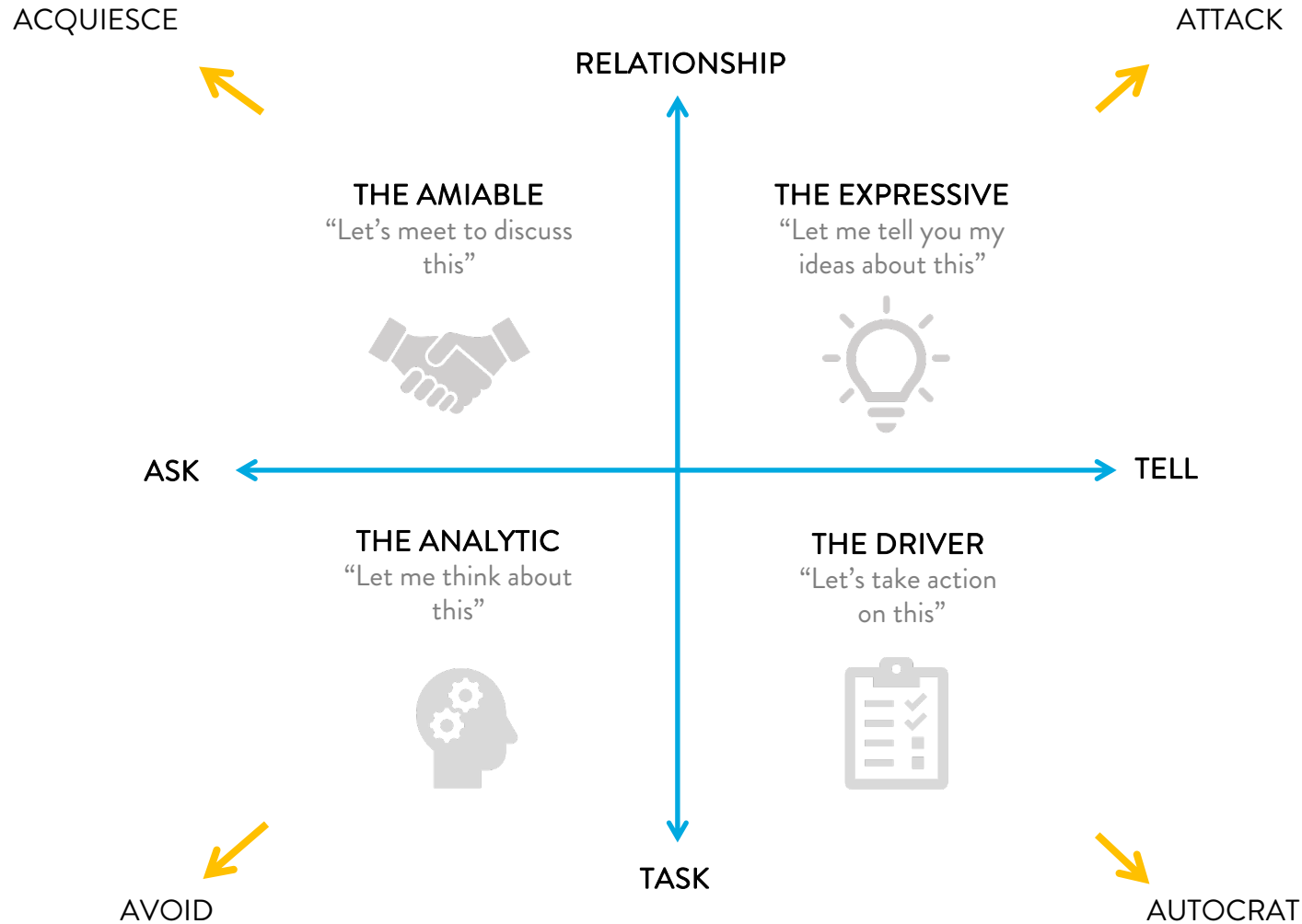
Understanding The Model



Understanding The Model



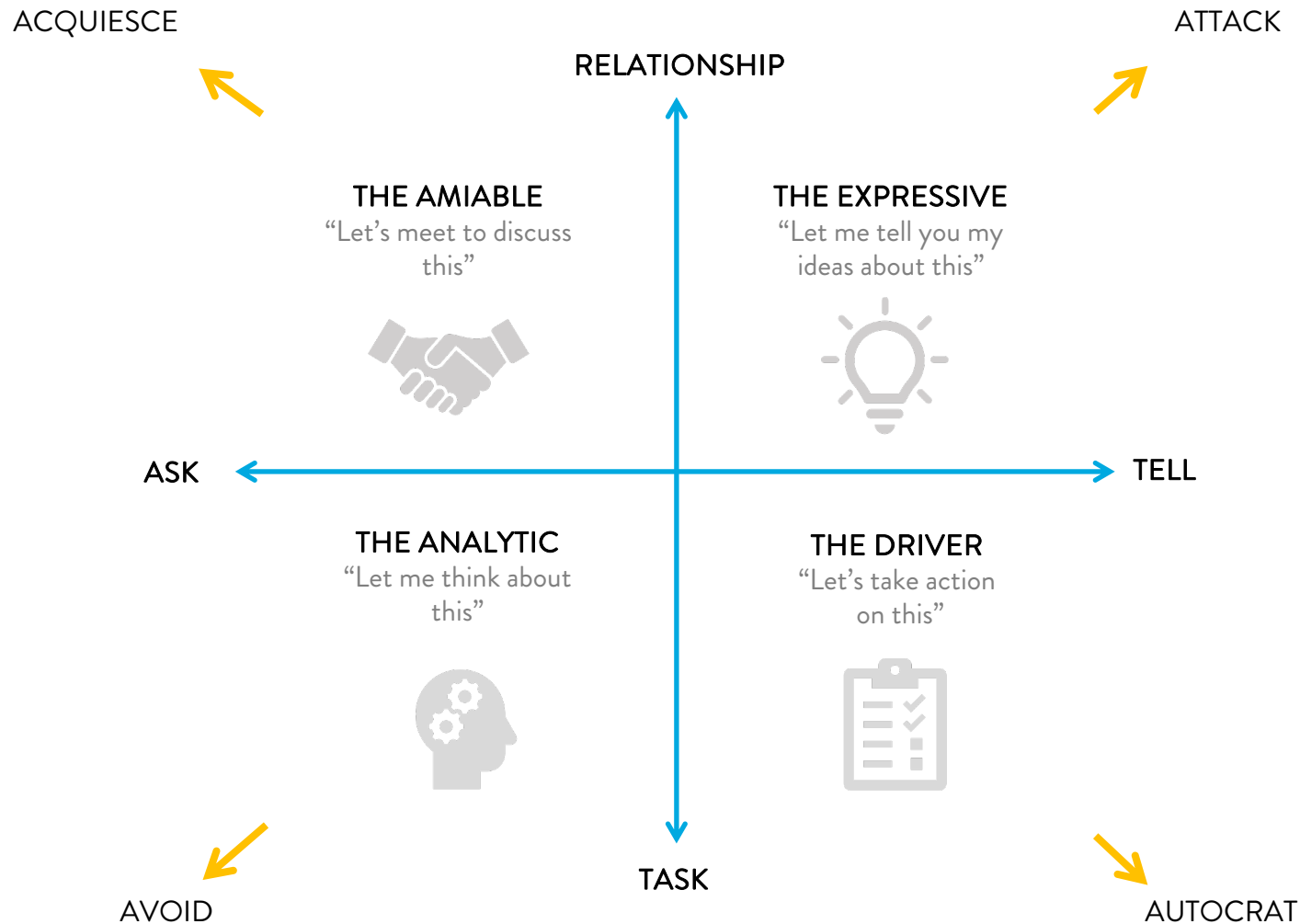
Time To Pick, For Real



Instructions

- 1) Amiables, type your name in the chat
- 2) Expressives, type your name in the chat
- 3) Drivers, type your name in the chat
- 4) Analytics, type your name in the chat

BREAKOUTS – 10 MINUTES



Instructions

- 1) Introduce yourself to your group
- 2) Write down 2-5 things that are uniquely positive about your ‘type’
- 3) Write down 2-5 things that are uniquely frustrating about the ‘type’ **DIAGONAL TO YOU** (Amiable-driver or Expressive-Analytic)
- 4) Write down 2-5 things that you appreciate about the ‘type’ **DIAGONAL TO YOU** (Amiable-driver or Expressive-Analytic)
- 5) Choose someone to report back

Debrief

Amiable

Expressive

- Diplomatic
- Loyal
- Supportive
- Friendly
- Considerate
- Relaxed

- Enthusiastic
- Ambitious
- Creative
- Fast-Paced
- Optimistic
- Confident

Analytic

Driver

- Organized
- Thorough
- Logical
- Prudent
- Accurate
- Conscientious

- Direct
- Assertive
- Results-Oriented
- Independent
- Decisive
- Competitive

Style	Assets	Challenges	Contribution
Amiable			
Expressive			
Driver			
Analytic			

Agenda for Our Time



DIAGNOSING
YOUR STYLE

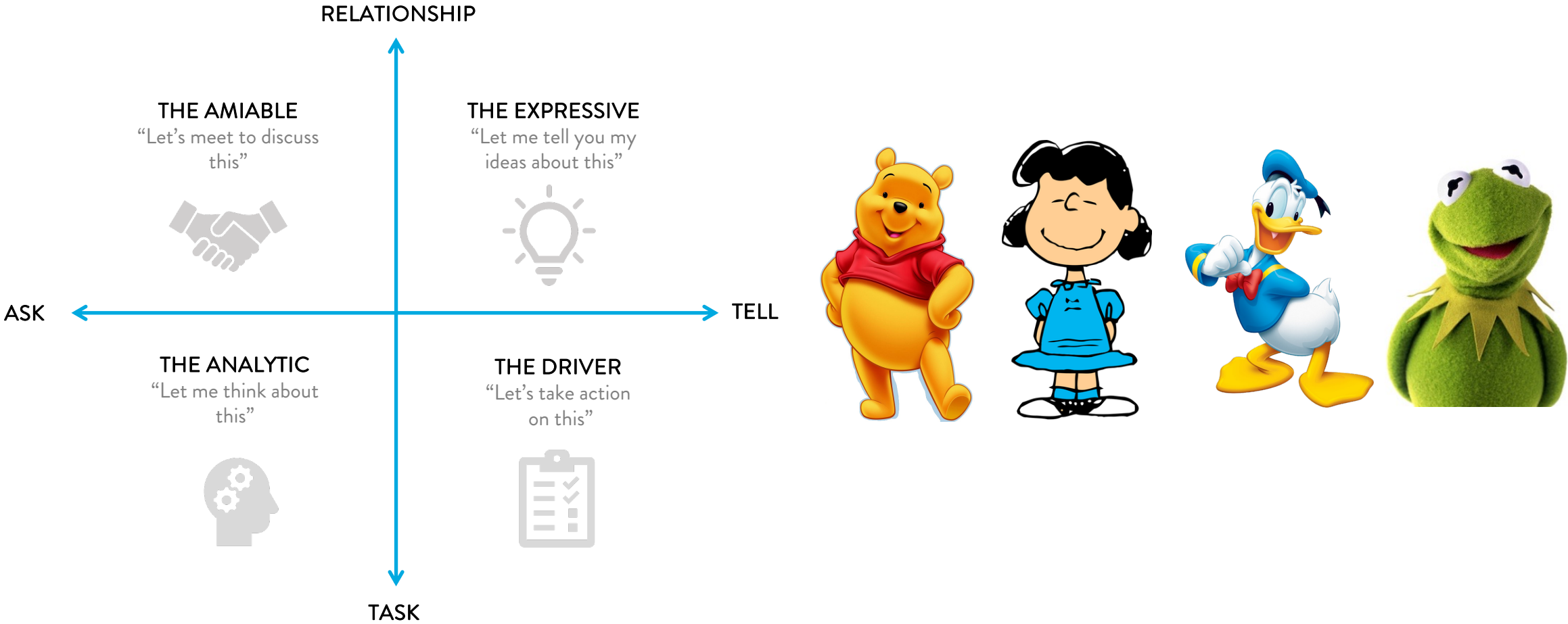


DIAGNOSING
OTHER STYLES

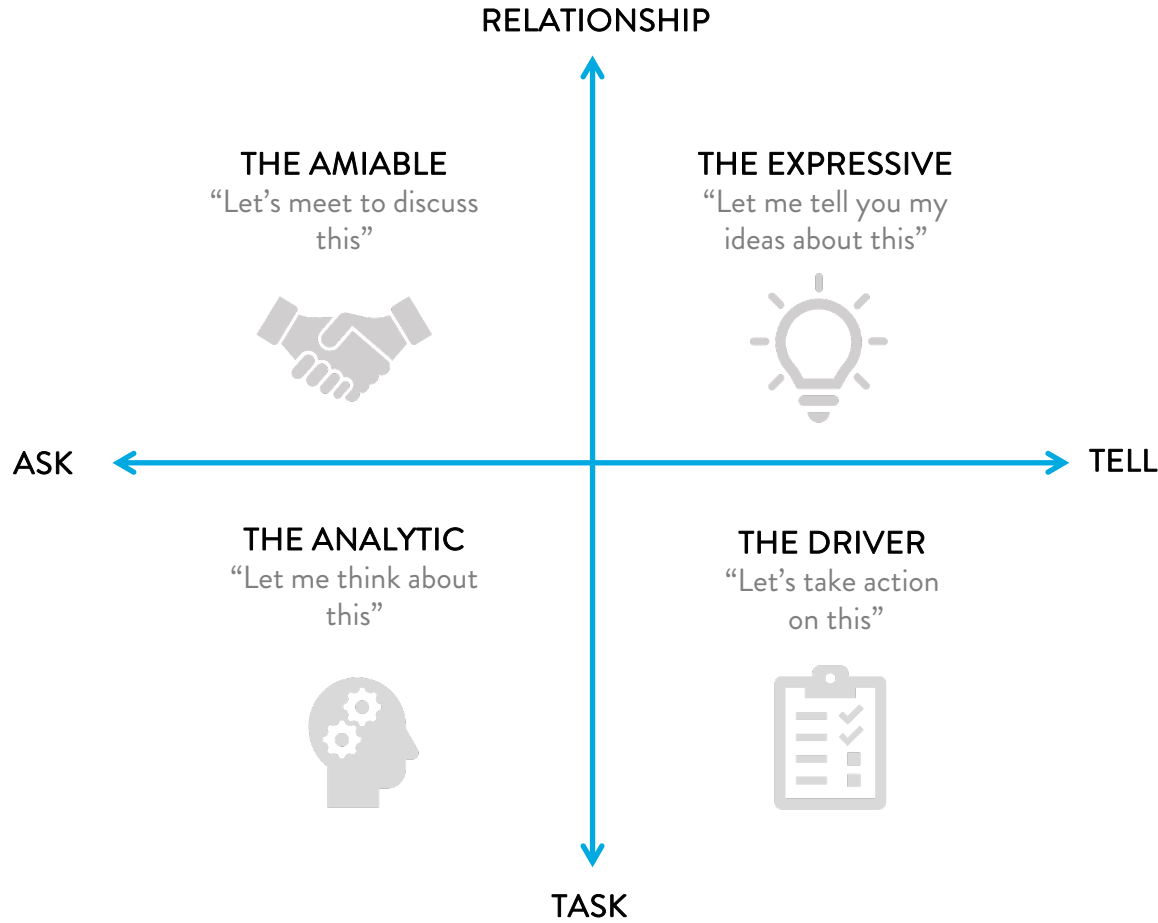


APPEALING TO
OTHER STYLES

Guess the Style



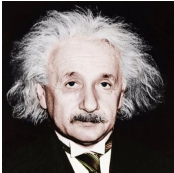
Guess the Style



Robin Williams



Steve Jobs



Albert Einstein



Princess Diana

Observing Behaviors

Use the chat to select the first or second option for each type as I go through them. First option =1, second option =2

Behavior	Question	Amiable	Expressive	Analytic	Driver
Communication	(1) Ask vs. (2) Tell				
Priorities	(1) Task vs. (2) Relationships				
Focus	(1) Concepts vs. (2) Facts				
Pace	(1) Fast vs. (2) Slow				
Stress	(1) Fight vs. (2) Flight				
Animated Body Language	(1) More vs. (2) Less				
Eye Contact	(1) Direct vs. (2) Indirect				
Voice Inflection	(1) More vs. (2) Less				

Observing Behaviors

Behavior	Question	Amiable	Expressive	Analytic	Driver
Communication	Ask vs. Tell	Ask	Tell	Ask	Tell
Priorities	Task vs. Relationships	Relationship	Relationship	Task	Task
Focus	Concepts vs. Facts	Concept	Concept	Fact	Fact
Pace	Fast vs. Slow	Slow	Fast	Slow	Fast
Stress	Fight vs. Flight	Flight	Fight	Flight	Fight
Animated Body Language	More vs. Less	Less	More	Less	More
Eye Contact	Direct vs. Indirect	Indirect	Direct	Indirect	Direct
Voice Inflection	More vs. Less	Less	More	Less	More

Spot the Social Style



Spot the Style

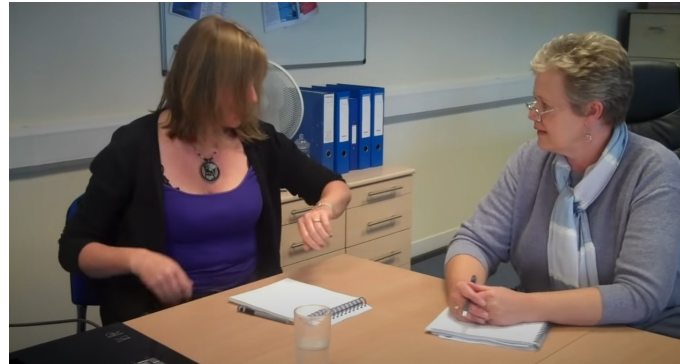


Person on the left style:

Analytic

Person on the right style:

Expressive



Person on the left style:

Driver

Person on the right style:

Amiable



Person on the left style:

Expressive

Person on the right style:

Analytic

Agenda for Our Time



DIAGNOSING
YOUR STYLE



DIAGNOSING
OTHER STYLES



APPEALING TO
OTHER STYLES

When Do We Use This?



One-to-One

- Tailor your style to their communication preferences
- Avoid stressors



One-to-Many

- Include persuasive elements for all styles – stories, ROI, process and time management
- Consider decision-makers (if you know them)

What Are Other Styles Looking For?

Behavior	Expressives	Drivers	Analytics	Amiables
They Are Looking for You To Be...	Entertaining	Efficient	Accurate	Agreeable
They Are Interested In...	Ideas and Possibilities	Outcomes	Facts	Relationships and Communications
Their Pace Is...	Faster, Spontaneous	Faster, Decisive	Slower, Systematic	Slower, Relaxed
They Seek...	Applause	Results	To Be Right	Acceptance
They Want You To Support Their...	Dreams	Conclusions	Process	Feelings
They Want to Save...	Effort	Time	Face	Relationships
They Have Questions About...	Who	What	How	Why

Making it Tangible

EXERCISE

Complete the chart below for 2-3 individuals to identify actions you can take to improve communication effectiveness and build relationships.

Name	Relationship vs. Task	Ask vs. Tell	Style	What I Will Do Differently To Appeal to The Style...
<i>Jill</i>	<i>Relationship</i>	<i>Tell</i>	<i>Expressive</i>	<i>Make sure to start meetings with encouragement for the work she's doing. Write things down so she can reference them later. Ask her to summarize conversations by email.</i>

Writing a User Manual



- My style
- What I value
- What I don't have patience for
- How to best communicate with me
- How to help me
- What people misunderstand about me

<https://qz.com/1046131/writing-a-user-manual-at-work-makes-teams-less-anxious-and-more-productive/>

Next Steps

- [Share your style](#) with your team and discuss your styles
- Take actions to [flex your style](#)
- Begin your [User Manual](#) for your team
- Fill out our quick feedback survey

APPENDIX: APPEALING TO ALL STYLES

<p style="text-align: center;">AMIABLE</p> <ul style="list-style-type: none"> • Begin with a personal comment--break the ice. • Present your case softly and in a non-threateningly tone. • Ask "how?" questions to draw opinions. • Talk about holistic concepts to relay information. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> • Rushing headlong into business. • Being domineering or demanding. • Forcing them to respond quickly to your objectives. 	<p style="text-align: center;">EXPRESSIVE</p> <ul style="list-style-type: none"> • Provide a warm and friendly environment. • Don't deal with a lot of details (put them in writing). • Ask "feeling" questions to draw their opinions or comments. • Tell a specific story to relay information--appeal to emotions. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> • Being curt, cold or tight-lipped. • Controlling the conversation. • Driving on facts and figures, alternatives, abstractions.
<p style="text-align: center;">ANALYTIC</p> <ul style="list-style-type: none"> • Prepare your "case" in advance. • Stick to business. • Be accurate and realistic. • Use detailed linear models to paint a picture. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> • Being giddy, casual, informal, and loud. • Pushing too hard or being unrealistic with deadlines. • Being disorganized or messy. 	<p style="text-align: center;">DRIVER</p> <ul style="list-style-type: none"> • Be clear, specific, brief and to the point. • Stick to business. • Be prepared with support material in a well-organized "package." • Use concrete and proven examples (models) to relay information. <p>Factors that will create tension or dissatisfaction:</p> <ul style="list-style-type: none"> • Talking about things that are not relevant to the issue. • Leaving loopholes or cloudy issues. • Appearing disorganized. • Missing deadlines.

APPENDIX: FLEXING AS AN EXPRESSIVE

AS AN EXPRESSIVE...	
<p style="text-align: center;">AMIABLE</p> <ul style="list-style-type: none"> • Relate to your warmth, enthusiasm, and stimulating and personable nature. • Question your outgoing, loud, dramatic, and impulsive side. <p style="text-align: center;"><i>To work better with amiables:</i></p> <ol style="list-style-type: none"> 1. Slow down the pace and volume; allow time to build a relationship. 2. Work on one item at a time, in detail; avoid the confusion of too many tasks or ideas at one time. 3. Encourage suggestions, participation in team activities, and supportive roles. 	<p style="text-align: center;">EXPRESSIVE</p> <ul style="list-style-type: none"> • Perceive you as outgoing, enthusiastic, intuitive, emotional, and stimulating. <p style="text-align: center;"><i>To work better with fellow expressives:</i></p> <ol style="list-style-type: none"> 1. Provide structure for shared tasks. Keep on track and emphasize the basics, allowing carefully limited experimentation as a reward for results.
<p style="text-align: center;">ANALYTIC</p> <ul style="list-style-type: none"> • Relate to your imaginative, stimulating, and thought-provoking nature • Question your ability to perform as stated, your follow-through, and your loud, flashy, emotional side. <p style="text-align: center;"><i>To work better with analytics:</i></p> <ol style="list-style-type: none"> 1. Talk about facts, not opinions, and break down component parts, preferably in writing. 2. Back up your opinions with facts and support. 3. Check to see whether the other party shares your energy on a topic. 	<p style="text-align: center;">DRIVER</p> <ul style="list-style-type: none"> • Relate to your outgoing, imaginative, competitive, and personable aspects. • Question your demonstrative, impulsive, emotional side. <p style="text-align: center;"><i>To work better with drivers:</i></p> <ol style="list-style-type: none"> 1. Back up your enthusiasm with actual results; demonstrate that your ideas work. 2. Be on time and keep within agreed-upon limits; provide materials promptly. 3. Provide choices whenever possible and let the drivers select the choice.

APPENDIX: FLEXING AS A DRIVER

AS A DRIVER...	
<p style="text-align: center;">AMIABLE</p> <ul style="list-style-type: none"> • Relate to your efficiency and discipline. • Question your lack of empathy, bottom line orientation, and impatience. <p style="text-align: center;"><i>To work better with amiables:</i></p> <ol style="list-style-type: none"> 1. Show concern for them and their families, interests, etc. 2. Ask for advice on how to accomplish objectives in terms of motivating others. 3. Support efforts and accomplishments with personal attention. 	<p style="text-align: center;">EXPRESSIVE</p> <ul style="list-style-type: none"> • Relate to your accomplishments, independence, and decisiveness. • Question your lack of playfulness. <p style="text-align: center;"><i>To work better with expressives:</i></p> <ol style="list-style-type: none"> 1. Be more open about you and your feelings and opinions. 2. Relax time constraints within structure; provide incentives. 3. Provide public recognition for accomplishments (give them credit in front of others).
<p style="text-align: center;">ANALYTIC</p> <ul style="list-style-type: none"> • Relate to your efficiency, logic, command of data, and task orientation. • Question your haste and risk taking. <p style="text-align: center;"><i>To work better with analytics:</i></p> <ol style="list-style-type: none"> 1. Bring them detailed facts and logic in writing. 2. Show interest while they evaluate and check the accuracy of the data. 3. Help them to reach conclusions by encouraging them to set deadlines after you have provided time for review. 	<p style="text-align: center;">DRIVER</p> <ul style="list-style-type: none"> • Perceive you as action-oriented, efficient, disciplined, logical, and decisive. <p style="text-align: center;"><i>To work better with fellow drivers:</i></p> <ol style="list-style-type: none"> 1. Agree in advance on specific goals and provide freedom to work within these limits. An unproductive deadlock can occur when there is uncertainty about who is leading an effort.

APPENDIX: FLEXING AS AN ANALYTIC

AS AN ANALYTIC...	
<p style="text-align: center;">AMIABLE</p> <ul style="list-style-type: none"> • Relate to your cooperative nature, accuracy, and patience. • Question your lack of interpersonal connections and dependence on figures. <p style="text-align: center;"><i>To work better with amiables:</i></p> <ol style="list-style-type: none"> 1. Show your interest in them as people, rather than as workers. 2. Use their skills as mediators to build relationships inside the organization. 3. Help them evaluate business risks and implications. 	<p style="text-align: center;">EXPRESSIVE</p> <ul style="list-style-type: none"> • Relate to your cooperativeness and dependability. • Question your impersonal approach and lack of spontaneity. <p style="text-align: center;"><i>To work better with expressives:</i></p> <ol style="list-style-type: none"> 1. Spend informal time with them. 2. Recognize their need for connecting their name with their work. 3. Ask for their opinions and input on a non-critical, accepting basis.
<p style="text-align: center;">ANALYTIC</p> <ul style="list-style-type: none"> • Perceive you as thoughtful, logical, thorough, cooperative, dependable, and accurate. <p style="text-align: center;"><i>To work better with fellow analytics:</i></p> <ol style="list-style-type: none"> 1. Establish timetables and make decisions. Reinforcing one another's desire for more information may form a self-perpetuating cycle that does not produce results. 	<p style="text-align: center;">DRIVER</p> <ul style="list-style-type: none"> • Relate to your logic, command of data, accuracy, and dependability. • Question your focus on details and analysis. <p style="text-align: center;"><i>To work better with drivers:</i></p> <ol style="list-style-type: none"> 1. Summarize the facts and various outcomes; let them decide. 2. Depend on self-discipline rather than on excessive reports or precise instructions. 3. Recognize results with monetary rewards.

APPENDIX: FLEXING AS AN AMIABLE

AS AN AMIABLE...	
<p style="text-align: center;">AMIABLE</p> <ul style="list-style-type: none"> Perceive you as supportive, friendly, team-oriented, helpful, thoughtful, responsive, and open. <p style="text-align: center;"><i>To work better with fellow amiables:</i></p> <ol style="list-style-type: none"> Be clear and directive. Recognize the need for defining accountability and deadlines despite obstacles. 	<p style="text-align: center;">EXPRESSIVE</p> <ul style="list-style-type: none"> Relate to your supportive, friendly, responsive, and helpful characteristics. Question your focus on consensus-building. <p style="text-align: center;"><i>To work better with expressives:</i></p> <ol style="list-style-type: none"> Try to bring them definite opinions, backed by third-party endorsement. Publicly recognize and praise their accomplishments. Stand your ground when challenged about rules and previously established procedures.
<p style="text-align: center;">ANALYTIC</p> <ul style="list-style-type: none"> Relate to your cooperative, careful, quiet, thoughtful, and willing ways. Question your emotional responses and compliance with others. <p style="text-align: center;"><i>To work better with analytics:</i></p> <ol style="list-style-type: none"> Stress the value of facts and data rather than emotions to build a case, and encourage their input with a time limit. Provide added opportunities for their thoughts on unforeseen implications. Build confidence in the relationship through demonstrated technical competence. 	<p style="text-align: center;">DRIVER</p> <ul style="list-style-type: none"> Relate to your supportive, helpful, team-oriented, and careful nature. Question your responsiveness. <p style="text-align: center;"><i>To work better with drivers:</i></p> <ol style="list-style-type: none"> Be concise and task-focused. Stay on schedule; stick to the agenda; provide factual summaries. Expect them to make quick decisions based on options you provide.

APPROXIMATE CORRELATION TO OTHER PERSONALITY THEORIES

Merrill & Reid	Analytical	Driver	Expressive	Amiable
Hippocrates / Galen	Melancholic	Choleric	Sanguine	Phlegmatic
Le Haye / Littauer	Perfect Melancholic	Powerful Choleric	Popular Sanguine	Peaceful Phlegmatic
Jung	Thinker	Director	Intuitior	Feeler
Meyers-Briggs	Introvert / Thinker	Extrovert / Thinker	Extrovert / Feeler	Introvert / Feeler
Drucker	Thought Man	Action Man	Front Man	People Man
LIFO Systems (Atkins)	Conserving - Holding	Controlling - Taking	Adapting - Dealing	Supporting - Giving
DISC	Compliance	Dominance	Influencing	Steadiness
Lefton	Submissive - Hostile	Dominant - Hostile	Dominant - Warm	Submissive - Warm

Observing Behaviors

Behavior	Question	Amiable	Expressive	Analytic	Driver
Communication	Ask vs. Tell	Ask	Tell	Ask	Tell
Priorities	Task vs. Relationships	Relationship	Relationship	Task	Task
Focus	Concepts vs. Facts	Concept	Concept	Fact	Fact
Pace	Fast vs. Slow	Slow	Fast	Slow	Fast
Stress	Fight vs. Flight	Flight	Fight	Flight	Fight
Animated Body Language	More vs. Less	Less	More	Less	More
Eye Contact	Direct vs. Indirect	Indirect	Direct	Indirect	Direct
Voice Inflection	More vs. Less	Less	More	Less	More