Dimensional Descriptors

When the broken and dotted lines intersect, they form four dimensions: the S, the E, the L and the F. Since the lines measure your **Affiliative** and **Directive** tendencies, the combination of the scores can indicate a group of characteristics.

**You are a Factual.**
**Factual**

**Style Definition**
*Characteristics:* Stable, predictable, analytical, competent  
*Personal philosophy:* It is important  
*Evaluates others by:* Attention to detail, accuracy, personal standards  
*Leads others by:* Creating systems, methods and processes to achieve goals  
*Fears:* Making a mistake, being wrong, losing influence and credibility  
*Reacts to stress by:* Withdrawing, overanalyzing, becoming aggressive  
*Motivated by:* Accomplishment, tangible reward and recognition, logic

**Shape interpretation**
- Your Affiliative score is moderate to low (low need for contact with others) and you are low on the Directive scale (low need to control or direct those around you and your environment). You demonstrate some characteristics of the Efficient.
- While your behavior is predominantly Factual, your A-slope (Affiliative) pattern makes you flexible across situations and able to adapt your social style to a particular situation.
- If your shape is the small A-slope, your response to situations is the most flexible. You primarily use Factual, then Efficient characteristics but will also demonstrate some characteristics of the Loyal.

**Conversation strategies:**
- By nature your communication style often uses technical terms and can be nonlinear. This frustrates the Efficient, Social, and Loyal styles.
- To communicate more effectively with the Efficient, eliminate technical terms and use concise, directive language that emphasizes the bottom line.
- Meet the needs of the Social and Loyal by using language that includes them and meets their interpersonal needs, (I see your point. I understand what you're saying…)
- Increase your own communication effectiveness by learning how to communicate with feeling, diplomacy and tact.

**Work effectiveness strategies:**
- You are highly precise and methodical and expect the same of others. When working with the Social and Loyal, avoid totally rejecting their creative ideas and flex your style to work collaboratively and accomplish goals.
- In the drive to reach a goal, the Efficient can sometimes cut corners or be too economical. When working with this individual help him or her see the value in using a standard process or procedure to get things done quickly and efficiently.
- Your A-slope pattern makes you very direct and factual. This can be a tremendous asset when working on complex and detailed projects. However, in a team environment, you are sometimes shy and reluctant to contribute. To work more effectively in this setting, freely share your knowledge and ideas with others cooperate to reach goals.

**Strengths** 
- • Exacting  
- • Thorough  
- • Factual  
- • Reserved  
- • Meticulous  
- • Practical

**Limitations**
- • Slow to get things done  
- • Shy  
- • Passive  
- • Perfectionist  
- • Withdrawn  
- • Dull  
- • Sullen

**Fun “F” Facts:**
- **Big Screen F’s:**  
  - Sir Anthony Hopkins  
  - Michael Caine  
  - Sigourney Weaver  
  - Kirk Douglas  
  - Cuba Gooding Jr.  
  - Mark Wahlberg
- **On-the- Tube F’s:**  
  - Jason Alexander  
  - Jill Hennessy  
  - Kiefer Sutherland  
  - William Sadler  
  - Megan Mullally  
  - Tyne Daly
- **Totally Hot F’s:**  
  - Carrie-Ann Moss  
  - Jerry O’Connell  
  - Maria Bello  
  - Julia Roberts
- **Outer Space F’s:**  
  - George Lucas  
  - William Shatner
- **World Leading F’s:**  
  - Condoleezza Rice  
  - Donald Rumsfeld  
  - Queen Rania of Jordan
- In the animal world, the F would most likely be a wolf (highly intelligent, organized, and frequently working alone).
- In the world of professional sports, the F would prefer to play chess or be a longdistance runner.
- In the Seinfeld sitcom, the ost like the F character m is George.
Successful
Working Strategies

If you are in a working relationship with someone of this style, here are a few things that may be helpful to remember.

For Working With Employees or Peers

DO

- Allow them the flexibility to be creative.
- They seek recognition and exciting challenges, so reward their efforts with your enthusiasm.
- Channel their energy in appropriate directions (not always easy).
- Make sure they get lots of credit (they’ll probably take it anyway).
- Respect need for socializing.
- Remember: We are important (philosophy).

E

- They need control — take advantage of their efficient, practical, ambitious nature and give them the reins when possible.
- Take advantage of their need to clear up messes — when business is bad or the situation ambiguous, they’ll be the best people to provide structure and get others back on line.
- Show respect for their traditional values and ways of thinking.
- Work with them to be more accepting of other methods of accomplishment.
- Remember: I am important (philosophy).

L

- Remember their need to keep everyone happy and their skill at keeping the peace — when business is good, these people will be the most effective leaders.
- Treat them fairly, supportively and openly.
- Allow them opportunities to interact with others.
- Appeal to their principles and values.
- Remember: They are important (philosophy).

F

- Listen; these people may not be the boldest or first to present ideas — be assured, however, that they have a lot of great ideas.
- Work with them to set deadlines (you may often have to help them see the virtues of “good enough”).
- Give them space to operate.
- Pay attention and appreciate their need for substance and credibility.
- Recognize they are practical and emotional.

For Working With Supervisors/Managers

DO

- Be sociable.
- Be flexible, open and spontaneous.
- Show enthusiasm and excitement.
- Let them get lots of credit.
- Provide support by providing balance between them and other employees, subtly intersect reality when necessary and keep things tidy and organized.

E

- Recognize they are motivated by challenge.
- Play by their rules.
- Be on time, to the point, oriented toward results.
- Show that you are keenly aware of their authority.
- Provide support by serving as a buffer between them and other employees, expose them to alternative ways of doing things, but document everything with emphasis on results.

L

- Openly express your thoughts, concerns, ideas.
- Be a team player, compromise, strive for consensus, build relationships.
- Take interest in your supervisor/manager as a person.
- Make it easy for them when they have to be directive.
- Provide support; set your own performance goals and get them done.

F

- Acknowledge their expertise.
- Give facts and data, and be consistent.
- Think things through and document ideas with facts from credible sources.
- Offer detailed, well-thought-out plans of action.
- Provide support by subtly providing energy and enthusiasm through the ranks, bringing in fresh, new approaches (but be sure to document and detail every aspect of your proposal).
Successful
Working Strategies

For Working With Employees or Peers

DON'T

S
- Stifle their energy by demanding their conformity.
- Forget to show them your appreciation for their new and thoughtful ideas.
- Remember their motivations, don't be too put off by their unconventionality.
- They are motivated by opportunities and friendship.

E
- Get into their "territory" (they'll let you know).
- "Go around" them on issues when they should be involved.
- Be ambiguous or use excuses.
- Exhibit unassertive behavior.

L
- Take advantage of their eagerness to please.
- Be harsh or insensitive.
- Forget to acknowledge them when you pass them in the hall.
- Criticize or cause conflicts.

F
- Pressure them, in the interest of expediency, to abandon their careful, exacting nature (it is these traits that keep the rest of us honest).
- Expect them to quickly get on board and initiate new projects without thinking them through first.
- Expect them to empathize (be emotional) in a crisis; instead, they'll use logic and practicality.

For Working With Supervisors/Managers

DON'T

S
- Openly argue.
- Expect them to have everything organized and carefully laid out.
- Present one conclusion; instead, explore possible compromises/options.
- Use a win/loss approach.

E
- Exhibit any behaviors that may be misinterpreted as laziness (they'll look for it).
- Expect more than a "business relationship."
- Waste time chatting.
- Expect any strokes.

L
- Take advantage of their nature by slacking off.
- Forget the importance of maintaining social rapport and informal chats.
- Forget to listen and have patience.

F
- Be false and ingratiating — do your homework and stick to the facts.
- Be in a hurry to prove yourself or push through your new ideas.
- Appear arrogant or cocky.
- Expect a high risk or surprise in decision-making.
### SELF Social Styles Dimensions Summary

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<td>Dislikes</td>
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<td>Decision Styles</td>
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<td>Decisive (quick)</td>
<td>Inclusive (slow)</td>
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<td>When Things Don’t</td>
<td>Be accusing, blame it</td>
<td>Fight for control,</td>
<td>Submit, fall in line</td>
<td>Withdraw, separate</td>
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<td>Go Well They Will</td>
<td>on others</td>
<td>become defensive</td>
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<td>Adaptive Strategies</td>
<td>Tone it down some,</td>
<td>Listen, accept</td>
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<td>Their Worst Fears Are</td>
<td>Losing social image</td>
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