



KOMUNIKASI BISNIS

PERSONAL TYPES

TUJUAN PEMBELAJARAN

SETELAH MEMPEJARI SESSI INI MAHASISWA DAPAT :

1

- **Mengidentifikasi 4 tipe Personal dalam Komunikasi.**

2

- **Menghubungkan 4 tipe personal dengan 4 Gaya Leaderships**

3

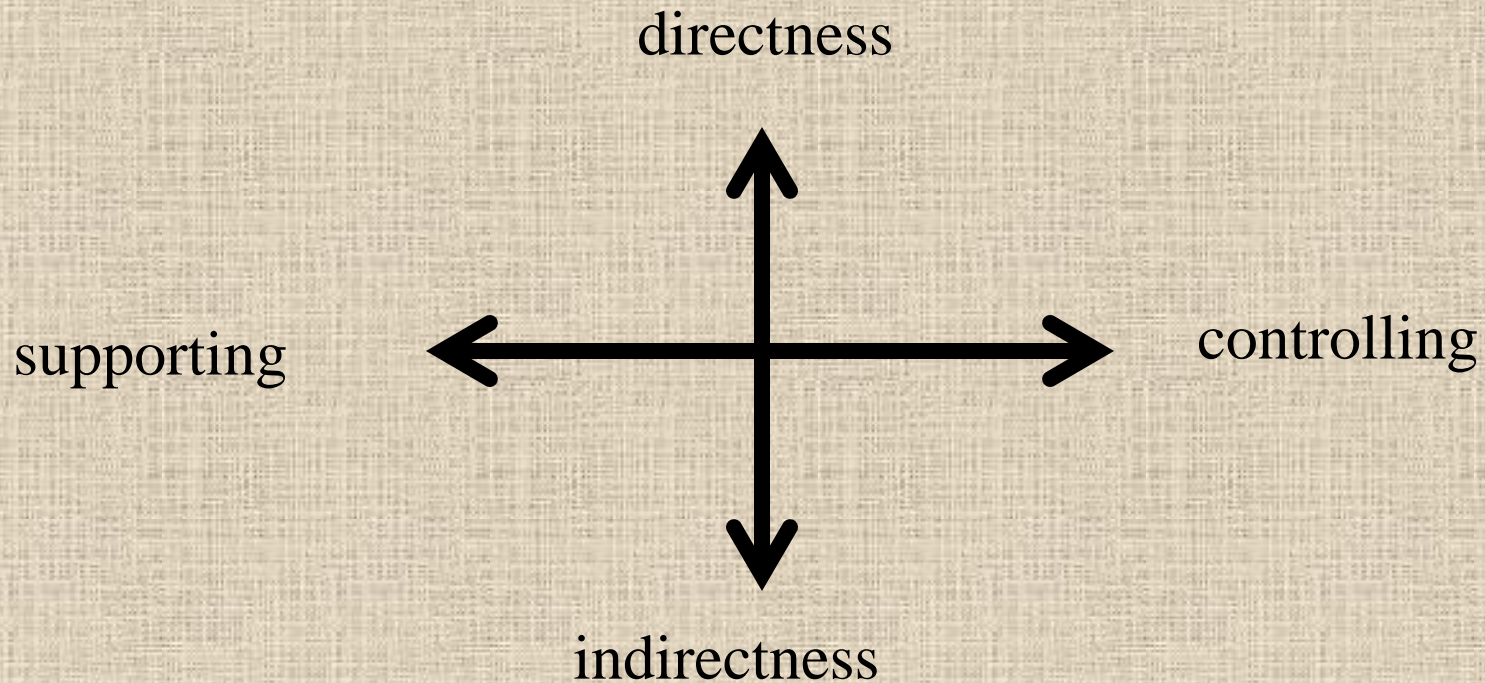
- **Mendesripsikan kebutuhan bisnis berkaitan dgn Komunikasi Bisnis.**

Four Personal Types

- Beside necessity of being briefly and precise
- There are different types of people in businessworld.
- They seem different, behave different
- They expect to be communicated differently
- Described by Carl Jung in 1920.

Courtesy of : Dr. Meltem Yaman

Two Dimensions of the Model



Dimension 1:

Directness versus Indirectness:

- Describes the person's observable behaviour
- Means the tendency to move forward by expressing, thoughts, feelings, expectations in order to influence others

Dimension 2:

Supporting versus Controlling:

- Explains the motivating goal behind our observable actions
- Supporting people tend to put relationships with others as their chief priority
- Controlling people prioritize the accomplishment of the task at hand

Typical Direct People I

- Fast-paced, assertive, take charge
- Forceful, type A personality who confront conflict, change, risk and decision making head on
- Outspoken communicators who often dominate
- Competitive, impatient, confrontational, they bulldoze their way through life, often arguing for the sake of arguing

Typical Direct People II

- Confident; maintain strong eye contact and have firm handshakes
- People who thrive on accomplishment and are not concerned with rules and policies
- Tend to think “It is easier to beg forgiveness than to take permission”
- Speak quickly in loud, aggressive tones and presents a bold visual appearance

Typical Direct People III

- Direct people may seem hasty, combative, has lower awareness of others' needs, impatient, dominant, manipulative and talkative
- They may seem dedicated, determined, energetic, risk-taker, active, action-people also

Typical Indirect People I

- Cautious in their approach to risk, decisionmaking and change
- Slow-paced, low-key, meek, harmonious
- Slow to take initiatives at social gatherings
- Tentative, reserved communicators who hesitate to contribute in meetings,
- Conflict avoiders. Diplomatic, patient, cooperative.

Typical Indirect People II

- On unimportant issues prefer to conform, rather than argue. When they have strong convictions about an issue, however, they will stand their ground.
- Low-profile, reserved and gentle. Handshakes are gentle and they speak in slowerpace and lower volume
- Generally conservative and reserved in their visual appearance, making indirect qualified statements

Briefly direct-indirect-Verbal

Indirect

- Asks (Would you like to sit down?)
- Listens
- Reserves Opinions
- Low quantity of verbal communication

Direct

- Tells(Have a sit or sit down)
- Talks
- Expresses opinions readily
- Lots of verbal communications

Briefly direct-indirect-Vocal

Indirect

- Steady, even delivery
- Less forceful
- Lower volume
- Slower speech patterns

Direct

- More voice variety
- More forceful
- Higher volume
- Faster speech patterns

Briefly direct-indirect-Visual

Indirect

- Gently handshake
- Intermitten eye-contact
- Limited gestures to empasize points
- Exhibits patience

Direct

- Firmly handshake
- Steady eye contact
- Gestures to emphasize points
- Displays impatience

Typical Supporting People I

- Are emotionally open, with animated facial expressions and physical gestures
- Feel comfortable expressing joy, sadness, confusion
- Maintain closer physical proximity; end to be huggers, handshakers, and touchers
- Are informal and prefer to be relaxed, warm relationships

Typical Supporting People II

- Enjoy loose, amusing conversations, frequently tell stories, often embarrassing incidents
- Prefer unstructured time and are seldom disturbed when other people waste their time
- Supporting people are more accepting about time usage and arrange their schedules according to the needs of people first and tasks later. Flexible about others time also.

Typical Supporting People III

- Supporting people are motivated by their relationships and feelings
- They want to get to know people and they tend to make decisions based on feelings, experiences and relationships
- Emotionally open and show it by using body language, more vocal inflections, making continual eye contact, and communicating in terms of feelings like their joy, sadness, confusion etc.

Typical Supporting People IV

- They like to make conversations enjoyable, so they often willingly stray from the subject to discuss personal interests and experiences
- They may seem not dependant, weak, inattention, concentrated poorly according to the controlling people.

Typical Controlling People I

- Emotionally reserved-called pokerfaces
- More rigid, physically, and less expressive than Supporting people.
- Tend to keep physically distant from others
- Guarded and controlled physically, mentally and emotionally, seldom loose control
- Task-oriented; dislike digressions from their agendas

Typical Controlling People II

- Fact-oriented decisionmakers. Want to see statistics or hard evidence.
- People who prefer working alone and put little value on opinions and feelings
- More comfortable operating in an intellectual mode.
- Champions of time management. They are the efficiency experts of the world who create and follow rigid plans and schedules.

Typical Controlling People III

- Controlling types are motivated by the task at hand and want to accomplish their goals.
- Usually keep their distance, both physically and mentally. Tend to stay away from others.
- Have strong sense of personal space and territory and hate it when someone invades it.
- Have restricted range of verbal, vocal and visual expression. Controlled hand and body movement.

Typical Controlling People IV

- Controlling people adhere to a more time disciplined agenda.
- Concentrate on business, keep their personal feelings private.
- They prefer working with things or through people rather than with them or for them.
- They may seem restrictive, coercive or result-oriented, interested in with mostly not feeling but time usage of others.

Self assessment

First

- Are you more direct or indirect?
- Are you more supporting or controlling?

Second

- Think of a “difficult” person with whom would like to communicate better.
- Source of the difficulty is the difference of personal styles.

Being open to different styles

- Knowing which personal style best describes you and the other people you need to communicate with is an important step in analyzing and improving your communication skills.
- Each personal type has a different way of perceiving the world, behaving and communicating. Learn to reach them..

Four Behavioural Styles

Supporting

(relationship-oriented)

the relater style

the socializer style

Indirect

(slowpace)

Direct

(fast-paced)

the thinker style

the director style

Controlling

(task oriented)

The Socializer I

- Socializers are direct and supportive
- Friendly, enthusiastic, action people
- Like applause, admiration, compliments
- Tend to place more priority to relations than tasks, like to have fun and enjoy life
- They influence others with great persuasion.

The Socializer II

- Need interaction and contact with people
- Are risk taker and based on more intuition.
- Act and decide spontaneously
- Are concerned with approval and appearances
- Think emotionally
- Think about the “big picture”, get bored with details

The Socializer III

- Like changes and innovations
- Needs help in getting organized
- Dislike conflict
- Maintain a positive, optimistic orientation to life
- Exaggerate and generalize
- Tend to dream and get others caught up in the dreams

The Socializer IV

- Jump from one activity to another
- Work quickly and excitedly with others
- Seek esteem and acknowledgement from others
- Disorganised, touchers, motivational
- For balance they need to control their time, and emotions, be more objective, concentrate on the task, take more logical approach to projects, spend more time with checking, verifying, specifying

The Director I

- Directors are direct and controlling
- They are driven by an inner need to take charge of situations
- Are firm in their relationships with others, oriented toward productivity and goals and concerned with bottomline results
- They may seem tough, impatient, stubborn

The Director II

- Need to be in charge, dislike action
- Act quickly and decisively
- Think logically, power oriented
- Want facts and highlights
- Strive for results, sometimes workholic
- Need personal freedom to manage self and others

The Director III

- Like changes
- Prefer to delegate details
- Cool, independent and competitive
- Low tolerance for feelings, attitudes and advise of others
- Work quickly and impressively alone
- Want to be recognized for their accomplishment

The Director IV

- Have a tendency to engage in arguments and conflict, decisive, precise, efficient
- Have good administrative skills
- Always in a hurry and talk business shortly
- For more balance they need to learn active listening, patience, sensitivity, humility, respect to rules, team work, to show concern to others, project more relaxed image

The Thinker I

- Thinkers are both indirect and controlling.
- Analytical, persistent, problem-solver
- Security conscious, in high need to be right
- Slow to reach a decision but decisive
- Uncomfortable with illogical people
- Are non-contact people, not touchers

The Thinker II

- Think logically and analytically
- Need data
- Need to be right
- Like organization and structure
- Ask many questions about specific details
- Prefer objective, task oriented intellectual work environment

The Thinker III

- Need to understand the process
- Are cautious decision-makers
- Prefer to do things themselves
- Work slowly and precisely alone
- Like to be admired for their accuracy
- Avoid conflict
- Like to contemplate

The Thinker IV

- Disciplined about time, rigid, like charts&graphics
- Critical for their own performance
- Tend to be accountants, engineers, computer programmers, system analysts, architects, chemists, physician, maths.
- For balance they need to improve timely decisionmaking, initiation of new projects, to show concern for others, try timesavers&shortcuts
- Adjust more disorganization and change,

The Relater I

- Relaters are supporting and indirect.
- They are the most people-oriented of all 4
- Having close, friendly, personal relations with others is one of the their most important objectives, and dislike conflict.
- Have good counselling skills and supportive
- Excellent listeners and like good listeners

The Relater II

- Concerned with stability
- Think logically
- Want documentation and facts
- Need personal involvement
- Take action and make decisions slowly
- Need to know step by step sequence
- Avoid risks and changes

The Relater III

- Work slowly with others
- Try to accomodate others
- Want tranquility and peace
- Seek security and belongingness
- Enjoy teamwork
- Want to know they are appreciated

The Relater IV

- Have strong networks of people like them
- Unassertive, warm, reliable, soft-hearted
- Compliant, slow in taking action, avoid risk
- Good trust builders, good team players
- They are irritated by pushy, aggressive people
- Ideal occupations are counselling, teaching, social work, nursing, human resources,

The Relater V

- Primary strengths of Relaters are caring for and loving others
- They like others to be friendly, courteous, genuine, responsible and sensitive
- For more balance need to learn to say “no” , to be more task-oriented and less sensitive for others, be willing to reach from comfort zone to set goals and to delegate it to others.

The Four Style in Business Life

- The Socializers like other-people to be **risk-takers and act quickly, and decisively**
- The Directors like others to be **decisive, efficient, receptive and intelligent**
- The Thinkers like others to be **credible, professional, sincere and courteous**
- The Relaters like others to be **courteous and friendly with sharing responsibilities**

The Four Style in Social Life

- The Socializers like others to be **unhibited, spontaneous and entertaining**
- The Directors like others to be **assertive, clever and has sense of humour**
- The Thinker like others to be **pleasant and sincere**
- The Relaters like others to be **with real personalities and friendly**

The Four Style At Glance

Relater

- Relationship-oriented
- Moves, act and speaks slowly
- Wants tranquility peace
- Enjoys teamwork
- Good counselling skills

● **Socializer**

- Relationship-oriented
- Moves, acts, speak quickly
- Risk- taker
- Wants excitement & change
- Enjoy spotlight
- Good persuasive skills

The Four Style At Glance

Thinker

- Task-oriented
- Moves, acts and speaks slowly
- Wants to be accurate
- Enjoys solitary, intellectual work
- Cautious decision-makers
- Good problem-solving skills

Director

- Task-oriented
- Moves, acts and speaks quickly
- Wants to be in charge
- Gets results through others
- Makes decisions quickly
- Good administrative skills

Adapting Yourself |

If you are a **Director**

Lower your emphasis on
Control of other people

Develop and demonstrate more
Supportive skills and
actions such as listening,
questioning, and positive
reinforcement

Adapting Yourself II

If you are a **Socializer**

Lower your emphasis on
Need for approval from
other people or groups

Develop and demonstrate more
Directive skills and actions
such as self-assertion,
conflict-resolution,
negotiations

Adapting Yourself III

If you are a **Relater**

Lower your emphasis on

Resistance to try new or
different opportunities

Develop and

demonstrate more

Directive skills and actions
such as negotiation and
divergent thinking

Adapting Yourself IV

If you are a Thinker

Lower your emphasis on
Unnecessary perfectionism
and the tendency to
focus on weakness

Develop and
demonstrate more
Supportive skills and
actions such as emphatic
listening, positive
reinforcement of others,
involvement with others
with complementary
strengths

Communicating with Socializers I

Direct & Supporting people who talk, move and make-decision quickly and they are relation oriented:

- Support their opinions
- Allow the discussion to flow, even go on far
- Be entertaining and fast moving

Communicating with Socializers II

- Avoid conflict and arguments
- Agree and make notes of the specifics of any agreement
- Compliment their appearance, creative ideas, persuasiveness, and charisma
- Allow them to “get things off their chest”

Communicating with Directors I

Direct & Controlling People, who talk, move and make decisions quickly, and they are task-oriented

- Support their goals and objectives
- Talk about the desired results
- Keep your communication businesslike

Communicating with Directors II

- Recognize their ideas rather than them personally
- Be precise, efficient, well-organised
- Provide them clearly described options with supporting analysis
- Arguing on facts, not feelings when disagreements occur

Communicating with Thinkers I

Indirect & Controlling people who move and make decisions more slowly. They are task-oriented.

- Be thorough and well prepared
- Support their organized, thoughtful approach
- Support their need to be accurate and logical
- Demonstrate through actions rather than words

Communicating with Thinkers II

- Compliment their efficiency, thought process and organization
- Be systematic, exact, organised and prepared
- Describe a process in detail and explain how it will produce results
- Ask questions and let them show you how much they know

Communicating with Thinkers III

- Allow time for deliberation and analysis
- Answer questions and provide details and analysis
- List advantages and disadvantages of any plan
- Provide solid, tangible, factual evidence

Communicating with Relaters I

- Be warm and sincere
- Support their feelings by showing personal interest
- Assume that they will take everything personally
- Allow them time to develop trust in you
- Move along in an informal and slow manner

Communicating with Relaters II

- Actively listen
- Discuss personal feelings in the event of a disagreement
- Discuss and support relationship
- Compliment their teamwork, their relationships with others and their ability to “get along”

One-Dimensional Adapting

Sometimes you may want to adapt your style but you may be not sure what style the other person has. If you recognised one dimension, you may adapt yourself in that way and this may be enough.

Increasing Directness I

If the person is Direct (moves and speaks quickly; readily expresses thoughts and feelings) you can increase the directness of your conversation by the following:

- Speaking in a faster pace
- Initiating conversations and decisions
- Giving recommendations and not asking for opinions

Increasing Directness I

- Using direct statements rather than roundabout questions
- Communicating with a strong, confident voice
- Challenging and tactfully disagreeing when appropriate
- Facing conflict openly but not initiating it
- Increasing eye contact

Increasing Indirectedness I

If the person is Indirect (moves and speaks more slowly, is cautious in expressing personal thoughts and feelings, and in making decisions) you can increase your Indirectedness by the following:

- Talking and making decisions more slowly
- Seeking and acknowledging the opinions of others
- Sharing decision-making and leadership

Increasing Indirectness II

- Showing less energy, Being more mellow.
- Not interrupting
- Providing pauses to allow other person speak
- Refraining from criticizing, challenging, or acting pushy
- Choosing words carefully when disagreeing

Increasing Supportingness I

If the person is Supporting(motivated by relationships and feelings), you can increase your Supportingness by the following:

- Sharing your feelings and letting your emotions show
- Responding to the expression of other's feeling

Increasing Supportingness II

- Paying personal compliments
- Taking time to develop relationship
- Using friendly language
- Communicating more, loosening up, and standing closer
- Be willing to digress from the agenda, going with the flow

Increasing Controllingness I

If the person is Controlling (motivated by the task at hand and accomplishing goals) you can increase your controllingness by following:

- Getting right to the task or the bottom line
- Maintaining more of a logical, factual orientation

Increasing Controllingness I

- Keeping to the agenda
- Leaving when the work is done; not wasting time
- Not initiating physical contact
- Downplaying enthusiasm and body movement
- Using businesslike language

We learned that

Dynamic communication that persuades influences requires a speaker and a listener who are on the same wavelength

- By understanding 4 styles, you have the basis for expanding your communication potential
- People are different in communication
- It is possible to avoid from pitfalls
- It is possible to be speaking as multistyle