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Assertiveness is the degree to which a person wishes to influence another individual's decision-making process. The more assertive or decisive a person is, the more likely they are to “tell” rather than ask and confront rather than avoid an uncomfortable situation. The more stress an assertive person is under, the more “fight” oriented they will be.

In contrast, a less assertive person is more likely to “ask” rather than tell and is more prone to “flight” or avoiding rather than confronting others when under stress.

When individuals of opposite social styles are engaged in conflict, the more assertive person's goals are more likely to be achieved. The greater the similarity and higher the assertiveness of persons engaged in conflict, the greater the duration and degree of conflict.
Responsiveness refers to a person’s willingness to express emotions or feelings. The more responsive a person, the more likely the person will demonstrate feelings and emotions as part of interpersonal relationships. Emote-responsive people operate out of a social acceptance paradigm and are more relational-focused, while a control-responsive person is more reserved in displaying feelings and emotions will tend to focus on achievement.

Emote-responsive people are generally perceived as warm, open, casual, animated, people-oriented and work to maintain relationships. Control-responsive people are perceived as cool, aloof, fact-oriented, rigid, and controlled in their interactions.
The combined assertiveness and responsiveness scales form a matrix of four social styles: Amiable (high responsive and low assertive), Expressive (high responsive and high assertive), Analytical (low responsive and low responsive), and Driving (low responsive and high assertive).
The Amiable style is unhurried in the call to take action while focusing primarily on relationship. They are unconcerned with effecting change and focus on the present. Because they tend to look for personal motives in the actions of others, their action orientation is supportive and they will tend to avoid conflict. Amiables seek personal security when interacting with others and evaluating next steps because they seek to establish relationship and gain social acceptance in order to move forward on tasks. As such they are slower-paced, less disciplined, change-avoidant, and risk-averse. Above all, Amiables seek safety in the decision-making process. Descriptive language that is representative of the Amiable style: conforming, supportive, respectful, dependable, agreeable, dependent.

Expressive individuals are warm, engaging, and competitive. They seek relationships for support rather than competition. Expressives have a faster pace but lack discipline in their time management. Because they are future-focused, they may overlook practical details and specifics in their planning. Expressive people are risk-taking, process-averse, and appear to take a more creative and intuitive approach to making decisions. Descriptive language that is representative of the Expressive style: ambitious, excitable, undisciplined, reacting, egotistical, stimulating, enthusiastic, dramatic, friendly.

Analytical individuals tend to be slower to react to challenges and are cautious in taking action. They can be cooperative, though more concerned with tasks than relationships. The Analytical style tends to be cool, cautious, and independent, with a focus on facts and logic. Descriptive language that is representative of the Analytical style: critical, industrious, indecisive, persistent, serious, exacting, orderly, picky.

Driving style individuals are seen as knowing what they want and how to get it quickly. People with a driving style tend to be results-oriented, uncommunicative, cool, independent, and competitive with others. Because they tend to move quickly, they can grow impatient when others are not moving toward an objective as quickly as they are. Driving style people do not like to be told what to do or how to do it, opting for their own facts and data. They are willing to take risks, especially when given options. Descriptive language that is representative of the Driving style: pushy, strong-willed, independent, practical, tough, decisive, efficient.
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The behavioral characteristics and patterns described by social styles represent specific needs that can cause personal stress or tension when they are not met. When faced with assertive and responsive behavior patterns different from one’s own, a person will employ their social style, or set of habits to manage personal tension that arise out of negotiating interpersonal interaction. Although one’s style is generally successful in managing personal tension, each of the four social styles has one or more differing characteristics from the others.
When under stress or tension, each social style will adopt a backup behavior: an alternate behavioral response intended to alleviate personal tension. Amiables will acquiesce to a more assertive style; Expressives will attack; Analyticals will avoid making a decision; and Driving styles will become autocratic and take charge of a situation.

The research concerning creative problem solving theorizes that a person’s behavioral expressions, particularly in their ask vs. tell assertions, are indicators of creative preference or the core creative need a person is seeking to meet.
The greater the dissimilarity in social style, the greater the likelihood of conflict, and therefore the greater the need for awareness of style differences.

Focusing on what is similar rather than on what is different helps to establish a common basis for communication style modification can improve relationships.
Empathy hacking: a crash course in being human (again)

A team’s ability to effectively collaborate is directly proportional to its understanding of shared purpose, commitment to a consistent process for impactful outcomes, and healthy team dynamic.

The process will inevitably be the elements breakthrough thinking, which guides a team’s existence along a time continuum. The team dynamic is dependent on knowing where people prefer to spend their creative energy in service to the team’s mission.

What comes next is an understanding of how team member preference manifests in day-do-day engagement. This is where measures such as MBTI, HBDI, DISC, Strengths Finder, and others can prove insightful.

EQ is the relational connective tissue that helps us:

A. Understand our and others’ feelings
B. Learn how to manage emotions
C. Turn up the good in people
D. Help restore people’s faculty of imagination
Observe
Get to know people, uncover their needs, test your ideas.

Reflect
Build understanding, form intent, commit to decisions.

Knowing your users and the problems they have is one thing, but knowing which problem to solve? Now that’s a question worth tackling.

When we come up with new ideas, solutions, or concepts, it is important to ground our thinking in the real people involved in the situation. This allows you to clearly define a problem worth solving and consider all of the possible solutions.

Make
Explore ideas, prototype possibilities, drive outcomes.
preference = strength = affinity
non-preference = gap = area for growth
left side = clear outcome
right side = clear delivery (small team)
preference = strength = affinity
non-preference = gap = area for growth
left side = clear outcome
right side = clear delivery (small team)
Observe (preparation)
Get to know people, uncover their needs, test your ideas.

Reflect (incubation)
Build understanding, form intent, commit to decisions.

Make (verification)
Explore ideas, prototype possibilities, drive outcomes.
Observe
Get to know people, uncover their needs, test your ideas.

Reflect
Build understanding, form intent, commit to decisions.

Make
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