



Social Styles Plus

Based on the Social Styles model by Dr. Tony Alessandra

Personalized Social Style Report for: Sample Report



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Introduction To Social Styles

"Do Unto Others As THEY Would Have You Do Unto Them"

Dear Sample,

Congratulations on completing your **Social Styles 360° Plus Assessment**. Use this report to develop more of your natural strengths, while recognizing and improving your limitations. You can then focus more on your goals instead of your fears. It teaches you how to show more empathy with others, a valuable skill in today's 'Digital Age.' This report does not deal with values or judgments. It concentrates on natural tendencies that influence your behavior. Using your personalized assessment report will help you become a more productive and successful YOU.

HOW TO USE THIS REPORT

This report has four parts: The **first part** presents your eGraph results. As you invite others to complete the observer assessment as they see your behaviors, more observer plot points will appear on your eGraph. The **second part** focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. Please note that there is no 'best' style. Each style has its unique strengths and struggles and any behavioral descriptions mentioned in this report are tendencies only for your style group and may or may not specifically apply to you personally. All the behavioral descriptions in the left-hand columns are specifically from your self-perception of your style. All the behavioral descriptions in the right-hand columns are specifically from your observer perceptions of your style. The **third part** of this report focuses on how to use the **Social Styles** concept with others - how to adapt your behavioral style to "connect" with any of the four behavioral styles. This third section focuses on the successful application of this concept in all of your interpersonal relationships. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills? The **fourth part** of this report presents your adaptability scores - how you rate yourself and how others see you. Based on your adaptability scores, you have a clear path to improve your interpersonal impact on others.

PERCEPTIONS... WHAT DO THEY MEAN?

During your observer assessment period, the results of your observer assessments are compiled. You can see the results plotted on your customized eGraph. How did your self-perception compare to your observers' perceptions? The perceptions of others may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you now have choices to modify your behaviors if and when needed.

The most effective people know themselves, know the needs of the situation or relationship, and adapt their behaviors accordingly. The goal of this assessment is to help you become aware of the impact your behaviors have on others. Then, by practicing adaptability, you can enhance those relationships that otherwise have been strained.



Introduction To Social Styles

"Do Unto Others As THEY Would Have You Do Unto Them"

BEHAVIORAL STYLES

Social Styles focuses on patterns of external, observable behaviors using the scales of assertiveness and responsiveness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to 'read' people. This model is simple, practical, and easy to remember and use with others. As you read the descriptions of each style in Part III of your report, think about your new insights. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like telling people what you think or feel rather than keeping it to yourself. Then think about the people around you... what style do their behavioral tendencies reflect? The descriptions and adaptability guidelines in Part III will help you get on the same wavelength with each of the four **Social Styles**. Keep in mind that no one style is better than another. Each has its' own strengths and weaknesses.

ADAPTABILITY

This report identifies ways you can apply your style strengths or modify your style weaknesses in order to meet the needs of any situation or relationship. This is called adaptability. Social scientists call it 'emotional intelligence.' In some cases, emotional intelligence can be even more important than IQ. No matter what you do -- doctor, lawyer, business professional, or in sales, service, high tech or blue collar -- your aptitude for relating to and connecting with others will take on more and more importance as a key to success today and in the future. The ultimate goal of this assessment is to enhance interpersonal chemistry and productive relationships. You do not have to change your personality, ideas, beliefs or values. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for effectively dealing with them. The key objective of this whole concept is understanding your own style, understanding and being able to quickly and accurately identify the style of others, and then adapting so that you treat others the way they want to be treated.

HOW TO READ AND INTERPRET YOUR eGRAPH

When reviewing your personalized eGraph results, chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, your behaviors measured by the **Social Styles Assessment** are more easily observed by others than by you. Research indicates that the people who are closest to you are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions to stress, confrontations, triumphs, frustrations, and so on.

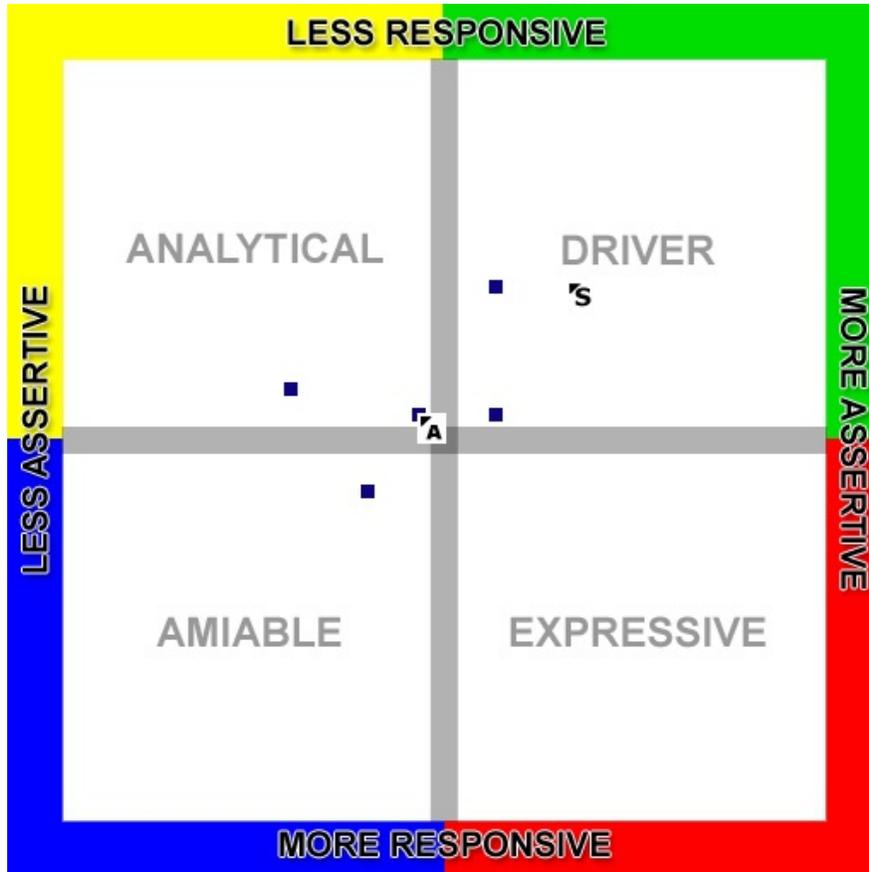
If there is a large discrepancy between your self-perception and your observer perceptions, resist the temptation to dismiss their assessment of your behaviors. Instead, ask yourself about the implications of these differences. At the very least, the differences may provide you with some valuable insights. It is not uncommon for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before.

Since your eGraph may be updated throughout the observer assessment period, it may change from time to time. At the end of your Observer period, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report - and then continue with the interpretation of your eGraph.



eGraph Results

for Sample Report



SYMBOL	DESCRIPTION
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Self-assessment



Observers



Average of Observers
(will only display if more than 3)



Interpreting Your Observer Responses

Refer to a copy of your Social Style eGraph.

1. Take a look at the responses from your various observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Are the various observer responses similar or different? What does this tell you?
5. Were your observer responses similar or different from your response? What does this mean to you?
6. Do most of your plots fall above or below the center horizontal line indicating that you use more responsive behaviors (Below: Expressive and Amiable) or less responsive behaviors (Above: Driver and Analytical)?
7. Do most of your plots fall to the right or left of the center vertical line indicating that you use more assertive behaviors (Right: Driver and Expressive) or less assertive behaviors (Left: Amiable and Analytical)?
8. Choose one relationship you would like to improve. Determine the other person's style (See Part III of this report). Choose 2-3 simple behaviors from Part III that you can modify in your behavior to elicit a different, more positive response. Repeat this exercise, as needed, for other important people in your life.



Part II

The text below is based on your average of observers on page 5.

BASED ON YOUR eGRAPH RESULTS, YOUR PRIMARY STYLE IS ANALYTICAL

The primary goal that motivates you is accomplishing goals with excellence. As a quick thinker, you can deal with many inputs simultaneously; however, you may be slow to take action. You take an evaluative approach to people and tasks. You tend to have strong opinions about people and groups with whom you do not identify or agree.

COMPARED TO OTHER ANALYTICALS, YOU ARE MORE LIKELY TO:

- Be tense with yourself and others when under pressure
- Have a natural curiosity about people
- Be concerned about what people think, feel, and expect
- Have strong attachments to your personal interests
- Underestimate the time required to complete tasks
- Be intuitive and observant about situations and people
- Associate your self-worth with your work
- Be intrigued by concepts, ideas, and processes

YOUR GROWTH OPPORTUNITIES

With Tasks:

You're an idea person who can profit by being more attentive to details and timely follow-through. Your curiosity sometimes leads to unpredictable digressions while you work. You can benefit by learning to pace yourself. Taking time-outs during the workday may help allay your natural intensity.

With People:

Because you're intense by nature, you tend to be impatient with yourself and others, especially when things aren't going well. Therefore, focus on remaining positive when dealing with situations and people under pressure. If you can control your thoughts and emotions in such cases, you can then use your creativity to discover workable solutions.

PERSONAL EMPOWERMENT POINTERS

- Be attentive to what others expect. Deliver that first before digressing into other areas that are likely to be of greater interest or curiosity to you.
- Stay focused on key priorities. Do that by sorting tasks into "immediate," "shorter-range," and "long-term" categories. Indicate those that you alone must do, those for which you share responsibility, and finally, those for which others have primary responsibility and your involvement is limited.
- Treat yourself to free time and recreation.



Your Typical Behaviors

The descriptions below serve as a general overview of your typical behaviors. It provides a framework for understanding and reflecting on your results. All the typical behavior descriptions in the left-hand column are specifically from your self-perception of your style. All the typical behavior descriptions in the right-hand column are specifically from your observer perceptions of your style.

You view yourself as: **Driver**

Your Behaviors:

- In a business environment, you like others to be decisive, efficient, receptive and intelligent
- Your ability to focus and muster incredible self-discipline may make you an innovative entrepreneur
- You are decisive in your actions and decisions
- You project a tough, thick-skinned image
- You tend to be an excellent delegator
- You project an air of confidence that may provide people with encouragement and faith
- You take initiative - get things done and make things happen
- You are persistent, strong-willed individuals who may become even more tenacious and over-powering when faced with obstacles that block your way
- You try to shape your environment to overcome obstacles en route to your accomplishments
- You tend to appear cool, independent and competitive with others

Your observers view you as: **Analytical**

Your Behaviors:

- You emphasize things like precise understanding, accurate work, proper manners, and impeccable personal habits
- You ask many questions about specific details
- You like working in existing circumstances which promote quality in products or services
- Your great irritation is disorganized, illogical people
- You naturally favor a methodical and deliberate approach to decision making
- In your quest for data, you tend to ask many questions about specifics
- You focus on the details and the process of work and become irritated by surprises and "glitches"
- You have a high need to be right, leading to an over reliance on data collection
- You almost always deliver on your promises, which you are careful about making in order to avoid unneeded difficulties
- In business environments, you want others to be credible, professional, and courteous



Your Motivators

What motivates you? Everybody is motivated. However, people are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, you can create an environment where you are most likely to be most productive. All the motivator descriptions in the left-hand column are specifically from your self-perception of your style. All the motivator descriptions in the right-hand column are specifically from your observer perceptions of your style.

You view yourself as: **Driver**

Your Motivators:

- You prefer situations in which you can explore your interests on your own terms
- You prefer dealing with concrete situations or data that already exist rather than theories, trends, or conjecture
- You are driven to be the "top-dog"
- You like challenging workloads which fuel your energy level
- You prefer situations in which you can flex your personal power to energize you
- You view life as a battlefield in which the "survival of the fittest" rules
- You prefer maximum freedom to manage yourself and others, especially in a business environment

Your observers view you as: **Analytical**

Your Motivators:

- The ability to work with complete data systems or able to formulate some themselves
- Whereas some people focus on winning shorter-term battles, you are motivated by the ultimate sense of lasting personal glory derived from triumphing in the overall war
- Colleagues and superiors who do not criticize your work or ideas
- People who provide illustration and documentation
- Working with colleagues who promote calmness and thoroughness in the office
- Environments where you know exactly what is expected of you
- Workplaces that are organized and process-oriented, with a minimum of socializing



Your Growth Opportunities

Everyone has some possible struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of their strengths which may become a weakness. For example, a Director's assertiveness may be a strength in certain environments, but when overextended they may tend to become bossy. All the Growth Opportunities in the left-hand column are specifically from your self-perception of your style. All the Growth Opportunities in the right-hand column are specifically from your observer perceptions of your style.

You view yourself as: **Driver**

Your Growth Opportunities:

- More self-control will help you appear strong, sensible, and reasonable rather than demanding, argumentative, or stubborn
- Work on overcoming your tendencies to be inflexible, impatient, and a poor listener
- You need to pace yourself to project a more relaxed image
- You may not like to take the time to explain how something is done or to listen to people's feelings and problems. This is a personal "blind spot" that needs more attention and flexibility
- Try not to over-delegate to people which can lead to performance issues
- Your lack of tolerance for inefficiency and low performance can be counter-productive. You need to realize that performance is improved by providing positive redirection and support for everyone's efforts and improvements
- You need to exercise more caution
- When you become distressed, you may stop listening and become dictatorial. This over-reaction reveals your tendency to take control by forcing action
- Your high achievement motivation gives you a tendency toward workaholism
- When pushed, you may react aggressively

Your observers view you as: **Analytical**

Your Growth Opportunities:

- Openly state unpopular, but correct, decisions
- Less over-analyzing and over-engineering things
- Share your real feelings due rather than hiding them beneath your wall of privacy
- Be less critical of your own performance
- Be less aloof, picky and critical
- Make decisions before all the information is in instead of pondering all the possibilities
- Use policies more as guidelines than hard and fast laws
- Try not to over-plan when change becomes inevitable
- Adjust more readily to change and disorganization
- Try shortcuts and time-saving activities



Your Business Behaviors on the Job

You are likely to display your work strengths rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organization. They provide useful insights as you work in a job or as you work with others on a team project. They are the talents and tendencies you bring to your job. All the Business Behaviors in the left-hand column are specifically from your self-perception of your style. All the Business Behaviors in the right-hand column are specifically from your observer perceptions of your style.

You view yourself as: **Driver**

Your Business Behaviors:

- You are more interested in the answers to "what" questions, not "how" ones
- You prefer to downplay feelings and relationships
- You prefer to interpret the rules and answer only to yourself
- You get to the point
- You implement changes in the workplace
- You prefer time frames

Your observers view you as: **Analytical**

Your Business Behaviors:

- You work with complete data systems, or can formulate some yourself
- You are intuitive and original; once you know the expected structure, you may invent your own structure, method, or model
- You over-attend to quality control, especially when stressed, sometimes impeding progress with regular checking and rechecking
- You can set the quality control standards and check to see if they are properly implemented
- You want to be right, so you employ logical thinking processes to avoid mistakes
- Your attention to detail prevents colleagues and superiors from criticizing your work or ideas



Your Business Behavior Suggestions for You and Others Working with You

Once you understand your business behaviors at work, you can work on enhancing them. Following are suggestions for you and others to help you be even more effective at work. All the Business Behavior Suggestions in the left-hand column are specifically from your self-perception of your style. All the Business Behavior Suggestions in the right-hand column are specifically from your observer perceptions of your style.

You view yourself as: **Driver**

Suggestions to be More Effective at Work:

- Recognize and acknowledge the feelings of others; remember that many people are unable to check your feelings and personal problems at the door when they enter the workplace
- Allow others to do things without excessive or untimely interference
- Modify your tendency to give orders to others
- You "think" compliments; now verbalize them
- Accept the fact that you will not prevail on every issue that comes up; choose your battles wisely and, when appropriate, concede graciously

Suggestions For Others Working with You:

- Stress competitive results and growth opportunities
- Keep the relationship businesslike
- Support their goals and objectives, when possible
- Get to the point quickly
- Use facts - not personal feelings - if you disagree

Your observers view you as: **Analytical**

Suggestions to be More Effective at Work:

- Recognize and acknowledge the feelings of others... remember that many people are unable to check your feelings and personal problems at the door when they enter the workplace
- Take time to negotiate and clarify time frames with associates in order to avoid misunderstanding and disappointment and keep themselves on track
- Be more accepting of the ideas and behavior of others, recognizing that your way may not be the only way to achieve quality results
- Accept the fact that you generally will not be able to achieve perfection in your work... adopt a reasonable standard of high quality that is appropriate for your type of work
- Share your own feelings and concerns with colleagues

Suggestions For Others Working with You:

- Show commitment through your actions, not just words
- Give assurances that decisions will not backfire on them
- List advantages and disadvantages of any plan
- Be detailed, accurate, and logical
- Adhere to established procedures



Your Typical Social Behaviors

You are likely to display your social strengths rather consistently. For the most part, these qualities tend to provide useful insights and enhance your effectiveness when dealing with colleagues, friends and family outside of the work environment. They are the skills you exhibit in the social arena. All the Social Behavior Suggestions in the left-hand column are specifically from your self-perception of your style. All the Social Behavior Suggestions in the right-hand column are specifically from your observer perceptions of your style.

You view yourself as: **Driver**

Your Social Behaviors:

- You are resistant to doing anything you do not want to do
- You are prone to talk shop at social gatherings
- You want to know the purpose of a function
- You pay more attention to concrete things, less to emotions
- You favor direct humor with a touch of superiority
- You play parallel to, but not necessarily with, others

Your observers view you as: **Analytical**

Your Social Behaviors:

- You are quiet and observant; you like to collect information before you enter relationships
- You converse logically about complete bodies of knowledge, adding key details to the conversation
- You are discreet and tactful; usually unwilling to tell secrets or the naked truth
- You talk facts, not feelings
- You participate in organized activities where you can be right
- You are socially cool and distant - waiting for others to take the social initiative



Your Social Behavior Suggestions for You and Others Working with You

Once you understand your social behaviors with others, you can work on enhancing them. Following are suggestions for you and others to help you be even more effective socially. All the Social Behavior Suggestions in the left-hand column are specifically from your self-perception of your style. All the Social Behavior Suggestions in the right-hand column are specifically from your observer perceptions of your style.

You view yourself as: **Driver**

Suggestions to be More Effective Socially:

- Show others, through your verbal, vocal and visual communications, that you are actually having fun in the social activities you are engaged in with them
- Give sincere compliments and affirmations more often
- Show others, through your eye contact and facial expressions, that you are actually listening to them
- Cultivate tact and diplomacy
- Admit, and then laugh at, personal limitations
- View a game as a game and not life or death!
- Give sincere compliments
- Apologize or admit mistakes, when appropriate

Suggestions For Your Friends:

- Give your time and undivided attention
- Listen to their suggestions
- Thank them for their contribution
- Ensure all activities will be acceptable to them
- Focus on how pleased you are with their results

Your observers view you as: **Analytical**

Suggestions to be More Effective Socially:

- Ease up on controlling your emotions; engage in more water cooler interaction
- Be less critical of disorganization and errors
- Modify criticism (spoken or unspoken) of others' work
- Give more feedback to others through your verbal, vocal and visual communications
- Adjust more quickly to changes in social plans
- Accept the fact that you can have high standards without expecting perfection
- Avoid dwelling on someone else's mistakes
- Act somewhat less formal and more casual

Suggestions For Your Friends:

- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Solicit their insights and suggestions
- Use a logical approach
- Privately acknowledge them and share their thinking



Typical Behaviors and Needs Under Stress

When tension is high, your style tends to manifest symptoms of behavioral stress, often called "back-up" behavior. Often immature, this behavior results from a need to reduce tension immediately. In dealing with your own stress and with others under stress, you can reduce stress by providing what you and they most need. All the Stress Behaviors and Suggestions in the left-hand column are specifically from your self-perception of your style. All the Stress Behaviors and Suggestions in the right-hand column are specifically from your observer perceptions of your style.

You view yourself as: **Driver**

Under Stress You May Appear:

- Aggressive
- Uncooperative
- Irritable
- Blunt
- Critical

Under Stress You Need:

- Accomplishments
- Tangible evidence of progress
- A fast pace for moving toward goals and resolution

Strategies to Reduce Conflict and Increase Harmony With Others:

- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on others.
- Recognize that others may not be comfortable dealing with conflict, anger and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.

Your observers view you as: **Analytical**

Under Stress You May Appear:

- You are often unable to meet deadlines
- You appear to be resentful
- You are resistant to change
- You can be unimaginative
- You are over-reliant on data and documentation

Under Stress You Need:

- Accuracy
- A slow pace for "processing" information
- Guarantees that you are right

Strategies to Reduce Conflict and Increase Harmony With Others:

- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger, or somewhat aggressive behavior by others, are not necessarily personal attacks on you.



Typical Behaviors and Needs Under Stress (continued)

You view yourself as: **Driver**

Your Typical Behaviors in Conflict:

- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.
- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.

Your observers view you as: **Analytical**

Your Typical Behaviors in Conflict:

- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, the use of committees, and other indirect approaches.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.



Part III

Application of Social Styles with Others

Understanding your own behavioral style and natural tendencies are just the first steps to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That is what Part III of this report is all about.

To begin using the power of social styles, you also need to know how to apply the information with people and situations. Remember, people want to be treated by *their* behavioral style, not yours!

This application section includes:

- How To Identify Another Person's Social Style
- The Four Basic Styles Overview
- How to Modify Your Responsiveness and Assertiveness
- Tension Among The Styles
- How To Adapt To The Different Social Styles

This section will help you to understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Then identify the behavioral style of the other person using the ***How to Identify Another Person's Social Style*** section. You can read about their style and preferences in ***The Four Basic Styles Overview***.

Once you know their style and preferences for assertiveness and/or responsiveness, you can use the ***How to Modify Your Responsiveness and Assertiveness*** section to adjust in these areas when relating to this person. You will be amazed at the difference.

To understand the tension that may exist in the relationship, you can refer to the ***Tension Among the Styles*** section. Being aware that the differences in preference in pace and priority, and modifying accordingly, can make a big difference. Finally, the last section, ***How to Adapt to the Different Social Styles***, will give you suggestions when dealing with each of the four basic styles.



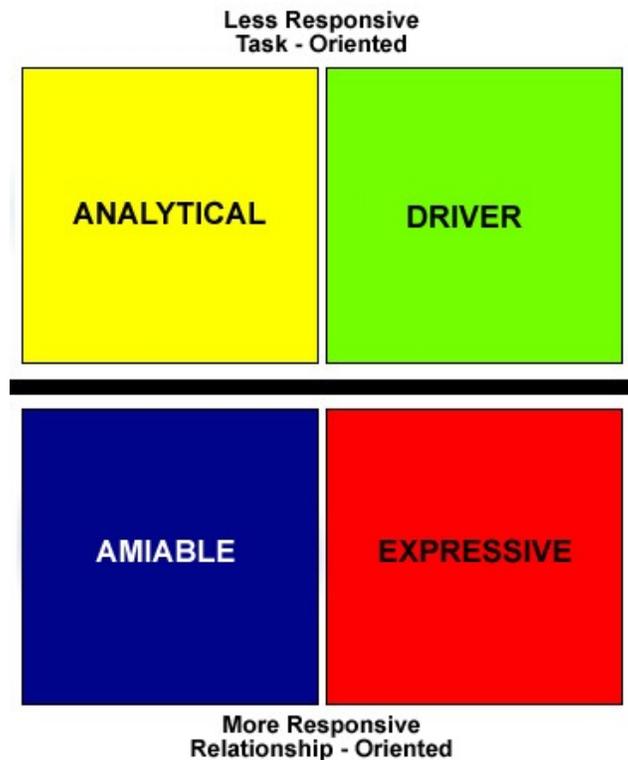
How To Identify Another Person's Social Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas - **responsiveness** and **assertiveness**. How responsive is the person and how assertive is the person?

RESPONSIVENESS (Willingness to share feelings, thoughts, opinions):

Less Responsive Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts
- Formal handshake
- Conversation stays on subject



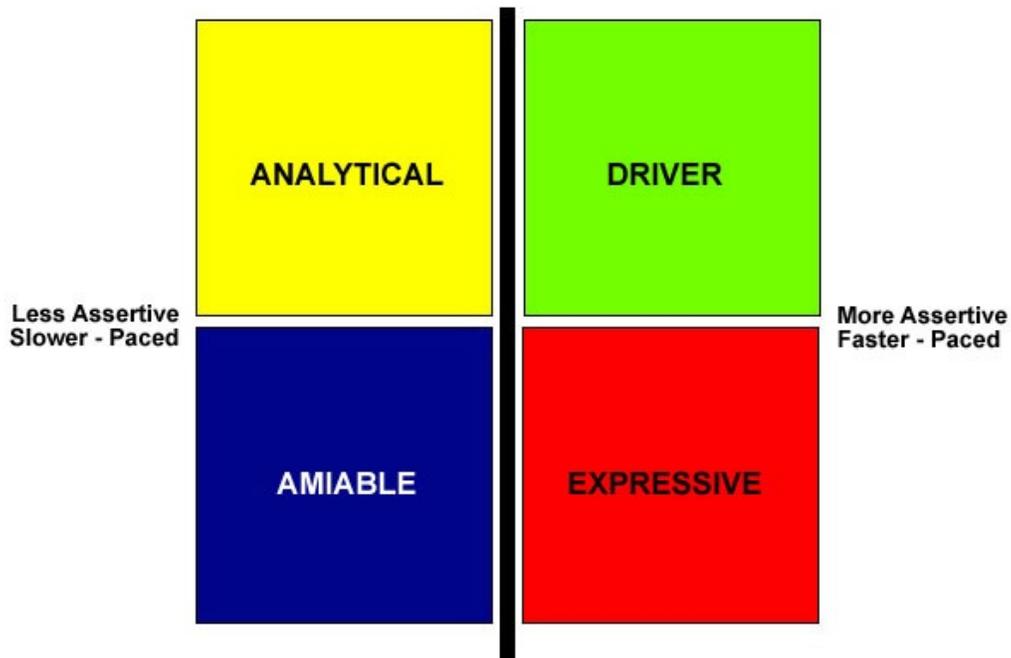
More Responsive Behaviors

- Shows feelings and enthusiasm
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Friendly handshake
- Initiates/accepts physical contact



How To Identify Another Person's Social Style

ASSERTIVENESS (Measure of a person's natural pace; directness):



Less Assertive Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

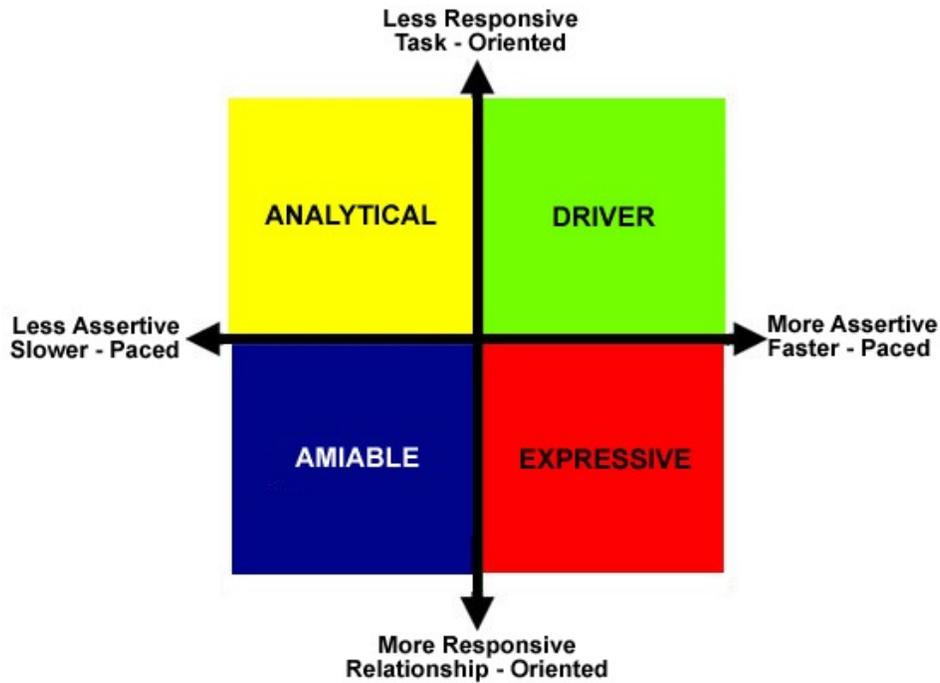
More Assertive Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others



How To Identify Another Person's Social Style

THE WHOLE PICTURE



When you combine the two scales, you arrive at each of the four different behavioral styles. Individuals who exhibit less responsive and more assertive behaviors are Driver Styles. People who are both more assertive and more responsive are Expressive Styles. People who exhibit more responsive and less assertive behaviors are Amiable Styles. Finally, less assertive and less responsive people are Analytical Styles.

So, to quickly identify the styles of other people ask these two questions:

1. Are they more assertive and fast-paced or less assertive and slower-paced?
2. Are they less responsive and task-oriented or more responsive and people-oriented?



The Four Basic Styles Overview

Below is a chart to help you understand some of the characteristics of each of the four basic styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in various settings.

	DRIVER STYLE	EXPRESSIVE STYLE	AMIABLE STYLE	ANALYTICAL STYLE
PACE	Faster/Decisive	Faster/Spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Challenges	Attention	Relationships	Correctness
SEEKS	Productivity Control	Participation Applause	Acceptance Status Quo	Data And Proof Precision
STRENGTHS	Administration Leadership Problem Solver	Persuasive Motivator Optimistic	Good Listener Team Player Loyalty	Critical Thinker Accuracy Planning
STRUGGLES	Impatient Lacks Tact Poor Listener	Inattentive To Detail Short Attention Span Impulsive	Oversensitive Resists Change Slow To Act	Perfectionist Critical Unresponsive
FEARS	Being Taken Advantage Of	Loss Of Social Recognition	Little Time To Adjust To Change	Personal Criticism Of Their Work Efforts
CONVERSATIONS	Short, Fast, Abrupt	Spontaneous, Upbeat	Supportive, Friendly	Systematic, Nonverbal
UNDER STRESS MAY BECOME	Demanding Aggressive	Excitable Disorganized	Submissive Indecisive	Withdrawn Critical
PLANNING	Achieving The Plan	Promoting The Plan	Implementing The Plan	Structuring The Plan
VOICE	Strong, Clear Confident	Animated, Friendly, Much Inflection	Soft, Lower Volume, Warm	Monotone, Quiet, Precise
WORKPLACE	Efficient Stacks Of Papers Plaques & Awards	Messy Desk Photos & Sayings Many Post-Its	Comfortable Family Photos Team Awards	Stark & Structured Wall Charts/Calendar Latest Technology



How To Modify Your Responsiveness and Assertiveness

In some interpersonal situations, you will only be able to identify another person's assertiveness or responsiveness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Responsiveness or Assertiveness before looking at specific guidelines for being more adaptable with each of the four styles.

TO INCREASE ASSERTIVENESS

- Speak and move at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't conflict with the person
- Increase your eye contact

TO DECREASE ASSERTIVENESS

- Talk, walk and decide more slowly
- Seek and acknowledge others' opinions
- Share decision-making and leadership
- Lessen your energy level; be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

TO INCREASE RESPONSIVENESS

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

TO DECREASE RESPONSIVENESS

- Get right to the task - the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language



Tension Amount The Styles

Each style has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of how fast things should be done.

The Tension Among the Styles Model on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.

Notice that the Driver Style and Expressive Style tend to prefer a faster pace; the Amiable Style and Analytical Style both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Driver and a Expressive. Both are relatively fast-paced behavioral types. Yet the Expressive places more emphasis on people than on tasks, while the Driver tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the Expressive does better with the Amiable. These two will still be getting to know each other while the Analytical and the Driver are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Expressive and Amiable interaction when these two finally do get around to the tasks at hand. The Expressive usually prefers fast action, whereas the Amiable wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Driver and Analytical (another example of pace-based tension). The faster-paced Driver likes to make quick decisions. The slower-paced Analytical gets uptight when having to make decisions without an opportunity to fully analyze all the alternatives.

When dissimilar pairings occur, as they often do in many work and social encounters, one or the other of the individuals must make adjustments in his style to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Driver and Amiable relationship, as well as in the Expressive and Analytical relationship.

Take the case of the Driver and Amiable interaction: the Driver should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Amiable should try to show more concern for task completion, even if it means temporarily putting the personal relationships aside. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.

The same applies to the Expressive and Analytical relationship. Adjustments should be made in both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these difference.



How To Adapt To The **Driver** Style

They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure - all on a single page.

The Driver Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the Driver have their say because they are not the type who will take a back seat to others.

With the Driver Style, in general, be efficient and competent.

At Work - Help Them To:

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

Sales and Service Strategies with Driver Styles:

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives - what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible
- Let them know that you don't intend to waste their time

In Social Settings:

- Convey responsiveness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible



How To Adapt To The **Expressive** Style

The Expressive Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

Expressives are social butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Expressive Styles, in general, be interested in *them*.

At Work - Help Them To:

- Attend to key details and improve their follow-through efforts
- Monitor socializing to keep it in balance with other aspects of life
- Write things down and work from a list, so they'll know what to do when
- Prioritize activities and focus on tasks in order of importance
- Become more organized and orderly in the way they do things
- Get the less appealing tasks of the day over with early
- Pay more attention to time management of activities
- Check to make sure they're on course with known tasks or goals

Sales and Service Strategies with Expressive Styles:

- Show that you're interested in them, let them talk, and allow your enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to goals or interests
- Clearly summarize details and direct these towards mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

In Social Settings:

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Focus on how glad you are when they succeed



How To Adapt To The **Amiable** Style

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings. Amiables don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back an Amiable Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Amiable Style, in general, be non-threatening and sincere.

At Work - Help Them To:

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Accept credit and praise, when appropriate

Sales and Service Strategies with Amiable Styles:

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly (but professional) manner.
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs, as well as their task or work expectations
- Get them involved by focusing on the *human element*... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

In Social Settings:

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change



How To Adapt To The **Analytical** Style

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented, so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Expressive Styles, it is not a prerequisite.

Support the Analytical Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the Analyticals to be leaders or outspoken contributors, but *do* rely on them to conduct research, crunch numbers, and perform detailed legwork for the group. If appropriate, set guidelines and exact deadlines. The Analytical Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the Analytical Styles, in general, be thorough, well prepared, detail-oriented, business-like, and patient.

At Work - Help Them To:

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not every minor detail

Sales and Service Strategies with Analytical Styles:

- Prepare, so that you can answer as many of their questions accurately
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into hasty decisions
- Tell them both the pros and cons of the complete story
- Follow through and deliver what you promise

In Social Settings:

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, as long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say



PART IV - What Is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It is something applied more to yourself (to your patterns, attitudes and habits) than to others. The concept of adaptability, as developed by Dr. Michael O'Connor, the co-author of *The Platinum Rule*® (Warner Books, August 1996), is a two-part process. It combines Flexibility with Versatility. Flexibility is your willingness to adapt. It's your attitude. Versatility is your ability to adapt. It's your aptitude.

The First Half of the High Adaptability Formula - Flexibility

The Five Positive Traits that Enhance Flexibility are:

1. **Confidence** means that you believe in yourself, you trust your own judgment and resourcefulness.
2. **Tolerance** means you are open to accepting opinions and practices that are different from your own.
3. **Empathy** results in feeling the pain, or the joy, of the other person. It comes from the heart.
4. **Positiveness** - a positive attitude leads to positive events in your life.
5. **Respect for Others** is the sincere desire to understand and consider other people's choices, commitments and needs in relation to yours.

The Five Negative Traits that Undermine Flexibility are:

1. **Rigidity**--"It's my way or the highway"
2. **Competition With Others**--"I'm smarter, prettier, etc., than you"
3. **Discontent**--"No, I don't like it this way. Why can't we..."
4. **Being Unapproachable**--"Don't bother me unless it's worth my time and you agree with me"
5. **Difficulty With Ambiguity** --"Let's nail this down right now"

The Second Half of the High Adaptability Formula - Versatility

The Five Positive Traits that Enhance Versatility are:

1. **Resilience** means knowing how to overcome setbacks, barriers and limited resources.
2. **Vision** is the power to imagine, to be creative, and to suggest alternatives.
3. **Attentiveness** means being aware of all the elements in the environment. It means paying attention to more than your own needs.
4. **Competence** begins with a problem-solving ability and having a can-do attitude and following through.
5. **Self-Correction** means you are able to see when you've developed a non-productive pattern in your behavior and being able to try something different."

The Five Negative Traits that Undermine Versatility are:

1. **Subjectiveness** --"This is the way it looks to ME"
2. **Bluntness** --"That's a stupid idea!"
3. **Resistance** --"This is the way we've always done it"
4. **Single-mindedness** --"It's my goal and nothing else matters"
5. **Unreasonable Risk-Taking** --"I'm going to jump, won't you come with me?"

Developing your adaptability - your flexibility and versatility - allows you to understand how different types of people would like to be treated. It does not mean imitating their behavior. It does mean adjusting your behavior to be more in line with the other person's preferences. Adaptable people meet the other person's needs as well as their own. They know how to negotiate relationships in a way that allows everyone to win. With adaptability, you are practicing *The Platinum Rule*® - Treating others as they want and need to be treated.

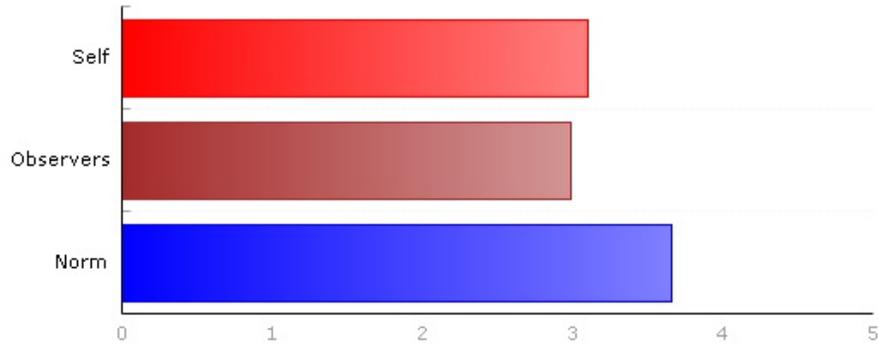


Your Scores

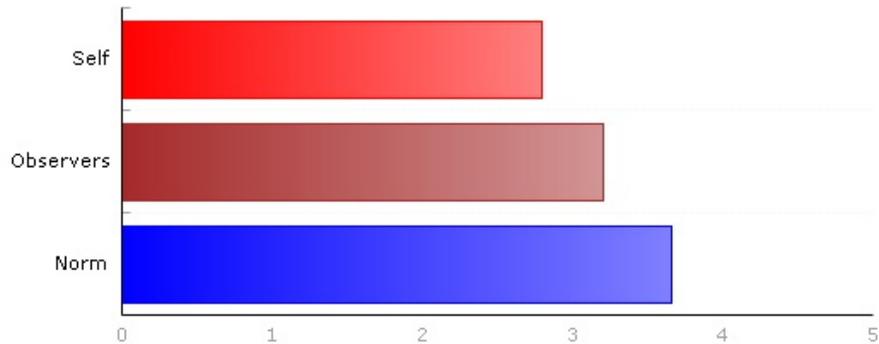
These are your scores for all three measures of adaptability:

1. Your overall adaptability score comprised of all 20 questions measuring the five positive and five negative flexibility and versatility traits from the previous page.
2. Your overall flexibility score comprised of all 10 questions measuring the five positive and five negative flexibility traits from the previous page.
3. Your overall versatility score comprised of all 10 questions measuring the five positive and five negative versatility traits from the previous page.

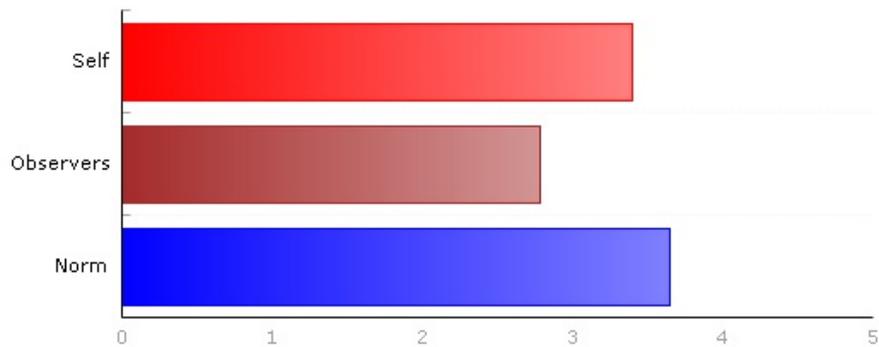
Overall Adaptability



Overall Flexibility



Overall Versatility





Question Breakdown

Below are your results from the 20 adaptability questions included in this Social Styles Assessment. They are divided into the four major categories - the five positive flexibility traits, the five negative flexibility traits, the five positive versatility traits and the five negative versatility traits.

The question breakdown table provides your personal scores, the average scores of your observers and the norm, or average, personal scores of all people who have taken this assessment. The difference between your score and the average of your observer scores appears in the last row (under Your Scores) for each question.

A **plus (+)** difference score indicates that in general your observers see you as more effective as it relates to this question than you see yourself.

A **minus (-)** difference score indicates that you see yourself as more effective than the average of all of your observers.

Questions	Category	# of responses	Average within category
19. Rigidity: I don't like to admit when I have made a mistake.	Self Observers Variance Norm	1 5	4.00 2.80 -1.20 3.73
20. Competition with others: I believe winning is everything - THE most important outcome.	Self Observers Variance Norm	1 5	2.00 3.60 1.60 3.45
21. Discontent: I have a 'cup half empty' perspective.	Self Observers Variance Norm	1 5	1.00 2.40 1.40 3.65
22. Being unapproachable: I don't like to be bothered by others unless it's important.	Self Observers Variance Norm	1 5	4.00 3.00 -1.00 3.15
23. Having difficulty in dealing with ambiguity: I don't like dealing with the unfamiliar or different.	Self Observers Variance Norm	1 5	1.00 3.20 2.20 3.55

Questions	Category	# of responses	Average within category
24. Confidence: I receive negative feedback without it affecting my self-esteem.	Self Observers Variance Norm	1 5	1.00 2.80 1.80 3.28
25. Tolerance: I am comfortable with the opinions and practices of others that are different from my own.	Self Observers Variance Norm	1 5	3.00 3.40 0.40 3.93
26. Empathy: I easily identify with the feelings and experiences of others.	Self Observers Variance Norm	1 5	5.00 3.20 -1.80 3.90
27. Positivity: I view myself as a positive influence on the people around me.	Self Observers Variance Norm	1 5	2.00 4.00 2.00 4.05
28. Respecting Others: I regularly consider the opinions, wants and needs of others.	Self Observers Variance Norm	1 5	5.00 3.60 -1.40 3.93
Questions	Category	# of responses	Average within category
29. Subjectiveness: I see things from my own perspective, without considering others' points-of-view	Self Observers Variance Norm	1 5	2.00 2.80 0.80 3.40
30. Bluntness: I am assertive in expressing my own opinions and beliefs.	Self Observers Variance Norm	1 5	3.00 3.00 0.00 2.18
31. Resistance: I am resistant to suggestions that come from others.	Self Observers Variance Norm	1 5	4.00 2.80 -1.20 3.80
32. Single-Mindedness: I don't like to listen to others when concentrating or focusing on a goal.	Self Observers Variance Norm	1 5	3.00 2.40 -0.60 3.33
33. Unreasonable Risk Taking: I overestimate my likelihood for success when pursuing a goal.	Self Observers Variance Norm	1 5	2.00 2.40 0.40 3.48

Questions	Category	# of responses	Average within category
34. Resilience: I quickly bounce back from setbacks, or barriers, or limited resources.	Self Observers Variance Norm	1 5	5.00 3.80 -1.20 4.18
35. Vision: I easily imagine new and creative alternatives to common problems.	Self Observers Variance Norm	1 5	5.00 3.40 -1.60 3.83
36. Attentiveness: I notice the verbal and non-verbal behaviors of others.	Self Observers Variance Norm	1 5	4.00 2.80 -1.20 4.25
37. Competence: I am considered knowledgeable and skilled by others I work with.	Self Observers Variance Norm	1 5	5.00 3.20 -1.80 4.25
38. Self-Correction: I do not become discouraged by my own mistakes but learn from them.	Self Observers Variance Norm	1 5	1.00 1.20 0.20 3.80



Strengths, Struggles and Blind Spots

Strengths - The strengths area gives you a snapshot of what your observers feel are your greatest strengths. Below are listed the five questions with the highest combined average scores of only your observers. These are listed with the highest ranking area first.

Struggles - The struggles areas gives you a snapshot of areas where your observers feel you may need additional improvement. Below are listed the five questions with the lowest combined average scores of only your observers. These are listed with the lowest ranking area first.

Blind Spots - Blind Spots are the five questions with the greatest absolute discrepancy - positive or negative -between how you rated yourself and how your observers rated you. These are listed with the highest discrepancy ranking first. We recommend that you basically "let-it-be" if you have a "negative" blind spot that does not have a negative impact on your job performance or quality of life. If it does have an impact, then you should take action to address it. The best way to be sure about its impact is by asking people you trust for their opinions and suggestions regarding the blind spot in question.

Top 5 Strengths

27. I view myself as a positive influence on the people around me.	4.00
34. I quickly bounce back from setbacks, or barriers, or limited resources.	3.80
20. I believe winning is everything - THE most important outcome.	3.60
28. I regularly consider the opinions, wants and needs of others.	3.60
25. I am comfortable with the opinions and practices of others that are different from my own.	3.40

Top 5 Struggles

38. I do not become discouraged by my own mistakes but learn from them.	1.20
21. I have a 'cup half empty' perspective.	2.40
32. I don't like to listen to others when concentrating or focusing on a goal.	2.40
33. I overestimate my likelihood for success when pursuing a goal.	2.40
19. I don't like to admit when I have made a mistake.	2.80

Top 5 Blind Spots

23. I don't like dealing with the unfamiliar or different.	+2.20
27. I view myself as a positive influence on the people around me.	+2.00
24. I receive negative feedback without it affecting my self-esteem.	+1.80
26. I easily identify with the feelings and experiences of others.	-1.80
37. I am considered knowledgeable and skilled by others I work with.	-1.80



Additional Resources

Free Resource

- ***The Selling With Style eBook*** - A PDF e-Book that teaches you how to leverage predictable human behavior; making it comfortable for everyone to buy from you, making it easy to ask for-and receive-referrals, and making it nearly impossible for your customers to ever buy from someone else. Download at <http://www.platinumrule.com/SellingwithStyleeBook.pdf>

Additional Resources

- ***Other Dr. Tony Alessandra Products*** - <http://www.alessandra.com/products/index.asp>

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