Welcome

After sending an email, the very next thing that you're probably are going to do is want to call your targets, prospects, candidates etc. Before you pick-up the phone it's important to familiarize yourself with some basic persuasive communication techniques. Sometime these are referred to as persuasive communication or neuro linguistic programming. But whatever you label them, let's talk about the first five minutes of a phone conversation and how to best establish rapport during that time.

Objectives

Let's take a look at the learning objectives:
- Increase the percentage of people with which you effectively connect from 30% to 90%.
- Quickly build rapport by phone through utilizing the four primary and secondary styles.
- Identify someone’s primary communication style within the first couple of minutes of a conversation.
- Communicate with people in their primary and secondary communication styles to increase your verbal persuasiveness by 60%.

Overview

Part of the communication process that we use when initiating outreach to talent, particularly passive talent, is to combine an approach via email with the approach of a phone call or a cold call and then following up with some sort of social media. But during that cold call it's important to utilize the best or most persuasive communication style possible in order to establish rapport successfully. This module introduces the persuasive communication styles that can be utilized when talking to candidates, hiring managers, prospects or even other people in the business.

The 4 Primary Communication Styles

Let me familiarize you with the four primary communication styles. Now these styles relate to how we expect others to communicate with us, as well as how we communicate with others. It does not have anything to do with personality styles. Although you might recognize some of the Junan types and other sort of typification or personality assessment content in the slides that you are about to see next. Please don't equate that in any way, shape, or form with personality assessment.

Communication styles are baked in from the age of two and they never change. Once we have our quadrant or primary, secondary, and tertiary communication style, we simply do not change. We're able to move around and utilize different quadrants but we're not fundamentally changing our communication style like we would our personality and some of the other more common instruments that you might have seen.

So, the focus of the four primary communication styles is about how what you say is being perceived by the other person. Effectively, like tuning into your radio station, what you're doing is you're tuning the listener into your radio station so they can better understand what you're saying. This is about increasing your cold call effectiveness. Everybody has a primary and a
secondary style, in fact they also have a tertiary, but today we're only going to talk about primary and briefly secondary style.

Some people communicate much better in one style than in the other, that's their primary. If you communicate in the style that they're accustomed to listening, in other words you communicate in their language, then you're better able to establish rapport. But first, we have to get them talking, otherwise we can't identify what their communication style is so we can match ours.

As we get them talking, considering that you're dialing an outbound call to a passive prospect or some other type of prospect but certainly not active candidates. This wouldn't be necessary for active candidates. This could be maybe a passive prospect or semi passive, could be a hiring manager or some other kind of relationship that you've yet to establish, where rapport doesn't yet accessed. So you're dialing out and you listen to the other person from the moment that you answer the phone and say whatever it is that when they answer the phone from hello to who's this and why are you calling. Are they speaking fast or are they speaking slow? Do they ask or do they tell?

Now those are two parts of one question. You also want to ask yourself these other two parts of another question, are they telling you or are they asking you. And part two, do they talk in facts or feelings. So we really have two questions separated into two parts, and they are fast or slow, do they ask or tell, are they telling or asking, are they fact or feeling. Well, the answer to those four we can put somebody in the primary quadrant, but let's first discuss what the four quadrants are. In no particular order of importance, I'm going to relate to you each one of the four quadrants.

**Analytical**

The analytical communication style is often portrayed with the color blue. Words that would be used to describe this communication style are words such as cautious or precise, deliberate, questioning, perhaps typically tend to be more formal compared to their peers or people from the same culture. Keep in mind the cultural impact is that in some cultures, formality is part of the way people are brought up. So, just because someone is speaking formally doesn't mean that they're analytical. You have to analyze or evaluate whether or not they're speaking more formally than other people from that culture.

The communication style for analytical is accurate and thorough. They are fact-based and they're excellent in interpreting logic and data. In fact, they're going to crave large amounts of facts and figures and percentages whether it's spreadsheets or PowerPoint's. They like detail. So communication with them, you must always use details. If you use generalities they'll be a little bit uncomfortable and either ask you for the details or simply be suspicious of what you're saying.

When speaking with an analytical you want soften your cadence and slow down your tempo. The analyticals tend to make decisions very deliberately, which means they deliberate or take a pause, they're not quick to arrive at a conclusion, they're going to consider every angle. Despite the fact that we're talking to them over the telephone most of the time, if you can imagine sitting across from them at a desk they would have what we refer to as a poker face. Of all the communication styles, the analytical would be the hardest to read.

This means that they're really not showing any emotion whether they're happy or sad, frustrated, they could be angry, they could be completely distracted and not interested, you probably would not be able to tell. More than likely they'll just look like they always look when you're talking to them and it doesn't matter whether or not they're excited or not. Finally, when communicating with an analytical, the most important factor is to allow them the time to make
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their decision. As I said, they like to deliberate, so if you give them the opportunity to formulate questions, give them the opportunity to process the information simply leaving the door open for them to take that opportunity is going to go a long way towards establishing rapport.

Amiable
The amiable communication style to be clearly portrayed with a color such as green tends to be the more collaborative of the 4 quadrants. Often very encouraging, patient, relaxed in their communication style and often taking on a bit of either a mentorship or support role in the conversation, one of agreement or consensus building. The amiable communication style is all about the team, us, accomplishment of our sum total, not of any particular individual. They like to be taken care of and also they like to establish trust so they're going to be seeking your trust when you're communicating with them and they're going to be seeking to trust you likewise when you're communicating with them.

Building that trust is very important. The amiable, typically is good at doing large volumes of work and can actually take on the majority of the project so long as they're not the center of attention. The moment they become the center of attention, they will shy away from being part of that project or they would prefer to take a less prominent role. So long as they're not the center of attention, however they could be the primary contributor.

Amiables like following rules, they like communicating and guidelines and maintaining guidelines but at the same time they're almost to an extreme willing to avoid conflict, so they're very non confrontational. Oftentimes what you might think, if you're one of the other communication styles is a sensitive or confrontational topic might be extreme to them and likewise what they would think, what an amiable would think, is a conflict might not be a conflict for you at all. So they're much more sensitive to that, therefore conversing with them try to steer away from conflict style language or conflict types of words.

Expressive
The color that represents the expressive communication quadrant can be viewed as gold or yellow. It's usually bright or colorful. This communication style is often enthusiastic, very sociable and dynamic. They tend to be demonstrative or active, so these are the kinds of people that if you were to see them in person would probably use their hands when they talk.

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They often are the most persuasive of the four communication styles in a traditional, diplomatic, or negotiating kind of persuasive way. The expressive enjoys the accomplishment of getting things done, checklists and to-do lists. In fact, checking something off on the to-do list as completed is often a highlight of an expressive's day. They're very good with a variety of different people and can navigate lots of different people environments. So often we call them good at having people skills. They love to stay busy and manage many different projects typically because their attention or their appetite for information is much broader so they are able to pay attention or participate in a lot of different activities at the same time.

The expressive likes to be creative or challenged, and challenged in a positive way, puzzles for example. They want to be entertained, or if not, they become the center of attention. So in other words if they're not being entertained, they'll seek to be the ones that do the entertaining. Like the amiable, they might make volumes of work look really easy as long as people are having
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fun. When the fun ends, the expressive typically will take a back seat. They speak with a faster tempo and in fact are bored with a slow tempo. Sometimes you'll hear expressives finishing your sentences for you, or cutting you off because they're eager to get to the end of the sentence so they can get in what they want to say. This is usually eagerness more than disrespect. So be careful with correcting them on that behavior unless you know them fairly well. So with the expressive you want to use language around fun, entertainment, activities, challenge and keep things very much dynamic.

One last thing with the expressive communication style is they hate redundancy. So if you are the kind of person that gets irritated when people repeat themselves or if you know someone who dislikes repetition, that's probably because they come from an expressive communication style.

Driver

Purposeful and determined, the driver communication style is usually short, strong willed, competitive, demanding. These might be the kinds of people that snap. They make snappy decisions, snappy judgment, you might hear them say things such as, "Let's get it done," or "Let's get to it." They usually like fact highlights more so than the detail. So if the analytical likes facts, they watch Anderson Cooper 360 or some sort of in depth news coverage, where the driver might be more inclined to watch CNN Headline News or something like that.

The driver really likes to be asked. If you ask a driver, typically you will get collaboration. Often they enjoy being the center of attention, leading and running projects -- typically because they do very well under deadlines and in crisis situations. They communicate well in a crisis and they are attentive to others during a crisis so they can be communicated to very well during a crisis; that usually puts them in the middle of the crisis.

They're verbally able to follow the big picture if you can draw the big picture for them, but as soon as you start getting details they might actually be annoyed or bored with the details. Their conversation style is usually fast paced, it's a very high tempo, and it's often result driven. In other words, they want you to get to the point first, more so than enjoying the path getting there. So typically they're not conversationalists in the, "Hey, how is it going, how's your family doing," all that kind of stuff.

Similar to the analytical, they're also hard to read and have a similar poker face, however not as difficult to read as the analytical, primarily because if a driver is not interested in the conversation, even on the phone, you'll notice their distraction; you'll hear them cocking away at keyboard or shuffling pages in a book or paper. So that's them sending you a signal that they're really not interested.

Quadrants

Here we see all four quadrants together with their representative colors. Notice that both analytical and driver are highlighted in yellow. This is to reflect that they are both fact based communication styles preferring to communicate around facts, about facts, communicate in facts, the analytical and driver share that in common. Their communication decisions are made based on logic; some people would say cold calculation.

And the amiable and expressive are both colored in white to reflect both of them are feelings based communication styles. That is to say that they would express their feelings in terms of like versus dislike or the people around them, comfort, emotion and a case of expressive for
example is very important, in the case of amiable, trust is very important. So horizontally you can see a division, those that are fact based are on the top two quadrants, those that are feeling based on the bottom two.

Vertically, we also see a separation between the styles. The ones with the blue glow, analytical and amiable are different than driver and expressive in that both analytical and amiable have a slower tempo, a softer cadence, sometimes even a softer tone, they may be more soft spoken than the driver and the expressive counterparts. They also both require time to deliberate, have a slower or more sure pace, are not as quick to arrive at conclusions or at least express their conclusions. Both of them are ask communication styles meaning that the analytical and the amiable both like to ask. The analytical, of course will ask about facts, the amiable will ask about feelings. On the other side of that we have the tell communication styles, much faster tempo and cadence, typically respond very quickly, swift decisions in communication, both of them like to tell as opposed to ask in their conversation, and neither of them like to be told. So the driver and the expressive share in common they both like to tell and both don't like to be told, whereas the analytical and amiable like to ask and like to be asked.

So earlier, I had mentioned, at the beginning of our session that there were four questions, really two 2-part questions. Are they fast or slow, do they ask or tell, are they fact or feeling, and all of those revolve around this quadrant. If they're fact, they talk about facts, they're probably analytical or driver. For example, if they talk about facts and use a fast tempo, again, culturally sensitive in relation to other people from their culture. So for example, someone who's from the, let's just say, Mid Atlantic or Upper Northeast of the United States, is probably likely going to speak in a faster pace generally than someone say from the Southeast. So take into account compared to their peers, they grew up with, are they speaking faster or slower. So if they use a lot of fact of ask for a lot of facts, they are either analytical or driver. If they ask for facts they're analytical, especially if they have a slower tempo. If they ask for facts but have a fast tempo that may simply be they're culturally from an environment where talking fast is the norm. So be sure, and you just don't judge communication style based on slow versus fast. Slow tempo and fast tempo are not the only indicator. Someone could be slow tempo and still be a tell communication style both in fact or feeling.

So the first question is, are they slow or are they fast, are they fact, are they feeling? If they're slow and fact, then you know they're analytical. If they're fast and fact, then you know they're probably driver unless they're asking. If they're slow and fast in telling, you have a problem; you need to figure which one they are, if they're slow and fact but tell, that would normally be an analytical but the tell is a driver, so how do you differentiate? That's where you go into asking the 4th part of the question.

So if they're fact, they're either analytical or driver. If they're feeling, they're either amiable or expressive. If they're asking you, if it's about feelings they're amiable, if they're asking about facts they're analytical. If they're telling you about their feelings, they're expressive, if they're telling you about facts then they're a driver. So sometimes the pace of the conversation is helpful. Now we expressed the quadrants in adjective then noun. So for example, the primary or the principal communication style would be the big one, for example the noun. The secondary would be the adjective. So if someone was amiable and analytical, their primary is analytical but they're an amiable kind of analytical. If someone was a driver expressive, their primary is expressive but they're the driver kind of expressive.

By the way, you can be both analytical and expressive, you can be both driver and amiable; they can cross diagonally as well as vertically, there is no rule. The other thing I want to warn you about is that you should not, under any circumstances, ever categorize someone into a communication style simply based on the role that they play currently in their profession. In
other words, you can’t say that accountants are all analytical or CEOs are all drivers, or receptionists are all expressive, or salespeople are all amiable, that simply is not the case. If you took a room full of salespeople there would be 25% analytical, 25% driver, and so on, same thing with our room full of CEOs. Everyone’s communication style is baked in from age 2. We just learned to operate in other communication styles as needed and sometimes professionally in sales or as the Chief Executive of an organization. We learned to communicate in another style because it’s what’s expected of us but in a relaxed environment or at home or in an intimate environment, we have our real primary and secondary communication styles. So do not prejudice yourself based on someone’s profession. Keep in mind that someone’s profession will change. I wasn't always CEO; I might have been a secretary or a professor or I might have been an administrative assistant, I might have been a help desk technician at some point in my career. So just based on my profession you cannot tell what my communication style is. Again, this is not professional personality types. So with that said, let's take a look at a few things that'll help you glade your style and match it to the person you're speaking with.

What's Your Style?
Before we can match our style to that of our target audience or the person that we’re trying to communicate with, the most important thing or really the first thing that we need to do is identify what our style is. If you don’t know what your style is then it’s going to be very difficult for you to adjust your style to meet that of the person that you’re trying to talk to. So let me give you four different scenarios.
In Scenario A, this describes a person who prefers to look up the atomic clock or call an operator in order to verify what time it is. Scenario B refers to someone who might be a little shy or apprehensive and say something to the effect of, "I'm sorry to bother you about this, but could you possibly look up what time it is for me?" Scenario C is someone that just says, "What time is it?" Scenario D, someone who is a little bit more approachable and charming and says, "Hey how are you doing? You got a second? Can you tell me what time it is?" By now you’ve probably already figured out what each one of these four are. But take a moment and review A, B, C, and D, each one of these reflect one of the four communication styles and may help you identify what yours is. Do you think you know what your communication style is? If you'd like, send me an email with your communication style and we can have a quick conversation around that, but I bet you already know.
A, is of course analytical. They're exact, they're fact based. B, is a little bit more unsure and maybe not necessarily nervous or insecure but simply extremely polite, doesn't want to create confrontation. That's right, amiable. Both of those are, as you guessed it, on the ask side. C and D, within beyond the tell side. C obviously would be the driver. It's almost an order when it comes out of the driver's mouth, even though they're asking a question and there's a question mark at the end of that, "What time is it?" almost sounds like they're barking an order at you. And D, the expressive, typically a lot more socially adept, a lot more, "Hey, pardon the interruption but really I don't care about you. Can you tell me what time it is , I care about me." And so, that's not to make a value judgment but that's how the expressive communication quadrant comes across.
Now that you know your style, all you have to do is match yours with theirs and meet somewhere in the middle. If you're an expressive and you're talking to a driver, you already are in tell mode but just simply switch from telling them about your feelings to asking them about facts. We'll talk a little bit more about softeners and you probably don't need to adjust the speed of your conversation. However, if you're expressive and you're speaking with an analytical, you
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will have to slow down and ask about facts but soften your voice a little bit and give them some
time to deliberate when you ask them a question. It's really that simple.

Effective Communication

In case you're wondering why we're really doing this, let me give you an example in the real
world where this is going to practically make or break your desk. Normally, you would have to
talk to about 100 people in order to naturally connect with about 30% of them. That means that,
if you knew that it would take 100 people or let's say 90 candidates in order to get a hire or 90
leads in order to get a hire, after 90 phone calls you're guaranteed a hire. That means that
you're going to have to place 300 calls in order to connect or communicate well with 30% of
them, which would be 90.

So the idea behind this exercise is, by better communicating with your target, by connecting with
them in their communication style, by meeting them in their ground, you're more effective and
then have to make fewer calls. So the same 90 people that you need to connect with would
require instead of 300 calls, only 100 calls, saving you 200 calls, which could easily be almost
an entire week of work, even if you are able to make 50 calls a day and talk to 50 people a day
that's still a good solid four business days. So cutting out four business days of wasted time on
the phone, you can see, is an incredible return on investment.

Now, you might be wondering why I can only connect with 90%. In fact you might even be
wondering how I got that original 30%. Well, the 30% comes from the fact that they're four
quadrants. And no, I didn't fail math. That would be 25% per quadrant. However, each person
also has a secondary communication style. For example, someone who might be a amiable
expressive is going to naturally going to connect very well with anyone who is an expressive,
that's 25%, but also a few people who are amiable that match their secondary. So for example,
if someone's secondary matches somebody else's primary 5% of the time, there'll be a
connection. So that's how we get the 30%.

How do we get to 90%? Well, that's really because there's that 10% of the population and you
know who they are, that you simply just can never make happy; it doesn't matter what you do,
they're never going to be happy. The kind of person that you ask, "How is it going?" and they
always have nothing but negative things to say. My philosophy on that 10%: those are the ones
that can never be satisfied, and they are probably sitting on the extremes of the communication
styles. We'll talk about that in the next section. Whichever your philosophy is, don't worry about
that 10%. If you can get from 30% to 90%, you're doing much better, even if you can't ever get
to 100%. That means that every call that you make ends up in an effective conversation and a
connection.

Ask versus Tell

So you know what your communication style is and maybe you know the communication style of
the person you're talking to. And you're doing it consciously but what do you do? How do you
soften the conversation or how do you establish that connection? When you're speaking with an
ask communication style, that's an analytical or an amiable, all you need to do is open the
opportunity for them to take some time and deliberate or think about their response. Simply by
Providing that alternative or acknowledging the fact that they need that space is enough to make an analytical or amiable want to pursue further conversations with you, even if they don't necessarily want to do it right away. So something like, "So Glenn, thanks for your time, I really appreciate it. I understand that you might need a little bit more time to make a decision on whether or not you want to come in and interview for this position or accept this offer. So would you prefer I give you a call back later on tonight or is tomorrow morning better?" Keep in mind that with an Ask, that's an analytical or amiable, this is not an opportunity for them to cop out and walk away. This is genuinely an opportunity for them to take the time needed to make a decision. Not feeling painted into a corner or not feeling forced, oftentimes they'll come back, maybe after a brief pause and say, "No that's okay, I want to pursue this, I want to go forward now." Had you not done that you run the risk of really turning them off and making them flee because they're feeling like they're cornered or they're feeling like they're being pushed into a decision.

On the other side, the tell communication quadrants, the driver and the expressive, these communication styles will naturally disagree with you the moment that you tell them that they should think. So you tell an expressive what the facts are about some environment, they're not going to like it. If you tell a driver, they're not going to like it. And even if you're right, you may be 100% correct, but the moment that you tell them something as if it was a rule or a fact, that's going to create some sort of friction and give them an opportunity to counter and come back and say, "Oh, no. That's not true," even if they know that they're wrong. Why? Because it's just in their nature. So when you're communicating with a driver or an expressive, the simplest solution is simply to end what you're saying with a question mark. It doesn't mean that you have to change what you say, just simply how you say it. So if you're speaking to a driver, you could say something like, "So Glenn, here's what I think. I think that it's going to be much closer to where you currently live, it's going to be more money, fewer travel hours and a faster career path, what do you think?" You still told them what the facts are, but then you asked them for their opinion on the facts. More often than not, you'll get some sort of agreement, albeit brief, something like, "Yeah sure, okay," or "Whatever." If they were an expressive, you would simply substitute those facts with feelings, "So Glenn, here's what I think. I think it's going to be a much more fun group of people for you to work with, you're going to get to travel and have more adventures and etc." And again, end with, "How do you feel about that," or you can even say, "What do you think about that?" It doesn't really matter whether you say how you feel or what you think, at the end of the day you're giving them feelings instead of facts, that should be enough. I like to use feeling, "How do you feel about that," with an expressive and fact, "What do you think about that" to a driver, but either way works fine. So now you know how to soften the conversation between the ask and the tell.

**Extremes**

Extremes don't usually occur in nature. But sometimes sort of ironically, they help us understand what something really is. So I'd like to express what a real extreme would be in each one of these four quadrants. The most extreme driver, a driver driver, which again, doesn't really exist but could possibly exist and maybe that's that 10% percent of the population that we can never get along with. But a driver driver would be all about telling you what your opinion is. In fact, this might be the kind of person that would be caught saying, "If I want your opinion, I'll tell you what it is." They'll be snapping their fingers and clapping their hands, barking orders, not taking any votes. Think of a drill sergeant that would be a real driver driver.
The expressive expressive would be a social butterfly. Someone who is almost flighty or scatterbrained, someone who may seem like they have just too many focus, interests and can't really settle down on any one particular one, maybe they're driving while texting and reading a magazine or talking on the phone while playing a video game and texting or something like that. It may be seem extreme to some of you, but again, this is supposed to be how the extremes appear.

Amiable amiable or the extreme amiable would be so afraid of any kind of confrontation that they simply would not disagree with anybody and would not want to be in charge. They would actually genuinely empathize all four sides, all four quadrants, therefore would be very difficult to pin down and some people might think, "That's fake," but no, actually they really do empathize with all four sides of the story.

The analytical extreme would be someone who's craving for facts and data far exceeds your ability to provide it. So literally, you're better off giving them the fire hose for them to drink from because you could never provide enough data for them to be satisfied. Just give them the source of the information. And also, the analytical analytical would be someone pressed for a decision, would almost immediately turn to a counter position.

Again, these are very rare but it's a good idea to take a look at what they are in case you do run across them and it does help us understand what each of the four quadrants are all about.

Softeners

I mentioned the softeners earlier. Let's dive into that just a little bit. When we're talking with someone who's a tell, that's a driver and expressive, what we could say is, "Here's what I think, what's your opinion, here's how I feel, how do you feel," or "Here's what I think, what do you feel," that's fine too.

When we're talking with an ask, that's someone who is an amiable or analytical, simply lower your tone, that's if you're a driver or expressive, slow down your cadence, again, if you're a driver or expressive and ask if you agree, "So what I think is blah blah blah, do you agree? Based on what you've told me, here is how I see it blah blah blah, do you agree?" Also make sure you throw in the, "I know that you might need some time to think about it." You might also with an expressive say, "I know you need some time to discuss it with your friends, colleagues, family, etc."

So you're not always going to take the opposite position. In other words, with a tell you're not going to go right to ask. With an ask, all you simply need to do is confirm and give them space. With a tell, it is important that you turn to an ask, but keep in mind they're not necessarily going to answer. So if you're asking a driver what their opinion is and they simply agree with you, that's normal. In fact, that's usually what we expect. They don't want to have any further conversation, which means you've effectively communicated, you've persuaded them. If they want to have further conversation then that means they're poking for some way to contradict you or some way to take an opposite position.

Possible PhoneGreetings

Let's say somebody answers the phone, "This is Rich," well, you know that's probably a driver. Pick up the speed if you're an amiable or analytical, speak a little faster, maybe even raise your voice a little bit and be brief. You know they're a driver so focus on the facts, "Oh, hi Rich. I have a report I need to complete and I just need one detail. Can you tell me what Bob's title is?"
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Maybe they'll say no. "Well, could you direct my call?" That's it. You get passed off. Not a problem. That's how you communicate with a driver.

If they answer the phone and they say, "This is Glenn. How may I help you today?" Depending on how fast and what else they might also say, you might ask another question, but chances are they're probably an expressive. So again, if you're amiable or analytical, pick up the tempo and throw in some feelings, "You know what, I need to ask you a big favor if you have just a second? I have this report I need to complete so I can get out of the office and go have some fun and I know you're probably ready to leave too. Can you tell me what Bob's title is?"

Transcript for page 16, Quickly Guess Their Style

Maybe they answer the phone, "Robert Smith, Human Resources, Research Department," that's probably a fact-based analytical. If you're a driver or expressive, slow down. Especially if you're a expressive, switch to facts. If you're a driver just simply increase the level of detail. You're already fact based, so just add extra details. For example, "So Robert, I have a report I'm trying to complete. Can I ask you to look something up for me? Do you know what Bob's title is?" And wait for them to respond. If they hesitate a little bit too long, you can say, "I know you probably need to look into that. Would it be okay if I called you back in an hour?" And they might say, "No, hold on just a second," and go look it up for you or they might say, "Sure." Either way they are not avoiding you, it's just simply, well, they need time to process, that's how they communicate.

Lastly, this is a trick one, "It's a great day at Widget Corp, how may I be of assistance to you today?" You might think they're amiable and they might genuinely be amiable. However, this could also be a canned answer. In other words, when someone is trained to answer the phone a particular way, they have to say the same thing in the same way every time. They may very well be a driver that has to disguise themselves with this canned answer, they might be an expressive, they might be an analytical but they have to answer the phone in this way.

So, if you're uncertain or if it sounds like you're speaking with someone that might be trained to answer the phone, all you need to do is follow up with another question. So when they say, "How may I be of assistance to you today?" you might come back with something such as, "Oh, hey I wasn't sure that someone would answer the phone. I'm Charlie, what's your name?" And they might come back to you and say, "Oh Rich," well now you know they're a driver. Or, "Oh, sorry Robert. Smith, Human Resources, Research Department," you get the drift. So by asking a simple question like that you've given them an opportunity to express themselves outside of the canned answer and therefore test whether they really are in one of those quadrants. If they indeed are amiable and you're a driver, you're going to have to slow down and switch to feelings. If you're an expressive just slow down. If you're an analytical, well just simply switch to feelings.