



Social Styles Plus

A 360° Behavioral Profile

Personalized Social Style Report for: Sample Report

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Table of Contents

Introduction to the Social Styles Assessment.....	3
 PART I - UNDERSTANDING YOUR PERSONAL eGRAPH RESULTS	
- Your eGraph Results.....	5
- Interpreting Your Observer Responses.....	6
 PART II - UNDERSTANDING YOUR STYLE AND INCREASING YOUR EFFECTIVENESS	
- An Overview of Your Primary Social Style.....	7
- Your Typical Behaviors.....	8
- Your Motivators.....	9
- Your Growth Opportunities.....	10
- Your Business Behaviors on the Job.....	11
- Your Business Behavior Suggestions for You and Others Working with You.....	12
- Your Typical Social Behaviors.....	13
- Your Social Behavior Suggestions for You and Others Working with You.....	14
- Typical Behaviors and Needs Under Stress.....	15
 PART III - APPLICATION OF STYLES	
- Application of Social Styles with Others.....	17
- How to Identify another Person's Style.....	18
- The Four Basic Styles Overview Chart.....	21
- How to Modify Your Responsiveness and Assertiveness.....	22
- Tension among the Styles.....	23
- How to Adapt to the Different Social Styles.....	24
 PART IV - WHAT IS BEHAVIORAL ADAPTABILITY?	
- What Is Behavioral Adaptability?.....	28
- Your Adaptability Scores.....	29
- Question Breakdown.....	30
- Strengths, Struggles and Blind Spots.....	33
- Additional Resources.....	34
- Disclaimer.....	35

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

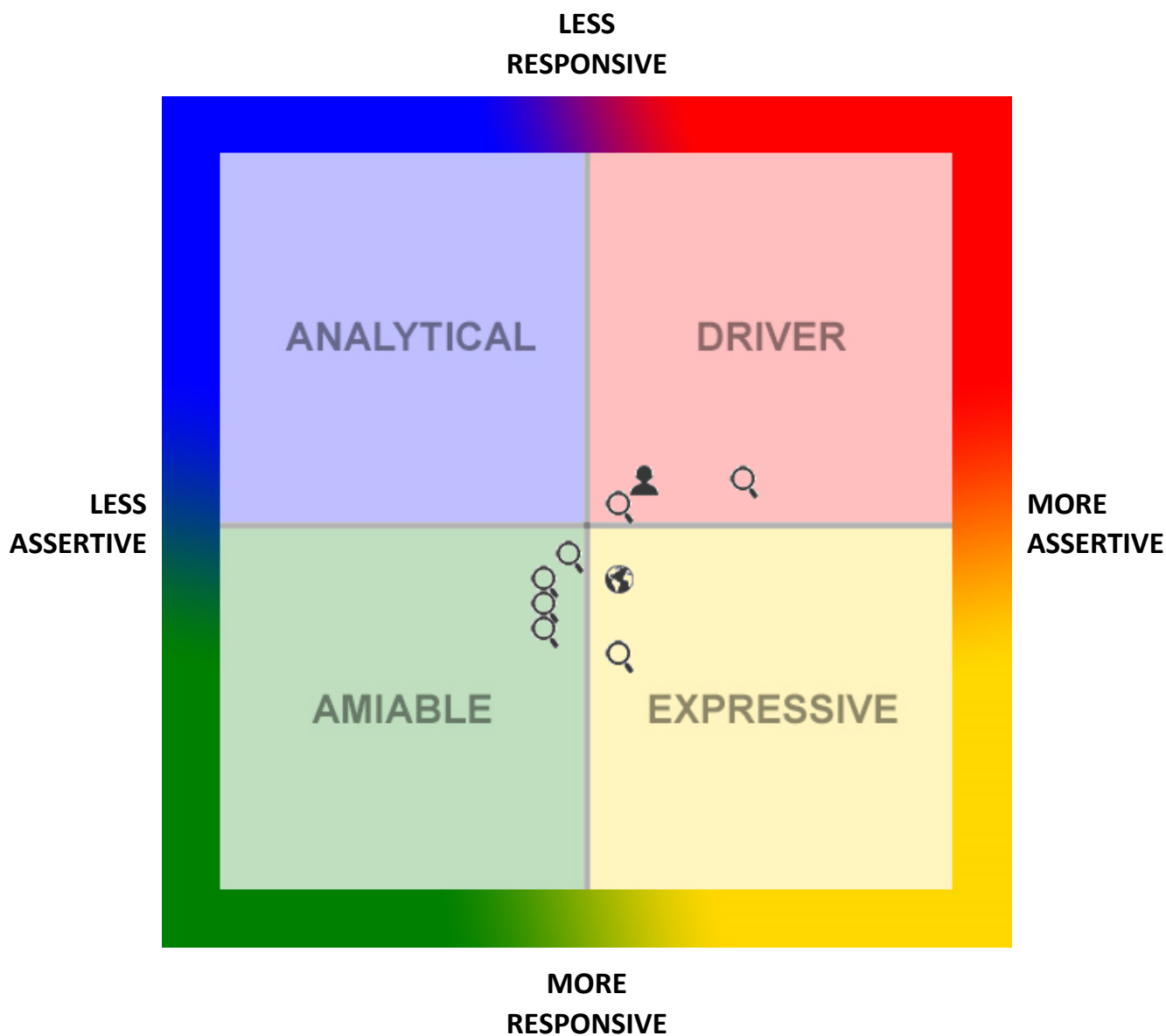
When reviewing your personalized eGraph results, chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, your behaviors measured by the **Social Styles Assessment** are more easily observed by others than by you. Research indicates 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
	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 EXPRESSIVE

The primary goal that motivates you is to win with flair. However, you do not want to win at any cost or hurt others' feelings. Taking shortcuts seems like cheating to you, so you avoid such behaviors. You can become impatient with those who procrastinate about getting started. At times, you can get so involved with getting a job done that you stretch the truth a bit.

COMPARED TO OTHER EXPRESSIVES, YOU ARE MORE LIKELY TO:

- Want to achieve results with flair
- See winning as an all-or-nothing proposition
- Judge people by their ability to make things happen
- Work harder when bigger risks or rewards are at stake
- Prefer to share in work and goals with people
- Be concerned about looking bad
- Want to do things the "best" way
- Become restless, short-tempered, and even lash out when under pressure

YOUR GROWTH OPPORTUNITIES

With Tasks:

You tend to underestimate the time and effort required by you or others to accomplish tasks. So you should pace yourself better and draw on outside resources. Be more selective about the tasks you take on and don't hesitate to ask others to do their parts.

With People:

Your hard-driving approach means you tend to be impatient, especially when stressed or under the gun. If you blow off steam, you may later regret what was said or done because of its impact on your image. So learning to relax and to enjoy regular recreation is important for recharging your battery.

PERSONAL EMPOWERMENT POINTERS

- Pace yourself better by adding one-third to one-half the time to original estimates of when tasks can be done. Similarly, reduce by one-third to one-half the number of projects you take on.
- Maintain your perspective by seeking to be less emotional and intense about non-critical situations.
- Take a stress-management course and learn simple breathing exercises as a way to deal with pressure.



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

- Your greatest fear tends to be loss of control or the inability to exert it
- You exhibit a low tolerance for the feelings, attitudes, and advice of others
- You exhibit firmness in your relationships with others
- You are decisive in your actions and decisions
- You naturally avoid appearing to be an "easy mark" or a "soft touch"
- You tend to be an excellent delegator
- You take initiative - get things done and make things happen
- You project an air of confidence that may provide people with encouragement and faith
- You are persistent, strong-willed individuals who may become even more tenacious and over-powering when faced with obstacles that block your way
- You like control and dislike inaction

Your observers view you as: Expressive

Your Behaviors

- You have great persuasive skills
- In the business environment, you like other people to be risk-takers and to act quickly
- Your smooth-talking tendencies can be interpreted as either silver-tongued oration or evasive double-talk
- You can be an impressive, eloquent, silver-tongued spokesperson for change
- You work quickly and enthusiastically with others
- You influence others and shape your environment by bringing others into alliance to accomplish results
- You don't mind a slap on the back or a warm handshake
- You tend to dream and get others caught up in your dreams
- You exhibit characteristics such as animation, intuitiveness, and liveliness
- You are an idea person who has the ability to get others caught up in your dreams



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 may take what you need or want rather than wait for others to provide it
- You are driven to be the "top-dog"
- You like challenging workloads which fuel your energy level
- You prefer situations in which you can act independently
- You prefer maximum freedom to manage yourself and others, especially in a business environment
- You prefer situations in which you can flex your personal power to energize you
- You prefer dealing with concrete situations or data that already exist rather than theories, trends, or conjecture

Your observers view you as: Expressive

Your Motivators

- Working in an environment where you get plenty of visibility and recognition
- You seek approval and recognition for your accomplishments and achievements
- You are stimulated by the positive response you elicit from others - applause, laughter, compliments, or other acknowledgments
- You seek people-oriented, high visibility professions to fill your innate needs for inclusion by others, popularity, social recognition, and (probably) freedom from a lot of detail
- You seek companionship and social recognition, so your contributions to group morale often satisfy these needs
- You love an audience - you thrive on involvement with people
- You love motivating books, tapes, and speeches - "pick-me-ups" that recharge your batteries and help you overcome obstacles



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

- Your tendency to talk tough and be very direct can intimidate people and shut down communications and cooperation
- You need to pace yourself to project a more relaxed image
- Try influencing people and organizations through a more systematic and orderly approach to task-management or business development rather than through your personal power
- Your high achievement motivation gives you a tendency toward workaholism
- You need to participate more as a team player
- Exhibit less stubbornness, impatience and toughness
- When pushed, you may react aggressively
- You may be a natural commander; however, you need to develop the attitudes and behaviors that will help you become an effective coach and counselor
- Much of the self-limiting elements in your make-up involve your over-emphasis on the external world. You need to pay more attention to your inner world. This will increase your awareness and commitment to your purpose or mission in life and clarify what you truly value
- You tend to be more formal and keep your distance physically and psychologically

Your observers view you as: Expressive

Your Growth Opportunities

- You need to work on increasing your attention span
- You need to get involved with people more slowly, which would help you avoid interactions that you later regret
- You can benefit from controlling your emotional responses and your tendency to wear your heart on your sleeve
- You need to develop a more objective mindset
- You would benefit from being more inner-directed rather than letting the reactions of other people determine so many of your choices in life
- You tend to become easily bored by repetitive routines and complexities
- You need to focus more on details and logic
- You need to learn effective listening and questioning skills; you may often be talking when you really need to be listening
- Check everything out; stop assuming someone else will do it
- When you feel pressured or stressed, you become emotional and impulsive and exhibit actions that are unplanned, non-systematic, disorganized, and inconsistent



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 prefer to downplay feelings and relationships
- You focus on actions that lead to achieving tangible outcomes
- You get to the point
- You implement changes in the workplace
- You like to say what is on your mind without being concerned about hurting anybody's feelings
- You freely delegate duties, enabling them to take on more projects

Your observers view you as: Expressive

Your Business Behaviors

- You want freedom from control, details, or complexity
- You are open to verbal or demonstrated guidance for transferring ideas into action
- You like to mingle with all levels of associates and call them by their first names
- You want to be included by others in important projects, activities, or events
- You like to work with others
- You like to start projects and let others finish them



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

- Let colleagues and employees know that you realize it's only natural that you and others will make mistakes
- Give some authority along with the responsibility when delegating
- Participate in the group without expecting always to be in command
- You take time to negotiate and clarify time frames with associates in order to avoid misunderstanding and disappointment
- Be more accepting of the ideas and behavior of others, recognizing that your way may not be the only way

Suggestions For Others Working With You

- Keep the relationship businesslike
- Provide alternative actions with brief supporting analysis
- Be precise, thorough and well organized
- Stress competitive results and growth opportunities
- Support their goals and objectives, when possible

Your observers view you as: Expressive

Suggestions to be More Effective at Work

- Use a simple calendar or reminder system to keep track of your commitments, appointments, and deadlines. Remember that most tasks will take more time than you think is necessary
- Get the less appealing tasks of the day over with early
- Avoid relying too heavily upon your feelings and emotions. Focus on the results you desire and do not sacrifice productivity in order to please everyone
- Write things down; do not rely on your memory for important facts and details
- Prioritize activities and focus on tasks in order of importance

Suggestions For Others Working With You

- Spare them the details
- Don't argue, if possible - you will seldom win
- Support your opinions, ideas, and dreams when possible
- Tolerate digressions; do not hurry a discussion
- Be upbeat, stimulating, and fast-paced



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 want options from which to choose
- You prefer to be the leader in social activities, such as keeping score, being the judge, making the rules, cooking, chairing a fund-raiser, etc.
- You play parallel to, but not necessarily with, others
- You pay more attention to concrete things, less to emotions
- You want to know the purpose of a function
- You are prone to talk shop at social gatherings

Your observers view you as: Expressive

Your Social Behaviors

- You are reluctant to fight or confront stressful people or situations
- You find it easy to laugh, joke and play games
- You choose associates and friends by trial and error
- You want to be liked and admired
- You seek higher visibility positions: host, emcee, social director, etc.
- You prefer humor that pokes fun at your own and others' foibles



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

- View a game as a game and not a life or death "must win" event
- Give sincere compliments and affirmations more often
- Cultivate tact and diplomacy
- Slow down and take time to smell the roses
- Give sincere compliments
- Apologize or admit your mistakes, when appropriate
- Admit, and then laugh at, your personal limitations
- Cultivate a less serious outlook on life

Suggestions For Your Friends

- Convey openness and acceptance of them
- Listen to their suggestions
- Ensure all activities will be acceptable to them
- Give your time and undivided attention
- Appreciate and acknowledge them, when possible

Your observers view you as: Expressive

Suggestions to be More Effective Socially

- Follow tasks through to completion
- Speak less and listen more
- Balance socializing with completing tasks
- Stick to the subject
- Focus more on substance, less on form
- Work at following through to completion
- Focus on facts as well as feelings
- Fulfill social obligations responsibly and on time

Suggestions For Your Friends

- Publicly and privately acknowledge them
- Do not require a lot of difficult, follow-up, detail work or longer term commitments from them
- Suggest different opinions, ideas, and actions by offering them as desirable gifts
- Focus on a positive, upbeat, warm approach
- Give them your attention, time and presence



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

- Pushy
- Irritable
- Critical
- Aggressive
- Uncooperative

Under Stress You Need

- Control of the situation and themselves
- Accomplishments
- A fast pace for moving toward goals and resolution

Strategies to Reduce Conflict and Increase Harmony With Others

- Be sure to share the reasoning behind decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person's contribution.
- 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.
- 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.

Your observers view you as: Expressive

Under Stress You May Appear

- Overeager
- Inconsistent
- Unrealistic
- Wasteful of time
- Superficial

Under Stress You Need

- Action and interaction
- To get credit
- A quick pace for stimulation and excitement

Strategies to Reduce Conflict and Increase Harmony With Others

- Be sure to fulfill all of your commitments. If you are unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Recognize that you can never resolve a conflict by avoiding it. State your feelings and clarify your expectations. Be sure, of course, to listen attentively to the responses of others.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get specific commitments.



Typical Behaviors and Needs Under Stress (continued)

You view yourself as: Driver

Your Typical Behaviors in Conflict

- Your anger is directed at the situation and the lack of desired results, not at anyone personally. However, your outbursts and behaviors may appear to be a personal attack. You tend to react quickly and often may fail to choose your words appropriately.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- 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 observers view you as: Expressive

Your Typical Behaviors in Conflict

- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.
- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal (or possibly even physical) attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.
- Your anger is generally a response to a personal attack on you or possibly the failure of someone to support you when you were really counting on that person's support. Of course, you may interpret a comment referencing a task-related problem as a personal attack, especially if it concerns your involvement in the problem.

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.

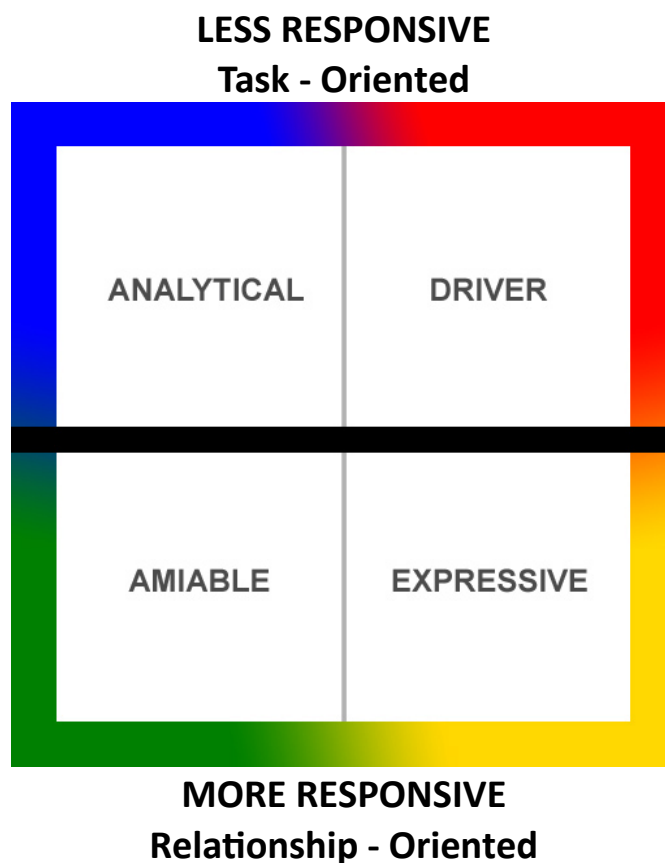
How To Identify Another Person's Social Style

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

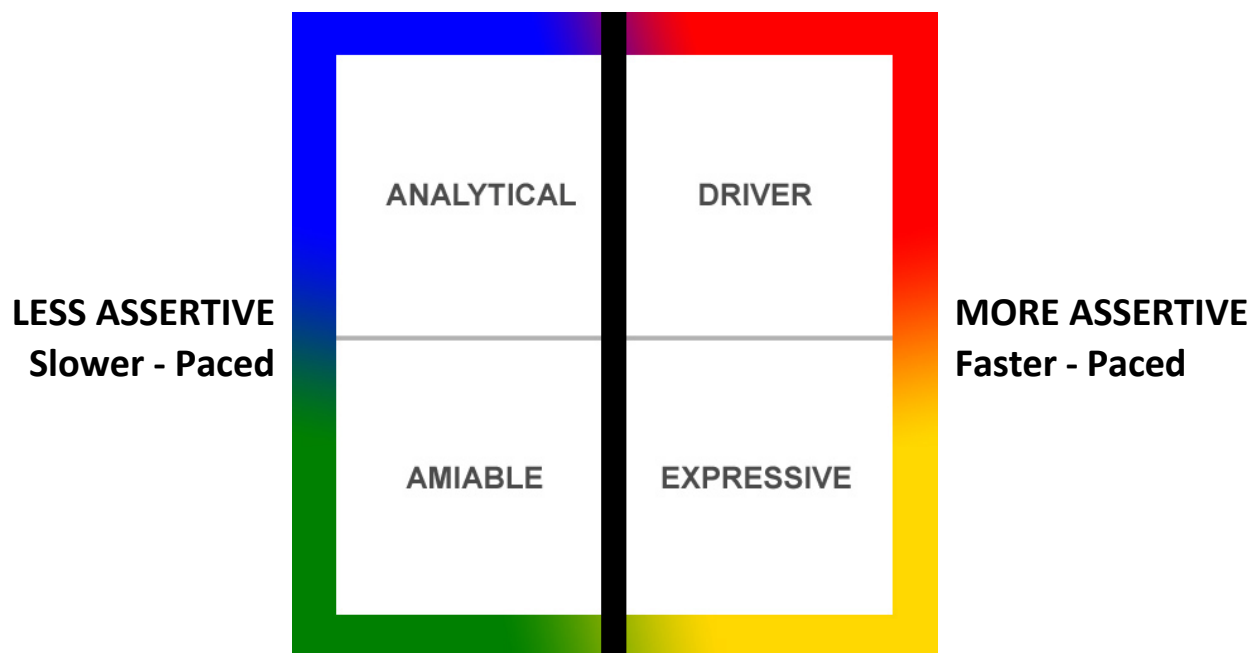


More Responsive Behaviors

- 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

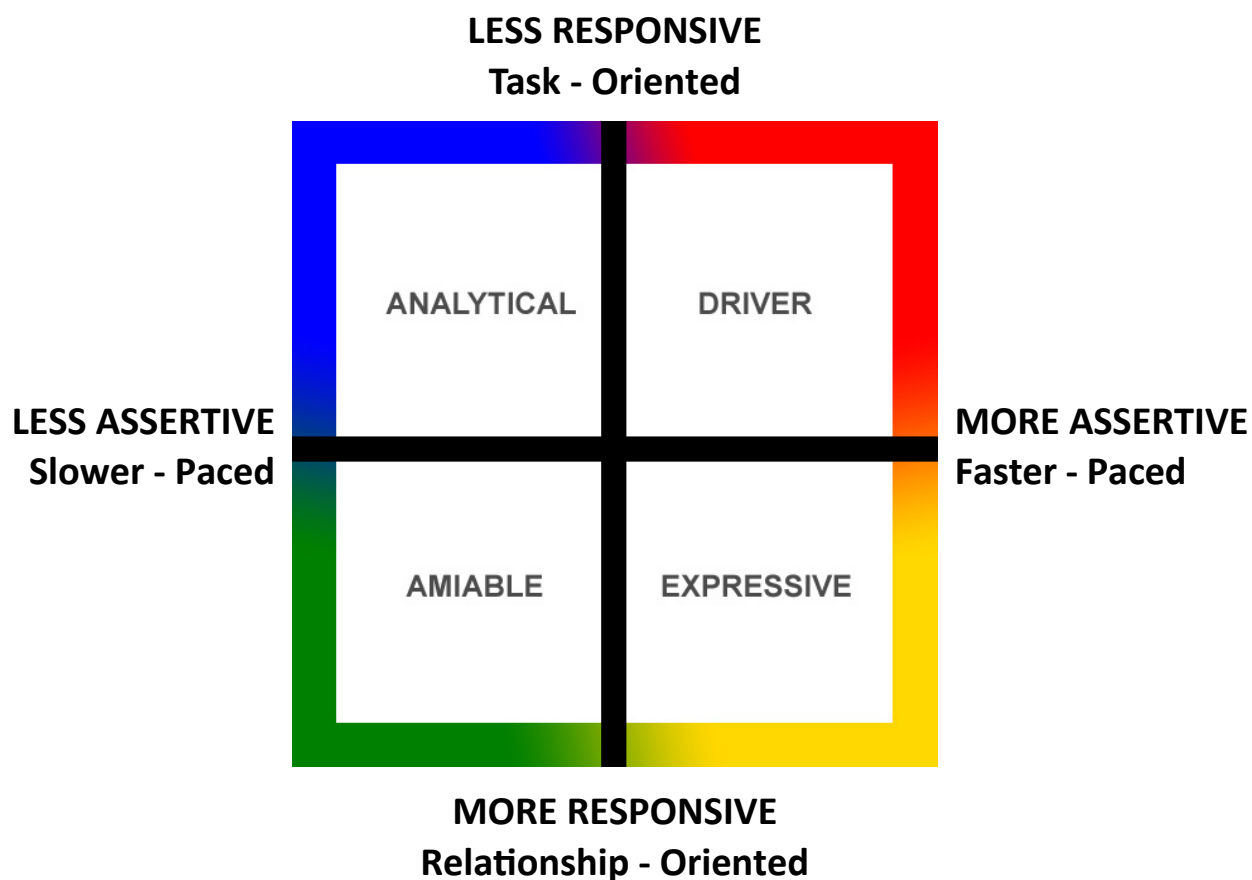
- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

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		AMIALE 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 Among 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 a 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:

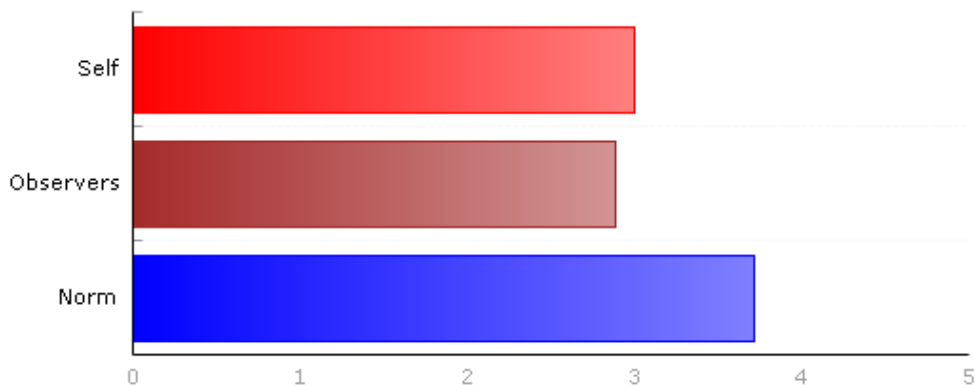
1. **Subjectiveness** --"This is the way it looks to ME"
2. **Bluntness** --"That's a stupid idea!"
3. **Resistance** --"This is the way we've always done it"
4. **Single-mindedness** --"It's my goal and nothing else matters"
5. **Unreasonable Risk-Taking** --"I'm going to jump, won't you come with me?"

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.

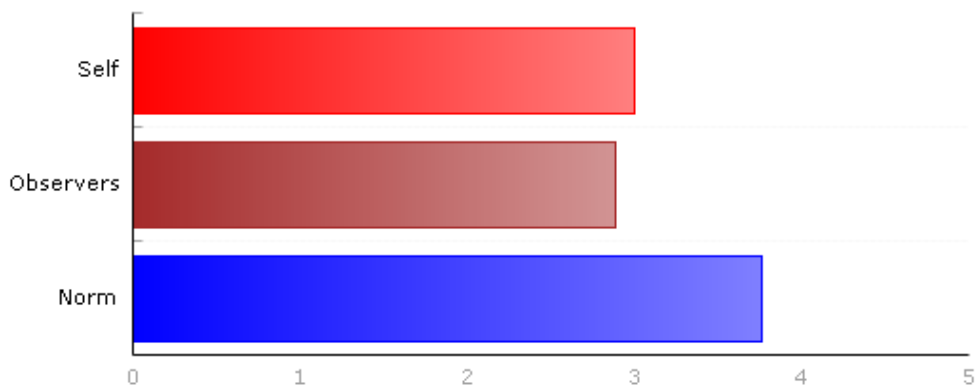
Your Adaptability Scores

1. Your overall adaptability score comprised of all 20 questions measuring the 5 positive and 5 negative **flexibility** and **versatility** traits.
2. Your overall flexibility score comprised of all 10 questions measuring the 5 positive and 5 negative **flexibility** traits.
3. Your overall versatility score comprised of all 10 questions measuring the 5 positive and 5 negative **versatility** traits.

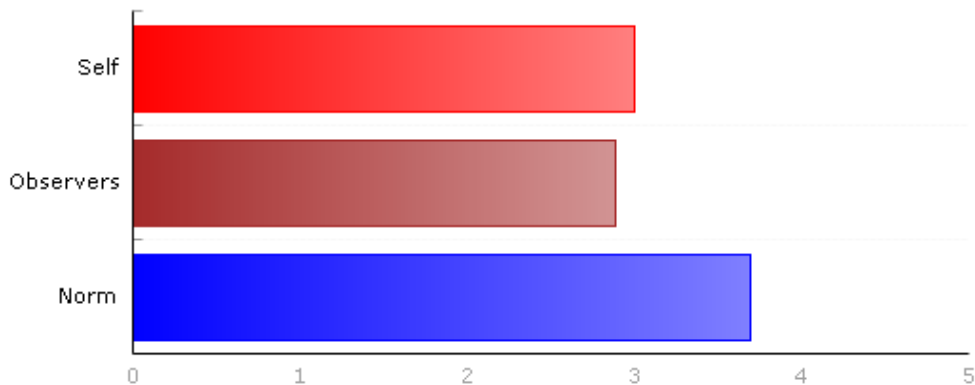
Overall Adaptability



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 (variance) between your score and the average of your observer scores appears in the last column (under Your Scores) for each question.

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

NOTE: For the negative flexibility and negative versatility scores: The higher the average observers score, the more likely your observers *disagree* with that statement...thereby turning that negative statement into a positive behavior. For example, for question 21, a higher average observers score (4.00 or higher) turns the statement from "I have a 'cup half empty' perspective" to "I do not have 'cup half empty' perspective".

Questions	Category	# of responses	Average within category
Negative Flexibility			
19. Rigidity: I don't like to admit when I have made a mistake.	Self Observers Variance Norm	1 7	5.00 2.57 -2.43 3.87
20. Competition with others: I believe winning is everything - THE most important outcome.	Self Observers Variance Norm	1 7	5.00 3.29 -1.71 3.53
21. Discontent: I have a 'cup half empty' perspective.	Self Observers Variance Norm	1 7	5.00 2.57 -2.43 3.74
22. Being unapproachable: I don't like to be bothered by others unless it's important.	Self Observers Variance Norm	1 7	5.00 3.29 -1.71 3.45
23. Having difficulty in dealing with ambiguity: I don't like dealing with the unfamiliar or different.	Self Observers Variance Norm	1 7	5.00 3.14 -1.86 3.66

Questions	Category	# of responses	Average within category
Positive Flexibility			
24. Confidence: I receive negative feedback without it affecting my self-esteem.	Self Observers Variance Norm	1 7	1.00 2.57 1.57 3.22
25. Tolerance: I am comfortable with the opinions and practices of others that are different from my own.	Self Observers Variance Norm	1 7	1.00 2.71 1.71 4.01
26. Empathy: I easily identify with the feelings and experiences of others.	Self Observers Variance Norm	1 7	1.00 3.57 2.57 3.86
27. Positivity: I view myself as a positive influence on the people around me.	Self Observers Variance Norm	1 7	1.00 2.29 1.29 4.10
28. Respecting Others: I regularly consider the opinions, wants and needs of others.	Self Observers Variance Norm	1 7	1.00 2.86 1.86 4.06
Questions	Category	# of responses	Average within category
Negative Versatility			
29. Subjectiveness: I see things from my own perspective, without considering others' points-of-view.	Self Observers Variance Norm	1 7	5.00 2.43 -2.57 3.81
30. Bluntness: I am assertive in expressing my own opinions and beliefs.	Self Observers Variance Norm	1 7	5.00 3.29 -1.71 2.30
31. Resistance: I am resistant to suggestions that come from others.	Self Observers Variance Norm	1 7	5.00 2.86 -2.14 3.83
32. Single-Mindedness: I don't like to listen to others when concentrating or focusing on a goal.	Self Observers Variance Norm	1 7	5.00 3.29 -1.71 3.49
33. Unreasonable Risk Taking: I overestimate my likelihood for success when pursuing a goal.	Self Observers Variance Norm	1 7	5.00 2.71 -2.29 3.53

Questions	Category	# of responses	Average within category
Positive Versatility			
34. Resilience: I quickly bounce back from setbacks, or barriers, or limited resources.	Self Observers Variance Norm	1 7	1.00 2.86 1.86 3.81
35. Vision: I easily imagine new and creative alternatives to common problems.	Self Observers Variance Norm	1 7	1.00 3.14 2.14 3.79
36. Attentiveness: I notice the verbal and non-verbal behaviors of others.	Self Observers Variance Norm	1 7	1.00 2.71 1.71 4.14
37. Competence: I am considered knowledgeable and skilled by others I work with.	Self Observers Variance Norm	1 7	1.00 3.29 2.29 3.98
38. Self-Correction: I do not become discouraged by my own mistakes but learn from them.	Self Observers Variance Norm	1 7	1.00 2.29 1.29 4.10

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. **NOTE:** The higher the average observers score (4.00 or higher), the more likely your observers **disagree** with that statement...thereby turning that negative statement into a positive behavior...even a strength.

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

26. I easily identify with the feelings and experiences of others.	3.57
20. I believe winning is everything - THE most important outcome.	3.29
22. I don't like to be bothered by others unless it's important.	3.29
30. I am assertive in expressing my own opinions and beliefs.	3.29
32. I don't like to listen to others when concentrating or focusing on a goal.	3.29

Top 5 Struggles

27. I view myself as a positive influence on the people around me.	2.29
38. I do not become discouraged by my own mistakes but learn from them.	2.29
29. I see things from my own perspective, without considering others' points-of-view.	2.43
19. I don't like to admit when I have made a mistake.	2.57
21. I have a 'cup half empty' perspective.	2.57

Top 5 Blind Spots

29. I see things from my own perspective, without considering others' points-of-view.	-2.57
26. I easily identify with the feelings and experiences of others.	+2.57
19. I don't like to admit when I have made a mistake.	-2.43
21. I have a 'cup half empty' perspective.	-2.43
33. I overestimate my likelihood for success when pursuing a goal.	-2.29

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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