

ANALYTICAL

Characteristics:

- Cautious, efficient, meticulous
- Well-prepared, good planner
- Evaluates/analyses with logic
- Craves the finer details
- Likes to see things in writing
- Needs time to evaluate/analyse
- Willing to make decisions as a team

Typical Focus:

- Determining the solution that best meets the technical requirements

Needs:

- Maximum information
- No time pressure
- Quality
- Autonomy for analysis

Deal With Them:

- Give lots of information and documentation
- Focus on facts and details
- Use logical analysis (i.e. Pros/Cons lists, etc.)
- Be very specific; not vague
- Help them to conduct analysis; give time/space for analysis and evaluation

DRIVER

Characteristics:

- Demanding, impatient, enterprising
- Result and/or task oriented
- Self-confident, optimistic, positive
- Entrepreneurial and profit-oriented
- Makes decisions quickly, and with autonomy
- Persuasive and audacious
- Can give / take back trust

Typical Focus:

- Determining the best "business decision", quickly

Needs:

- Details, but in summary format
- To win, control, and succeed
- Challenges

Deal With Them:

- Quickly and efficiently
- Focus on facts and details
- Use logical analysis (i.e. Pros/Cons lists, etc.)
- Be very specific; not vague
- Be concise; use key points
- Focus on benefits, especially financial benefits
- Allow them to control the conversation

AMIABLE

Characteristics:

- Patient and laid-back
- Modest and considerate
- Friendly, warm, and cares for others
- Intuitive and emotional
- Follows instinct, but doesn't force it
- Consults with others for decisions
- Likes feeling useful

Typical Focus:

- Ensuring everyone is happy with the eventual decision/outcome

Needs:

- Lots of attention
- No stress and no pressure; calmness
- To involve others in the process
- Time to allow the best decision to emerge

Deal With Them:

- Spend time/effort on rapport; build trust
- Offer to work as a team; no pressure; go slowly
- Ask about their instincts
- Focus on what the decision makers will "want"

EXPRESSIVE

Characteristics:

- Emotional, outgoing, friendly
- Prefers change and variety; innovative/creative
- Social; prefers teams
- Intuitive and instinctive; doesn't like details
- Impatient; decides very quickly
- Self-confident, passionate, and influential

Typical Focus:

- Determining the best decision based on experience and intuition, quickly

Needs:

- To control the decisions
- Public recognition and leadership
- To involve others
- No details; lots of summaries

Deal With Them:

- Build rapport quickly; enthusiastic and informal
- Simple explanations; few details
- Encourage trials/experiments; creative solutions
- Focus on benefits to all stakeholders; even non-financial

The Rapport Reference Chart above was adopted from multiple sources, including *Communicating With Impact*, © Corpovision 2000.