



Social Styles (Merrill and Reid)

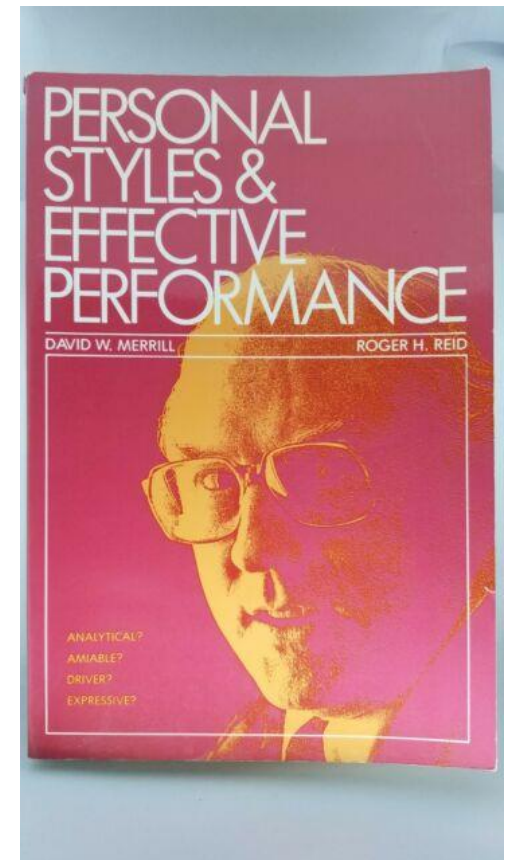
Introduction

- Management is:
 - "to manage is to forecast and to plan, to organise, to command, to co-ordinate and to control" (H. Fayol)
 - "the transformation of resources into utility" (F. Malik)



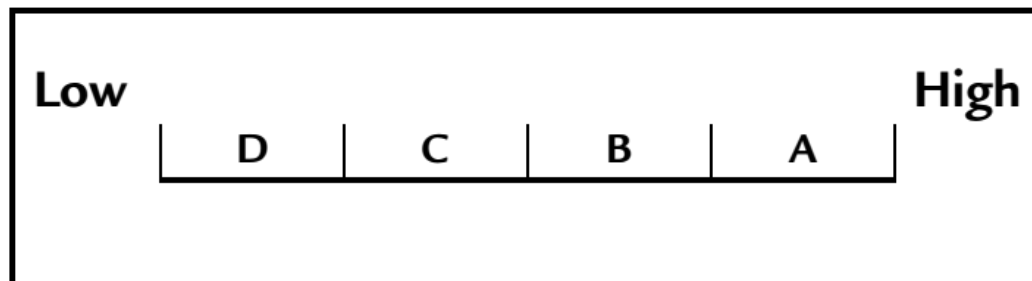
Social Styles model

- Developed in the early 1960s
- Three behavioral dimensions:
 - Assertiveness
 - Responsiveness
 - Versatility



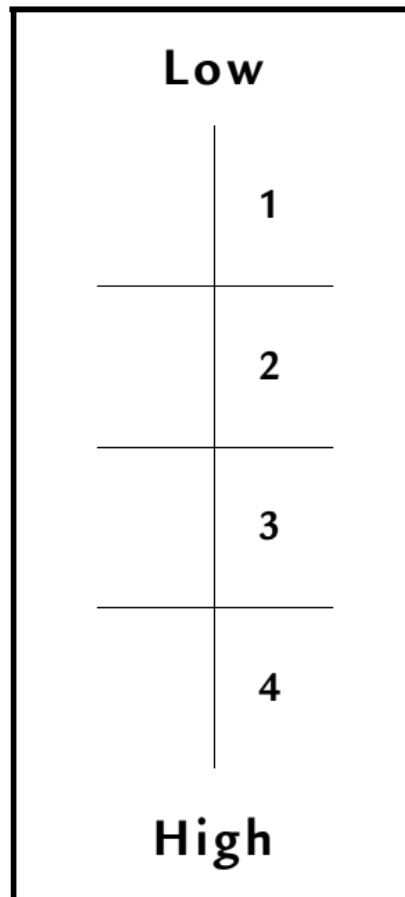
Social Styles model – assertiveness

- “The extent to which other people perceive you as trying to persuade or convince them of your point of view”
- Low assertive:
 - Speaks slowly
 - Takes his time
 - Calm gestures
- High assertive:
 - Speaks rapidly
 - Tells others what to do
 - Forceful gestures



Social Styles model – responsiveness

- “The level to which you are perceived as controlling or revealing your emotions.”



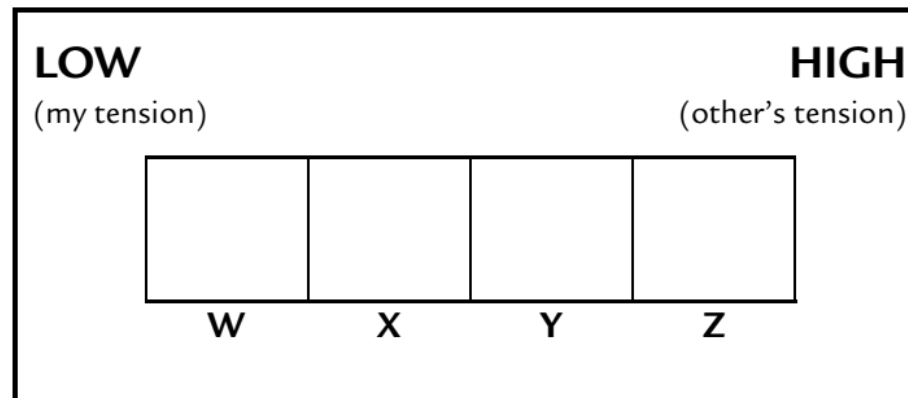
- Low responsive:
 - Hard to read
 - Doesn't talk much about his feelings

High responsive:

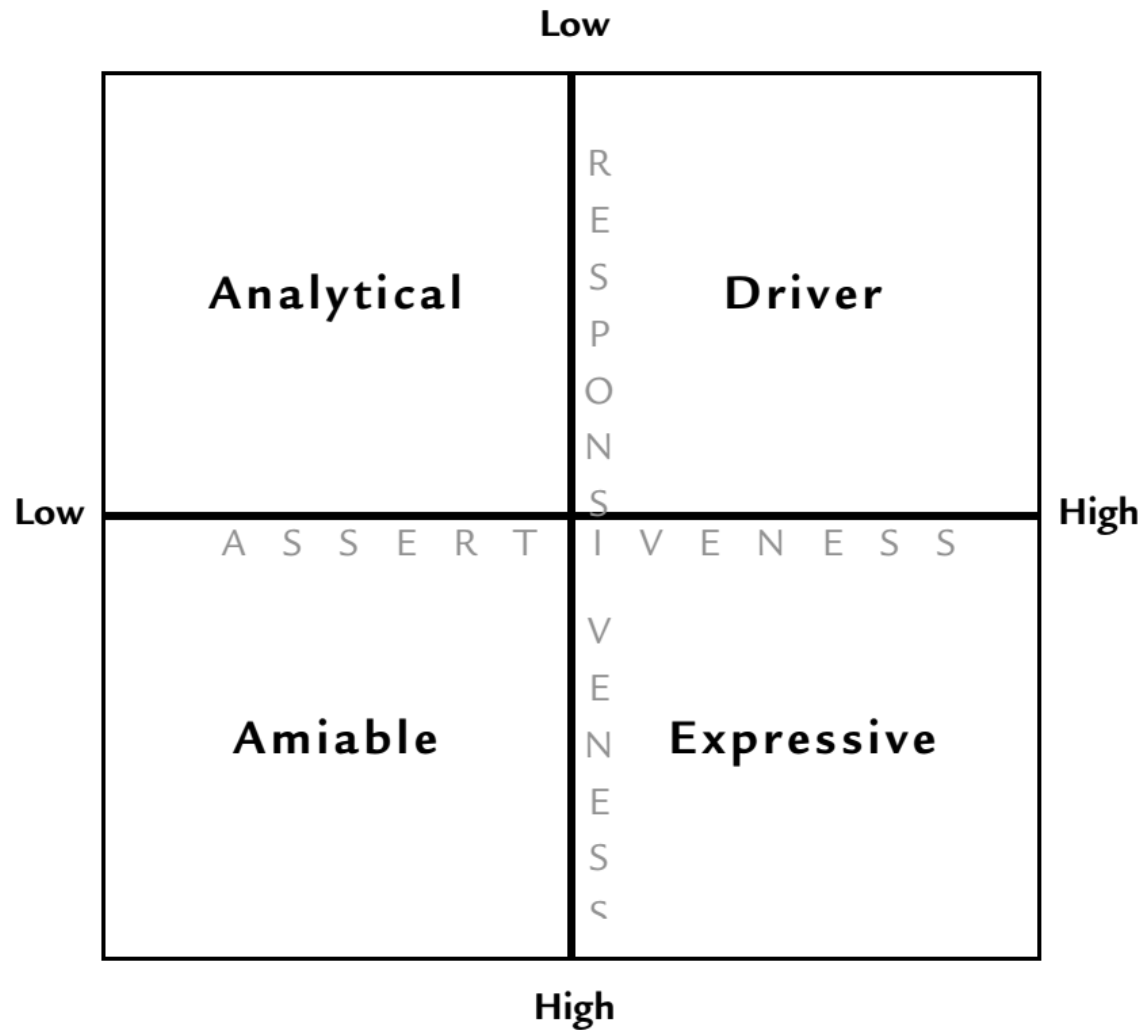
- Easy to read
- Facial and verbal clues

Social Styles model – versatility

- “The level to which you are perceived as being willing to change your preferred behaviors to make others more comfortable in an interaction.”
- The most important dimension



The four styles





The four styles - driver

- Impatient
- Pragmatic
- Action oriented
- They want: challenges and power
- Perceived as: strong-willed and practical



The four styles - amiable

- Team workers
- Compassionate
- Loyal
- They want: security and appreciation
- Perceived as: kind and good with people



The four styles – analytical

- Thoughtful
- Correct
- Prudent
- They want: details and perfection
- Perceived as: rational and detached



The four styles – expressive

- Adventurer
- Enthusiast
- Humorous
- They want: social recognition, to be with people
- Perceived as: creative and impulsive

Identifying the styles

VERBAL CLUES

Less assertive	More assertive
Slow pace	Fast pace
Less statements	Many statements
Soft volume	Loud volume

VERBAL CLUES

Less responsive	More responsive
Monotone voice	Vocal inflections
Talks about tasks	Talks about people
Recounts facts	Tells stories

NON VERBAL CLUES

Less assertive	More assertive
Cupped hands	Pointing hands
Leaning back	Leaning forward
Indirect eye contact	Direct eye contact

NON VERBAL CLUES

Less responsive	More responsive
Closed hands	Open hands
Rigid attitude	Casual posture
Less facial expressions	More facial expressions



Conclusion

- No pure style
- No good and bad styles
- A good team is a diverse team
- Every style has the potential to be a good leader



Thank you for your attention!