



The Coaching Manager - 4

Building Rapport:

In this chapter I will outline some simple information and advice about how you can quickly build rapport with people. Building rapport is essential if you are going to influence and start the process of building trust. As we mentioned earlier, trust is vital if the manager is going to be able to coach effectively.

This chapter will give you greater understanding of behavioural or personality styles and how best to flex your own style to build rapport with your reports and team. Flexing one's style can, in certain conditions, e.g. stress, be difficult and tiresome – it is vital though that a manager leads the way and maintains rapport with their reports at all times. I've seen too many managers refuse to change their style because their ego tells them that the reports should be flexing towards their style as they are the "boss". The result is usually what is termed as a "personality clash" and you can guess who comes off worse! Certainly, if reports have the same knowledge of behavioural styles, they should be flexing and accommodating also, especially with their own team colleagues and customers.

So, what are the styles and how do you, firstly identify them, and then adapt your style to theirs. There are numerous models of behavioural styles and they are all based on the work done in the 20s by the psychologist, Carl Jung. Check out his work and also check out models like Myers-Briggs (MBTI) and DISC.

The Four Behavioural Styles

As I intimated, there is a mountain of work of "behavioural styles", arguably all very similar. The model I will introduce you to, was developed by Wilson Learning in the US (www.wilsonlearning.com) and is the one I have been brought up with and I find works well. I have come across some recent work that I like because of its "up to date" and "corporate" language. The book is called "The People Map" by Dr. Michael Lillibridge and is printed by Lilmat Press.

Both the Wilson Learning and Lillibridge models suggest that there are four distinct behavioural types. For each of us, our behavioural style can be viewed as our personal "comfort zone"; or the style we adopt most naturally when not under stress.

Labels are used to identify these four behavioural styles – however, they are only labels. What are important are the characteristics, which are described, not the definition of the word itself. It is also important to note that everybody is a mixture of these four styles, with some styles being far more prominent in people's normal behaviours than others.

Amiable or Supporting or People Style:

Amiables appear to be casual but conforming. Their preference is to maintain relationships and avoid confrontation. Their pace is slow and easy. They prefer an atmosphere that encourages close relationships, and achieve acceptance through conformity and loyalty.

Amiables want to be appreciated, seek attention, and try to avoid confrontation. They want you in turn to be pleasant because they are irritated by insensitivity and impatience. They measure their personal worth by their degree of compatibility with others, and the depth of their relationships.

Under pressure, an Amiable will submit or acquiesce.

To win over and work with Amiables, we need therefore to support their feelings, and show how our ideas will support their personal circumstances.

Expressive or Enthusing or Free Spirit style:-

Expressives appear to be more flamboyant. Their tendency is to interact within relationships and they dislike any loss of prestige. Their pace is fast and spontaneous. They try to create an atmosphere that encourages flexibility and achieve acceptance through sociability and creating a stimulating environment.

Expressives want to be admired, seek recognition, and dislike being ignored. They want you in turn to be stimulating because they are irritated by routine and boredom. They measure their personal worth by the amount of recognition and acknowledgement (or complaints) they receive.

Under pressure, an Expressive will go on the offensive or be sarcastic.

To win over and work with an Expressive we need therefore to support their dreams and ideas, and show how we can help enhance their standing with others.

Driver or Controlling or Leader Style:-

Drivers are business-like and formal in appearance. Their main priority is the task in hand, and the results achieved. Their pace is fast and decisive. They prefer an atmosphere that encourages control of people and processes, and achieve acceptance through their productivity and competitiveness.

Drivers like to be in charge, seek productivity, and dislike loss of control. They want you in turn to get to the point, because they are irritated by inefficiency and indecision. They measure their personal worth by the results they achieve, and their track record.

Under pressure, Drivers will assert themselves strongly, and dictate the way things are going to be i.e. autocratic.

To win over and work with a Driver, you need therefore to support their goals and objectives, and demonstrate what your ideas will do, by when, and at what cost i.e. results.

Analytical or Processing or Task Style:-

Analyticals appear somewhat formal and conservative. Their main priority is the job in hand, and the process to achieve it. Their pace is measured and systematic. They prefer an atmosphere that encourages careful preparation and achieve acceptance through being correct, logical and thorough.

Analyticals want recognition as being correct, seek accuracy, and dislike embarrassment. They want you in turn to be precise in your dealings with them, because they are irritated by unpredictability and surprises. They measure their personal worth by their degree of precision, accuracy and activity.

Under pressure, an Analytical will withdraw into their own world, and avoid contact with the causes of stress.

To win over and work with an Analytical, we need therefore to support their thinking, and show how our ideas will support their personal credibility.

In terms of quickly identifying the styles, there are several clues that are indicated through body language. These are tabulated below:

Physical Characteristics of Behavioural Styles

	Driver	Analyst	Amiable	Expressive
Facial Expression	Fixed	Fixed	Varied	Varied
Eye Contact	Intense Long Duration	Reflective	Empathetic	Intense Short Duration, Scattered
Posture	Formal	Formal	Informal	Informal
Body Movement	Limited	Limited	More Mobility	More Mobility
Gestures Size	Small High	Small Low	Larger Low	Larger High
Frequency				
Voice Tone	Monotone	Monotone	Inflexion	Inflexion
Speed	Fast, Clipped	Slow, Measured	Slow, Measured	Fast
Volume/Force	Louder	Softer	Softer	Louder
Decision Making	Quick Limited Facts	Slower Lots of facts	Slower Lots of Opinions	Fast Intuition

Tips for building rapport with Amiables

You will have difficulties with this style if you:	Instead you should aim to:
<ul style="list-style-type: none"> ◆ Get straight into your product. ◆ Keep the discussion product focussed all the time. ◆ Cause them to respond quickly. 	<ul style="list-style-type: none"> ◆ Be friendly to show an interest in them personally. ◆ Be prepared for some chitchat before getting down to business. ◆ Take time to uncover their needs

<ul style="list-style-type: none"> ◆ Dominate or control the call. ◆ Are rapid or abrupt. ◆ Keep offering opinions or increasing the complexity of the decision. ◆ Make wild claims ◆ Are very factual. 	<p>by asking open questions.</p> <ul style="list-style-type: none"> ◆ Be alert for non verbal cues of dissatisfaction or disagreement ◆ Be informal. ◆ Present your product in a non-threatening way. ◆ Include guarantees and assurances wherever possible. ◆ Give your presentation the personal touch.
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Tips for building rapport with Expressives

You will have difficulties with this style if you:	Instead you should aim to:
<ul style="list-style-type: none"> ◆ Control the call and keep strictly to business. ◆ Are impatient or controlled. ◆ Input too much detail into the presentation. ◆ Don't tie them down there and then in the close. ◆ Socialise too much. ◆ Patronise or dig your heels in. 	<ul style="list-style-type: none"> ◆ Expect some element of socialising before the business. ◆ Talk about opinions and other people. ◆ Give your ideas about using the product. ◆ Be enthusiastic and energetic. ◆ Be fast paced. ◆ Offer incentives

Tips for building rapport with Analysts

You will have difficulties with this style if you:	Instead you should aim to:
<ul style="list-style-type: none"> ◆ Are disorganised and casual. 	<ul style="list-style-type: none"> ◆ Be well prepared. ◆ Get straight down to business.

<ul style="list-style-type: none"> ◆ Are late. ◆ Provide personal incentives. ◆ Push or coax. ◆ Use testimonials or options. ◆ Are flippant or gimmicky. 	<ul style="list-style-type: none"> ◆ Listen carefully. ◆ Be specific and logical when presenting the product. ◆ Persistent and thorough when questioning. ◆ Be formal and unemotional when challenging. ◆ Give them time to put their point of view.
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Tips for building rapport with Drivers

You will have difficulties with this style if you:	Instead you should aim to:
<ul style="list-style-type: none"> ◆ Waste their time. ◆ Are vague and rambling. ◆ Get too personal or try to get too close. ◆ Are disorganised. ◆ Stray from the purpose of the call. ◆ Ask irrelevant questions. ◆ Make wild claims. ◆ Try to control the call. ◆ Try and chitchat at length. 	<ul style="list-style-type: none"> ◆ Get down to business quickly. ◆ Be specific in questioning. ◆ Use time efficiently. ◆ Provide alternatives for them to choose from. ◆ Be factual and succinct. ◆ Talk about results and outcomes. ◆ Avoid too much detail. ◆ When business is finished, - go.

In Summary:

It is vital that the manager who wants to coach effectively can quickly and easily build rapport. By having an awareness of their own style and the styles of their people they can build rapport by "leading the way" and flexing their style.