

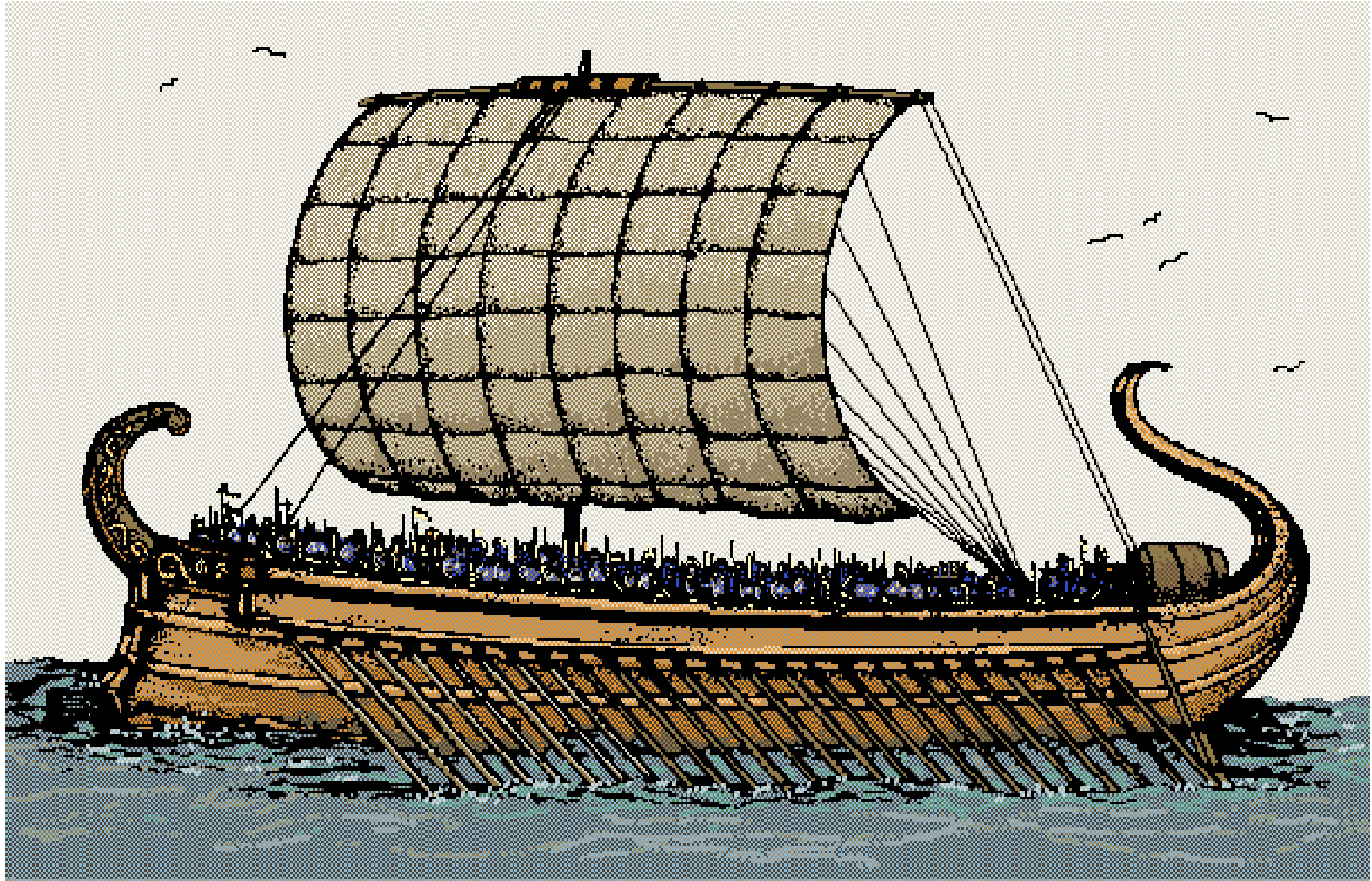


**The Actuarial Profession**

making financial sense of the future

**What does your communication style say  
about you?**

Hilary Johnson, The Results Partnership



# Types of Communication

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	When learnt	Used	Taught
Listening	1st	Most 45%	Least (if at all)
Speaking	2nd	Next most 30%	A little when young
Reading	3rd	Third 16%	Quite a lot
Writing	4th	Fourth 9%	A lot

# How do people listen to what we say?

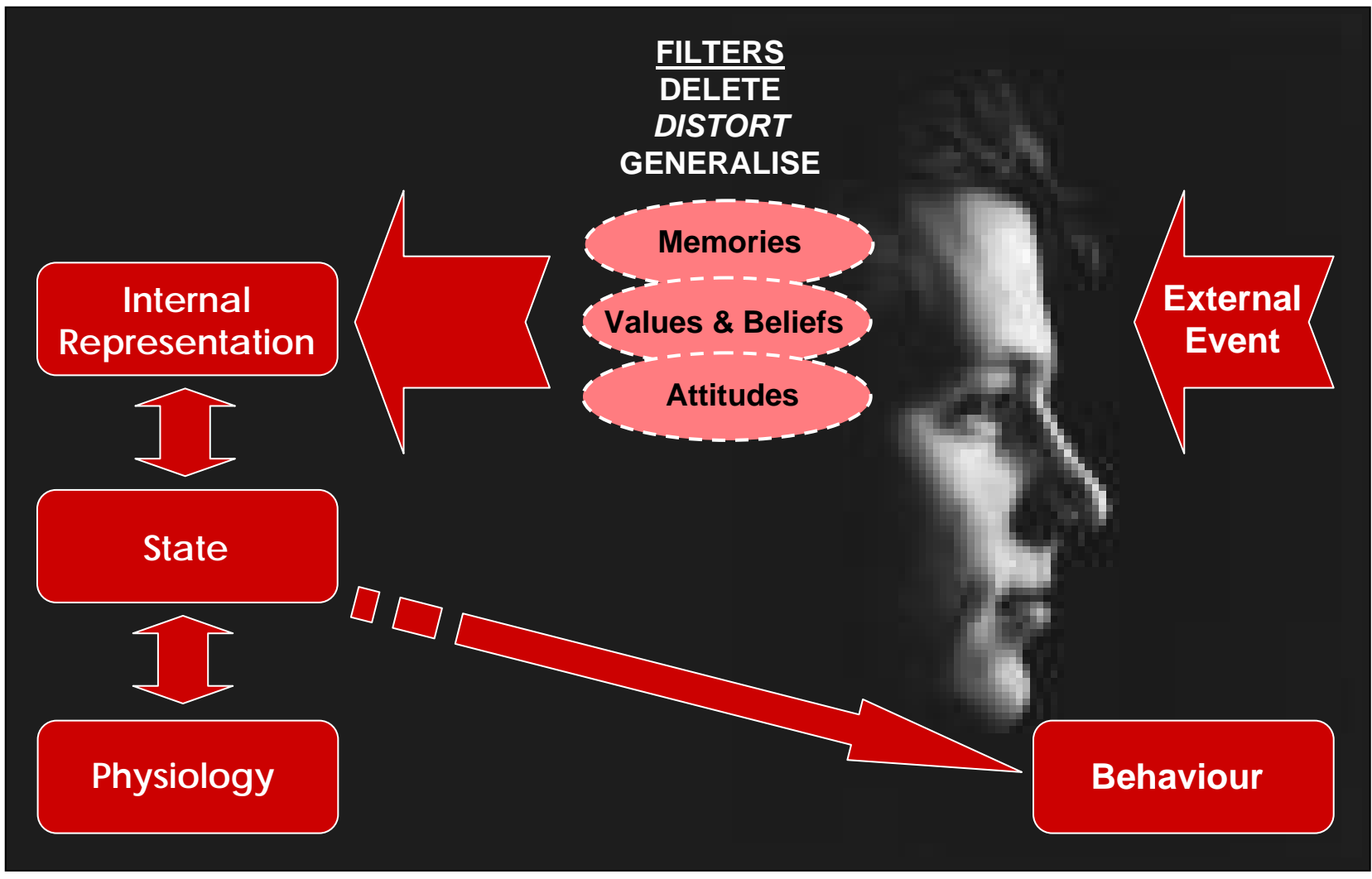
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What we say – words	7%
How we say it – tone	38%
Non-verbals – body language	55%

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**“We cannot not communicate”**

**“The meaning of the communication is the  
response it produces”**



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**What does your communication style  
say about you?**

# Preferred Communication Styles<sup>©</sup>

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- This is a self-assessment tool that quickly determines your preferred or natural style of communication.
- It helps you to understand how other styles differ from your own, giving you useful information to help improve communication with people whose natural style differs from yours.

## Understand your own style:

- In each of the 4 boxes on your sheet there are 20 adjectives. Put a tick against all of the adjectives that apply to you.
- There are no right or wrong answers and you should tick as many, or as few, as apply – there is no ‘correct’ total number of ticks.
- When considering whether the adjectives apply to you or not think of *‘how you are’* in your work situation.



# 'Director' style

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## Strengths

- Fast-paced, quick thinking
- Focused on actions and results
- Take responsibility
- Does what's necessary to succeed
- Easy to know where they stand
- Quick decision-makers
- Natural leaders
- Superior negotiators
- High levels of integrity
- Visionary, 'big-picture' people
- Highly creative

## Liabilities

- Impatient with slower workers
- Poor listeners
- Bottom-line focus cuts people off
- 'Lone rangers'
- Difficulty trusting others with work
- Can be judgemental
- Need to be in control causes frustration
- Tendency to dominate others
- Relationships with Director-types can be stressful

**Director**

# 'Presenter' style

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## Strengths

- Communicates easily
- Motivates others
- Very intuitive; empathetic with people
- Know how to have fun
- Always 'up' – energetic
- Idea factories
- Enjoys/prefers new projects
- Promoting is a gift
- Thrives socially: open to others
- Flexible

## Liabilities

- May over-promise, under-deliver
- Poor operational follow-through
- May not always be taken seriously
- Would rather talk than listen
- Don't like solving problems
- Get bored easily
- Like to be appreciated
- May try to dominate team meetings
- Do not manage time well

**Presenter**

# 'Mediator' style

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## Strengths

- The 'glue' in a team
- Very good listener
- Very creative – lots of ideas
- Interaction style is subtle, gentle, indirect and inclusive
- The 'champion' of others
- Loved by others
- Open and honest
- Encourages others through appreciation
- Good sense of humour

## Liabilities

- More focused on people than business issues
- Reluctant to solve people problems
- Can see both sides of an issue, so decisions may not come easily
- Do not like risk-taking or surprises
- May sacrifice progress for harmony
- Prefers routine over spontaneity
- Overly-sensitive to criticism
- May avoid centre-stage

**Mediator**

# 'Strategist' style

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## Strengths

- Confident if the facts are known
- Very thorough, fair and unbiased
- Careful decision-makers
- Like people, but not large groups
- Like to give advice
- Clear communicators
- Will take calculated risks
- Enjoy structure
- Like to think things through
- Good follow-up and follow-through
- Take others' input seriously

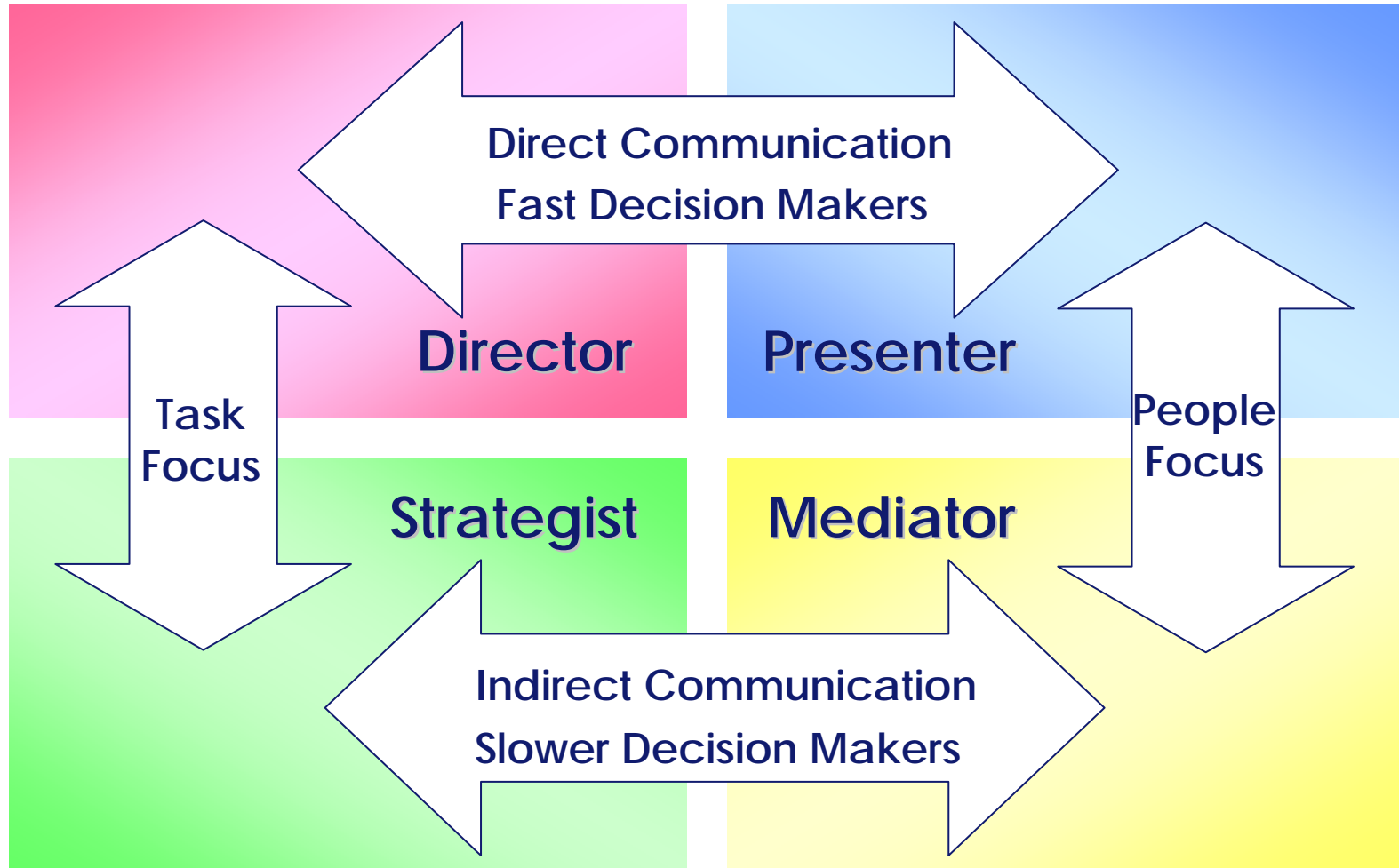
## Liabilities

- Difficult to stop pursuing perfection
- Tend to be critical
- Over-focus on task-oriented things
- Worry a lot; fearful of mistakes
- Difficulty in making timely decisions
- Will take risks after knowing all facts
- Avoid making changes
- Can appear detached from situations
- Slow to embrace new/change
- Leisure has to have a purpose

**Strategist**

# Commonalities between styles

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# How the styles receive feedback

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- Objectively rather than subjectively
- As an opportunity to get to the result
- Is likely to take immediate action
- Will see it as related to business, not personal

## Director

- Finds it difficult to receive negative feedback – mix with some positive
- May appear aloof to lighten the impact
- May take it personally

## Presenter

- Finds it difficult to take criticism – expects positive feedback
- May challenge or question feedback
- Needs stats and specifics to understand the feedback

## Strategist

- Accepting of any feedback
- Will take it to heart
- Will see all sides
- May find it difficult to receive positive feedback

## Mediator

# How the styles make decisions

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- Quickly
- Based on facts
- Refer to the bottom line to help make decision
- Delegates any details

## Director

- Considers the impact on other people
- Intuitive decision maker
- Gets others excited and takes them with them

## Presenter

- Needs data, details, facts, figures and logic
- The need for all the facts may slow the decision making process

## Strategist

- By consensus
- Can see things from others' perspectives which may slow the decision making process

## Mediator

# How the styles work as members of a team

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- Keeps the team moving towards the goal
- Focuses on action
- Focuses on bottom line and profit

## Director

- Facilitator, motivator and networker
- Creates an atmosphere of 'fun'
- Energises the team
- May show lack of follow through

## Presenter

- Provides the data to support decisions
- Finds change difficult
- Need for perfection can cause frustrations in others
- Very thorough

## Strategist

- Good listener, sensitive
- Peace maker
- Will lead if asked to
- May be overpowered or overshadowed by Directors and Presenters

## Mediator



# How the styles approach meetings

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- Prepares an agenda in advance
- Will set the tone
- Time-focused

## Director

- Creates an agenda at the meeting
- Very active
- May do a lot of work outside the meeting to talk with others and gain their agreement

## Presenter

- Will come fully (or over) prepared
- May take the lead with lots of data
- May be rigid in opinion as a result of research and data

## Strategist

- Inclusive – will get others' views
- Will perform the introductions
- Listens to others
- Asks questions
- Active

## Mediator

# How the styles like to be acknowledged

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- In public
- For results and the impact on bottom line
- Money

## Director

- In public – with fireworks
- Anytime, anywhere (and as often as possible)
- Flattery

## Presenter

- In private
- Given by someone they respect
- With specific examples

## Strategist

- In private
- With respect and honesty
- Mention and praise others who have contributed

## Mediator