

“WHY I LIKE YOUWHY I DON'T”

**CREATING MORE EFFECTIVE WORKING AND PERSONAL
RELATIONSHIPS BY UNDERSTANDING DIFFERENT BEHAVIOR STYLES**

By

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This workshop is . . .

A practical model for understanding why some relationships click — and others strain

Together, we will:

- Examine how first impressions shape relationships
- Complete a behavior-style self-assessment
- Explore four common behavior styles
- Understand how style differences affect communication, trust, and teamwork
- Explore ways to adapt your behavior style without changing who you are



Rules of Engagement

No “best” style

All four behavior styles bring value. The goal is usefulness, not ranking

No forced personality change

Participants are not being asked to become someone else

Focus on patterns

We are looking at behavior preferences, not diagnosing personality

Stay curious

Use the model to ask better questions, not to label people

Assume positive intent

Focus on observable behavior before assigning motive

Respect privacy

Share only what you are comfortable sharing

Let's start at the beginning . . .



Why Your Behavior Style Matters

Understanding your own style helps you recognize the impact your behavior style has on others

In a college work environment, that matters when you are:

- managing employees
- working with peers
- supporting faculty and administrators
- serving students and families
- navigating conflict, change, and deadlines

**The purpose of this process is not to change who you are.
It is to understand your impact and work more successfully
with others.**



Why Do I Care About Professional Relationships?

- IQ and expertise matters, but not as much as relationship skills. . . IQ accounts for only 6% to 25% of an individual's success in the business environment.
- Rigidity and failed relationships accounts for the 1st And 2nd reasons for career failures.
- Three and 1/2 Stories



First Impressions

Every relationship starts with a first impression, often within seconds of initial contact. (Blink)

When we recognize someone with behavior traits similar to ours, we may connect more quickly.

When we don't spot common traits, we often start off with a negative bias.



First Impressions—Stronger Impact Than Many Realize

- ❑ Interview Bias – The ten second Google interview

Poundstone, William, “How to Ace A Google Interview,” The Wall Street Journal, December 24, 2011, pg. C1

- ❑ Cultural fit discrimination – mistaking image rapport for skill attainment when hiring employees

Lauren A. Rivera, “Guess Who Doesn’t Fit in At Work,” New York Times, May 31, 2015, Opinion SR 5.

- ❑ Unconscious Political Voting Bias -- Princeton Study: 1/4 second review of candidates’ face photos to determine “ability” resulted in 70% election prediction rate.

Amidino, Leonard, “Would You Vote for This Face?”, The New York Times, April 22, 2012, pg. 12



First Impressions Are Powerful

Once we form an early opinion, we often look for evidence that confirms it

- We notice what fits
- We overlook what does not
- The label can become stronger than the evidence
- The relationship can be shaped before we really understand the person

**Don't let the first impression become
the whole story**



Move beyond our first reactions

How we instinctively behave or react to others does not have to predetermine our relationship biases

Those reactions may be shaped by:

- Nurture (environment): Margaret Mead's New Guinea research
- Nature (genetics): Study of twins separated at birth
Segal, Nancy L., *Deliberately Divided: Inside the Controversial Study of Twins and Triplets Adopted Apart*, 2021



The Genetics Factor: Do We Have a Choice?

Genes don't necessarily control what we do (vs. environmental predisposition) but may impact how we do it.

- If you choose to rob a bank, that is more likely an environmentally related decision. However, how you choose to complete the act is largely (50%+ rule) genetically predetermined.

So...What Is My Brain Doing?

In 2002, Daniel Kahneman won a Nobel prize in economic science, hypothesized that:

- ❑ Our thought and decisions are mostly based on impulses that operate on autopilot—referred to as System 1, or “fast” thoughts.
- ❑ Not used frequently, but useful for effortful mental activities or evaluating System 1 beliefs and actions is System 2, or slow thinking.

Daniel Kahneman, Thinking, Fast and Slow, Farrar, Straus & Giroux publisher, 2011

What is my brain doing?

System 1 and System 2 thinking

System 1

Fast
Automatic
Pattern-based
biased



System 2

Slower
Reflective
balanced
choice-based

Understanding behavior style gives us a way to engage System 2.

During today's presentation we are using System 2 thinking to examine what has been otherwise unchallenged--i.e., System 1 reactions to the people in our lives.

Daniel Kahneman, Thinking, Fast and Slow, Farrar, Straus & Giroux publisher, 2011

BEHAVIOR VERSUS PERSONALITY





Behavior is not the same as personality

The model describes visible patterns of interaction

Personality

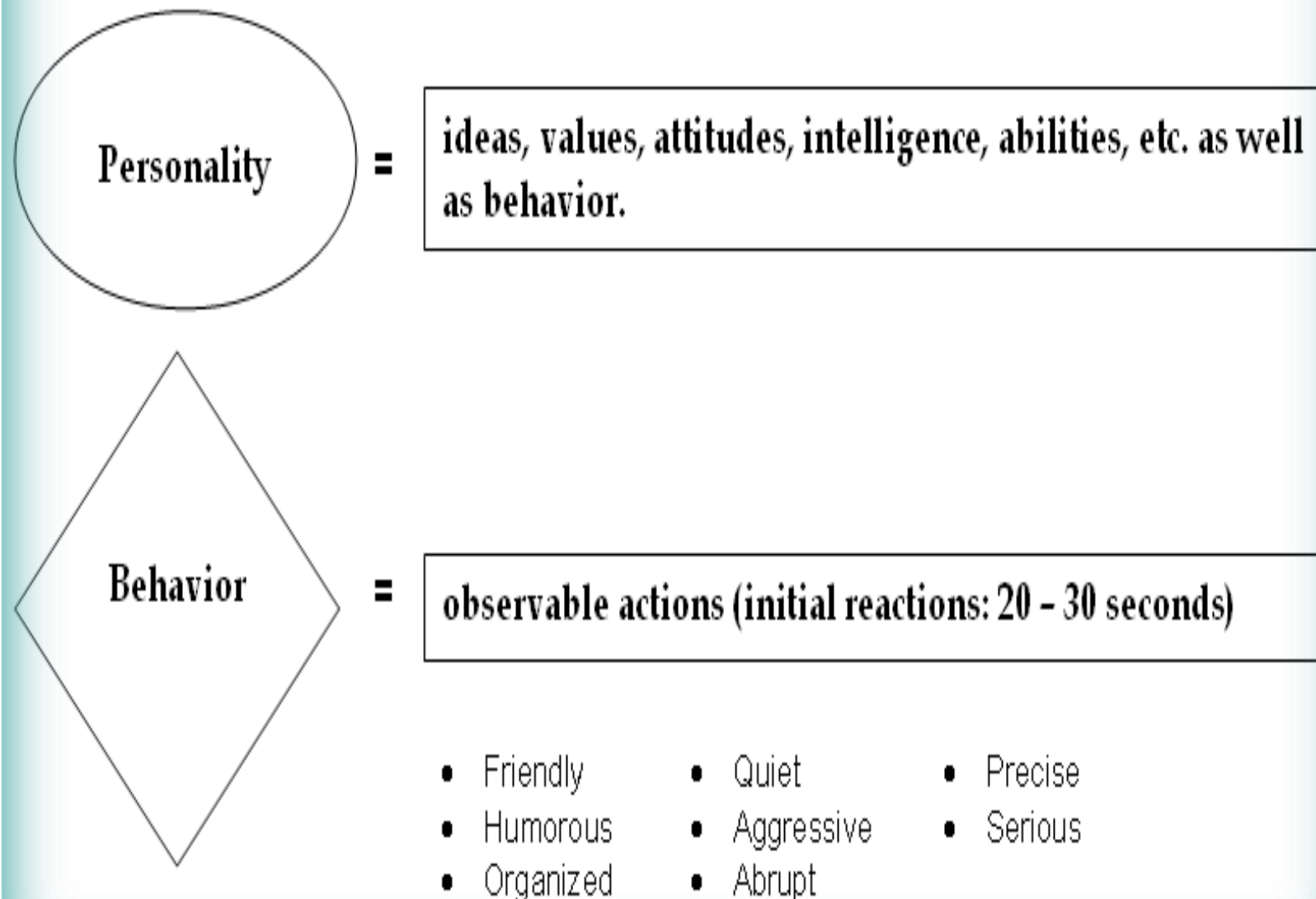
Broad, complex, and not fully visible, not easy to change.

Behavior style

Observable preferences in how we act with others.

We can adapt behavior
We do not erase personality

OBSERVED BEHAVIOR $\neq$ PERSONALITY





Before we focus on other people's behavior styles, we start with our own

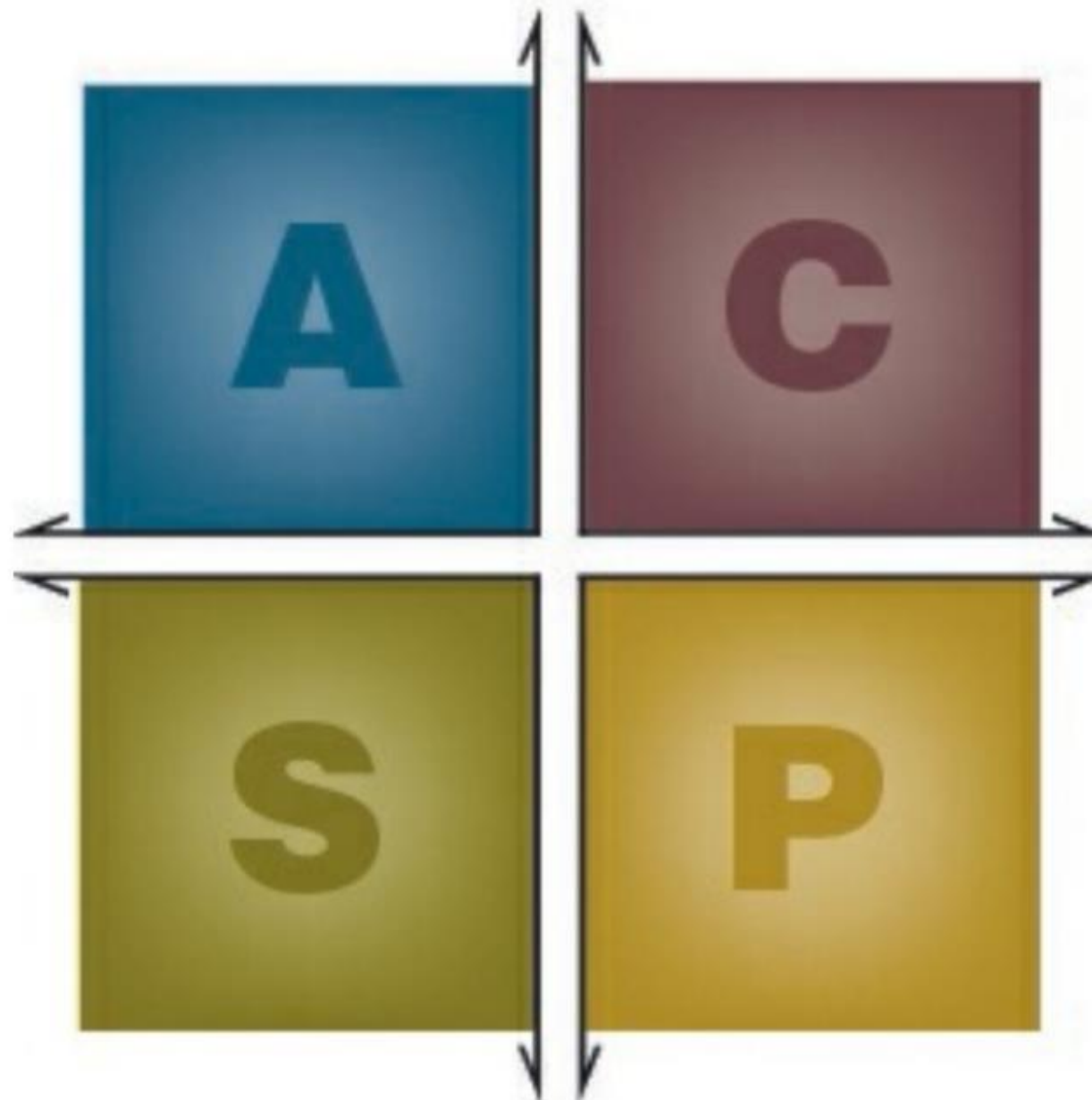
The “How I See Myself” assessment gives us a starting point for understanding:

- how we tend to approach people
- what others may experience from us
- where our style helps relationships
- where our style may create friction

**The purpose of this process is not to change who you are.
It is to understand your impact and work more successfully
with others**

As I See Myself – Behavior Assessment

BEHAVIOR STYLE ASSESSMENT





Engagement 1

As I See Myself Workbook

Step 1 Complete the 24-item assessment by selecting the word or phrase that most describes you.

- Don't overthink the answers
- Work thoughtfully but quickly
- Choose the response that feels most typical for you
- Pick the “you” at work if you believe you are different at home

24 Groups of descriptive words or phrases

Sample

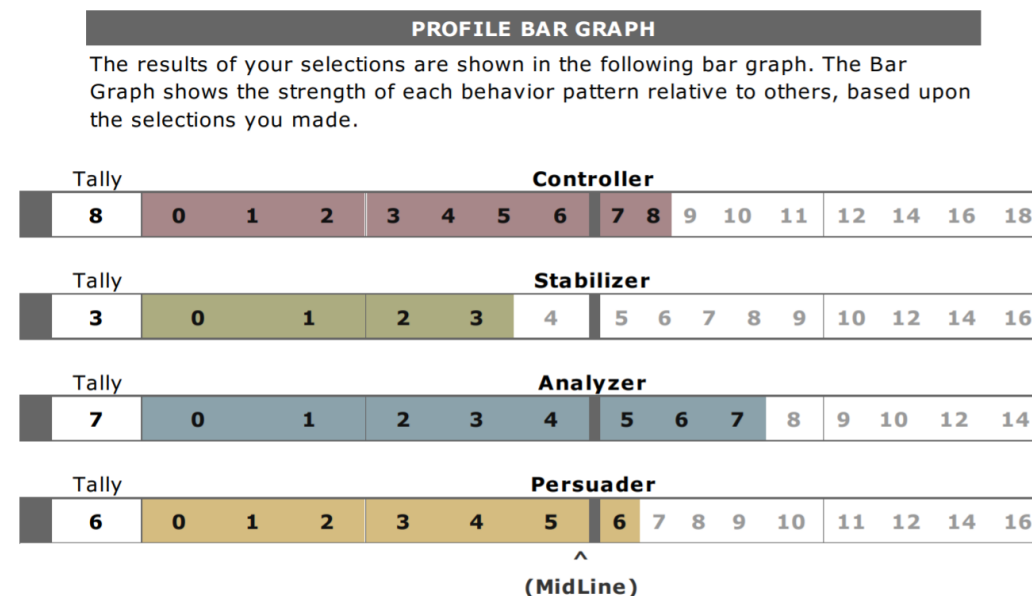
- ☐ Likes Harmony
- ☐ Accurate
- ☐ Strong Opinions
- ☐ Outgoing

Engagement 1

As I See Myself Workbook

Step 2 Score your responses and identify your primary behavior style

- Identify your highest style score
- Notice any close secondary style(s)
- Mark one strength that sounds accurate
- Mark one “watch-out” that may affect your relationships

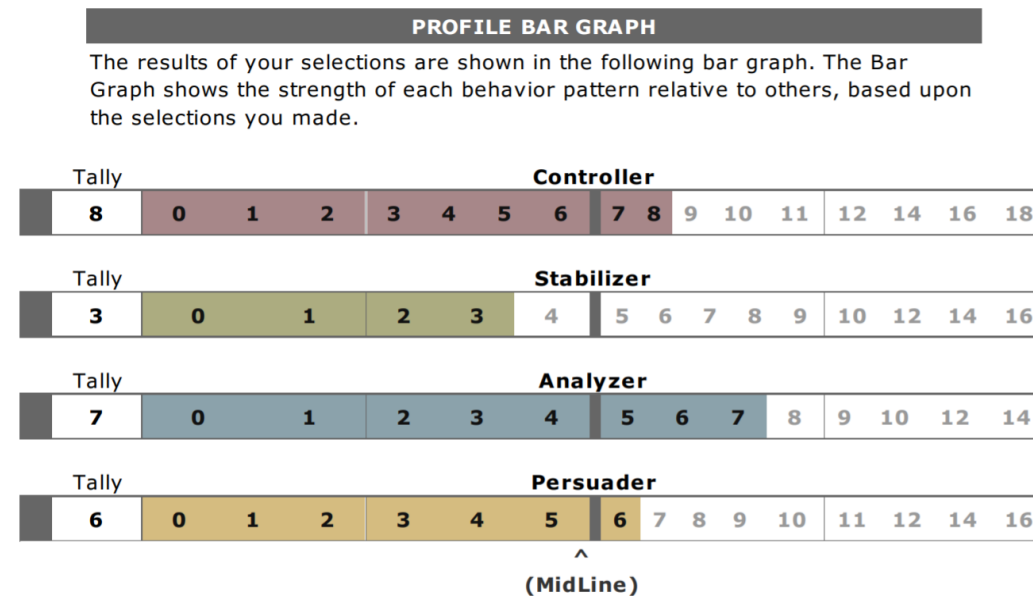


YOUR STYLE COMBINATIONS	
Your Predominant Style is:	Analyzer-Controller
Your Secondary Style is:	Analyzer-Persuader

Engagement 1

As I See Myself Workbook

Step 3 Use your result to interpret your preferred behavior style

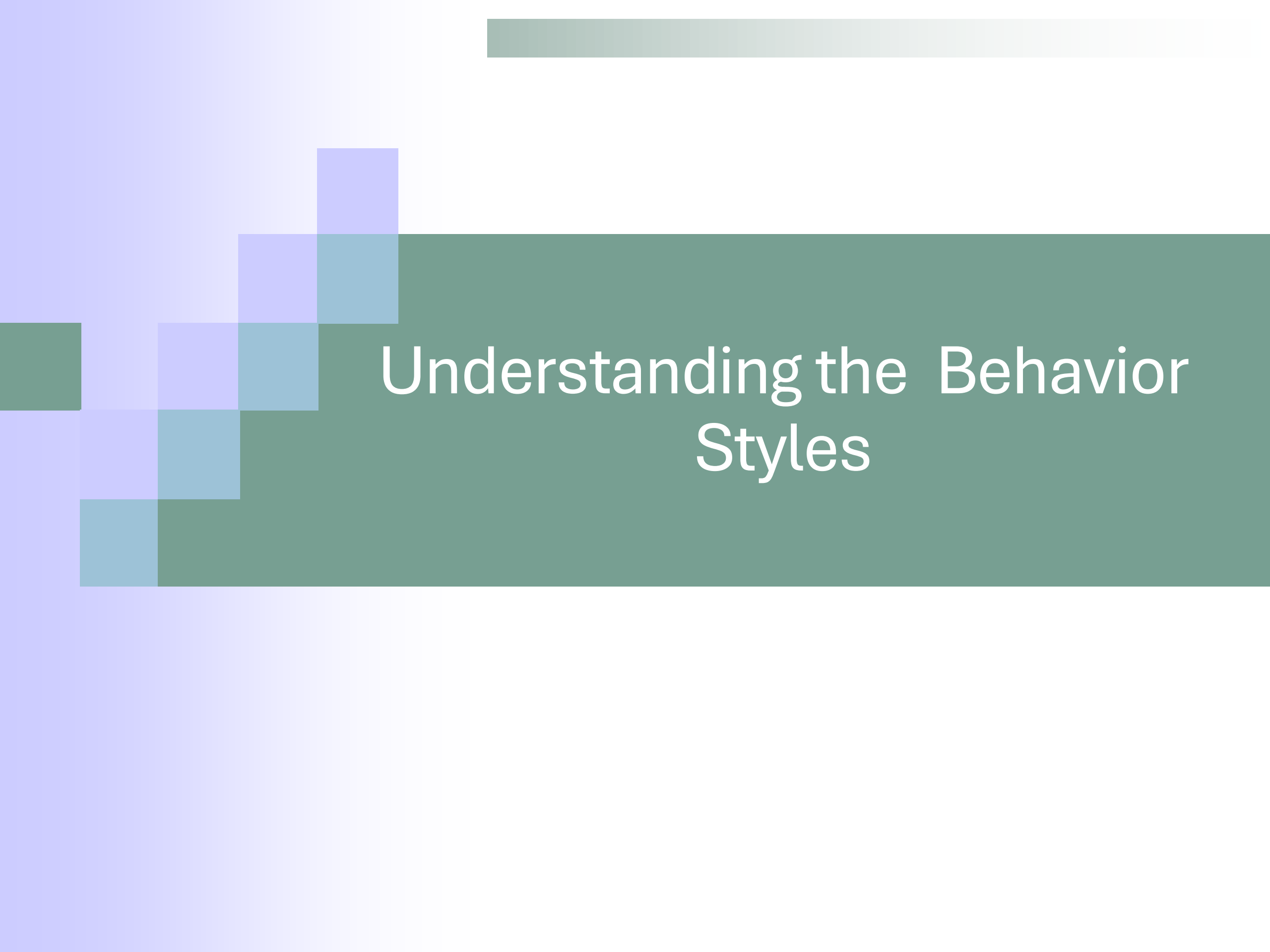


YOUR STYLE COMBINATIONS	
Your Predominant Style is:	Analyzer-Controller
Your Secondary Style is:	Analyzer-Persuader

Step 4 Time permitting review page 6

Any Questions?

10 Minutes



Understanding the Behavior Styles

Four behavior styles at a glance

Use these as descriptions, not labels.

Controller

Results, speed, control

Persuader

Ideas, energy, influence

Stabilizer

Trust, support, continuity

Analyzer

Accuracy, logic, structure



Controller

Primary focus: results, control, and forward movement.

Strength

Decisive, direct, action-oriented. Helps groups move from talk to results.

Watch-out

Can appear impatient, dismissive, or overly forceful.

Needs from others

Be brief, clear, prepared, and focused on outcomes.

Under stress

Pushes harder, takes over, or narrows options.



Persuader

Primary focus: people, possibilities, and momentum

Strength

Energizes groups, communicates vision, and opens possibilities.

Watch-out

Can become distracted, overpromise, or move past details too quickly.

Needs from others

Keep the interaction engaging and connect ideas to people.

Under stress

Seeks attention, changes direction, or loses focus.



Stabilizer

Primary focus: relationships, consensus, and reliability.

Strength

Builds trust, connects people, and keeps teams functioning.

Watch-out

May avoid conflict, delay hard conversations, or absorb stress silently.

Needs from others

Start personally, listen, provide support, and reduce risk.

Under stress

Withdraws, worries, or quietly resists change.



Analyzer

Primary focus: accuracy, logic, and evidence.

Strength

Protects quality, documents details, and improves decisions.

Watch-out

May delay action, overanalyze, or appear detached.

Needs from others

Bring facts, structure, time to verify, and clear expectations.

Under stress

Retreats into data, critiques, or postpones completion.



Clues to Behavior Style Preferences

Style	Focus	Strength	Risk	Best approach
Controller	Results	Decisive	Impatient	Be brief and clear
Persuader	Ideas/people	Energizing	Distracted	Keep it engaging
Stabilizer	Relationships	Supportive	Avoids conflict	Build trust
Analyzer	Accuracy	Thorough	Slow to decide	Bring facts



Two dimensions make the grid work

We read behavior by watching patterns over time

Assertiveness

How much effort someone appears to make to influence or direct others

Responsiveness

How much emotion and personal expression someone appears to show

- High assertiveness often sounds like telling or directing
- Low assertiveness often sounds like asking or questioning
- High responsiveness appears open and expressive
- Low responsiveness appears controlled and businesslike

Dimension 1: assertiveness

How much does the person try to influence direction?

Reactive / asks ←————→ **Proactive / tells**

- Notice pace, volume, directness, and decision pressure
- Do not confuse quiet with weak or direct with rude
- Assertiveness is about influence behavior, not character

MORE ASKING

Assertiveness

MORE TELLING



- Leans back
- Quiet
- Hands close to body
- Asks questions
- Talks slowly
- Avoids confrontation
- Easy going
- Thoughtful
- Pauses in speech
- Thinks before speaking
- Shifts eyes when talking or listening



- Opinionated
- Outspoken
- Talkative
- Quick decisions
- Acts quickly
- Telling statements
- Points finger
- Competitive
- Leans forward
- Intimidating
- Direct eye contact

Dimension 2: responsiveness

How much emotion or personal expression is visible?

Non-responsive / closed

Closed does not mean
emotionless



Open does not mean less
professional

Responsive / open

The question is what others
can observe in the interaction

RESPONSIVENESS

Highly Controlled

- Conservative dress
- Serious
- Logical
- Analytical
- Critical
- Few hand gestures
- Difficult to get to know
- Poker face
- Impersonal and businesslike
- Maintains distance
- More monotone voice

- Informal dress and/or speech
- Shares feelings
- Open communicator
- Impulsive decision making
- Gregarious
- Touches while talking
- Warm face
- Smiles or laughs easily
- Will move close
- Animated
- Empathetic

Highly Responsive

The behavior-style grid



Plotting Question Assertiveness Scale

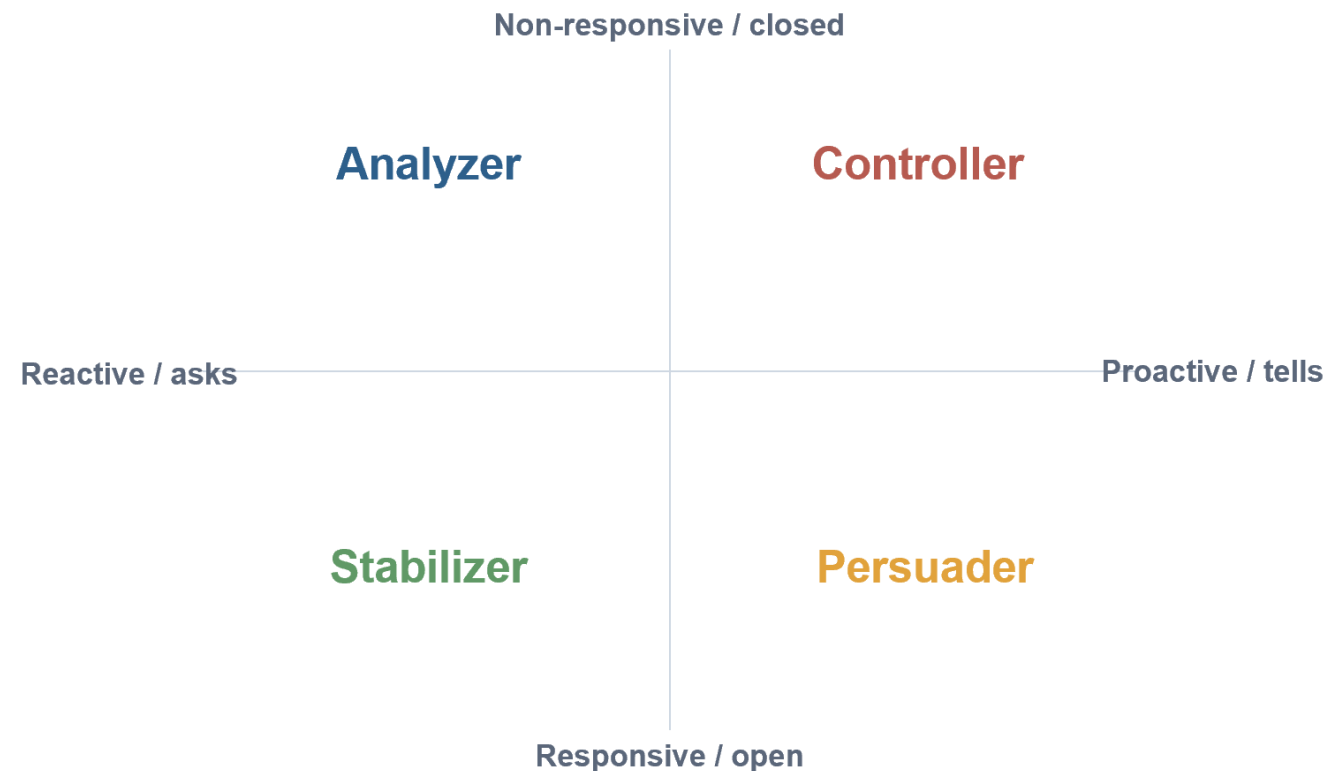
When diagramming the dimensions of human behavior, the assertiveness (assertive, proactive or telling vs. closed, reactive or asking) “defining” line is vertical, with telling behavior placed on the plot graph to the:

a. Right

b. Left

c. Middle

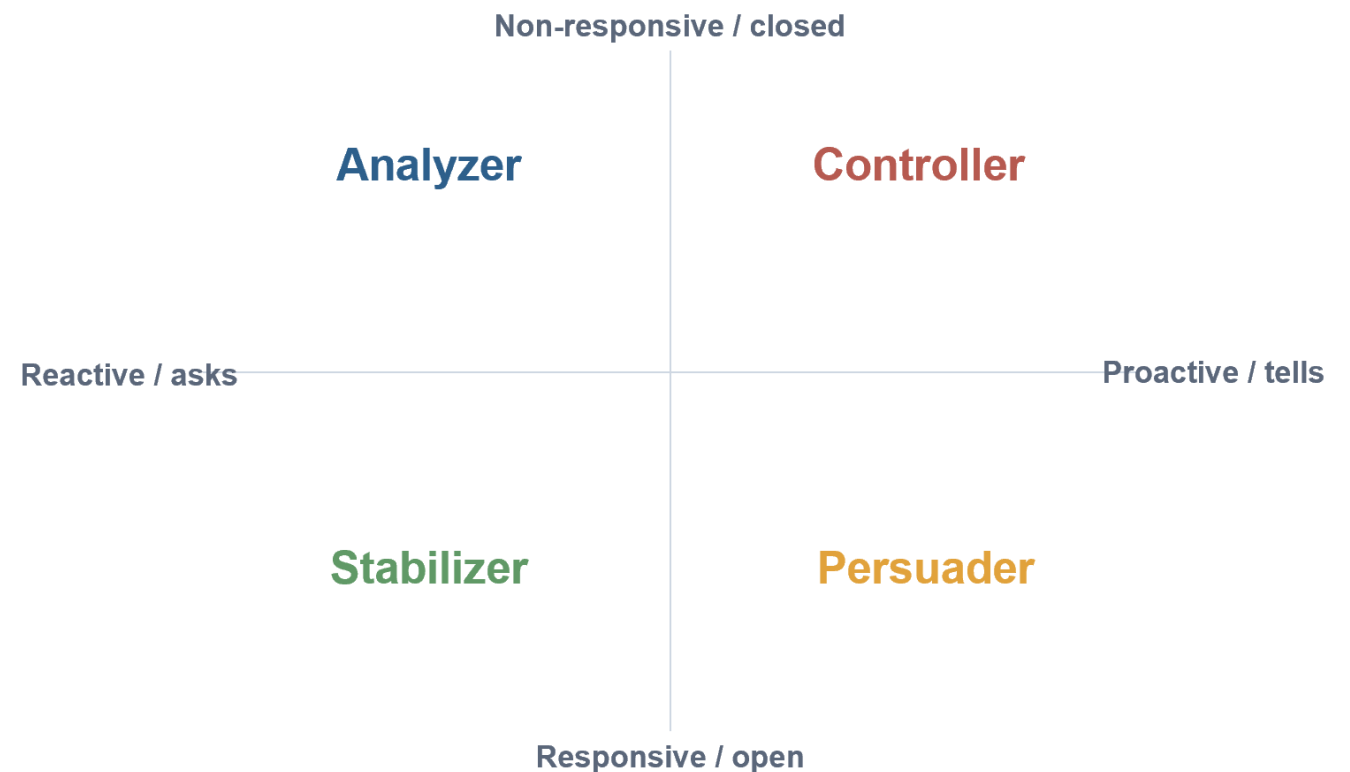
d. Bottom



Plotting Question Responsiveness Scale

When the horizontal responsiveness line on the plot graph is drawn, non-responsive (closed) profiles are located at the:

- a. Bottom
- b. Right
- c. Top
- d. Middle



Plotting Question

Reactive & Emotional

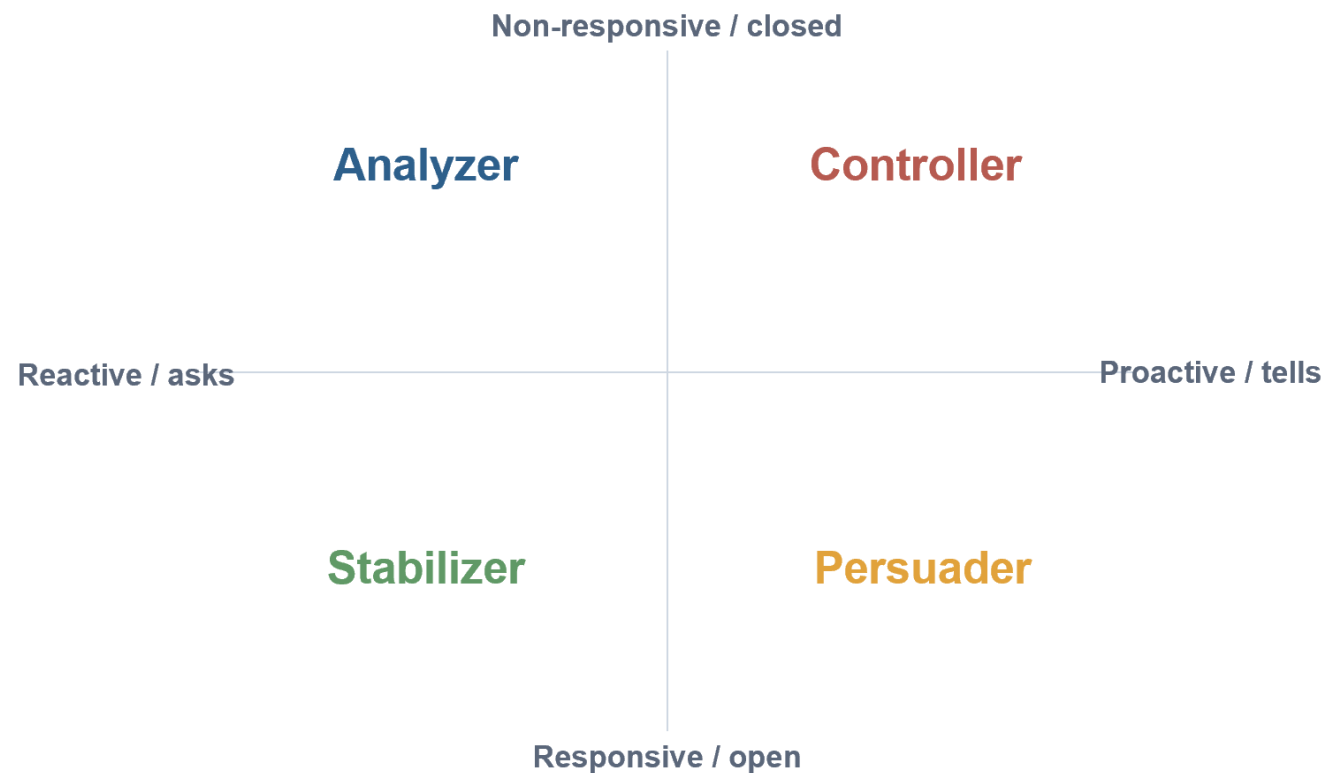
If an individual is reactive (asks) and emotional or responsive (open), they would be a:

a. Controller

b. Persuader

c. Analyzer

d. Stabilizer

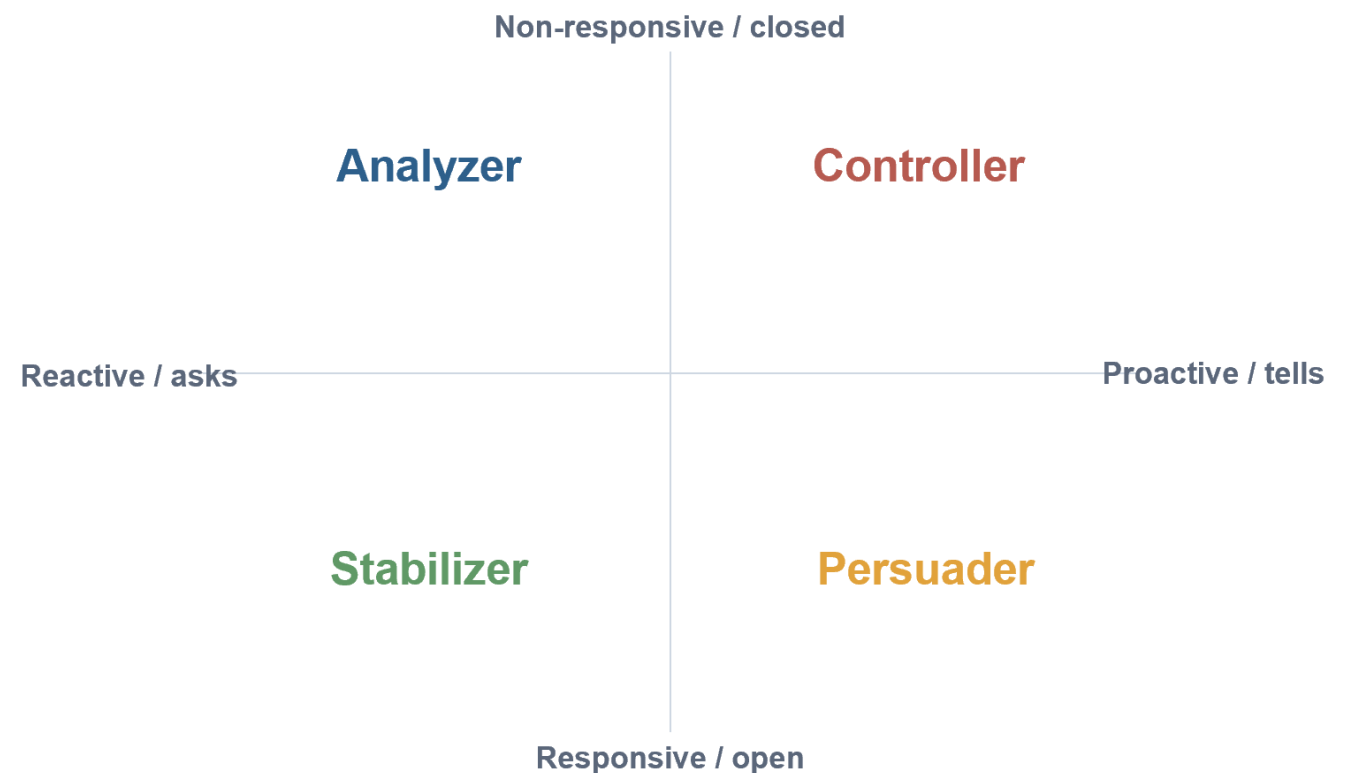


Plotting Question

Assertive & Unemotional

If an individual is assertive (teller) and unemotional non-responsive (closed), they would be a:

- a. Controller
- b. Persuader
- c. Analyzer
- d. Stabilizer

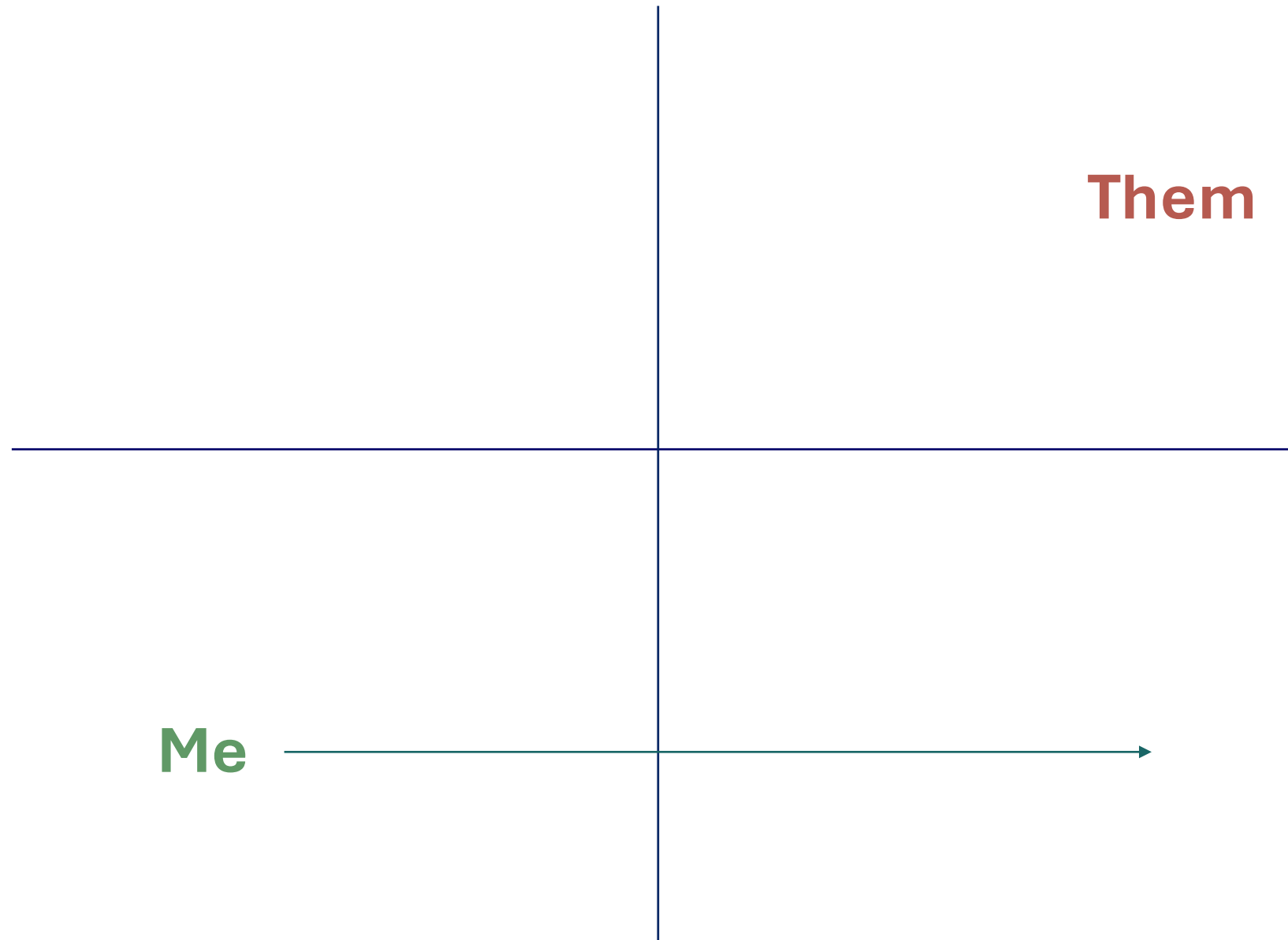




Determining Behavior Styles of Others

Conflict often starts with style distance

Different defaults can create predictable friction.



Distance creates interpretation: “too slow,” “too pushy,” “too emotional,” “too cold.”

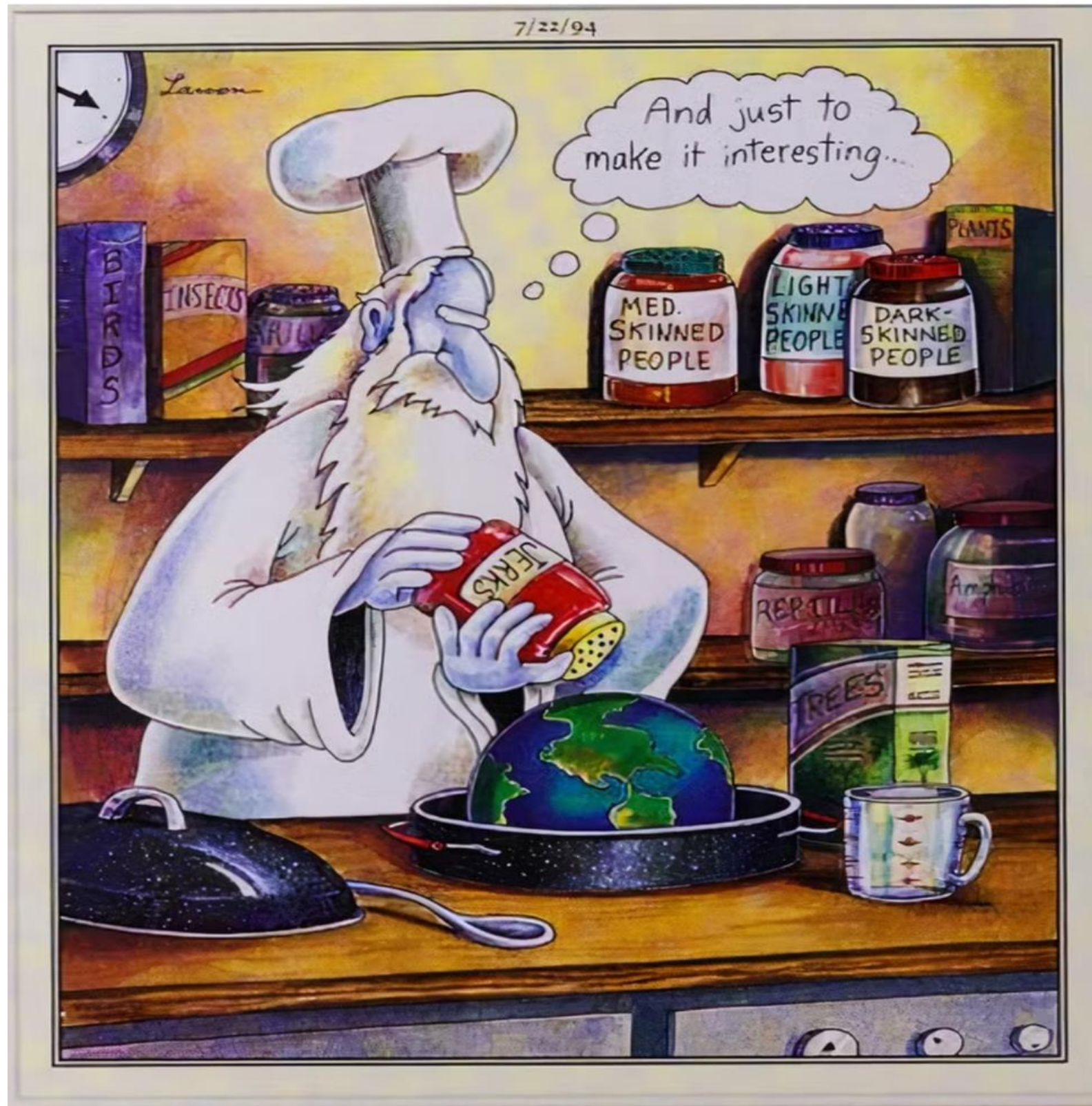
Conflict Behavior Grid

Non-Responsive (Closed)

Reactive (Asks)	Analyzer	Controller	Proactive (Tells)
	Stabilizer	Persuader	

Responsive (Open)

Sometimes It's Just Not "Fixable"





Versatility: adapt without pretending

Small behavior changes can reduce friction

Versatility is

Choosing the behavior the situation or relationship needs.

Versatility is not

Abandoning your values, faking a personality, or letting others behave badly.

- Increase directness when clarity is needed
- Increase listening when trust is needed
- Increase structure when accuracy is needed
- Increase energy when buy-in is needed



Working with Controllers

Adjust your approach to reduce preventable friction

Do

- Be clear, brief, and specific
- Present facts and choices
- Focus on results and next steps
- Disagree with facts, not personality

Avoid

- Ramble or waste time
- Leave decisions ambiguous
- Over-personalize disagreement
- Try to control by indirect hints



Working with Persuaders

Adjust your approach to reduce preventable friction

Do

- Leave time for energy and ideas
- Talk about people and possibilities
- Put details in writing
- Use momentum and visible progress

Avoid

- Get buried in details first
- Be cold, rigid, or overly formal
- Leave parameters vague
- Let enthusiasm replace follow-through



Working with Stabilizers

Adjust your approach to reduce preventable friction

Do

- Start with personal connection
- Ask “how” questions
- Give support and reduce risk
- Clarify individual contributions

Avoid

- Rush straight into demands
- Force quick public responses
- Threaten or dominate
- Offer reassurance you cannot fulfill



Working with Analyzers

Adjust your approach to reduce preventable friction

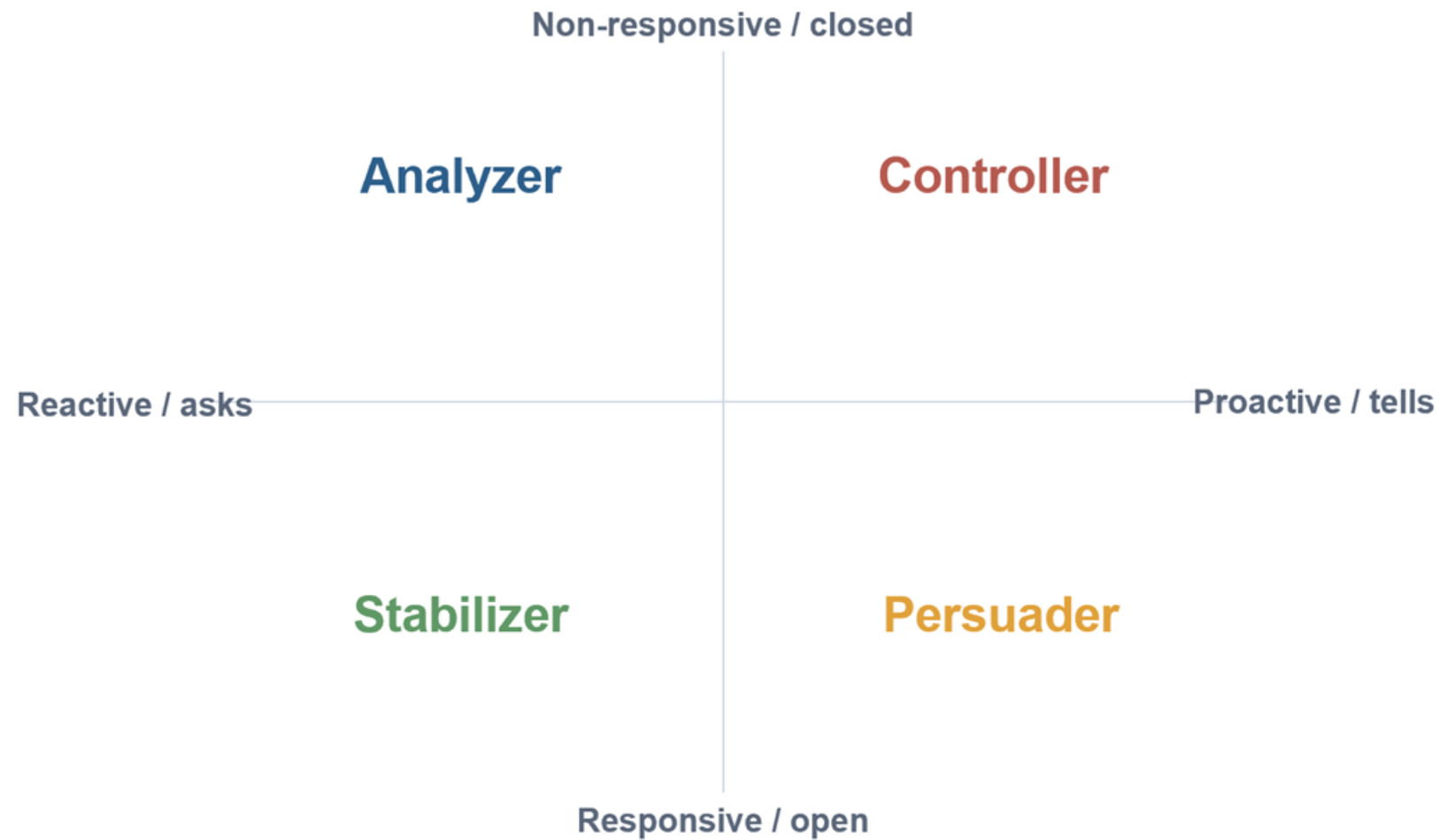
Do

- Prepare your case in advance
- Use structure, evidence, and specifics
- Allow time to verify
- Put expectations in writing

Avoid

- Be disorganized or vague
- Rush the decision process
- Use opinion as evidence
- Rely on gimmicks or pressure

Plot Your “Conflict” Person





When “Opposites” Attract



Increasing Versatility

If you are a Stabilizer working with a Controller, to improve interactions, you would increase your:

- a. Responsiveness/open expressions
- b. Assertiveness
- c. Reactive noncommittal behavior
- d. Concerns about people over tasks



Increasing Versatility

If you are an Analyzer working with a Stabilizer, to improve interactions, you would increase your (two answers):

- a) Responsiveness/open expressions
- b) Assertiveness
- c) Reactive noncommittal behavior
- d) Concerns about people over tasks



Increasing Versatility

If you are a Controller working with Stabilizer(s), to improve interactions, you would increase your (two answers):

- a. Responsiveness/open expressions
- b. Assertiveness
- c. Listening and asking questions seeking involvement
- d. Promotion of institutional success

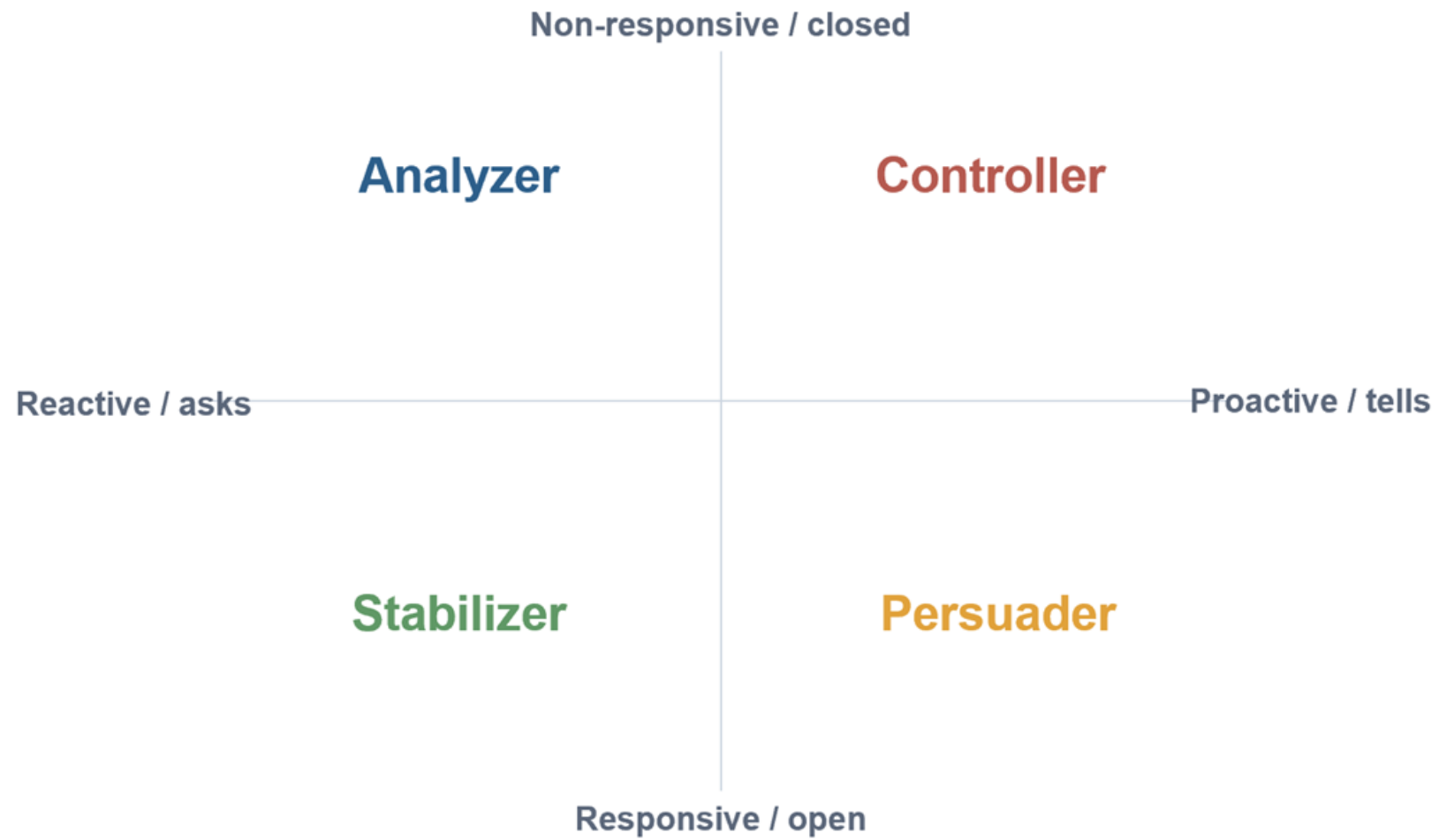


Increasing Versatility

If you are an Analyzer working with a Persuader, to improve interactions, you would increase your (two answers):

- a. Responsiveness/open expressions
- b. Assertiveness
- c. Listening skills
- d. Promotion of institutional success

Plot Chart





What We've Explored

We started with first impressions — the quick stories about how our attitude impacts relationships

Then we used behavior style to look more carefully at:

- how we tend to show up
- how others may experience us
- why some relationships feel easier than others
- where style differences can create friction

The insight:

Our first reaction is not always our best information



Behavior style is a starting point — not a label

Your behavior style can help explain your natural approach

It can also help you understand why someone else may:

- move faster or slower than you prefer
- need more detail or less detail
- show more emotion or less emotion
- push for action or ask for consensus

The insight:

The purpose is not to label people – it is to understand their preferred behavior pattern.



The Work Is in The “Pause”

- *When a relationship feels easy, we rarely question why*
- *When a relationship feels difficult, our first reaction may be to judge the person.*
- *But stronger relationships begin when we pause long enough to ask:*
 - What style am I reacting to?
 - What does this person need from me to be successful?
 - What adjustment could reduce friction and build trust?

The insight:

**The pause gives us room to move
from reaction to understanding**



Remember

The Point is not to change who you are

It is to understand your impact

Pause before reacting

**Choose a response that
supports trust and success**



Jessie's Glove

Thank You for Your Time and Participation

Please send any questions, comments, or thoughts to:

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Finish in Four Consulting
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Suggested Readings

- Bolton, Robert and Bolton, Dorothy Grover, People Styles at Work
- Bolton, Robert and Bolton, Dorothy Grover, Social Style/Management Style
- Gladwell, Malcolm, Blink
- *Daniel Kahneman, Thinking, Fast and Slow*
- Maccoby, Michael, The Gamesman: The New Corporate Leaders
- Merrill, David and Reid, Roger, Personal Styles & Effective Performance
- Segal, Nancy L., Deliberately Divided: Inside the Controversial Study of Twins and Triplets Adopted Apart

Other Resources

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