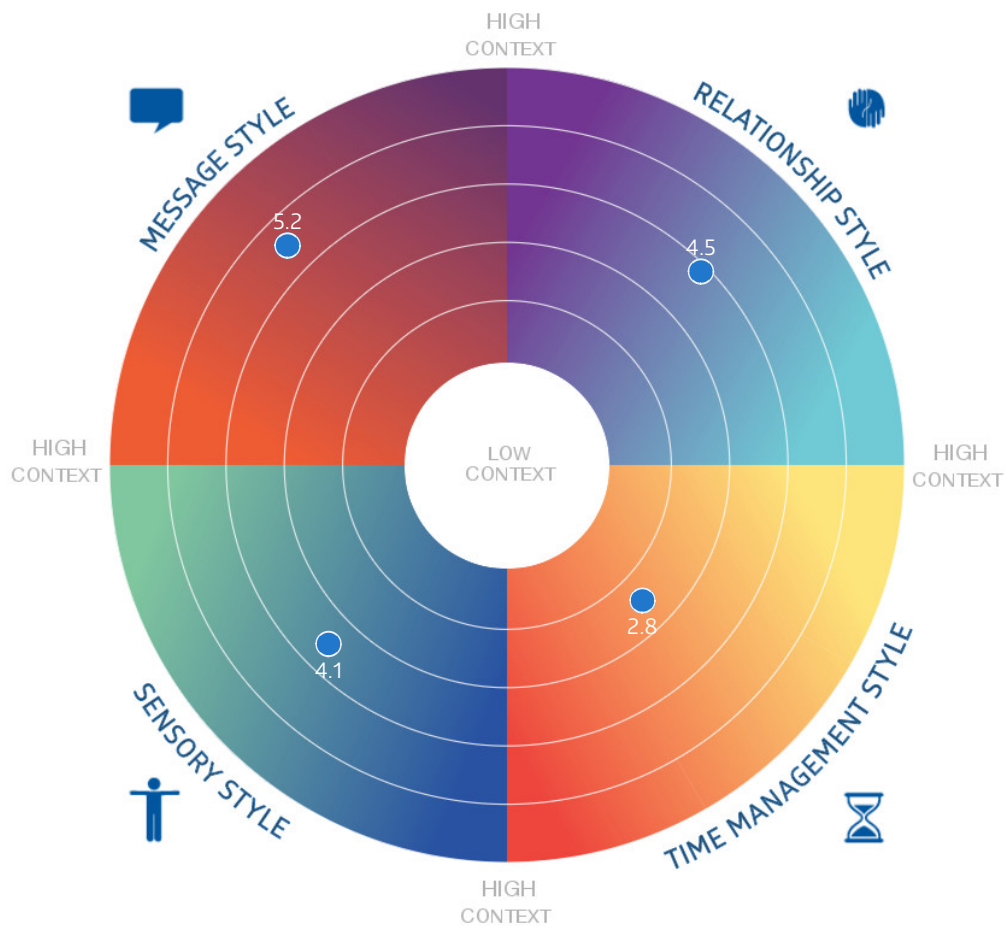


# Your Communication Style Overview



**Message style** is the way you use and interpret literal vs subtle meaning and emotions in communication.

Your message style at work is *implicit*. You are *indirect* when you express yourself, interpret others, and approach conflict. You *often* let feelings guide your communication, and are adept at understanding and expressing subtle meaning.

**Sensory style** refers to the way you attend to and communicate through the physical, auditory, and vocal space shared with your counterpart.

Your sensory style at work *generally respects interpersonal space*. You may respect personal space by allowing silence in conversation, using a calm voice, and maintaining a fairly reserved body posture.

**Time management style** refers to the way you attend to and manage time, i.e. focusing more on clock time or allowing events to unfold naturally.

Your time management style at work *closely follows clock time*, guiding how you organize your day, structure tasks, and manage meetings.

**Relationship style** refers to the way you adjust communication to your counterpart's status and relationship with you.

Your relationship style at work is *fairly transactional*. You may *occasionally* adjust your message depending on your counterpart's feelings, status, or relationship to you.

Low Context  
DependenceHigh Context  
Dependence

**Interpretation** is a characteristic of your communication style at work. Interpretation represents your tendencies to focus on literal versus implicit meaning when receiving messages. Interpretation is a composite of your communication preferences for recognizing your counterpart's emotions and messages.

**Your Score is: 5.2**

At work, you interpret communication *implicitly*. You focus on your counterpart's emotions and the subtle meaning underlying their words.

**Your Behaviors and Attitudes****1. RECOGNIZE OTHERS' IMPLICIT MESSAGES****Your Score is: 5.0**

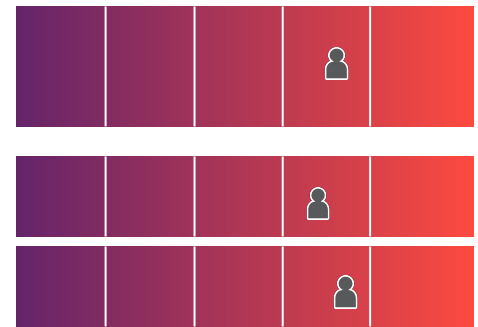
Your responses indicate that at work, you are often attentive to your counterpart's implicit communication. *You often interpret indirect messages that underlie your counterpart's words.* You often look beyond words for meaning and seek implicit intent when interpreting a counterpart's message.

**Strengths and Challenges**

Your mostly implicit interpretation is effective when your counterpart is an indirect communicator. You are often able to pick up subtle messages being conveyed through nonverbal channels. *When your counterpart uses direct forms of communication, it may be challenging to focus solely on the words so that you do not over interpret or misinterpret the message.*

**Recommendations**

When you engage in implicit meaning interpretation, you may be like a communication detective. But nonverbal expression and meaning can vary greatly in different individuals, languages, and parts of the world. *Consider testing your assumptions and checking your interpretations with direct active listening tools.*

**Interpretation****1. RECOGNIZE OTHERS' IMPLICIT MESSAGES****2. RECOGNIZE OTHERS' EMOTIONS****KEY** You **2. RECOGNIZE OTHERS' EMOTIONS****Your Score is: 5.3**

Your responses indicate that at work, you often notice your counterpart's implicit emotions. *You often interpret subtle feelings underlying your counterpart's words, such as anxiety or liking.*

**Strengths and Challenges**

Because you frequently attend to your counterpart's underlying emotions, you are able to interpret subtle emotional content that accompanies indirect communicators' verbal messages. For example, you may be able to use emotional cues to detect when someone says "yes" but means "maybe," or even "no." There is less risk of misinterpretation with direct communicators who are unlikely to adjust what they say based on their underlying mood state. *With direct communicators, it may be challenging to focus on literal meaning so that you do not over interpret and assume emotional content that is not truly there.*

**Recommendations**

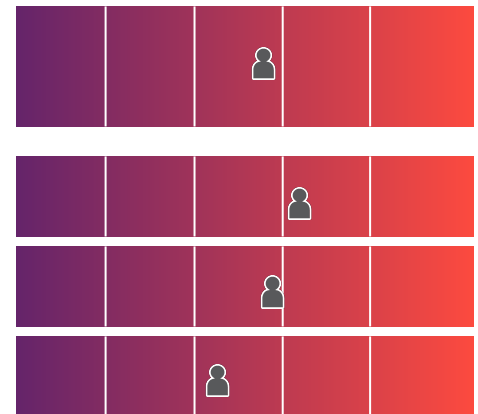
*To manage communication with direct communicators, consider focusing on literal, task-related meaning while taking into account your counterpart's emotional expression.* When a direct communicator is emotionally expressive, it is important to validate explicitly expressed emotions while making sure they do not hijack a task-focused conversation. When your counterpart's emotions are neutral, focus on literal meaning.

## Message style

### Expression

Low Context  
Dependence

High Context  
Dependence



KEY You 

**Expression** is a characteristic of your message style at work. Expression represents your tendencies to focus on literal and direct versus implicit and subtle meaning when sending messages. Expression is a composite of your communication preferences for persuasion, verbal expression, and letting feelings guide your behavior.

#### Your Score is: 4.2

At work, your communication expression is *somewhat literal*, characterized by a *moderate* focus on words as well as emotions. Depending on the context, you may emphasize direct verbal messages as well as indirect implicit messages to convey your opinions and argue your position.

#### Expression

1. COMMUNICATE  
BASED ON FEELINGS

2. COMMUNICATE  
INDIRECTLY

2. PERSUADE GENTLY

### Your Behaviors and Attitudes

#### 1. COMMUNICATE BASED ON FEELINGS

##### Your Score is: 4.8

Your responses indicate that at work, *you usually communicate based on your feelings* regarding a given situation, meaning you trust your feelings and let your mood (e.g. angry, timid, bold, agreeable) guide what to say and how to say it. Since your communication style often changes based on how you are feeling in response to a situation, it is sometimes dynamic and varies according to the situation.

##### Strengths and Challenges

You will find *you communicate more easily with people tuned into their emotions*. With such counterparts you know the message reflects how the person feels. You may be frustrated with those whose communication style is not tied to their emotions. Such counterparts may seem overly task-focused to you, and it may be difficult to detect their feelings, for example about a new idea or towards a relationship at work.

##### Recommendations

*When communicating with someone who is not guided by emotions, consider stepping back and assessing whether feelings are an important source of information in the given situation.* For example, when discussing a new plan to increase employee morale, your counterparts' positive support and buy-in is directly related to the likelihood of follow-through. When you need to know your counterparts' feelings, consider asking probing questions to avoid incorrect assumptions.

#### 2. COMMUNICATE INDIRECTLY

##### Your Score is: 4.3

*Your responses indicate that at work, your communication behavior is fairly direct.* While you communicate your message through words, you also occasionally rely on your counterpart's ability to infer meaning and may at times use indirectness to avoid hurting someone's feelings.

##### Strengths and Challenges

Your ability to communicate with a moderate level of directness suggests you can communicate effectively with direct counterparts and may be able to navigate with those who are indirect as well. However, *when working with very direct or very indirect communicators, you may need to use active listening to be sure your messages are received as intended.*

##### Recommendations

*Your moderate level of directness can be an asset in a diverse team setting.* When a team member's communication directness dominates a discussion, you can assist by labeling the communication style to prevent negative assumptions about the team member's personality or behaviors. When a team member is silent, you may be able to interpret or ask probing questions to uncover information and opinions that will aid the team's decision-making process.

#### 2. PERSUADE GENTLY

##### Your Score is: 3.7

*Your responses indicate that at work, your style persuasion is somewhat indirect.* Depending on your audience, you may firmly assert your wishes or subtly express your opinion for your counterpart to infer the strengths of your position.

##### Strengths and Challenges

Your moderately indirect style of persuasion suggests *you can play along and hold your own with counterparts who argue firmly and those who express their positions with subtlety.* In a group setting, your fairly gentle style of persuasion will facilitate communication effectiveness and reduce chances of interpersonal tension among group members who persuade very firmly or very gently.

##### Recommendations

*When working in a diverse group, you may find yourself explaining different communication styles to facilitate the discussion.* When explaining communication styles, it is important to refer to specific behaviors and situational factors at play. Avoid labeling communication style as personality. For example, instead of "She is aggressive," you can say, "She expresses her wishes assertively." Instead of "He is quiet," you can explain, "In his culture, people voice their position once the debate has quieted down."

Low Context  
DependenceHigh Context  
DependenceKEY You 

**Conflict Management** is a characteristic of your communication style at work. Conflict Management represents your tendencies to confront versus avoid conflict and disagreement. Conflict Management is a composite of your communication preferences for avoiding conflict and for avoiding disagreement.

#### Your Score is: 6.3

At work, your conflict management approach is *very indirect*. When there is conflict or disagreement, you *strongly* prefer is to avoid confrontation or unpleasant exchanges.

### Your Behaviors and Attitudes

#### 1. AVOID CONFRONTING CONFLICT

##### Your Score is: 6.3

Your responses indicate that at work, you avoid direct conflict whenever possible. *When you disagree with someone, you may express your disagreement but you almost never confront and engage in argument.*

##### Strengths and Challenges

You and other conflict avoiders can efficiently resolve disagreement without engaging in heated argument. However, when facing someone who confronts conflict, expressing your disagreement may not be enough to reach resolution. Although you may be comfortable agreeing to disagree, *it will be challenging for you to work with people who engage in direct battle until a conflict is resolved.*

##### Recommendations

*It will serve you well to remember that some people like to confront conflict.* When faced with someone who wants to do battle, it is important to attribute their behavior to communication style and not personality. You may be able to encourage constructive conflict resolution by taking a problem solving approach.

### Conflict Management

#### 1. AVOID CONFRONTING CONFLICT

#### 2. AVOID EXPRESSING DISAGREEMENT

#### 2. AVOID EXPRESSING DISAGREEMENT

##### Your Score is: 6.3

Your responses indicate that at work, you avoid disagreement whenever possible. *When you disagree with someone, you almost always keep your thoughts to yourself to avoid hurt feelings or unpleasant exchanges.*

##### Strengths and Challenges

Avoiding disagreement may insure group harmony, but it may be at the expense of discovering well-informed, high quality decisions. In a group of people who do not openly express disagreement, it is also difficult to gauge support and commitment for a course of action. *When working with people who openly express disagreement, it will be challenging for you to convey, rather than suppress, your uncertainties and critical ideas.*

##### Recommendations

*Because the most novel ideas and high quality decisions often come from teams working through divergent ideas and disagreement, it is essential for you to develop a means of expressing disagreement.* Expressing disagreement does not necessarily lead to argument and unpleasant exchanges. By planning ahead, you can introduce a well-supported position along with the caveat that you do not like to argue. You can look to group members with a similar communication style to help maintain a calm, task-focused discussion that does not get personal.

Low Context  
DependenceHigh Context  
DependenceKEY You 

**Network Reliance** is a characteristic of your relationship style at work that refers to your tendencies to rely on personal network connections.

#### Your Score is: 5.0

At work, your communication is characterized by *high reliance on relational networks*. You emphasize long-term relationships and networks as well as linking personal and professional connections.

#### Network Reliance

1. RELYS ON NETWORK

2. RELY ON LTR

3. COMMUNICATES ACROSS NETWORKS

### Your Behaviors and Attitudes

#### 1. RELYS ON NETWORK

##### Your Score is: 4.0

*Your results indicate you are fairly comfortable doing business with people who are not in your social network.* Your level of comfort with new colleagues sometimes depends on you being part of a shared relationship network.

##### Strengths and Challenges

Because you are fairly comfortable doing business with people who are not in a shared social network, you may be able to form and nurture business relationships with a wide range of people. Fostering business relationships both inside and outside of your professional circles will help develop your network and allow you to broker new business connections. *You may face challenges connecting people accustomed to contractual relationships with those who rely more heavily on deep network connections.*

##### Recommendations

Be sure to decipher the business relationship norms in your culture, industry, and functional area. *Plan for when you may need to adjust your networking strategies and when you can help broker network connections in a diverse setting.*

#### 2. RELY ON LONG-TERM RELATIONSHIPS (LTR)

##### Your Score is: 5.7

*Your responses indicate that you are more comfortable working with people you have known for some time.* You trust and rely most on those with whom you have had a long-term relationship.

##### Strengths and Challenges

By usually doing business based on long-term relationships, you limit uncertainty and risk. At the same time, your pool of potential partners is limited and you may lose out on business opportunities. *You may be challenged in parts of the world where people do not rely on long-term relationships to do business.*

##### Recommendations

Remember that in some parts of the world, people form new relationships quickly and secure them with a contract. *Consider exploring new relationships that can be gradually tested with low-cost incremental commitments.* By taking it slowly, you can build trusting new relationships with potential for a moderate or long-term life-span.

#### 3. COMMUNICATES ACROSS NETWORKS

##### Your Score is: 5.4

Your responses indicate that you often have overlapping personal and work networks. *You rarely prefer to keep people in your work life separate from people in your personal life.*

##### Strengths and Challenges

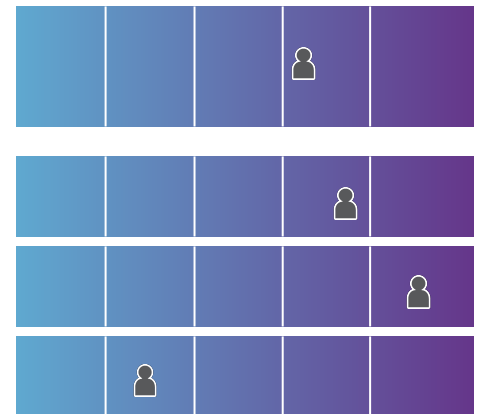
People who like to have overlapping personal and professional networks often tend to share personal anecdotes at work and workplace anecdotes at home. Because you often do not like to compartmentalize your work and personal worlds, you may have photos from home at the office or you may often invite work colleagues to your home for dinner. *In a culture or work environment where personal and professional do not overlap, your social nature may seem nosy or intrusive.*

##### Recommendations

Your strong preferences to communicate across personal and professional circles may not be shared or normative in your workplace. Be sure to recognize and respect others' preferences to keep personal and work circles separate. *Consider ways to build personal relationships in the workplace, such as a social get-together over lunch, without having to cross boundaries into colleagues' personal lives.* This may mean simply allowing sufficient time for a relationship to develop naturally.

## Relationship style

### Relational Adjustment

Low Context  
DependenceHigh Context  
DependenceKEY You 

**Relational Adjustment** is a characteristic of your relationship style at work that captures the degree to which you adjust what you say and how you say it with different counterparts.

#### Your Score is: 4.8

At work, your communication is characterized by *high relational adjustment*. You adjust what you say and how you say it depending on your counterpart's status, your counterpart's feelings, or your own social image.

#### Relational Adjustment

1. ADJUST FOR FEELINGS

2. ADJUST FOR STATUS

3. ADJUST COMM. FOR OWN IMAGE

### Your Behaviors and Attitudes

#### 1. ADJUST FOR FEELINGS

##### Your Score is: 5.4

*Your responses indicate that at work, your message is often influenced by your counterpart's feelings. You often change what you say or how you say it to avoid hurt feelings or to save face for your counterpart.*

##### Strengths and Challenges

Because you often adjust your message for your counterpart's feelings, others are likely to perceive you as a modest and sensitive communicator. *When adjusting message content and delivery, it may be challenging for you to be sure no critical message content is lost.* This is particularly problematic with negative messages. Softening a message to avoid hurt feelings should not come at the expense of understanding.

##### Recommendations

*It is important for you to be sure your message content is received and understood by those who are not well attuned to a sensitive communication style.* When delivering a negative message, you may be able to limit face harm by delivering the message in private. You may also limit hurt feelings by prefacing the message with words of understanding and encouragement. You can protect your relationship by actively listening while your counterpart responds.

#### 2. ADJUST FOR STATUS

##### Your Score is: 6.2

*Your responses indicate that at work, you consistently adjust your message and/or communication style based on your counterpart's status. Specifically, you almost always change the formality of your greetings depending on your counterpart's age, title, or position.*

##### Strengths and Challenges

Attending to contextual cues about status is useful in hierarchical cultures and organizations where social norms dictate strict levels of respect and formality when communicating with superiors. *Your predisposition to adjust communication for status could be problematic in egalitarian cultures, where a superior would expect a direct and complete message even from a subordinate.* Likewise, superiors who are very direct in expression and interpretation might misunderstand a message that is deliberately indirect and gentle.

##### Recommendations

The politeness and respect you confer on superiors can lend a professionalism to your workplace communication with peers, subordinates, and partners as well. *However, you should be sure to consider that respectful communication can sometimes impinge on your message clarity.*

#### 3. ADJUST COMMUNICATION FOR OWN IMAGE

##### Your Score is: 2.7

*Your responses indicate that at work, you rarely adjust your communication to preserve your image or save face. You are rarely annoyed and frustrated if you lose face in a situation.*

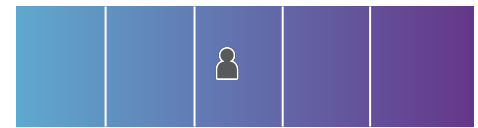

##### Strengths and Challenges

Because you rarely adjust your communication to save face, your messages are often clear and consistent. Others may appreciate your candor even when putting yourself at fault. *For you, it may be challenging to recognize situations where some restraint in what you say and how you say it could protect you and others.* If you accept blame or embarrassment for yourself, be sure you do not also accept blame on behalf of colleagues who may have strong face-maintenance goals.

##### Recommendations

Honesty and transparency are valued hallmarks of effective communication that you should nurture. At the same time, because we rely on social connections at work, others' impressions of you can be important. *Remembering to make subtle communication adjustments that do not sacrifice veracity (e.g. politeness, noting situational constraints, etc.) may sometimes benefit your communication effectiveness more than candor.*



Low Context  
DependenceHigh Context  
DependenceKEY You 

**Openness** is a characteristic of your relationship style at work. Openness represents your tendencies to be more open or more reserved when communicating about yourself and about the truth.

#### Your Score is: 3.7

At work, your communication is *somewhat open*. You are moderately comfortable initiating conversation with strangers. For you, transparency *in some contexts* requires considering the relationship and other's feelings.

### Your Behaviors and Attitudes

#### 1. COMMUNICATE CAUTIOUSLY

##### Your Score is: 3.7

*Your responses indicate that at work, you are a fairly open and outgoing communicator. When you meet someone new, you may initiate conversation and occasionally bring up personal matters (e.g. whether you have children, your favorite movie).*

##### Strengths and Challenges

*Your moderate level of openness should be effective when forming new relationships with both cautious and outgoing communicators. In a group setting, your moderate style may facilitate open communication and reduce the likelihood of interpersonal tension between group members who are highly open and those who are highly cautious communicators.*

##### Recommendations

*When welcoming newcomers in a diverse group of open and cautious communicators, use your moderate level of openness to manage the "get to know you" process. Going around the table with a common introduction script helps keep open communicators on task and brings cautious communicators out of their shell. Avoid social relationship building activities (e.g. going out for drinks after work) until the group has formed a bond.*

### Openness

#### 1. COMMUNICATE CAUTIOUSLY

#### 2. CONVEY FACTS SENSITIVELY

##### Your Score is: 3.8

*Your responses indicate that at work, you are fairly sensitive when communicating facts that could hurt someone's feelings or create a large amount of tension in a team environment. In such cases, you may leave out certain details or tweak the facts.*

##### Strengths and Challenges

*Your fairly sensitive style should allow you to communicate information effectively with both factual and sensitive communicators. In a team setting, your moderate style will help reduce chances of miscommunication when some members use objective facts with disregard to feelings and others are more sensitive to the balanced functioning of the group.*

##### Recommendations

*When welcoming newcomers in a diverse group of open and cautious communicators, use your moderate level of openness to manage the "get to know you" process. Going around the table with a common introduction script helps keep open communicators on task and brings cautious communicators out of their shell. Avoid social relationship building activities (e.g. going out for drinks after work) until the group has formed a bond.*

## Time Management style

### Task Structure

**Task Structure** is a characteristic of your time management style at work that describes the degree to which you perform tasks simultaneously or sequentially.

#### Your Score is: 2.8

At work, your time management style is *linear in task structure*. You *often* complete tasks one by one rather than several at a time.

#### Strengths and Challenges

When you adopt a sequential approach to time, you are sending clear and unambiguous messages to your counterparts. When you work on one thing at a time, your counterparts know when they have your attention. You should be comfortable working in a Western-style business climate (e.g. North America, Europe) that has a more sequential approach to time management and task completion. *You may find it challenging when others around you are multitaskers and in parts of the world that run on event time (e.g. South Asia, Latin America, Africa).*

#### Recommendations

Effectively working alongside multitaskers requires open communication about different time management styles and setting clear expectations. Remember that multitaskers are good at switching between tasks rapidly and frequently, but at any given moment the brain can focus on only one task. *When working among multitaskers, consider protecting your focus time by scheduling specific days/times for uninterrupted work.*

### Task Structure

Low Context  
Dependence

High Context  
Dependence



KEY You 



Low Context  
DependenceHigh Context  
Dependence

**Scheduling** is a characteristic of your time management style at work that describes the degree to which you are strict versus flexible with schedules and deadlines.

**Your Score is: 2.2**

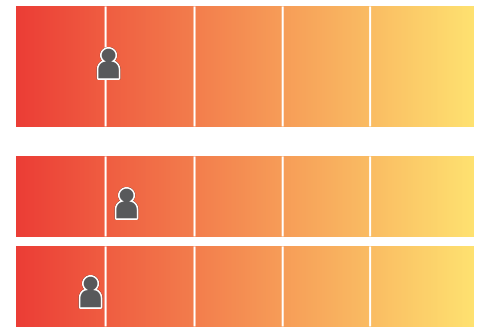
At work, your *time management style adheres to clock time*. You *often* stick to a schedule to manage your time and are *rarely* flexible with deadlines.

**Scheduling**

1. FLEXIBLE WITH  
SCHEDULES

2. FLEXIBLE WITH  
DEADLINES

KEY You 



**Your Behaviors and Attitudes**

**1. FLEXIBLE WITH SCHEDULES**

**Your Score is: 2.5**

Your responses indicate that you are almost never flexible with deadlines at work. You almost always pay strict attention to deadlines and take satisfaction in meeting them.

**Strengths and Challenges**

Your time management behaviors around deadlines will be similar to others in an organizational or national culture where time is a measurable resource. In such cultures, meeting deadlines is often associated with being organized, efficient, and responsible. Failing to meet a deadline may be considered rude and irresponsible, because it affects your coworkers' plans and schedules. *When counterparts you rely on are flexible with deadlines, you are likely to experience frustration when managing work flow.*

**Recommendations**

When working with people who do not pay strict attention to deadlines, you should openly discuss your different deadline management preferences. *It will serve you well to create timelines that allow flexibility and also independent work flows so that you aren't waiting for a more event-time oriented counterpart.*

**2. FLEXIBLE WITH DEADLINES**

**Your Score is: 2.0**

Your responses indicate that you are almost never flexible with deadlines at work. You almost always pay strict attention to deadlines and take satisfaction in meeting them.

**Strengths and Challenges**

Your time management behaviors around deadlines will be similar to others in an organizational or national culture where time is a measurable resource. In such cultures, meeting deadlines is often associated with being organized, efficient, and responsible. Failing to meet a deadline may be considered rude and irresponsible, because it affects your coworkers' plans and schedules. *When counterparts you rely on are flexible with deadlines, you are likely to experience frustration when managing work flow.*

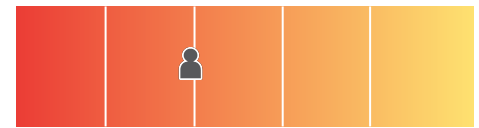
**Recommendations**

When working with people who do not pay strict attention to deadlines, you should openly discuss your different deadline management preferences. *It will serve you well to create timelines that allow flexibility and also independent work flows so that you aren't waiting for a more event-time oriented counterpart.*

Low Context  
DependenceHigh Context  
Dependence

**Sharing Time** is a characteristic of your time management style at work that describes the degree to which you consider interruptions disruptive versus expected as you move throughout your day.

### Sharing Time

KEY You 

#### Your Score is: 3.3

At work, your *time management style adheres to clock time and shows respect* for your counterpart's schedule. You *rarely* allow interruptions during a meeting, such as taking a phone call or pausing to chat with someone who pops their head into your office.

#### Strengths and Challenges

Your attitudes towards sharing time will be similar to others in an organizational or national culture where time is a measurable resource, promptness is valued, and scheduled meeting times are protected from interruptions. *You may find it challenging to work with people who have a more fluid view of time. When time is a fluid, shared resource, people do not consider lateness or interruptions rude.* Remember that attitudes towards time come from a cultural belief system and are not a reflection of someone's organizational skills or respect.

#### Recommendations

It is important to remember that attitudes towards time are formed and reinforced through our childhood socialization. Like many aspects of culture, they are firmly ingrained and difficult to change. Some might argue it is unreasonable to ask someone to change such a broad cultural attitude as our understanding of time. *Be sure to consider that attitudes towards time come from a cultural belief system and are not a reflection of someone's organizational skills or respect.* You can manage diverse attitudes towards sharing time by noticing differences and setting clear expectations about time management for your interpersonal, team, and broader workplace relationships.

**Body language** is a characteristic of your sensory style at work that refers to your attitudes towards using body language to engage with your counterpart.

**Your Score is: 6.5**

At work, your sensory style is characterized by a *very open attitude towards body language*. You consider it *very* polite to look your counterpart directly in the eye, directly face your counterpart, or be physically close.

**Body Language**

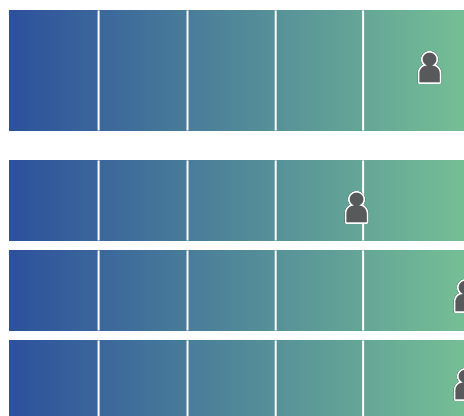
1. CLOSENESS IS POLITE

2. EYE CONTACT IS POLITE

2. FACING OTHER IS POLITE

Low Context  
Dependence

High Context  
Dependence



KEY You

**Your Behaviors and Attitudes**

**1. CLOSENESS IS POLITE**

**Your Score is: 5.5**

Your responses indicate that at work, you often associate close personal distance with politeness. *For you close personal distance is rarely rude or pushy.*

**Strengths and Challenges**

Your positive attitudes towards close personal distance mean you will be comfortable working in parts of the world where shared communication space and close personal distance are considered respectful and polite (e.g. Brazil, Greece). *You may find it challenging to work in parts of the world where a larger personal distance is the norm.* In such cultures, arms-length distance in conversation is respectful of your counterpart and their personal communication space. Getting too close to your counterpart in communication is considered rude and pushy.

**Recommendations**

It is important to remember that attitudes towards physical closeness are formed in childhood and young adulthood. Like many aspects of culture, these attitudes are instinctual and automatic. *If counterparts seem uncomfortable by your closeness, consider using verbal expression instead to convey your conversational engagement.*

**2. EYE CONTACT IS POLITE**

**Your Score is: 7.0**

*Your responses indicate that at work, you almost always associate eye contact with politeness.*

**Strengths and Challenges**

Because you strongly associate eye contact with politeness, you should be very comfortable looking others directly in the eye when speaking to them and vice versa. This positive attitude towards direct eye contact is shared and will not be misunderstood in most Western business contexts and also in highly expressive cultures found in Latin America and the Mediterranean regions. *You will find it quite challenging in parts of the world where direct eye contact is considered impolite, either in general or with superiors.*

**Recommendations**

When working with people who avoid eye contact in conversation, remember that they may consider eye contact rude or presumptuous. *Rather than assuming disinterest, it will serve you well to use active listening skills to decode your counterpart's degree of engagement.*

**2. FACING OTHER IS POLITE**

**Your Score is: 7.0**

*Your responses indicate that at work, you almost always associate facing your counterpart with politeness.*

**Strengths and Challenges**

As someone who generally associates facing your counterpart with politeness, interest, and attention, you pay particular attention to body language in yourself and others. One's body position should be open and squared towards their counterpart when they are engaged in the conversation. When a counterpart's body is facing to the side or away, you may assume they are uninterested or their attention is elsewhere. The association between facing one's counterpart and politeness is shared in most Western and Far Eastern business contexts. *You are likely to find it difficult to interpret flexible body posture norms that are typically found in highly expressive Latin America and Mediterranean cultures.*

**Recommendations**

Be aware of different norms for facing others in conversation. *When you are working with people accustomed to more relaxed body posture, it will serve you well to ask questions and use active listening to test your perceptions of conversational engagement and attention.*

Low Context  
DependenceHigh Context  
Dependence

**Dramatic Expression** is a characteristic of your sensory style at work that describes the degree to which your vocal tone and physical gestures signal engagement with your counterpart.

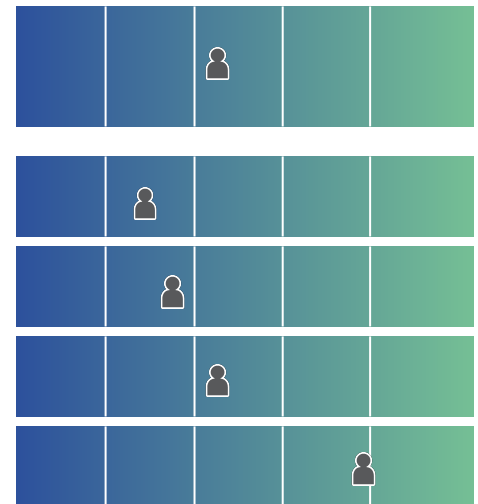
**Your Score is: 3.7**

At work, your *conversational display style is somewhat reserved*. You may *occasionally* speak loudly, use big hand gestures, and interrupt your counterpart, but also you are comfortable with silence in conversation to a moderate degree.

**Dramatic Expression**

1. INTERRUPT

2. AVOID SILENCE

3. DRAMATIC  
EXPRESSION4. LOUDNESS IS  
ENGAGINGKEY You **Your Behaviors and Attitudes**

1. INTERRUPT

**Your Score is: 2.7**

Your responses indicate that at work, you rarely interrupt counterparts when they are talking. You often listen rather than talk over others.

**Strengths and Challenges**

Avoiding interruption allows for active listening. *When working with people who interrupt as a form of communication engagement, it may be challenging for you to contribute to the discussion, make sure your contributions are heard, and avoid assuming others' interruptions are rude or aggressive.*

**Recommendations**

People who interrupt as a form of communication engagement may not realize that you prefer communication distance to be most effective in a conversation. *To manage interruptions that feel intrusive and distracting, consider putting up your hand and calmly saying, "please let me finish," as often as necessary.*

2. AVOID SILENCE

**Your Score is: 3.0**

Your responses indicate that you often embrace silence in communication at work. You are often quiet in group settings.

**Strengths and Challenges**

Being comfortable with silence has many strengths; you can take time to listen to your counterpart and compose your thoughts before speaking. In group settings, remaining silent can also create moments of power when the group eventually asks for your input. In a negotiation, people who avoid silence will fill your silent space with questions and information that can be a strategic advantage. *When working with people who avoid silence, you may face challenges making sure your silence is not misinterpreted as a lack of interest or attention.*

**Recommendations**

Remember that people who are accustomed to filling silent space may interpret your silence as disinterest, or even evasion. *Consider labeling your silence as time to pause and reflect, in order to avoid misinterpretations.*

3. DRAMATIC EXPRESSION

**Your Score is: 3.6**

Your responses indicate that you occasionally tell stories or anecdotes at work. When communicating, you sometimes use gestures or colorful language to engage your listener.

**Strengths and Challenges**

*You should be able to engage both dramatic and reserved communicators with your moderate level of expressiveness.* Your challenge is to identify organizational, cultural, or team communication norms so that you can adjust your own expressiveness if necessary.

**Recommendations**

In a diverse team setting, you may be able to broker communication between colleagues with different levels of communication expressiveness. Because dramatic communicators take more air time, you may need to facilitate equal opportunities for contribution. *You can help by labeling the communication style to prevent negative assumptions about a colleague's personality (e.g. overbearing or submissive) or motivations (e.g. controlling or unengaged).*

4. LOUDNESS IS ENGAGING

**Your Score is: 5.5**

You rarely find it rude or get annoyed when people talk loudly at work. For you, speaking loudly may signal that your counterpart is highly engaged.

**Strengths and Challenges**

When group conversational norms favor sharing conversational space through interruption and dramatic expression, you will not interpret others' loudness as intrusive or overbearing. *When working with people who retreat amid loud talkers, it may be challenging for you to include them in the conversation.*

**Recommendations**

Remember that attitudes towards loudness are formed and reinforced through early socialization. Like many aspects of culture, they are firmly ingrained and difficult to change. Recognize that some people feel uncomfortable and even threatened by conversational loudness. *With such counterparts, consider adopting a more modest volume to insure equal levels of participation and engagement.*

Low Context  
DependenceHigh Context  
Dependence

### Physical Contact

1. TOUCH  
COUNTERPART2. STAND NEAR  
COUNTERPARTKEY You 

**Physical contact** is a characteristic of your sensory style at work that describes the degree to which sharing space signals engagement with your counterpart.

#### Your Score is: 2.0

At work, your sensory style is characterized by *very low physical contact*. You *strongly* avoid touching and prefer to keep physical distance or a barrier between you and your counterpart to respect their personal space.

### Your Behaviors and Attitudes

#### 1. TOUCH COUNTERPART

##### Your Score is: 2.7

Your responses indicate that you rarely touch your counterpart in workplace communication. You rarely hug or kiss when greeting someone or concluding a conversation.

##### Strengths and Challenges

Mostly maintaining arms-length distance in conversation and avoiding kissing/hugging hello or goodbye are reserved communication behaviors that preserve personal communication space for you and your counterpart. Your behaviors are safely neutral, as social touching can feel intrusive and unpleasant for many people. *However, when you work in parts of the world where conversational engagement is physical, your behaviors may seem standoffish and cold.*

##### Recommendations

Remember that people who are accustomed to touch as a form of conversational engagement could misinterpret your more reserved interpersonal style as a lack of engagement or liking. At the same time, *if you feel uncomfortable with your counterpart's social touching, consider letting them know verbally. You can also subtly create distance by manipulating the physical context (e.g. where you are standing, objects between you and your counterpart, etc.).*

#### 2. STAND NEAR COUNTERPART

##### Your Score is: 1.3

Your responses indicate that you almost never stand close enough to touch your counterpart in conversation at work. You are most often comfortable when there is a desk or barrier between you and your counterpart.

##### Strengths and Challenges

By maintaining personal distance when standing in conversation and seated at meetings, you show respect for your counterpart's personal communication space. Your preferred personal distance will not make others feel crowded or uncomfortable. However, *when you work in parts of the world where people share communication space, your personal distance may get in the way of forming close business relationships.*

##### Recommendations

Remember that *people who stand close as a form of communication engagement may find your personal space norms too formal or distant*. At the same time, if you feel uncomfortable with a counterpart's close personal distance, you should respectfully let them know, for example saying "I need a little more personal space please," or by subtly backing up a few paces while maintaining verbal engagement.