

The Four Assertiveness Styles

AGGRESSIVELY CONTROLLING

In this high energy, low empathy quadrant, the individual is likely to literally want to be in control in most of their encounters or conversations with others. To do this, they might consciously or unconsciously "trample" on the rights of others. This style can therefore be very direct and commanding of attention. Individuals using this style fail to listen to others or regularly interrupt them when speaking. This style will also make high use of strong body language and a loud and confident voice (to effect the control being sought). The pros and cons of this style are shown on the following page.

Likely Body Language: Invades space, loud voice, arms crossed or moving in aggressive manner (like pointing), and very direct eye contact or even staring.

PASSIVELY OBSERVING

In this low energy, low empathy quadrant, the individual is likely to keep to themselves or to remain quiet and unassuming in most discussions or meetings with others. This style is happy to watch the antics of others in a detached way, without feeling the need to join in or to enter the discussion. When directly engaged, this style is likely to often give way or concede to more aggressive types, but to mentally analyze how they might redress the balance in a different way in the future. The pros and cons of this style are shown on the following page.

Likely Body Language: Leaning back, hands clasped or arms crossed, eyes averted or watching the broad scene with fleeting looks and possible sighs.

FIRMLY ASSERTING

In this high energy, high empathy quadrant, the individual is likely to have a feeling of high self worth and a good understanding of their personal needs and rights. However, they also recognize and value the important needs that others have. As such, this style will usually listen to others attentively before firmly communicating their message, or to outline what they need in the context of what they have heard. This style is also likely to have strong personal standards and act to ensure that these are compromised as little as possible. The pros and cons of this style are shown on the following page.

Likely Body Language: Relaxed, slightly leaning forward posture, lots of use of the hands, good eye contact, and confident, usually modulated voice.

WARMLY PROPOSING

In this low energy, high empathy quadrant, the individual is likely to offer gentle comments and suggestions in discussions and conversations. This style is generally more interested in finding out about other people and in building better relationships. They will therefore be unlikely to jeopardize a positive conversational climate to push even their important points too hard. They might therefore accept that they may not get everything they seek in a discussion, but there is always the next time. The pros and cons of this style are shown on the following page.

Likely Body Language: Open posture, attentive, good eye contact, friendly, smiling face, some use of hands when speaking, and concentrating, so as to listen properly.

The Firmly Asserting style is used most often by people who are seen to be the most successfully assertive. However each style has its own strengths in certain circumstances. By learning the strengths and weaknesses of each style participants can become skilled at using assertiveness appropriately while reducing conflict and enhancing their influence.

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Judd E. Hollander



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