Behavioral Styles

How can I work more effectively with others?
Objectives

- Determine individual behavior styles
- Identify the value of behavioral styles in teamwork and group
- Discuss effectiveness of coaching, facilitating and delegating
- Communicate more effectively with project collaborators
Round Robin
Traits of an effective leader
Behavioral Styles

Personalities have

- Supporting/controlling behaviors
- Direct/indirect behaviors
- A dominant pattern

There is no best style
Behavioral-style Evaluation

As you read the descriptions of supportingness and directness, you undoubtedly compared your own characteristics to those being described. Now you have an opportunity to determine your own style. This evaluation is a selected list of statements and adjectives derived from managerial, psychological and sociological literature describing observable supporting, controlling, direct, and indirect behaviors.

By completing the Behavioral-style Evaluation below and plotting your score on a grid, you will develop a behavioral “self-portrait”. Remember – you must understand your own behavior style before you can begin to adapt it to others.

Instructions: Compare each set of statements. Then circle the letter S (Supporting), C (Controlling), I (Indirect), or D (Direct) that best describes you in most situations and with most people.

1. S More open to getting to know people better and establishing new relationships, OR
   C Exerts more control over who he/she gets involved with, including how well you get to know them.

2. C Focuses conversations on tasks, issues, business or subject at hand OR
   S Allows conversations to take the direction of interest of the parties involved, even though this may stray from the business or subject at hand.

3. I A less frequent contributor to group conversations OR
   D A more frequent contributor to group conversations.

4. I Tends to keep personal thoughts or feelings private, sharing only when asked and necessary, OR
   D Tends to express personal thoughts or feelings about things, whether asked to or not.

5. C Tends to make decisions based on objectives, facts, or evidence, OR
   S Tends to make decisions based on feelings, experiences, or relationships.

6. D Frequently uses gestures, facial expressions, and voice intonation to emphasize points, OR
   I Less likely to use gestures, facial expressions, and voice intonation to emphasize points.

7. D More likely to make statements: “That’s the way it is!” or, “I feel...”, OR
   I More likely to ask questions or speak less assertively: “How does this fit?” or, “As I understand it...”

8. C More likely to expect and respond to conflicts, OR
   S Less likely to accept other people’s points of view (ideas, feelings, and concerns).

9. S More likely to accept others’ points of view (ideas, feelings, and concerns) OR
   C Less likely to accept other people's points of view (ideas, feelings, and concerns).

10. C Tends to focus mostly on the idea, concept, or outcome OR
    S Tends to focus primarily on the interest level, person involved, and process.

11. I More likely to wait for others to introduce him/her at social gatherings, OR
    D More likely to introduce self at social gatherings.

12. S More open about own time involvement with others, OR
    C Less open about own time involvement with others.

13. C Likely to stick with own agendas and concerns while tuning into the power motives of others, OR
    S Likely to tune into others’ agendas and concerns while minimizing any conflict or disagreement.

14. I Tends to remain involved with known situations, conditions, and relationships, OR
    D Tends to seek new experiences, situations, and opportunities.

15. D Likely to express own views more readily, OR
    I Likely to reserve the expression of own views.

16. I Tends to react more slowly and deliberately, OR
    D Tends to react more quickly and spontaneously.

17. C Prefers to work independently or dictate the conditions as it involves others, OR
    S Prefers to work with and through others, providing support when possible.

18. I Likely to respond to risk and change in a more cautious or predictable manner, OR
    D Likely to respond to risk and change in a more dynamic or unpredictable manner.

Total numbers of

S’s _______ - C’s _______ =
D’s _______ - I’s _______
Indirect

Supporting

Direct

Controlling

DOB

PEACOCK

OWL

EAGLE
Creating Data

• Write your name on a color post-it note corresponding to your “bird”

• Post it on the chart in the room
Group Activity

- Move to tables labeled with your “bird”.

- Discuss the following aspects of your style:
  - Strengths
  - Challenges
  - Leadership qualities
Dove

- Relationship oriented
- Dislikes interpersonal conflicts
- Natural counseling skills
- Good active listeners

- Team players
- Steady workers
- Highly reliable
- Likes close, friendly, personal, first name relationships
- Diplomatic, supportive
Peacock

- Direct
- Supportive
- Optimistic
- Animated, lively, enthusiastic, invigorating
- Intuitive

- Fast paced
- Delightfully social
- Idea people
- Have the ability to get others caught up in their dreams because they are so persuasive
Eagle

- Direct
- Takes authority
- Loves challenges
- Productive
- Good administrative and operational skills
- Works quickly
- Fast Paced
- Independent
- High achievement motivation
- Leadership
- Good decision making ability
Owl

- Persistent
- Systematic
- Loves specifics, data
- Great problem solver
- Orderly

- Focus on details, process
- Likes organization and structure
- Accurate
- Dependable
The Golden Rule

Do unto others as you would have them do unto you.

or

Treat others the way you want to be treated.
The Platinum Rule

Do unto others as they would like done unto them.

Or

Treat others the way they want to be treated.
What We Learned

• Our personality style influences how we work with others and influences our leadership ability.

• All styles have valuable traits that can contribute to teamwork and leadership.

• By treating others as they want to be treated we can communicate more effectively.
Reflections

Use the Guided Questions Reflective form