People Styles

Our Tools are approaches, models and techniques for improving stakeholder engagement	
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Linkages with SE Key Principles	Communication, Remember, They're only human, Relationships are key
Key words	Preferred, style, behaviour, trait, influence
Subject Terms	Engage, flex, adapt, connect, better, communication

Context

Purpose and Benefits

- To help understanding of the implications of our preferred personal style i.e. the way we are perceived and how we tend to engage with others, we are more able to "adapt to connect better" and influence others more effectively.
- "Flexing" our personal style can improve communication, problem solving and decision-making and reduce the chances of misunderstanding and conflict.
- This approach, which uses a short evaluator of 18 couplets of statements, is easy to use and is non-confrontational.

Applications for project management

- The model can help build the project team and also in the engagement of stakeholders.
- It can be used by the project team to
  - develop self awareness and awareness of others
  - optimise team working by minimising conflict and maximising collaboration
  - identify strategies and tactics for influencing project stakeholders
- It can be used by the project team members
  - when planning to engage stakeholders
  - to identify and head off or resolve areas of potential conflict
  - to identify the best person/approach to engage with a specific stakeholder

How to use to best effect

Assumptions

- You are prepared to be open and receptive to the +ve and –ve implications of you own style before considering the style others.
- You are aware of the limitations as well as the strengths of this model (see below)

The model is based on Jungian preferences (Carl Jung 1920s) of extroversion/introversion, sensing/intuition and thinking/feeling. These preferences drive key aspects of our behaviour.

Application

This tool enables you, with your team, to

- Complete the evaluator (see below) and identify the two highest axes. This determines the preferred style position from which we may 'flex', if we wish.
- Consider the implications of this style (both positive and negative)
- Observe the behaviour and language of the other party
- Engage better through the subtle flexing of your behaviour, where appropriate

Limitations

- If overused it could become (and be seen as) manipulative and negative
- It only affords a simplistic view of human behaviour – we are far more complex than this suggests!
- It is best used in conjunction with other strategies for influencing and frameworks or processes for problem solving and decision making

Relevant bibliography

Reference:

"People Styles at Work" 1996 by Robert and Dorothy Boulton (Ridge Associates)

http://condonesoft.blogcu.com/read-or-download-people-styles-at-work-and-beyond-making-ba/20939774

Related Models / Processes

Insights™ Personal Discovery System Insights.com
https://www.insights.com/products/insights-discovery/

Belbin Team Roles http://www.belbin.com/

Appendix

Analytical	**Driver**	
Key Value: Works with existing circumstances to promote quality **Orientation**: Thinking **Time**: Past	**Key Value**: Shapes the environment by overcoming opposition to get quick results **Orientation**: Action **Time**: Present	
Amiable	**Expressive**	
Key Value: Cooperates with others ensures people are included and feel good about the process. **Orientation**: Relationships. **Time**: Flexible	**Key Value**: Shapes the environment by building alliances to create enthusiasm for the results **Orientation**: Intuition **Time**: Future	

LESS — **Responsiveness** — MORE

LESS — **Assertiveness** — MORE

What do your scores mean?

8 = left   2 = right   5 = above   3 = below

Left & Above: You think others see you as Analytical
Right & Above: You think others see you as a Driver
Left & Below: You think others see you as Amiable
Right & Below: You think others see you as an Expressive

People Styles – evaluator

1. More likely to lean backwards when stating opinions / More likely to be erect or lean forward when stating opinion
2. Less use of hands when talking / More use of hands when talking
3. Demonstrates less energy / Demonstrates more energy
4. More controlled body movement / More flowing body movement
5. Less forceful gestures / More forceful gestures
6. Less facial expressiveness / More facial expressiveness
7. Softer-spoken / Louder voice
8. Appears more serious / Appears more fun-loving
9. More likely to ask questions / More likely to make statements
10. Less inflection in voice / More inflection in voice
11. Less apt to exert pressure for action / More apt to exert pressure for action
12. Less apt to show feelings / More apt to show feelings
13. More tentative when expressing opinions / More forthright when expressing opinions
14. More task-oriented conversations / More people-oriented conversations
15. Slower to resolve problem situations / Quicker to resolve problem situations
16. More oriented towards facts and logic / More oriented toward feelings and opinions
17. Slower-paced / Faster-paced
18. Less likely to use small-talk or tell anecdotes / More likely to use small-talk and tell anecdotes

Total Scores

1. Select one of each pair which is 'more like you'. 2. Total the number of scores in each column
3. Ring the two highest scores and use 'What do your scores mean' to determine your main style.