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 *[In one or two sentences, describe the broad situations in which this tool can be applied]*

Purpose and Benefits

- By understanding the implications of our preferred style (collection of traits) on the way we are perceived and how we approach our work, we are more able to "adapt to connect better" and influence others more effectively.
- "Flexing" our 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 non-confrontational, there being no "correct" style.

Applications for project management

- The model can help to 'speed' project team understanding and increase its performance
- 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 leader
    - when coaching and developing project members
    - identify and head off/address conflict within the project team
    - identify the best person for the task (delegation)

How to use to best effect *[Write a few sentences to describe how it is most effectively used]*

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

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

Application

- To identify own preferred style, complete the evaluator and identify the two highest axes. This determines the preferred style position from which we may 'flex', if we wish.
- Understand the implications of this style (+ve and –ve)
- Observe the behaviour and language of the other party
- Engage better through the subtle flexing of your behaviour, when appropriate

Limitations *[set out here any weaknesses and what it cannot help with]*

- 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 *[refer here to reference material on its application or variants of this tool]*

Reference:

 "People Styles at Work" 1996 by Robert and Dorothy Boulton (Ridge Associates)
https://www.amazon.co.uk/People-Styles-Work-Beyond-Relationships/dp/0814413420

Related Models / Process

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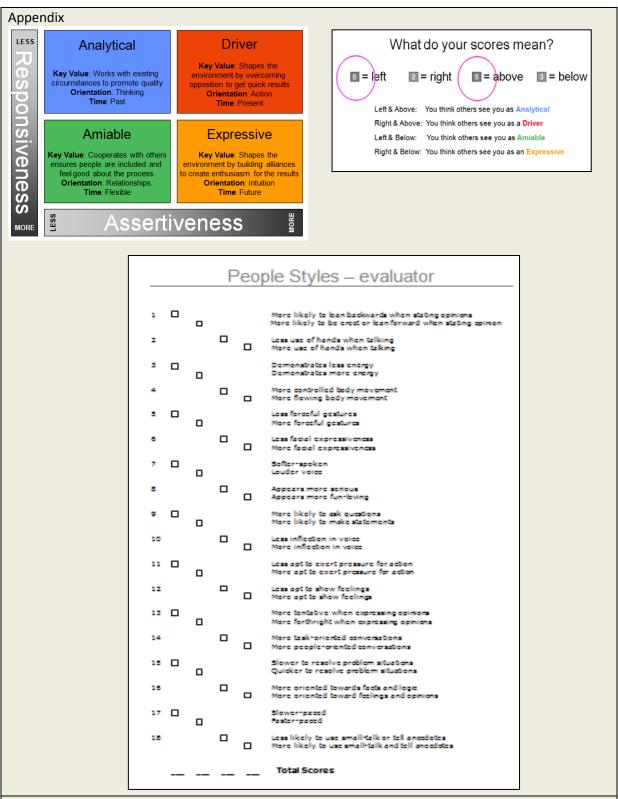https://www.insights.com/products/insights-discovery/

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

Appendix

Responsiveness (LESS — MORE)

Analytical
Key Value: Works with existing circumstances to promote quality
Orientation: Thinking
Time: Past

Driver
Key Value: Shapes the environment by overcoming opposition to get quick results
Orientation: Action
Time: Present

Amiable
Key Value: Cooperates with others ensures people are included and feel good about the process.
Orientation: Relationships.
Time: Flexible

Expressive
Key Value: Shapes the environment by building alliances to create enthusiasm for the results
Orientation: Intuition
Time: Future

Assertiveness (LESS — 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.