

Know Your Communication Style and Impact



1754 Technology Drive, Suite 145
San Jose, CA 95110
408.441.8881 – office

AGENDA

- Knowing Your Working Style – visionary | organizer | team builder | doer
- Communicating Effectively – listen | question | inquiry | advocacy

KNOWING YOUR WORKING STYLES

What are some challenges you have working with different personality styles?

Working styles gives insights about our personality differences and similarities

- Communication
- Decision Making
- View of Change
- Time Management
- Risk-Taking
- Executing Tasks

Working style provides information about:

- Our natural or default way of communicating and influencing.
- How we interpret others' actions.
- The value and benefits of the different styles.
- How to communicate more effectively to achieve better results.

How Working Style Responses are Natural — an Example

How did it feel the first time you wrote your name?

And how did it feel the second time you wrote your name?

Working Styles are not a *personality* label or intended to put anyone into a box.

Why is understanding individual styles important to you in your role?

Importance of learning about working styles

- Gain insight into style strengths and potential blind spots
- Appreciate the differences in others
- Learn how to adjust your style to others
- Increase understanding and reduce conflict
- Improve working relationships
- Get things done more effectively

Working Styles



VISIONARY

thinker, energetic, imaginative, strategic

Main Characteristics

- Creative, high energy, enthusiastic
- Values ideas, risk-taking, complexity
- Readily debates and challenges the status quo
- Catalyst, sees their energy as their main asset
- Likes to know what is going on company-wide
- Excellent communicator

Naturally Gravitates Towards

- Attention, appreciation and prestige
- Complexity and problem solving
- Discussion and debate
- Trying what is new
- Autonomy and little structure

Strengths

- Very strategic
- Inventive
- Imaginative
- Brainstormer

Does Not Naturally Gravitate Towards

- Details, follow-through and maintenance
- Repetition and monotony
- Hands on or controlled environments
- Not being acknowledged for ideas

Potential Blind Spots

- Being practical
- Seeing what is realistic
- Discussing details
- Following-up and following-through



ORGANIZER

reliable, detailed, hard-working, dedicated

Main Characteristics

- Establishes and maintains order and stability
- Respects authority and chain of command
- Values hard work, fairness, accuracy, clarity
- Detail-oriented, factual, sequential, logical
- Likes common sense and traditions
- May be more introverted; can be impatient
- Honors commitments; trustworthy and reliable

Naturally Gravitate Towards

- Following through and completion
- To play by the rules; appreciates the hierarchy and chain of command
- Organization, structure and predictability
- Specializing, developing expertise

Strengths

- Consistent
- Logical
- Objective decisions
- Deliberate
- Considering pros-cons

Does Not Naturally Gravitate Towards

- Lack of structure and focus
- Dealing with change or last-minute adjustments
- Small talk
- Making quick decisions
- Dealing with Conflict

Potential Blind Spots

- Overly cautious
- Indecisive
- Overly detailed
- Not seeing the big picture

TEAM BUILDER

collaborative, supportive, loyal, motivator

Main Characteristics

- Focuses on individuals, loyal to friends
- Harmonizer
- Places worth on the value of transactions
- Often gifted verbally, can boost morale
- Likes to contribute to others and cares about people and their needs
- Has trouble with over-committing; doesn't like to say 'no;' may not handle criticism well

Naturally Gravitate Towards

- Having friends in the workplace
- Appreciation for helping
- Boosting morale
- Developing others
- Listening and problem solving

Strengths

- Empathetic
- Responsive
- Caring
- Reading between the lines

Does Not Naturally Gravitate Towards

- Anything that seems like criticism
- Work without deeper meaning
- Balancing business and people needs
- Conflict or disagreement
- Decisions and closure

Potential Blind Spots

- Getting defensive
- Taking things personally
- Trying too hard to please others
- Avoiding tough issues



committed, energetic, clever, result-oriented

Main Characteristics

- Troubleshooter
- Director
- Firm sense of reality, sees what is
- Likes troubleshooting, “fix-it” situations
- Tends to be viewed as bold, clever and resourceful
- Enjoys negotiation, give and take
- Likes and needs action

Naturally Gravitate Towards

- Getting things done
- Action-oriented environments
- Making decisions and closure
- Problem solving

Strengths

- Pragmatic
- Take Initiative
- Multi-tasker
- Self-sufficient

Does Not Naturally Gravitate Towards

- People who procrastinate
- Not being in control
- Predictable, calm work environments
- Details, stories, and complications

Potential Blind Spots

- Being aggressive
- Being impulsive
- Being impatient
- Over-reacting

Decision Making Approach

	 Visionaries	 Organizers	 Team Builders	 Doers
Pace	Fastest	Slowest	Slow	Fast
Persuaded by	Endorsement	Evidence	Assurance	Results
Mode	Spontaneous (Reaction)	Deliberative (Process)	Conferring (Observation)	Decisive (Action)

Working Styles give insights into how people approach change differently. Some styles lead change while some styles can resist change.

What is Your Natural Working Style Formula?



- Are you best at creating new approaches?
- Known for your creativity and “big picture” thinking?
- Do you like to design models and propose breakthrough ideas?

- If so, **Sell and Inspire** is your formula
- Your focus: **Ideas**
- Your motto: **“Let’s look at the big picture”**



- Are you best at organizing data?
- Are you known for being objective and analytical?
- Do you like to set up processes?

- If so, **Reason and Find** is your formula
- Your focus: **Data, Organization, Process**
- Your motto: **“Let me see if we have the data”**



- Are you best at forging ties?
- Known for being sympathetic and a good listener?
- Do you like to create a sense of team?

- If so, **Listen and Involve** is your formula
- Your focus: **Relationships**
- Your motto: **“Together we can do it!”**



- Are you best at giving specific direction?
- Known for being practical?
- Do you like to solve problems?

- If so, **Do and Direct** is your formula
- Your focus: **Tasks**
- Your motto: **“Just do it!”**

Which one working style describes you best? Why do you think this is your working style?

Breakout: Let’s talk about your natural style

You will meet in a breakout room with others that have your working styles to answer the following four questions. Be prepared to share your group’s answers.

VISIONARY	ORGANIZER
1. What are the three benefits to your style?	1. What are the three benefits to your style?
2. What are three potential drawbacks to your style?	2. What are three potential drawbacks to your style?
3. What tips or advice would you give to the other styles to adapt most effectively to adapt to your style?	3. What tips or advice would you give to the other styles to adapt most effectively to adapt to your style?
4. Which of the other styles do you find challenging to work with? Why?	4. Which of the other styles do you find challenging to work with? Why?

TEAM BUILDER	DOER
1. What are the three benefits to this style?	1. What are the three benefits to this style?
2. What are three potential drawbacks to your style?	2. What are three potential drawbacks to your style?
3. What tips or advice would you give to the other styles to adapt most effectively to adapt to your style?	3. What tips or advice would you give to the other styles to adapt most effectively to adapt to your style?
4. Which of the other styles do you find challenging to work with? Why?	4. Which of the other styles do you find challenging to work with? Why?

Recognizing and Adapting to Working Styles

Visionaries

- Talks about ideas, wants new ways to do things, likes to brainstorm, likes change.
- Encourages others to openly discuss creative and breakthrough ideas.
- Actively participates in group discussion.

Ways to adapt:

- *“What ideas do you have to solve the problem?”*
- *“I would like to discuss strategy with you.”*
- *“That idea really makes sense. It’s exciting to think about its long-term impact.”*

Organizers

- Talks about details and ask questions about process and how things work. Creates structure around their work. Will work by the book.
- Will put thoughts, activities, opinions in written form.
- Speaks from facts and data.

Ways to adapt:

- Use facts and data when you speak to them.
- *“I appreciate the quality and high reliability of your data.”*
- *“Will you write the procedure for others to follow?”*
- *“You’ve put in a lot of time on detailing this project. Our department will benefit from it.”*

Team Builders - focus on relationships

- Talks about how work and tasks impact the team first.
- Cares about team morale.
- Ensures that everyone gets a voice.
- Encourages face-to-face communications.

Ways to adapt:

- *“I want to thank you for facilitating the conflict to resolution.”*
- *“What ideas do you have to improve our team morale?”*
- *“My team really appreciates the contribution you made.”*


Doers


- Drives to get things done.
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- Drives to get things done.
- Pivots quickly when things aren't working to try something else.
- Makes quick decisions without conferring.
- Gets to the point quickly - they speak in bullet points.


Ways to adapt:

- Be succinct in your communication.
- *"I'm amazed at how quickly you got that done!"*
- *"I like how fast you attack challenging problems and get good results."*

Team Profile: Where do You Think Your Team Members Sit?

 Visionary





 Organizers

 Team Builder

 Doer

Notes on Working Style Videos

Summary of Working Styles

-  **Visionaries** - focus on ideas
-  **Organizers** - focus on processes
-  **Team Builders** - focus on relationships
-  **Doers** - focus on results