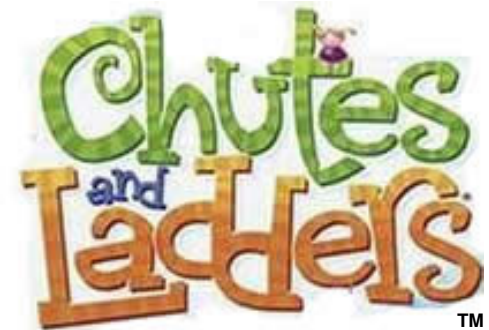


Meals On Wheels
ASSOCIATION OF AMERICA™

LEADERSHIP

A Game of

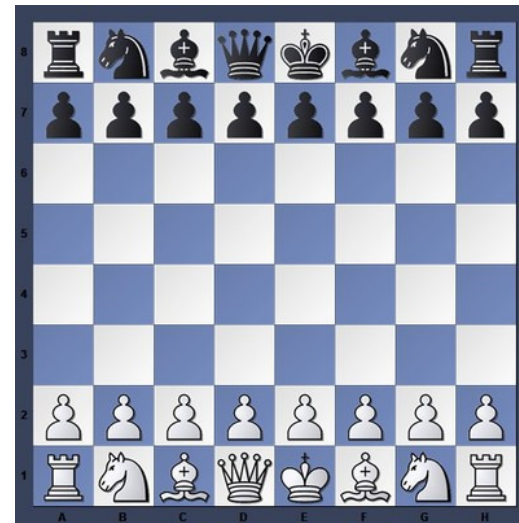
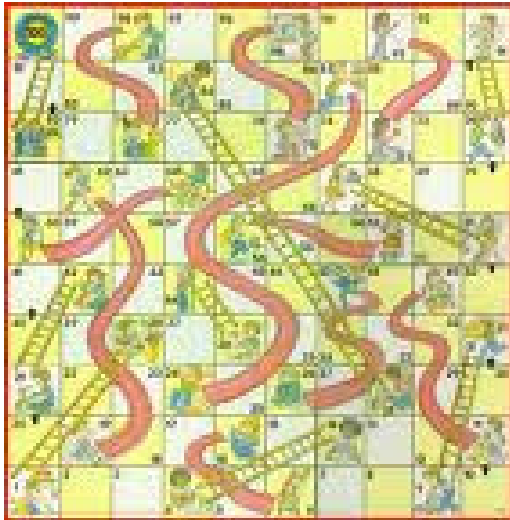
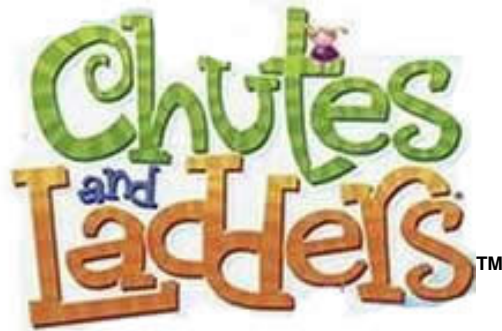
OR



Facilitated by:
Elizabeth Faircloth
Vice President
Augur Inc.

LEADERSHIP

SOME HISTORY



What are the Key Differences between **CH**ESS and **Ch**utes & **L**adders ?



TM



In **Ch**utes & **L**adders™ each piece:

- Carries exactly the same value and weight
- Moves in the same direction
- Is governed by the **fickle spin of the wheel**

In **CH**ESS, each piece:

- Has a unique role
- Has unique rules of engagement—how it interacts with the other pieces
- Possesses a **unique level of power**



Game of Strategy



Game of Chance

Leadership
is a Combination of
Strategy & **Chance!**



Planned Goals for Today

★ King & Queen- **LEADERS**

- Objectively Identify and build on YOUR Strengths

★ Pawn, Knight, Bishop, Rook - **THOSE YOU LEAD**

- Understand and leverage behavioral diversity

★ Chutes - **OBSTACLES**

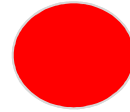
- Be aware of “Blind Spots”

★ Ladders - **OPPORTUNITIES**

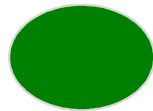
- Have the Courage to Continue the Climb

Connecting the Dots

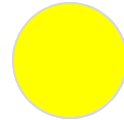
A = **D**ominance



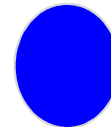
B = **E**xtroversion



C = **P**atience

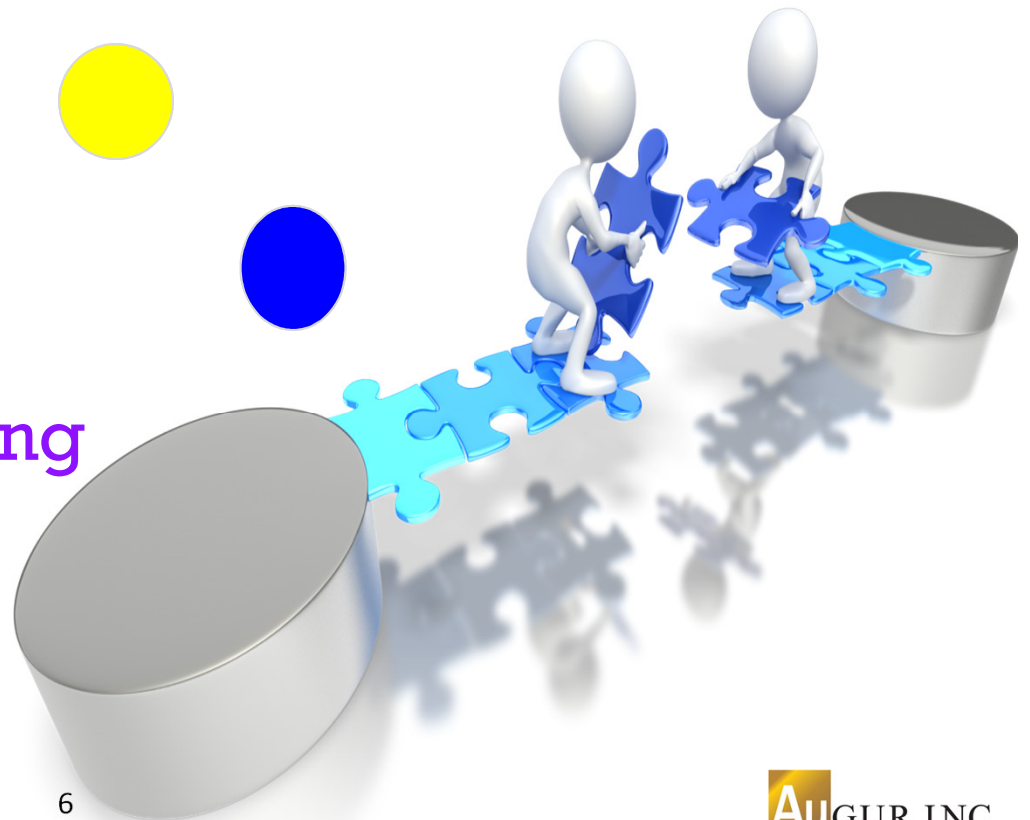


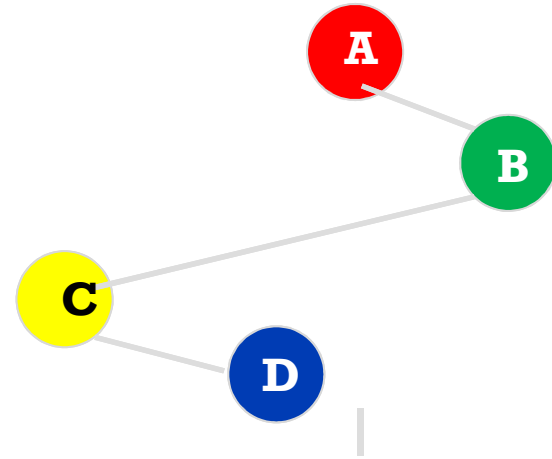
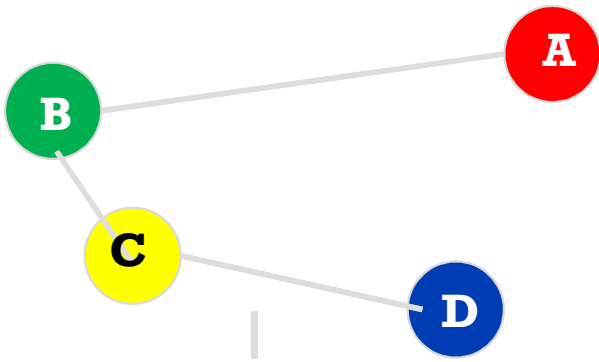
D = **F**ormality



E = **J**udgmental Thinking

M = **M**orale, **E**nergy





A > B = THINGS

B > A = PEOPLE

A > D = RISK

D > A = CAUTIOUS



LEADERSHIP VIDEO

Pick one quote that resonates with you
as it aligns with our topic



com·mu·ni·cate

Verb:

✓ to impart knowledge; to give or interchange thoughts, feelings, information, or the like, by writing, speaking

in·flu·ence

noun

✓ the capacity **or** power of persons or things to be a compelling force on, or produce effects on, the actions, behavior, opinions, etc., of others

Verb:

✓ to exercise influence on; affect; sway; to move or impel (a person) to some action



*“Ensuring how your choices and actions today
may **INFLUENCE** the next ten years!”*

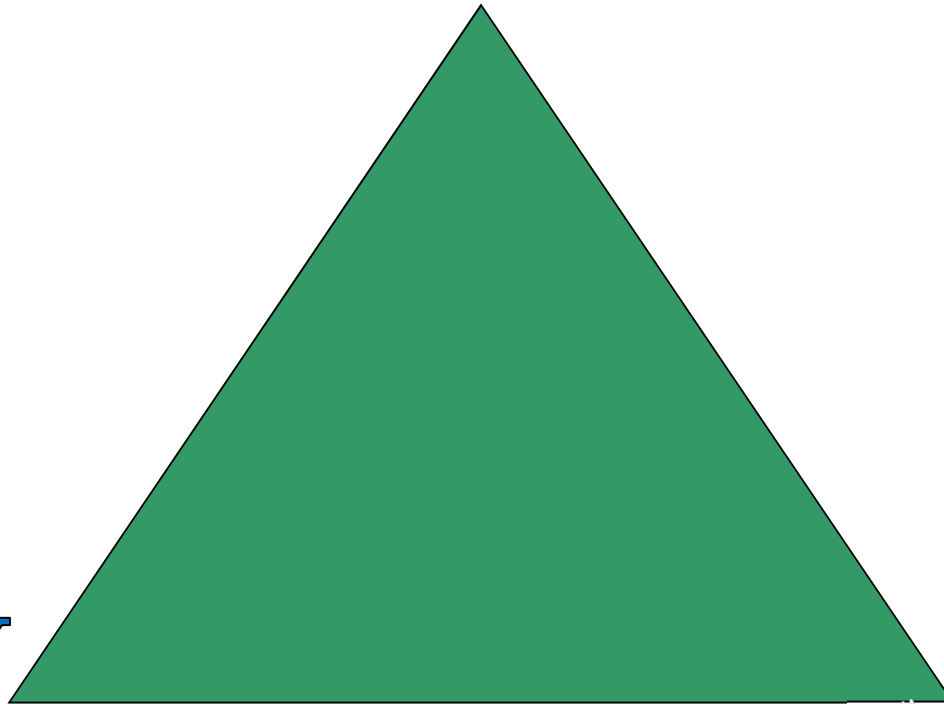
-- Robert Cooper, Ph.D.

People





FUN

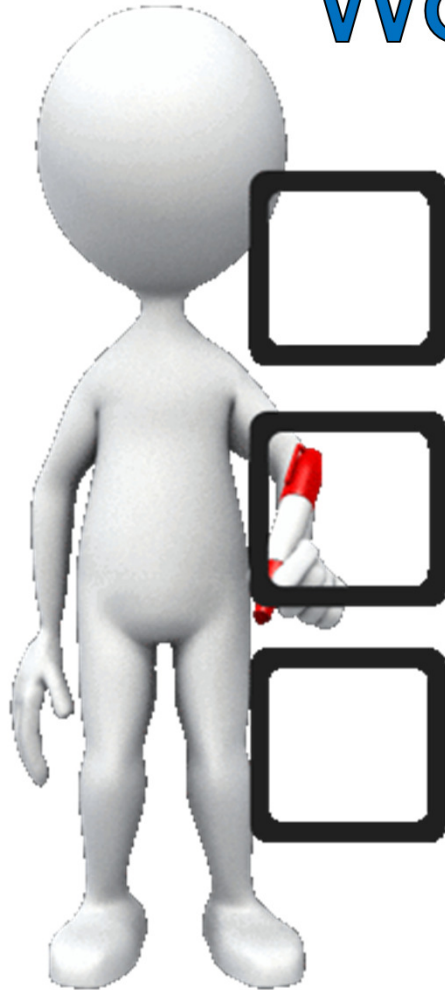


QUALITY

LEARN



Workshop Outcomes



Understanding who you are, why you do what you do, and what motivates you into action.

Better understanding of how participants fit into their roles, teams, and the overall organization culture.

Gaining insight into how your personality can drive business goals and objectives (and learn when you need to adapt to meet business goals!)

Learn effective strategies on how to increase your “influencing skills” to make a positive impact on key stakeholders.

What do YOU hope to gain from today's program?



Start With The End In Mind!

“Driving Business Objectives” Worksheet

1. State a Current Goal in your Organization

2. State a Current Challenge

3. YOUR Position Title: _____

Ideal Behavioral Requirements of the Position (PRO Form)

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

4. YOUR Behavioral Style

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

5. Position Title: _____

Ideal Behavioral Requirements of the Position (PRO Form)

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

Today's Agenda

3:00 – 4:15 pm

Introduction

Personal Focus Questions

Brief Learning Lab on the Impact of Communication

Overview of Behavioral and Communication Styles

An Exercise

Break

4:30 – 6:00 pm

Your Behavioral and Communication Styles

Team

Individual

Personal Action Plan – Your Call to Action!

Wrap up on Time



Information to Consider:



Effective communication relies on our ability to send and receive information, or feedback.

When we communicate, informally or formally, in writing or in conversation, we perform three basic skills.

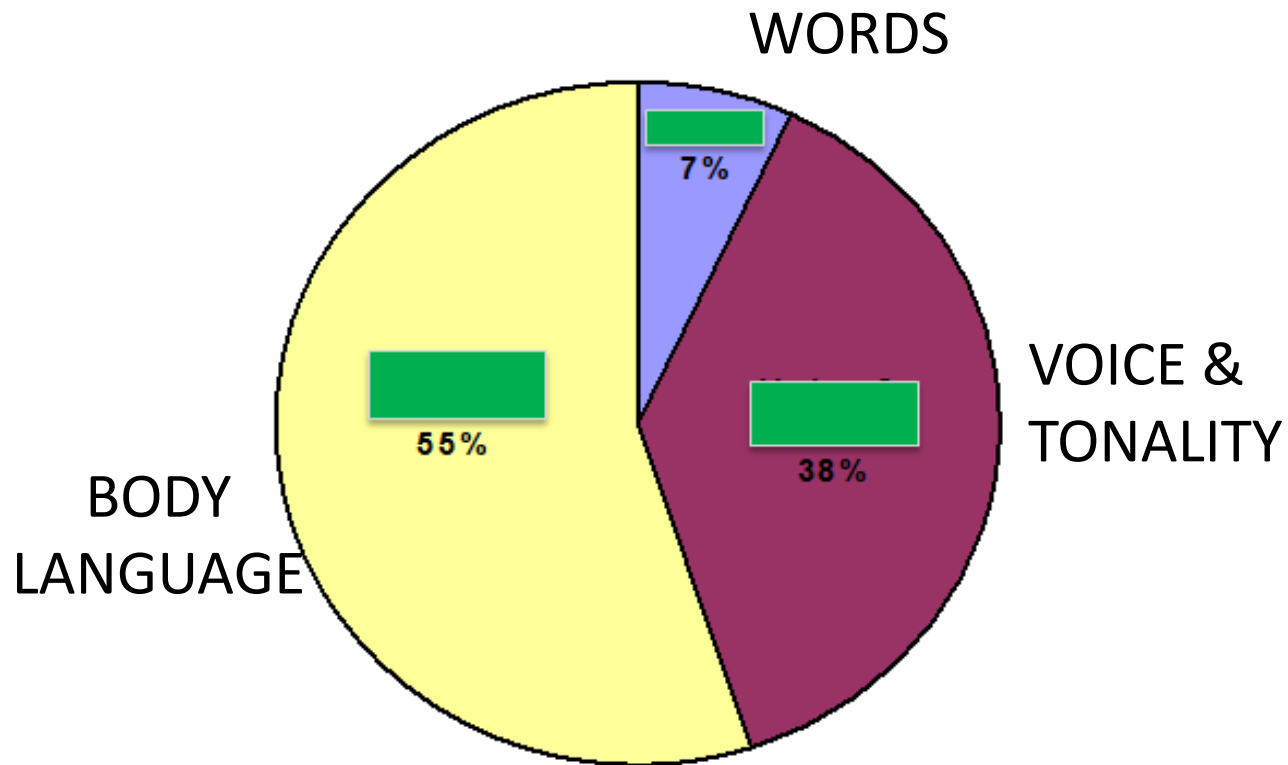
Presenting: *How we **send** information to others.*

Listening: *How we **receive** information from others.*

Responding: *How we **interpret** and **return** information.*

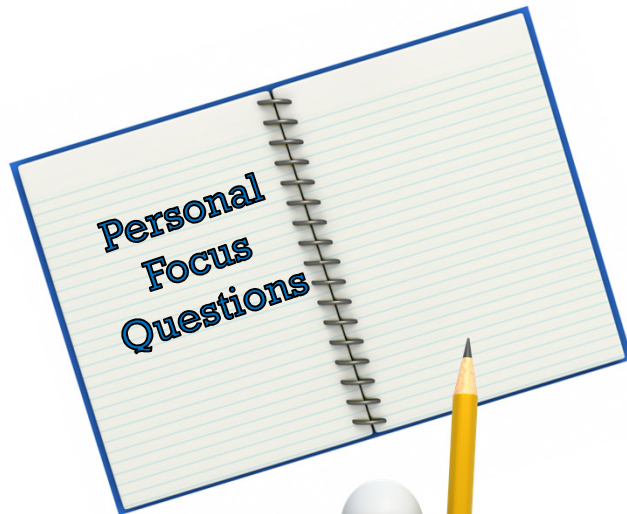


Sending Clear Messages



Research by Psychologist and Professor Albert Mehrabian
From "In Your Hands: NLP in ELT" by Jane Revell & Susan Norman

It's All About YOU!



1. What are your behavioral strengths?
2. What is your natural communication style?
3. How do you prefer to receive information from others?
4. What motivates you?
5. What are your communication hot buttons?

Learning Lab

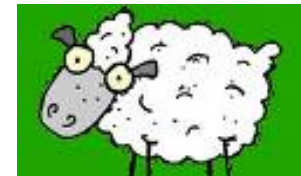


TEAM EXERCISE

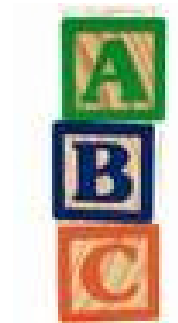
•The “A” Team: “Twinkle, Twinkle, Little Star.”



•The “B” Team: “Bah, Bah, Black Sheep.”



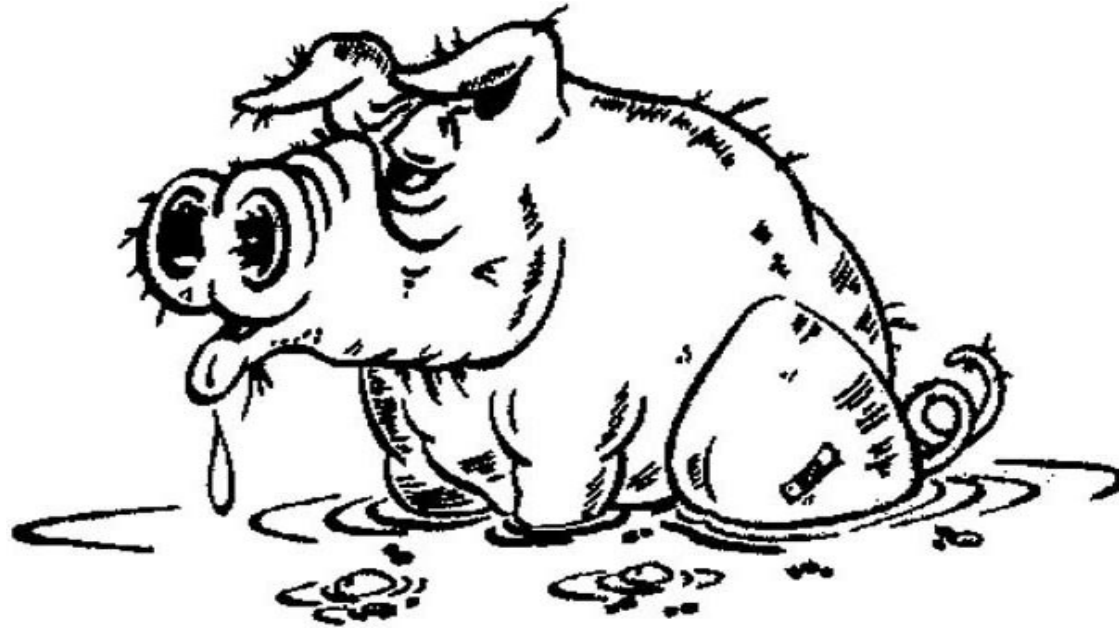
•The “C” Team: “ABC” song.



**~~“Do unto others as you
would have them do unto
you.”~~**

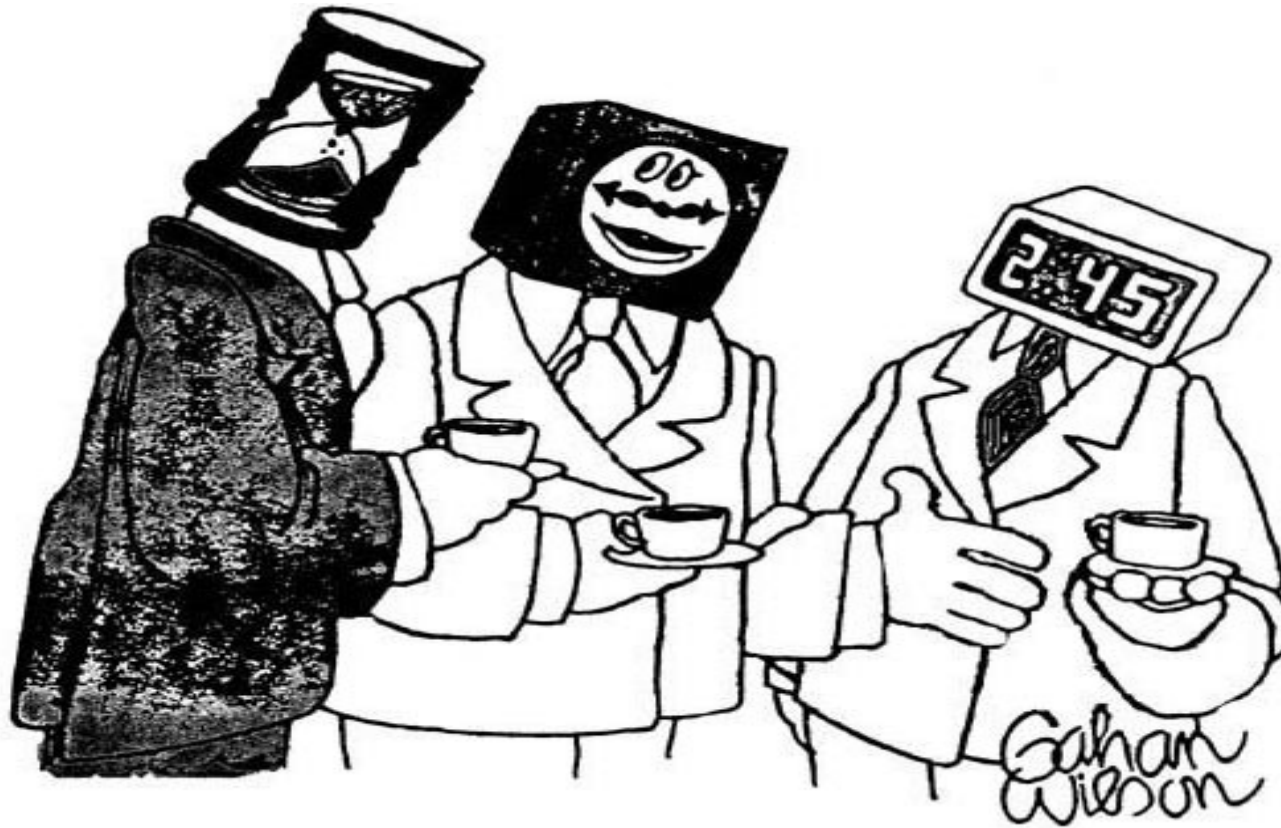
**“Do unto others *exactly*
as they want done unto
them.”**

Tom Asacker
Sandbox Wisdom



*“Never try to teach a pig to sing.
It wastes your time and annoys the pig.”*

- Mark Twain



Basically, we're all trying to say the same thing.

Areas that Influence How You Approach Leadership



What Do You See?



People Have *Needs*





Overview of Behavioral Styles



*“When new turns of behavior
cease to appear in the life of the
individual, its behavior ceases to be
intelligent.”*

- Thomas Carlyle





What is the Predictive Index ®?

A behavioral instrument that helps us objectively understand how individuals respond to their environment and the people in it.



Individual Potential

Individual Potential

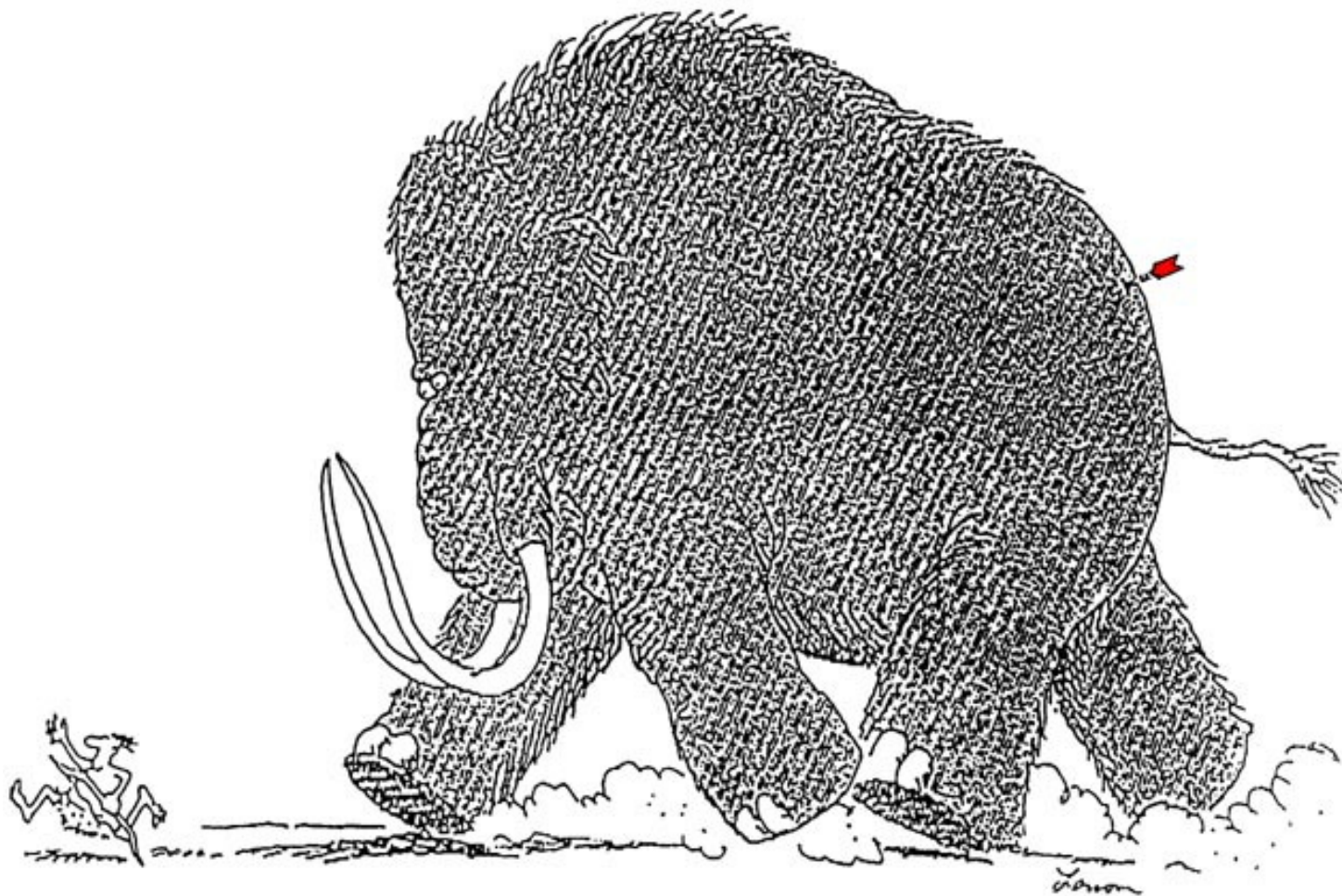


8



Overview of PI®

- Validated and internationally accepted assessment tool since 1955
- Provides objective information on motivating needs and work behaviors
- There is NO right or wrong PI – just different
- Available in 65 languages and Braille
- Clients include startups to Fortune 500 companies, nonprofits, academic institutions



Human Behavior

All behavior is motivated...

Your needs motivate **YOU**...

My needs motivate **ME**...

I cannot assume to know what motivates you.... But in fact many times I do!!



Overview of the Predictive Index® (PI®)

- A behavioral assessment tool that measures our core motivational drives
- Those drives create needs, which in turn influence the way we behave
- Built to help people to excel in the workplace

THE PREDICTIVE INDEX®
Organization Survey
Checklist

Name: _____ Date: _____

Occupation: _____

DIRECTIONS: Please read the words in the list below and check those that you feel describe the way you are expected to act by others.

Helpful	<input type="checkbox"/>	Esteemed	<input type="checkbox"/>	Calm	<input type="checkbox"/>
Relaxed	<input type="checkbox"/>	Worrying	<input type="checkbox"/>	Popular	<input type="checkbox"/>
Exciting	<input type="checkbox"/>	Sentimental	<input type="checkbox"/>	Polite	<input type="checkbox"/>
Assertive	<input type="checkbox"/>	Adventurous	<input type="checkbox"/>	Dynamic	<input type="checkbox"/>
Patient	<input type="checkbox"/>	Easy going	<input type="checkbox"/>	Good-humored	<input type="checkbox"/>
Conscientious	<input type="checkbox"/>	Unassuming	<input type="checkbox"/>	Escapist	<input type="checkbox"/>
Sophisticated	<input type="checkbox"/>	Good mixer	<input type="checkbox"/>	Generous	<input type="checkbox"/>
Persistent	<input type="checkbox"/>	Agreeable	<input type="checkbox"/>	Unobtrusive	<input type="checkbox"/>
Earnest	<input type="checkbox"/>	Well-liked	<input type="checkbox"/>	Daring	<input type="checkbox"/>
Outstanding	<input type="checkbox"/>	Docile	<input type="checkbox"/>	Tolerant	<input type="checkbox"/>
Sympathetic	<input type="checkbox"/>	Demanding	<input type="checkbox"/>	Nice	<input type="checkbox"/>
Loyal	<input type="checkbox"/>	Charitable	<input type="checkbox"/>	Compelling	<input type="checkbox"/>
Self-starter	<input type="checkbox"/>	Persuasive	<input type="checkbox"/>	Resolute	<input type="checkbox"/>
Conventional	<input type="checkbox"/>	Careful	<input type="checkbox"/>	Tranquil	<input type="checkbox"/>
Eloquent	<input type="checkbox"/>	Satisfied	<input type="checkbox"/>	Cultured	<input type="checkbox"/>
Cynical	<input type="checkbox"/>	Understanding	<input type="checkbox"/>	Dominant	<input type="checkbox"/>
Passive	<input type="checkbox"/>	Spirited	<input type="checkbox"/>	Respectful	<input type="checkbox"/>
Gentle	<input type="checkbox"/>	Congenial	<input type="checkbox"/>	Nonchalant	<input type="checkbox"/>
Brave	<input type="checkbox"/>	Obedient	<input type="checkbox"/>	Flexible	<input type="checkbox"/>
Appealing	<input type="checkbox"/>	Cheerful	<input type="checkbox"/>	Attractive	<input type="checkbox"/>
Thoughtful	<input type="checkbox"/>	Obstinate	<input type="checkbox"/>	Trusting	<input type="checkbox"/>
Self-assured	<input type="checkbox"/>	Convincing	<input type="checkbox"/>	Eager	<input type="checkbox"/>
Steady	<input type="checkbox"/>	Responsive	<input type="checkbox"/>	Shy	<input type="checkbox"/>
Competitive	<input type="checkbox"/>	Neighborly	<input type="checkbox"/>	Fussy	<input type="checkbox"/>
Fashionable	<input type="checkbox"/>	Selfish	<input type="checkbox"/>	Versatile	<input type="checkbox"/>
Neat	<input type="checkbox"/>	Reserved	<input type="checkbox"/>	Amiable	<input type="checkbox"/>
Audacious	<input type="checkbox"/>	Serious	<input type="checkbox"/>	Diplomatic	<input type="checkbox"/>
Polished	<input type="checkbox"/>	Persevering	<input type="checkbox"/>	Self centered	<input type="checkbox"/>
Fearful	<input type="checkbox"/>			Consistent	<input type="checkbox"/>

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Continue on other side of page ...

Form IV
English
Page 2

The Predictive Index ® System
Arnold Daniels

**PI Worldwide,
Wellesley, MA**

Augur Inc.



**260 Partners & Associates
Worldwide**

>8000 Clients in 141 Countries

20% of the 2010 Fortune 500

66 Languages

Origins of 1955



INC.
Science of 

Sample PI Worldwide Client Partners

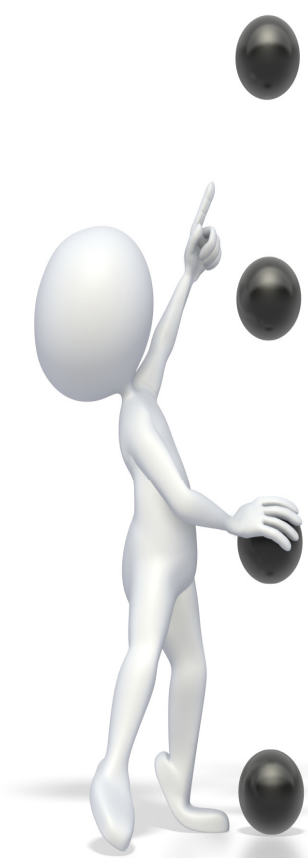
The world's largest shipping company	 MAERSK Maersk
The world's largest cereal company	Kellogg 
The world's largest escalator company	 Schindler
The world's largest inspection company	SGS 
The world's largest food company	 Nestle
The world's largest computer company	Dell 
The world's largest packaging company	 Tetra Pak
The world's largest oil company	Exxon 
The world's largest furniture company	 IKEA
The world's largest earthmoving company	Caterpillar 

Sample PI Worldwide Non Profit Client Partners



PI helps answer questions like:



- 
- What motivates you and others into action?
 - How can you leverage your colleagues and/or volunteers strengths?
 - How do you build teams that communicate effectively and have the power to influence others?
 - How can individual's personalities drive or impede goals and objectives?



Validity of PI®

- Developed and validated in compliance with Equal Employment Opportunity Commission (EEOC) Guidelines, as well as the professional standards established by the American Psychological Association (APA)
- Test-Retest Reliability
- Internal-Consistency Reliability
- Construct Validity
- Criterion-Related Validity
- Protection from Adverse Impact



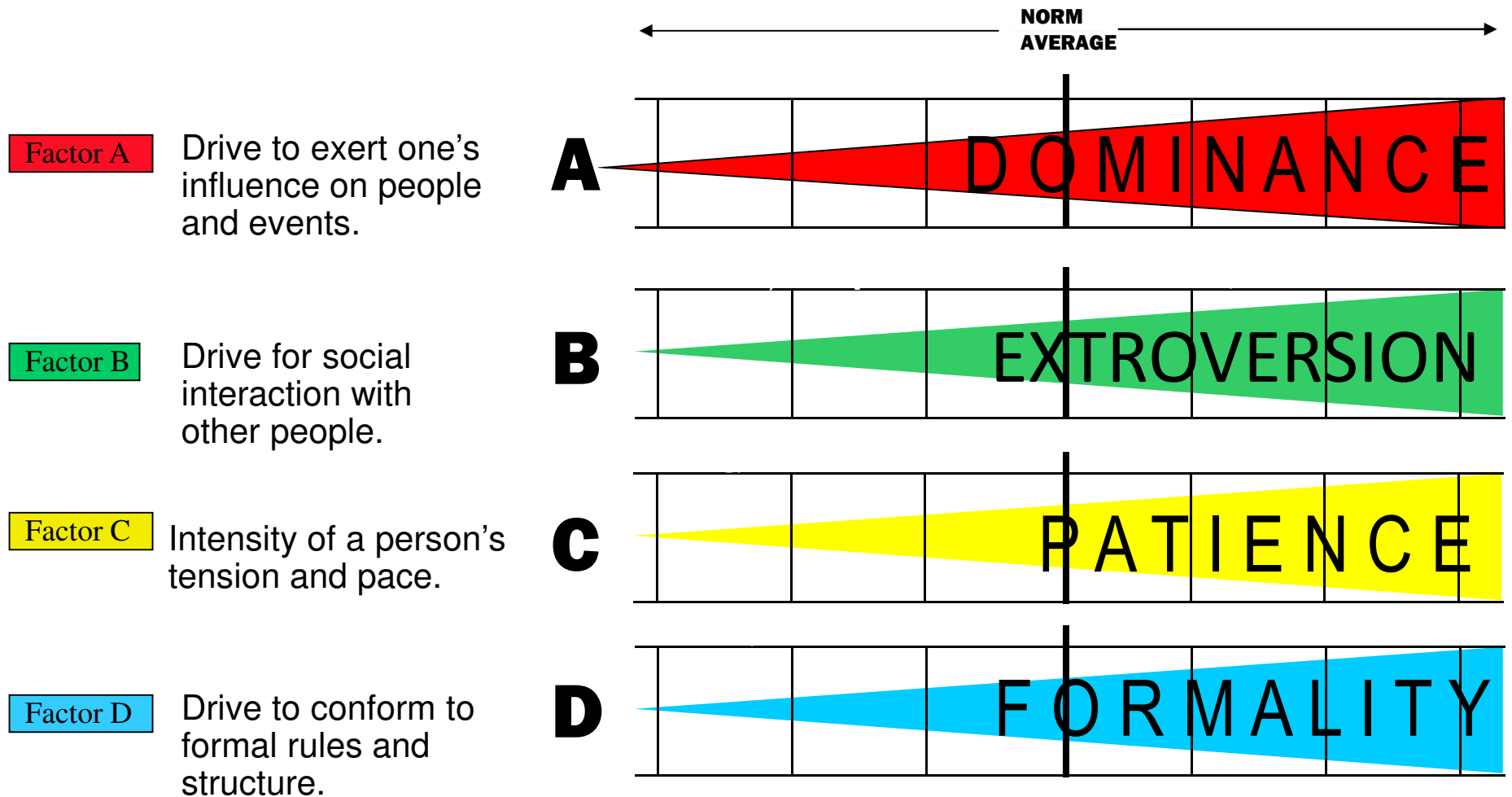
PI® Applications



Break



What PI[®] Measures



What PI® Measures



The **SELF**

Your innate behavior that is determined by the time you are 5-10 years old

The **SELF-CONCEPT**

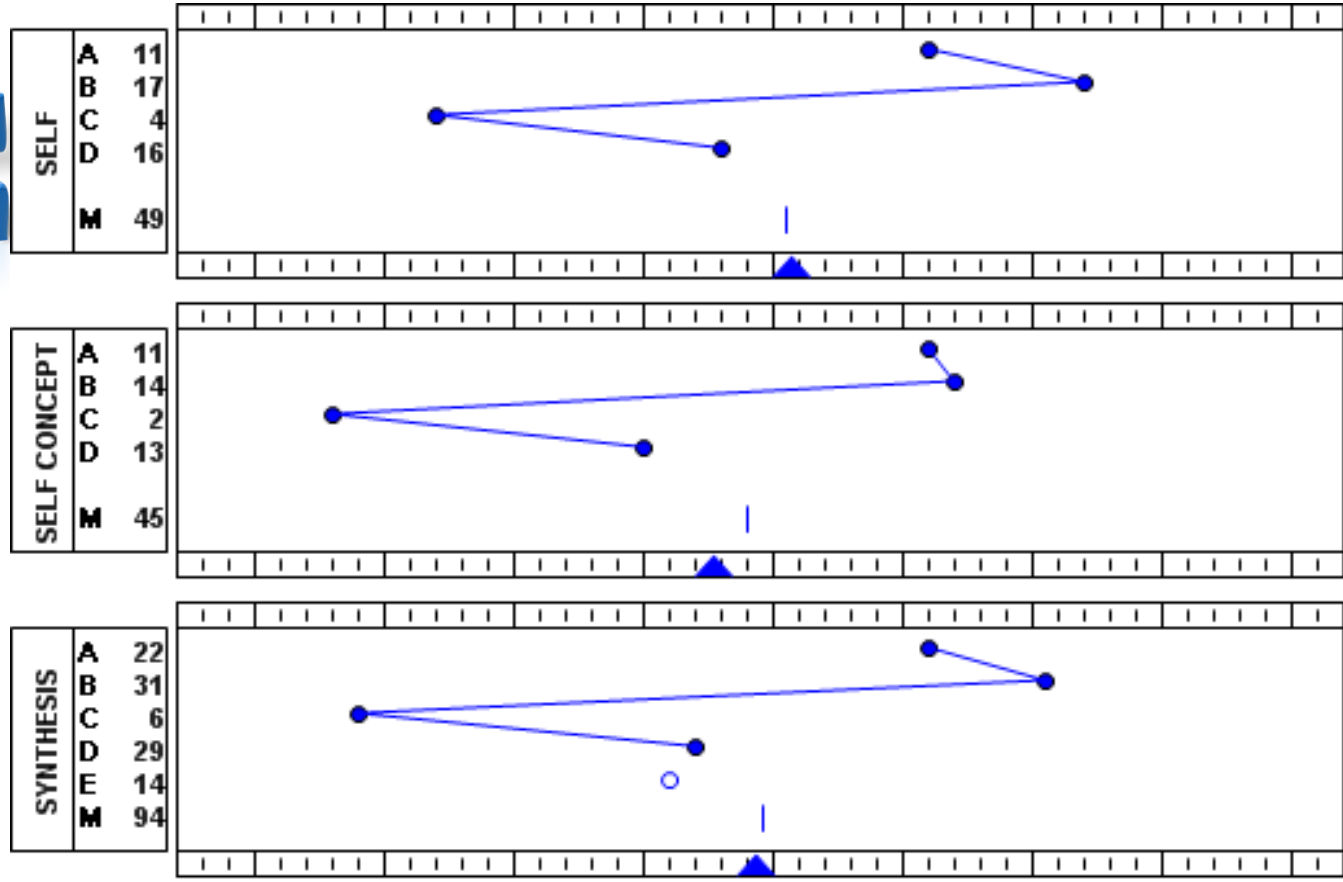
How you are trying to adapt to meet the needs of your environment



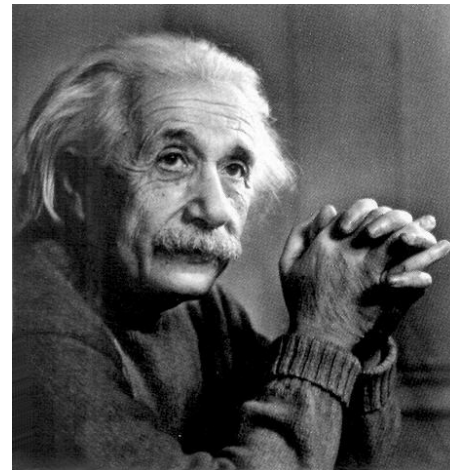
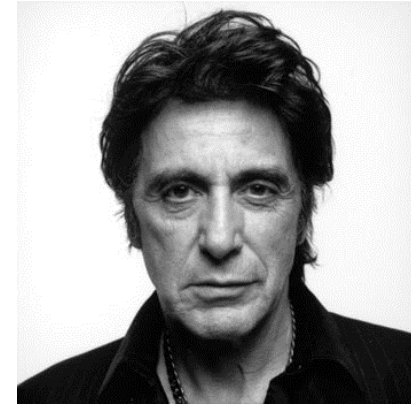
The **SYNTHESIS**

How Others May Actually See You!





FAMOUS PEOPLE/ACTORS



Dominant

Risk Taker

1 - SAM



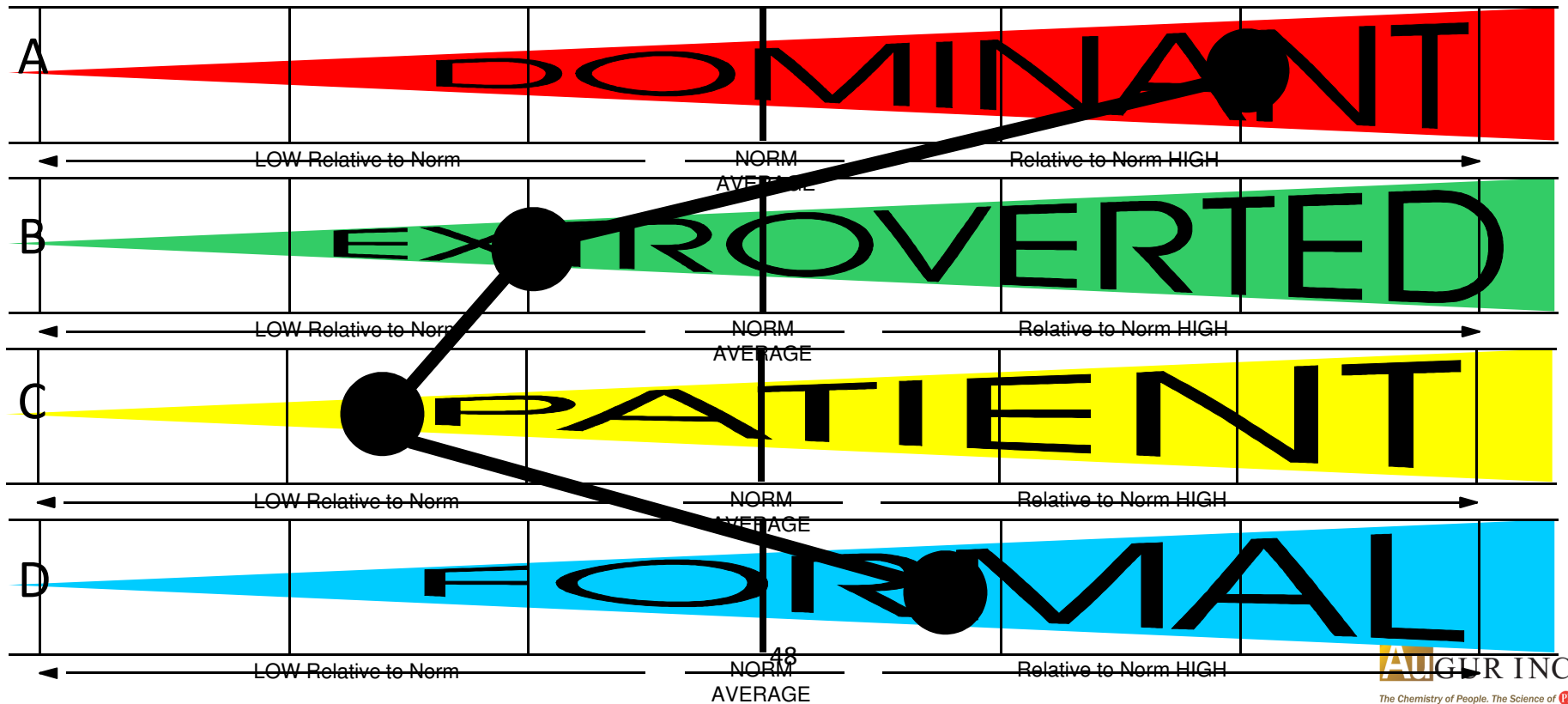
Introvert

Things

Impatient

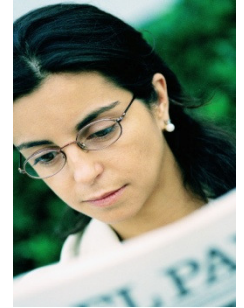
1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?

Structured



Low Dominant Cautious

2 - CHRISTINE

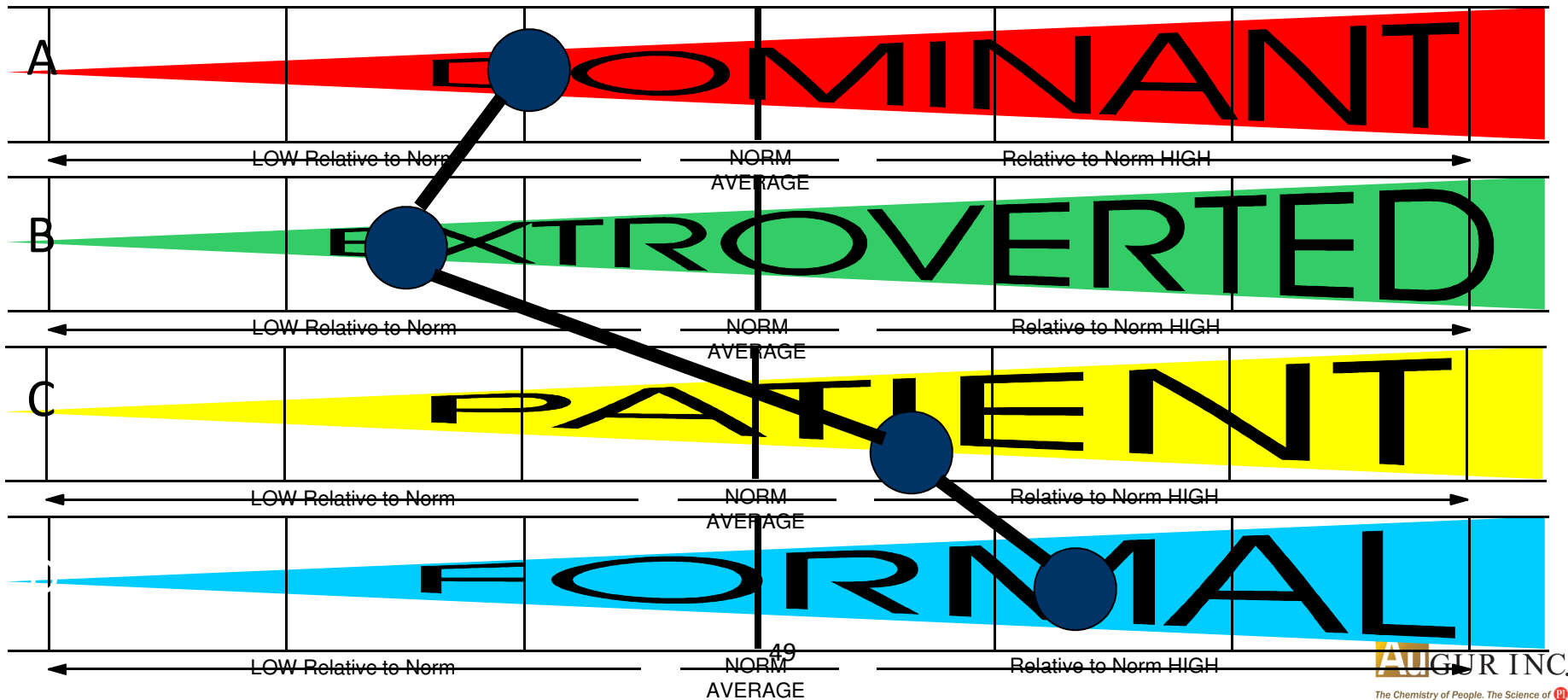


Introvert Things

Patient

Structured

1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?



Low Dominant

Cautious

3 - AL



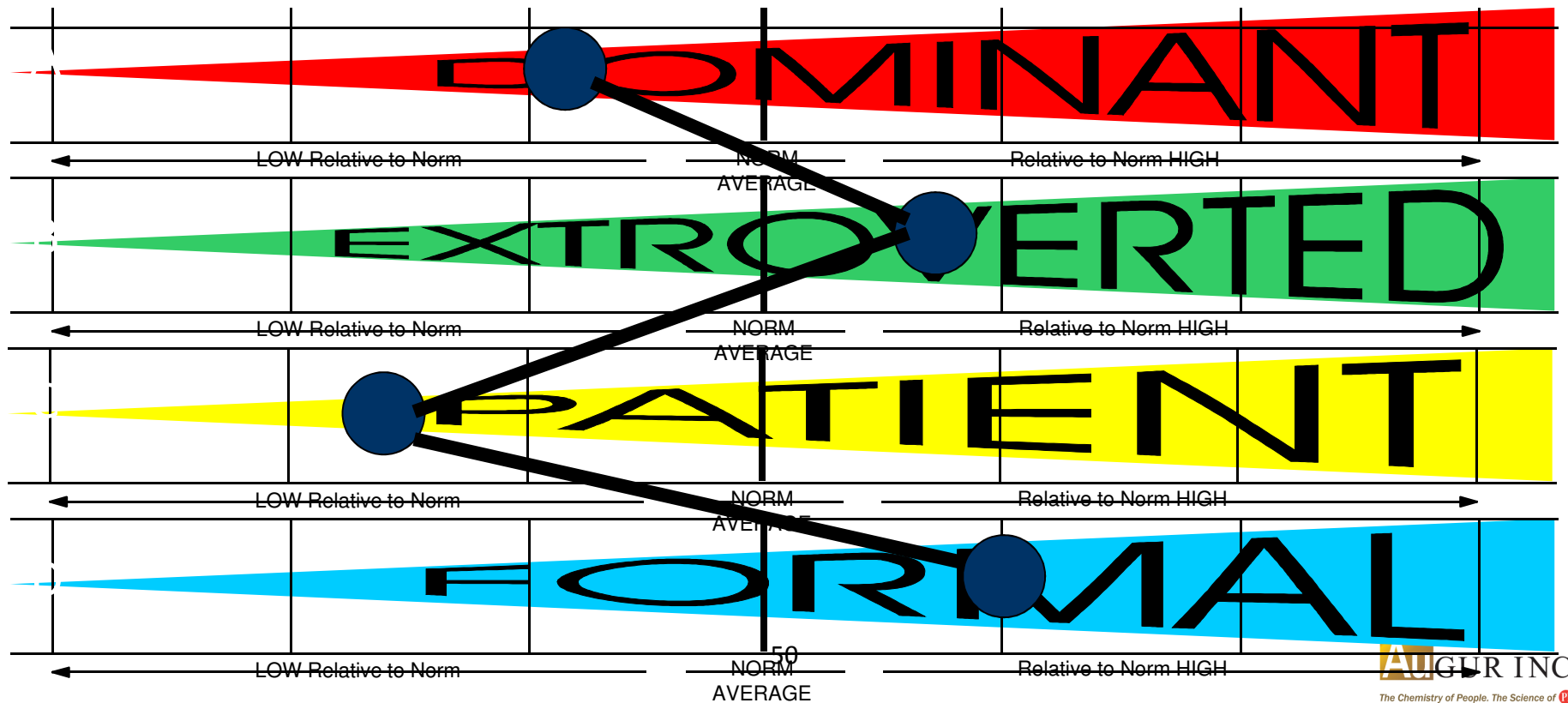
Extrovert

People

Impatient

Structured

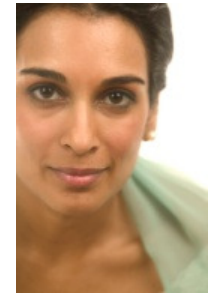
1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?



Dominant

Cautious

4 - CARLA



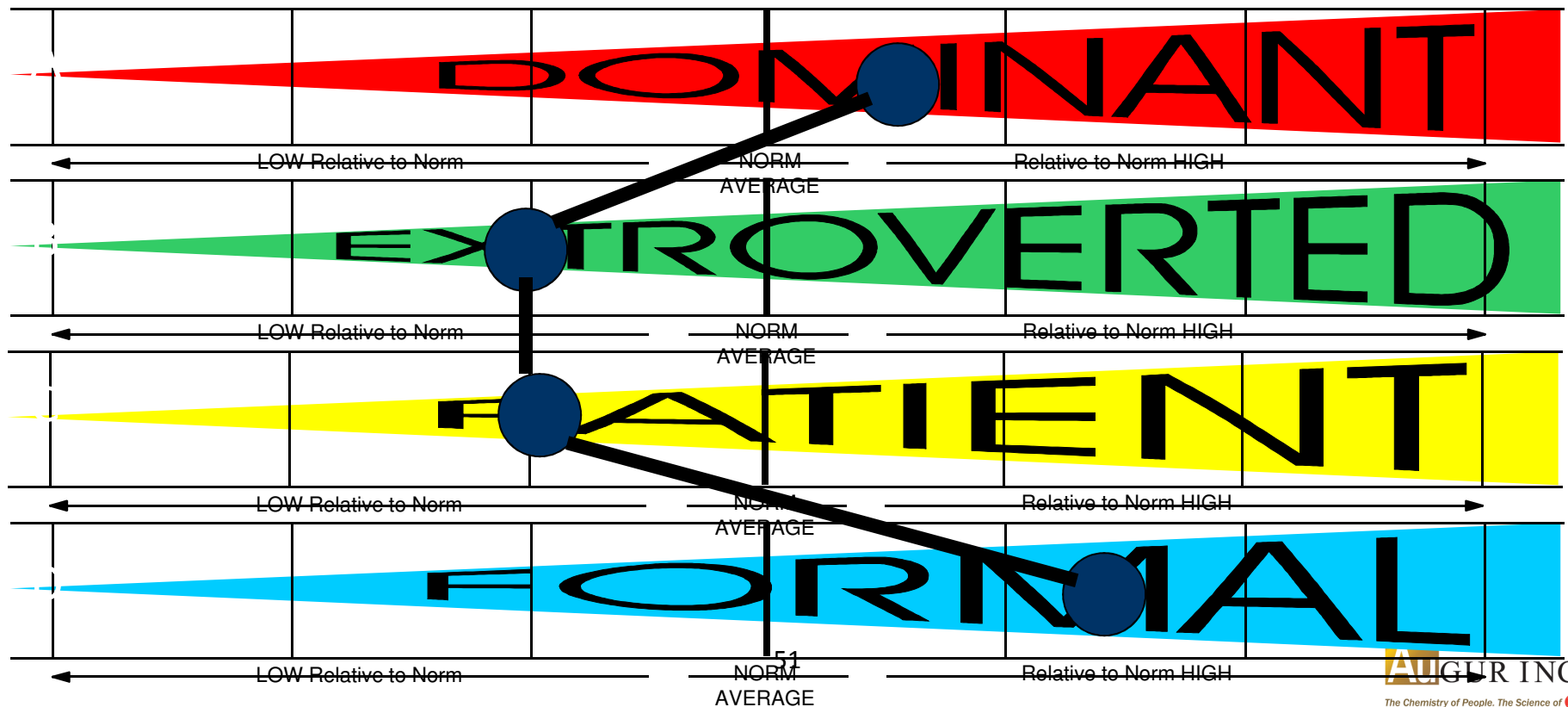
Introvert

Things

Impatient

Structured

1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?



Dominant

Risk Taker

5 - AMY



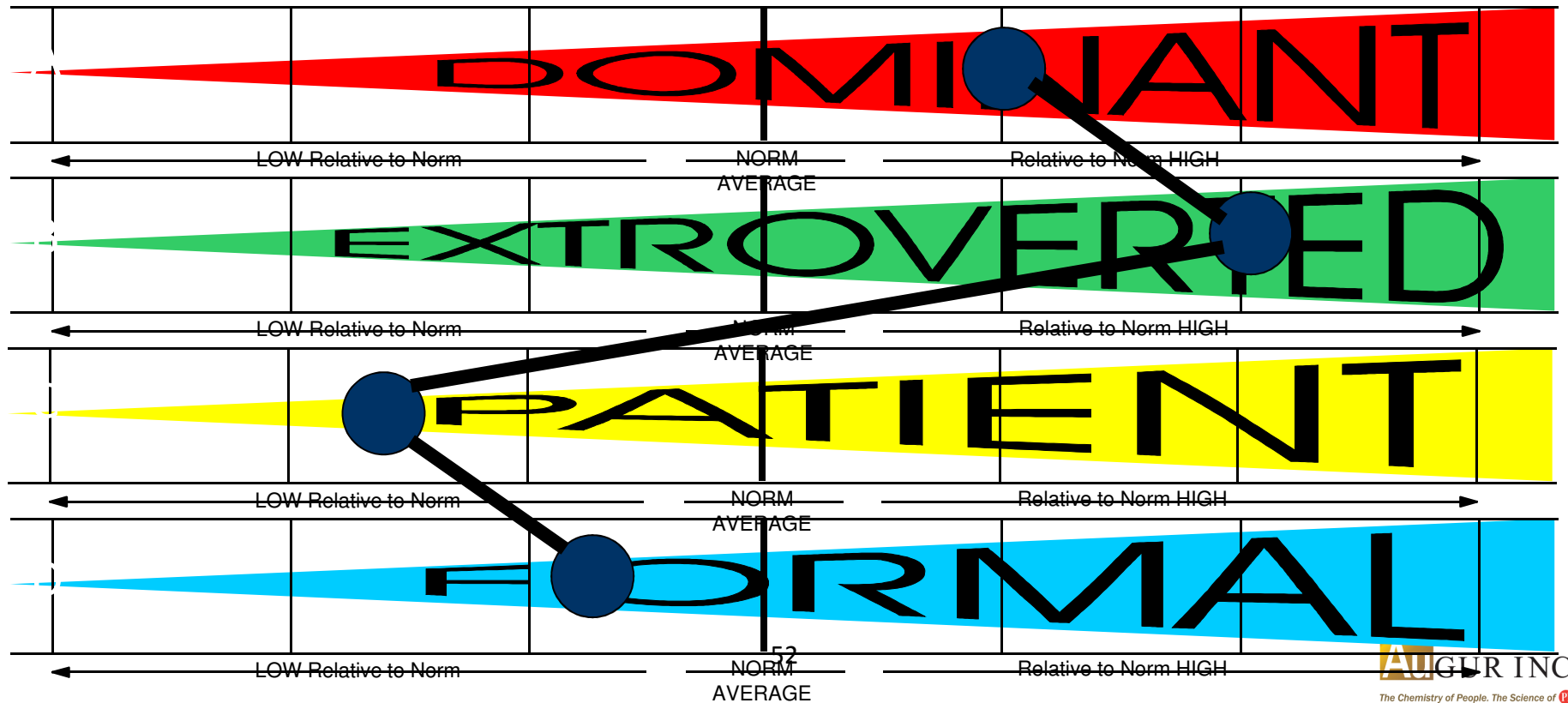
Extrovert

People

Impatient

Unstructured

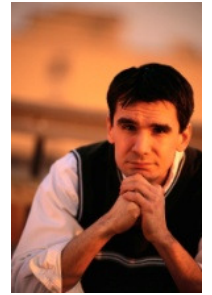
1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?



Low Dominant

Cautious

6 - DAVID



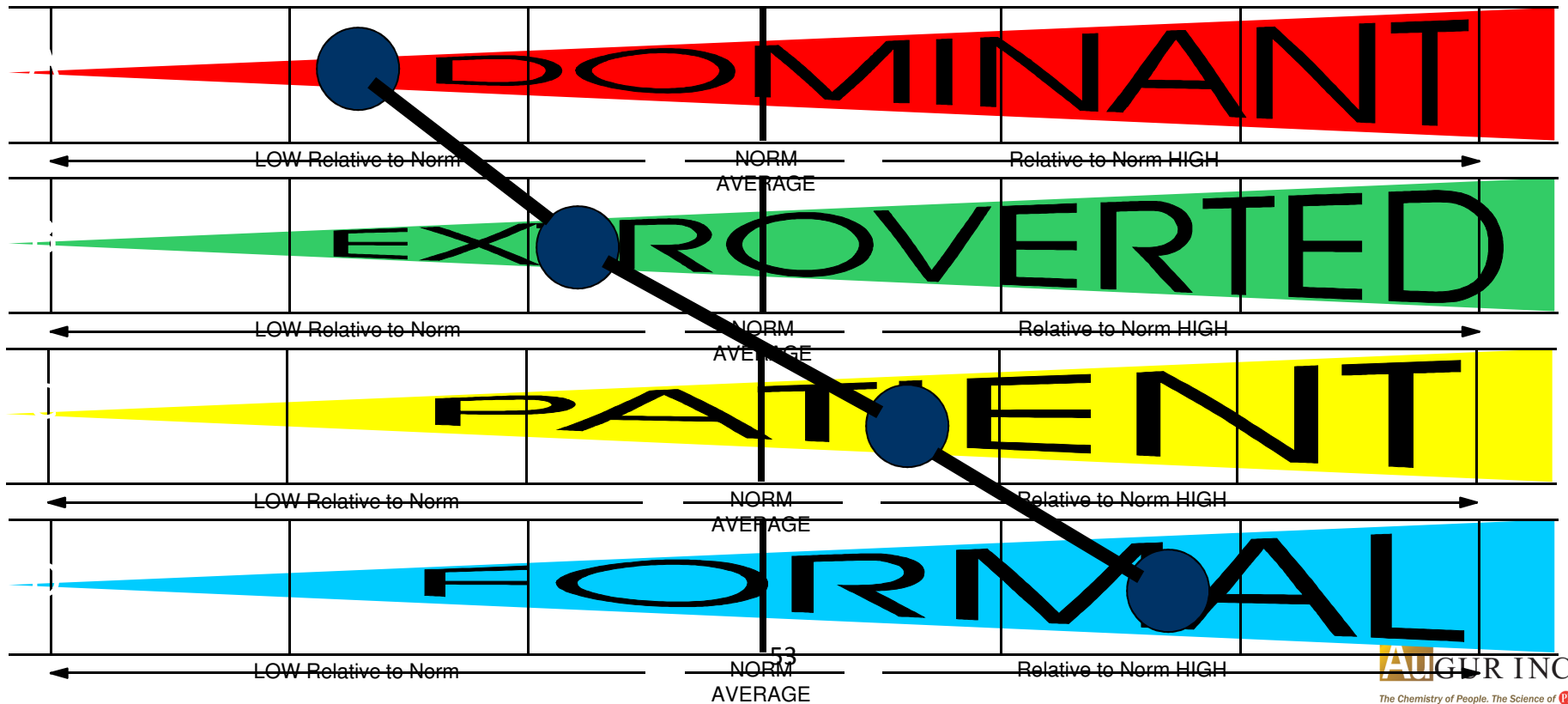
Introvert

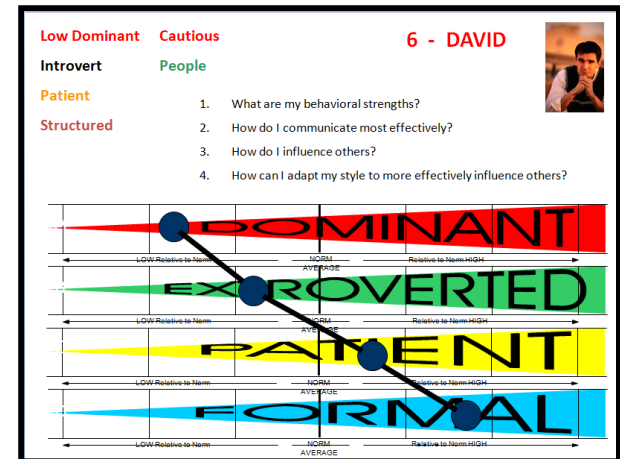
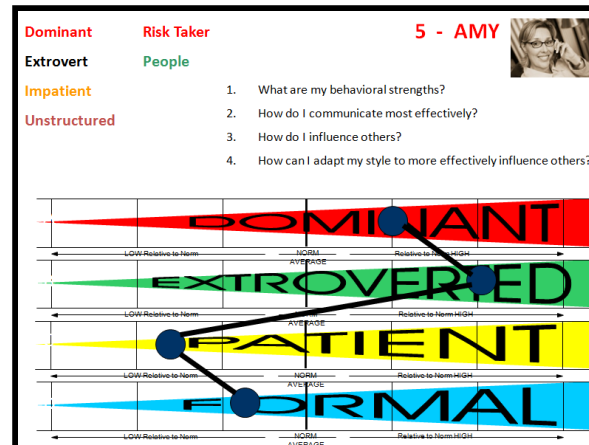
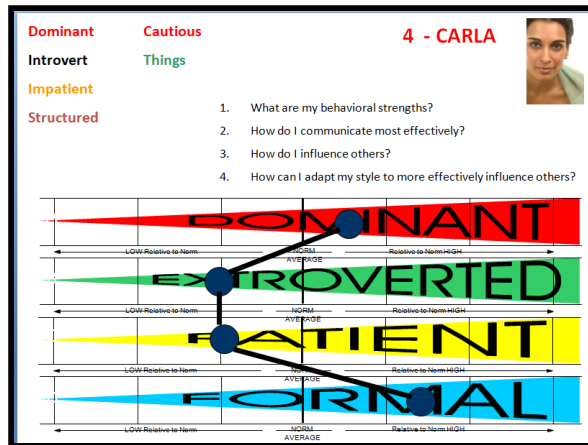
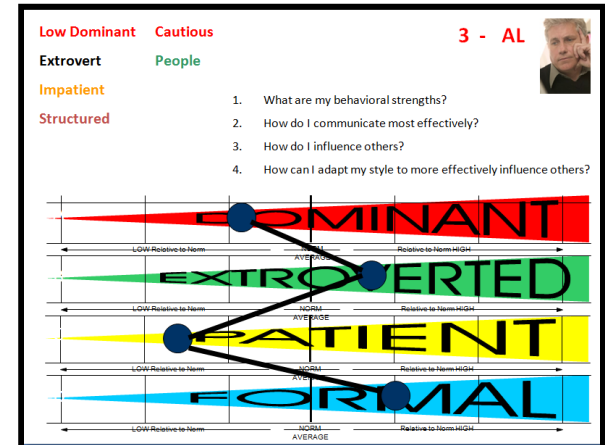
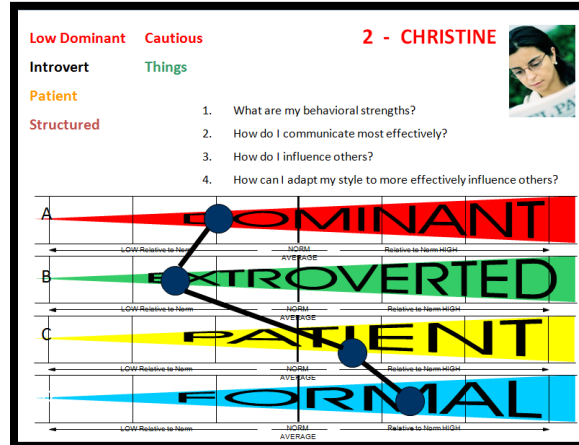
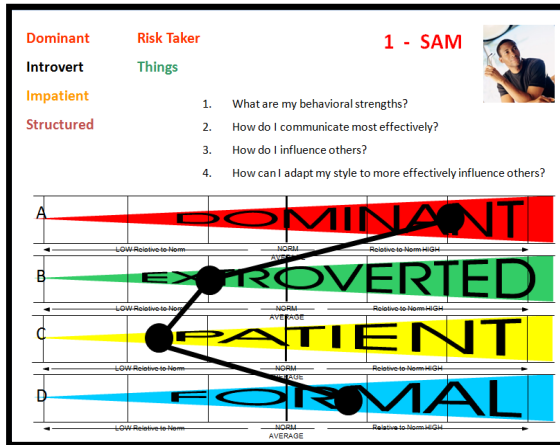
People

Patient

Structured

1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?





Your Behavioral Style



1. To which character are you most similar?
2. Which character is most different from your style? Why?
3. How would you influence this person whose style is different?
4. How might you adapt your influencing style to achieve desired results?

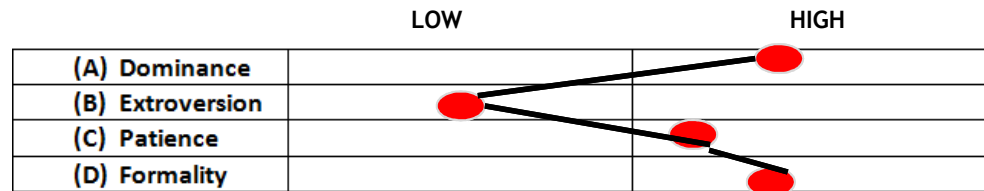
“Driving Business Objectives” Worksheet

1. State a Current Goal in your Organization

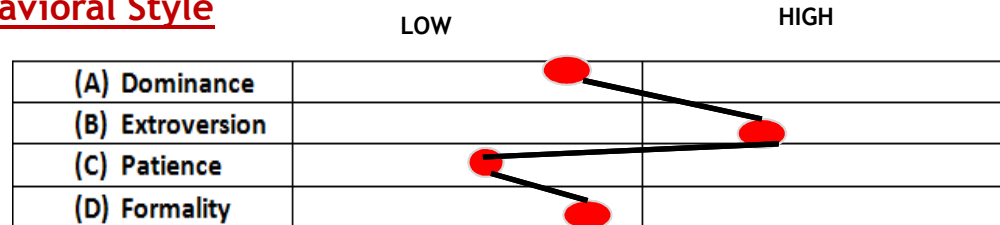
2. State a Current Challenge

3. YOUR Position Title: _____

Ideal Behavioral Requirements of the Position (PRO Form)



4. YOUR Behavioral Style



5. Position Title: _____

Ideal Behavioral Requirements of the Position (PRO Form)



“Driving Business Objectives” Worksheet

6. Position Title: _____
Ideal Behavioral Requirements of the Position (PRO Form)

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

7. Name: _____
Behavioral Style of Staff Person

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

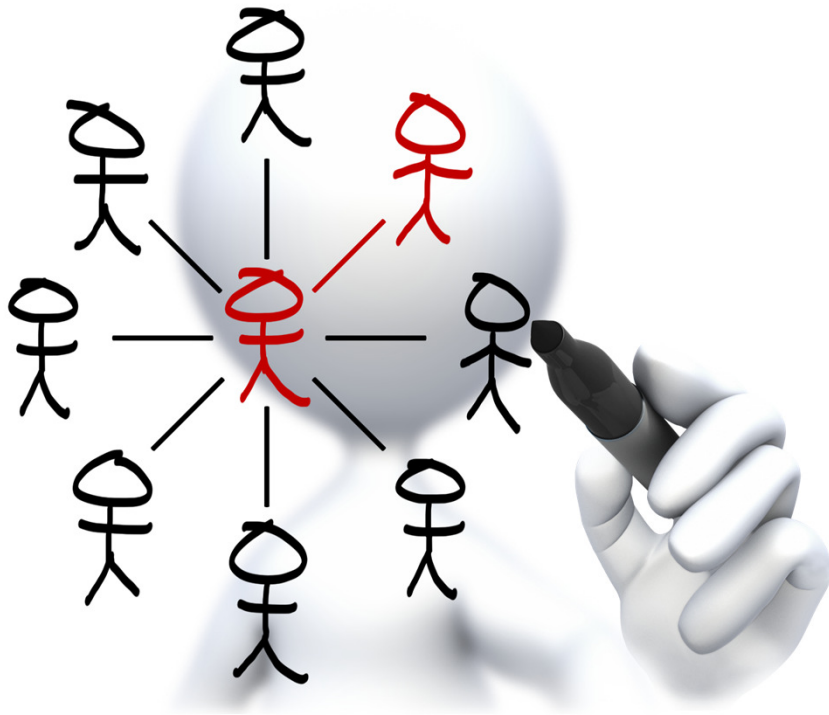
8. Based on this exercise, what are the behavioral gaps between the staff person’s style and the behavioral requirements of the role?

9. How can you motivate this person to help them increase their effectiveness in their role?

Personal Action Plan Considerations



Power To Influence Strategies and Tips



Strategies on ways to adapt your style to be more effective when dealing with people who are different than you.

“Consider how hard it is to change yourself, and you’ll understand what little chance you have of trying to change others.”



*- Jacob Braude
Bits & Pieces
February 4, 1993*

**THANK
YOU**

**Thanks for completing the
Feedback Form!**

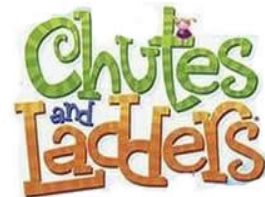
WE ARE
Meals On Wheels
ASSOCIATION OF AMERICA™

LEADERSHIP
LEADERSHIP

A GAME OF



OR



Facilitated by:

Elizabeth Faircloth, Vice President
Augur Inc.

364 Main Street, Bedminster, NJ 07921
efaircloth@augurinc.com / 800-679-9885

2012 MOWAA ANNUAL CONFERENCE

Workshop Outcomes: What You Will Learn:

- A methodology for understanding people.
- Understanding who you are, why you do what you do, and what motivates you into action.
- Better understanding of how you fit into your role, your team, and the overall organizational culture.
- Gaining insight into how your personality can drive (or impede) business goals and objectives.
- Learn how you need to adapt your style to meet your MOWAA goals.
- Learn effective strategies on how to increase your “influencing skills” to make a positive impact on key stakeholders.



What do YOU hope to gain from today's program?

2012 MOWAA ANNUAL CONFERENCE

AGENDA

3:00 – 4:15 pm

- Introduction
- Personal Focus Questions
- Brief Learning Lab on the Impact of Communication
- Overview of Behavioral and Communication Styles
- An Exercise
- Break

4:30 – 6:00 pm

- Your Behavioral and Communication Styles
 - Team
 - Individual
- Personal Action Plan – Your Call to Action!
- Wrap up on Time



TYPES OF COMMUNICATION

Effective communication relies on our ability to send and receive information, or feedback. When we communicate, informally or formally, in writing or in conversation, we perform three basic skills.

- 1. **Presenting** – How we **send** information to others.
- 2. **Listening** – How we **receive** information from others.
- 3. **Responding** – How we **interpret** and **return** information.

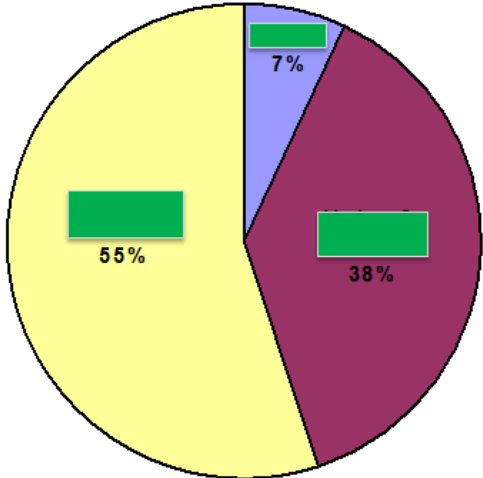


We each have a unique way of communicating, and our natural behavioral and communication styles **influence** all three skill areas.

Some of us are good listeners, while some of us are eloquent speakers. We communicate and interpret the world around us based on our personal preferences for giving and receiving information.

LISTENING – HOW WE RECEIVE INFORMATION FROM OTHERS

Certainly, we listen with our ears. But did you know that we listen MORE with our **eyes**? In fact, 93% of how we interpret messages is based on non-verbal behavior and what we see.



We need to be aware that what we SAY and how we BEHAVE might not always be consistent.

To be clearly understood and **influence** others, we should always strive to match our verbal and *non-verbal* behavior.

*Research by Psychologist and Professor Albert Hehrjbian
From "In Your Hands: NLP in ELT" by Jane Revell & Susan Norman*

PERSONAL FOCUS QUESTIONS - IT'S ALL ABOUT YOU

1. What are YOUR behavioral strengths?



2. What is YOUR natural communication style?

3. How do you prefer to receive information from others?

4. What motivates YOU?

5. What are your communication hot buttons when interacting with others?

OVERVIEW OF BEHAVIORAL STYLES

*“When new turns of behavior
cease to appear in the life of the individual,
its behavior ceases to be intelligent.”*

Thomas Carlyle



OVERVIEW OF PREDICTIVE INDEX® (PI®)

Since 1955, the Predictive Index® has been helping both non-profit and for-profit companies and institutions. The PI® provides objective insight into an individual’s natural behavior, communication style, adaptive behavior, morale, delegation style, and motivators. This, in turn, helps leaders to better understand, and more effectively motivate the people they work with and for and whom they serve.

Available in more than 60 languages, the PI is used by large and small organizations across all industries, including non-profits.

There is no “right” or “wrong” in the Predictive Index.

This program can be applied to:

- ✓ Improving Communication and Influencing others
- ✓ Motivating to higher levels of productivity
- ✓ Employee engagement and accountability
- ✓ Maximizing individual and team performance
- ✓ Developing and mentoring others
- ✓ Understanding why people do what they do and learn how, at times, to adapt that style to gain the confidence and trust of others.

PI® APPLICATIONS



WHAT PI® MEASURES/DOESN'T MEASURE

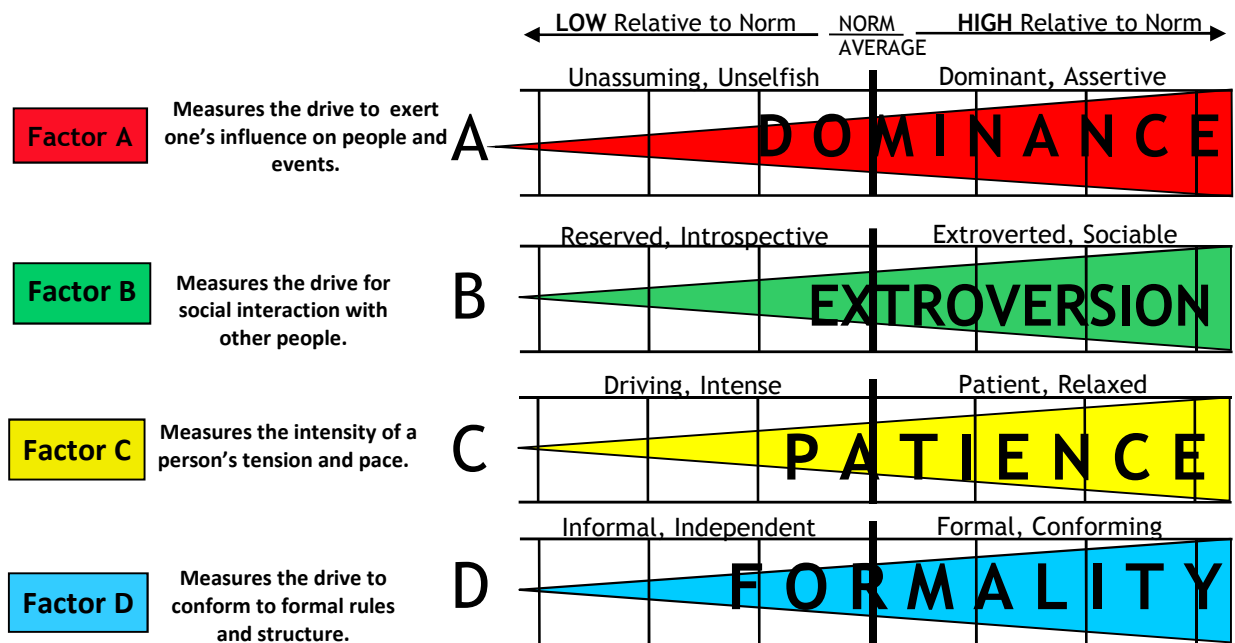
Individual Potential



WHAT PI® MEASURES

People are **motivated** by fundamental **needs** or **drives** which lead to certain **behaviors**.

In PI®, we call these motivating needs “**Factors.**”

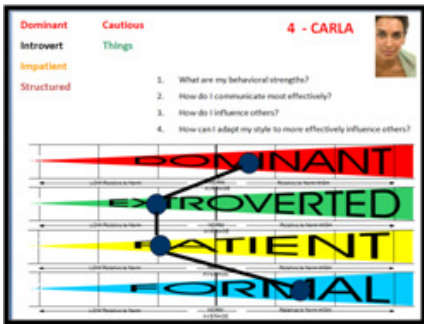
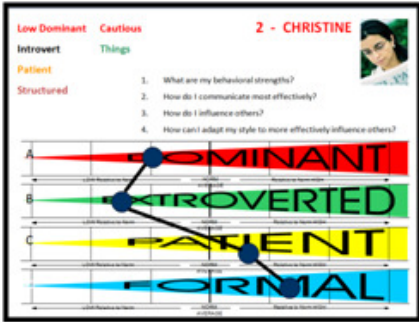


PI also measures:

- Response to change – what adaptations are you making in your current role and/or environment?
- Delegation style
- Judgmental thinking – Are you subjective or objective?
- Morale
- Communication style
- Energy level

NOTES

FOUR-FACTORS EXERCISE WHICH CHARACTER AM I?



YOUR BEHAVIORAL STYLE

1. To which **character** from the Four Factor Exercise are you most similar?

2. Which character is **most different** from your style? Why?

3. How would you typically try to **influence** this person whose style is different from yours?

4. Based on what you have learned today, how could you **adapt** your **influencing** style to achieve desired results?

PERSONAL ACTION PLAN CONSIDERATIONS

Now it is time to put the insights you gained in today's session to work.

1. What are the most significant things you learned from this session?

2. How can you use the information you learned today to help yourself, your team, and your organization be more successful?

Now look three months into the future.

3. What general improvements do you see in your overall leadership and communication style?

4. What do you do differently when influencing:




Your Board of Directors

Your Team

5. What are the results of the changes you've made? How is your job different?


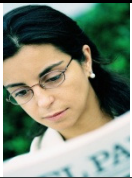
POWER TO INFLUENCE - STRATEGIES AND TIPS

Here are some ways that you can adapt your style to be more effective when dealing with people who are different from you.

<p>Their Style and Typical Behaviors</p> <p>LOW DOMINANT</p>	<ul style="list-style-type: none"> ▪ Looks to you to control the conversation. ▪ May appear quiet and reserved. ▪ Focuses on cooperative needs, may say: “We need... my boss wants... our goal is...” ▪ Asks “What if” questions, may try to avoid risk. ▪ Needs time to think about a decision. ▪ May involve others in the decision making process. 	
<p>Their Motivating Needs</p>	<ul style="list-style-type: none"> ▪ Encouragement and support when moving into new areas. ▪ Team atmosphere, harmony, opportunity to build consensus. ▪ Freedom from too much uncertainty. ▪ Understanding what is expected of them. 	
<p>How You Can Adapt/Influence</p>	<ul style="list-style-type: none"> ▪ Assure your support, cooperation and guidance. ▪ Keep reaffirming the benefits to them. ▪ Don’t pressure – reassure because this person tends to worry. 	
<p>Their Style and Typical Behaviors</p> <p>HIGH DOMINANT</p>	<ul style="list-style-type: none"> ▪ Takes control of the conversation. ▪ Focuses on their own needs, may say: “I need to..., I want to..., I’m looking to...” ▪ Challenges the status quo, speaks freely about how they challenge the organization. ▪ Quick to express opinions, will even challenge the “expert”. ▪ Will generally tell you where you stand. 	
<p>Their Motivating Needs</p>	<ul style="list-style-type: none"> ▪ Independence and freedom. ▪ Control of the agenda. ▪ Ability to prove their strengths and that they are a winner. ▪ Expression of own ideas and initiative. ▪ Making decisions and taking action. 	
<p>How You Can Adapt/Influence</p>	<ul style="list-style-type: none"> ▪ Talk hard facts and be sure you can back them up. ▪ Be direct, frank and to the point – small talk doesn’t interest these people unless they are Extroverted. ▪ Emphasize results and gains – they are more likely to buy an idea if they believe it’s their idea. ▪ Tone down the detail unless this person is a high “D”. 	
<p>Their Style and Typical Behaviors</p> <p>INTROVERT</p>	<ul style="list-style-type: none"> ▪ Talks directly – little small talk, gets down to business. ▪ Focused on tasks, technical aspects. ▪ Asks “what, how and why” questions. ▪ Can be skeptical of new ideas and new people initially. ▪ Will take time to process and think before responding to questions. 	
<p>Their Motivating Needs</p>	<ul style="list-style-type: none"> ▪ Time to think and process information. ▪ Recognition and respect for professional and intellectual competence. ▪ Problems to solve and chance to put creative/analytical mind to work. ▪ Written and one-on-one communication. 	
<p>How You Can Adapt/Influence</p>	<ul style="list-style-type: none"> ▪ Discuss facts and make sure they are correct and complete. ▪ Don’t bluff, they will see right through it. ▪ Use reasoning but don’t argue. ▪ Don’t try to get friendly or personal too soon, let that initiative be theirs. ▪ Rely on facts and logic for reasoning, not personal pressure. 	


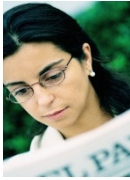
POWER TO INFLUENCE - STRATEGIES AND TIPS

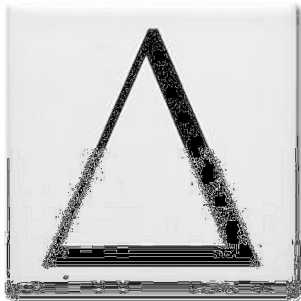
Here are some ways that you can adapt your style to be more effective when dealing with people who are different from you.

<p>Their Style and Typical Behaviors</p> <p>EXTROVERT</p>	<ul style="list-style-type: none"> ▪ Interested, makes a connection with you. ▪ Tells you about themselves. ▪ Often concerned about appearances and “looking good”. ▪ Office will often have many personal items that convey something about them. 	
<p>Their Motivating Needs</p>	<ul style="list-style-type: none"> ▪ Involvement and communication with people. ▪ Social acceptance, being liked and admired. ▪ Opportunity to “talk through” ideas with others, having a “sounding board”. ▪ Positive, constructive feedback. ▪ Being kept informed. 	
<p>How You Can Adapt/Influence</p>	<ul style="list-style-type: none"> ▪ Allow time for, and have patience with, small talk and personal talk. ▪ Talk ideas through with them. Give them the opportunity to ask questions and give their input. ▪ Keep them informed and “in the loop”. ▪ Build rapport, build the relationship. Be forthcoming with information and anecdotes about yourself. 	
<p>Their Style and Typical Behaviors</p> <p>LOW PATIENCE</p>	<ul style="list-style-type: none"> ▪ Tense body language - fidgety, taps fingers, jiggles foot, talks fast. ▪ Changes the subject and focus frequently. ▪ Rushes or interrupts you. Loses focus if you move too slowly. ▪ May ask questions such as: “when... how fast...” ▪ Tries to do more than one thing at a time. 	
<p>Their Motivating Needs</p>	<ul style="list-style-type: none"> ▪ Variety, change of pace. ▪ Freedom from repetition. ▪ Opportunity to change priorities and deadlines. 	
<p>How You Can Adapt</p>	<ul style="list-style-type: none"> ▪ Make your points succinctly, don’t ramble or get bogged down in too much detail. ▪ Expect questions from a variety of angles. ▪ Be flexible in your approach. ▪ Think “do it NOW”. 	
<p>Their Style and Typical Behaviors</p> <p>HIGH PATIENCE</p>	<ul style="list-style-type: none"> ▪ Relaxed body language, slow to moderately paced talk. ▪ Focuses on one thing at a time. ▪ Asks questions such as: “What are the next steps in the process?” ▪ Even tempered, takes things in stride. ▪ Avoids interruptions. 	
<p>Their Motivating Needs</p>	<ul style="list-style-type: none"> ▪ Security, stable work environment. ▪ Familiar people, familiar work. ▪ Supportive work team. ▪ Systems and processes. 	
<p>How You Can Adapt/Influence</p>	<ul style="list-style-type: none"> ▪ Adjust your pace when speaking – don’t rattle off at full speed. ▪ Take a breath between points and allow this person time to digest what you are saying. ▪ Allow time for them to think before responding to your questions, don’t rush. ▪ Don’t pressure. Keep the process moving, but avoid pushing time lines. 	

POWER TO INFLUENCE - STRATEGIES AND TIPS

Here are some ways that you can adapt your style to be more effective when dealing with people who are different from you.

<p>Their Style and Typical Behaviors</p> <p>LOW FORMALITY</p>	<ul style="list-style-type: none"> ▪ Open and informal in style, engaging communication. ▪ Uninhibited in manner, no worries, not interested in details. ▪ Blunt, outspoken, and readily offers opinion (even if not asked). ▪ Not impressed by the “status quo” or the “old” way of doing things. 	
<p>Their Motivating Needs</p>	<ul style="list-style-type: none"> ▪ Open, informal contact with people. ▪ Results and the bottom line. ▪ Freedom from personal involvement with details. ▪ Flexibility in determining approaches. ▪ Informality, independence. 	
<p>How You Can Adapt/Influence</p>	<ul style="list-style-type: none"> ▪ Build rapport; speak openly about a project or idea. ▪ Begin with the “big picture” instead of the specific details. ▪ Get to the point quickly. ▪ Focus on the “bottom line”. 	
<p>Their Style and Typical Behaviors</p> <p>HIGH FORMALITY</p>	<ul style="list-style-type: none"> ▪ Gives direct, specific answers to questions, but not forthcoming with additional information. ▪ Often expresses worry, concern or doubt about the future, may say: “I’m concerned about...” ▪ Drills down for more information (even if those details seem unnecessary or premature at this point). ▪ Wants documentation in writing. 	
<p>Their Motivating Needs</p>	<ul style="list-style-type: none"> ▪ Facts and data – not “sizzle”. ▪ Controlled, structured process. Predictable events – no surprises. ▪ Foresight and planning – where are we going and how will we get there? ▪ Detailed information which allows them to be more certain of the results. ▪ Opportunity to learn as much as they can in their areas of expertise. 	
<p>How You Can Adapt/Influence</p>	<ul style="list-style-type: none"> ▪ Be organized. Lay out facts in a disciplined way. ▪ Provide research to support your opinion. ▪ Don’t press too hard and fast to get close personally. ▪ Show respect for this person’s particular technical knowledge and stated authority. ▪ Respect their expertise and do not go around them. 	



***“Consider how hard it is to change yourself,
and you’ll understand what little chance
you have of trying to change others.”***

- Jacob Braude

“Driving Business Objectives” Worksheet



1. State a Current Goal in your Program

2. State a Current Challenge

3. YOUR Position Title: _____
Ideal Behavioral Requirements of the Position (PRO Form)

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

4. YOUR Behavioral Style

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

5. Position Title: _____
Ideal Behavioral Requirements of the Position (PRO Form)

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

“Driving Business Objectives” Worksheet

6. Position Title: _____
Ideal Behavioral Requirements of the Position (PRO Form)

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

7. Name: _____
Behavioral Style of Staff Person

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

8. Based on this exercise, what are the behavioral gaps between the staff person’s style and the behavioral requirements of the role?

9. How can you motivate this person to help them increase their effectiveness in their role?
