

# ***Team WorkStyles™***

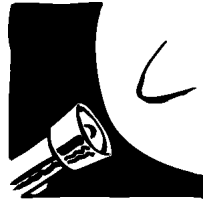
## Individual Feedback Report - Sample

**TYLER WAKEFIELD**

**31 January 2000**

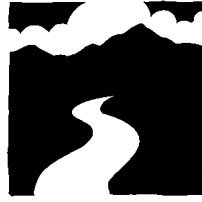
Feedback was provided by 4 raters  
in the following categories:

1	Boss
3	Peers
0	Direct Reports
0	Internal Customers
0	External Customers
0	Others



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# Purpose of This Report

Your Team *WorkStyles* report provides you with insights and concrete suggestions for improving your success as a team member. Team *WorkStyles* is based on over 30 years of research with several hundred thousand team members (non-managers).

## How to Use This Report

**Quickly review the report and highlight important messages.**

**Carefully read key parts of the report to prioritize important learnings.**

**Create an action plan; check out your assumptions with colleagues.**

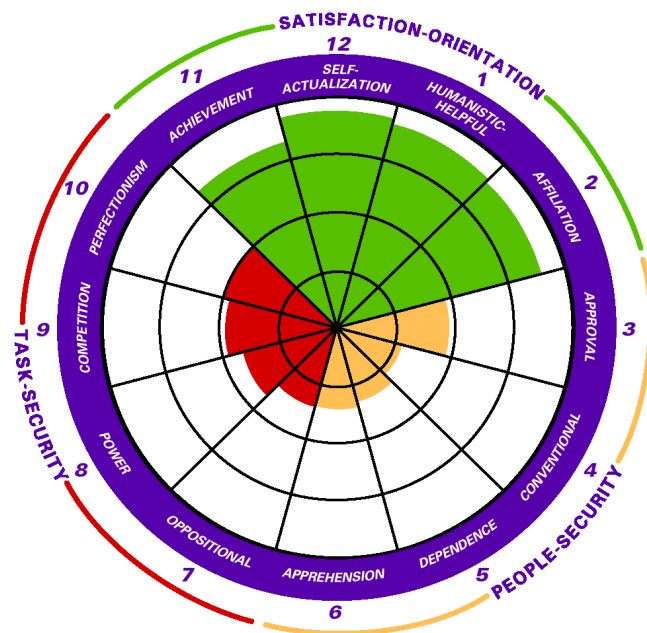
**Act!**

**Review your progress with a coach every three months.**

## Why Use This Report?

Research shows that a particular work style has a significant impact. A wide variety of studies in the 1990s have shown that the strongest predictors of effectiveness are personal and interpersonal skills like empathy, communication skills, and the ability to work with others, not IQ or technical skills. It is not just **what you know** that determines effectiveness, but **who you are**.

# How to Interpret a Graphic Profile



## The Team WorkStyles Scales

1. *Humanistic-Helpful*
2. *Affiliation*
3. *Approval*
4. *Conventional*
5. *Dependence*
6. *Apprehension*
7. *Oppositional*
8. *Power*
9. *Competition*
10. *Perfectionism*
11. *Achievement*
12. *Self-Actualization*

## Reading the Percentile Scores

The sample profile above shows assessment ratings on the 12 personal characteristics measured by WorkStyles. WorkStyles displays the results as percentiles by comparing actual ratings to Acumen's large norm base of professional leaders. The four concentric circles mark the 25th, 50th, 75th, and 100th percentiles, with the 100th percentile represented by the outermost circle.

- For example, if you score in the 90<sup>th</sup> percentile on the 1 o'clock scale, it means 90% of the leaders in the norm base had ratings lower than yours on the 1 o'clock—Humanistic-Helpful—scale. Only 10% had higher ratings.
- The largest shaded areas reflect which personal characteristics dominate your work style.
- The smallest shaded areas show which personal characteristics have a small influence on your work style.

## Scale Groupings

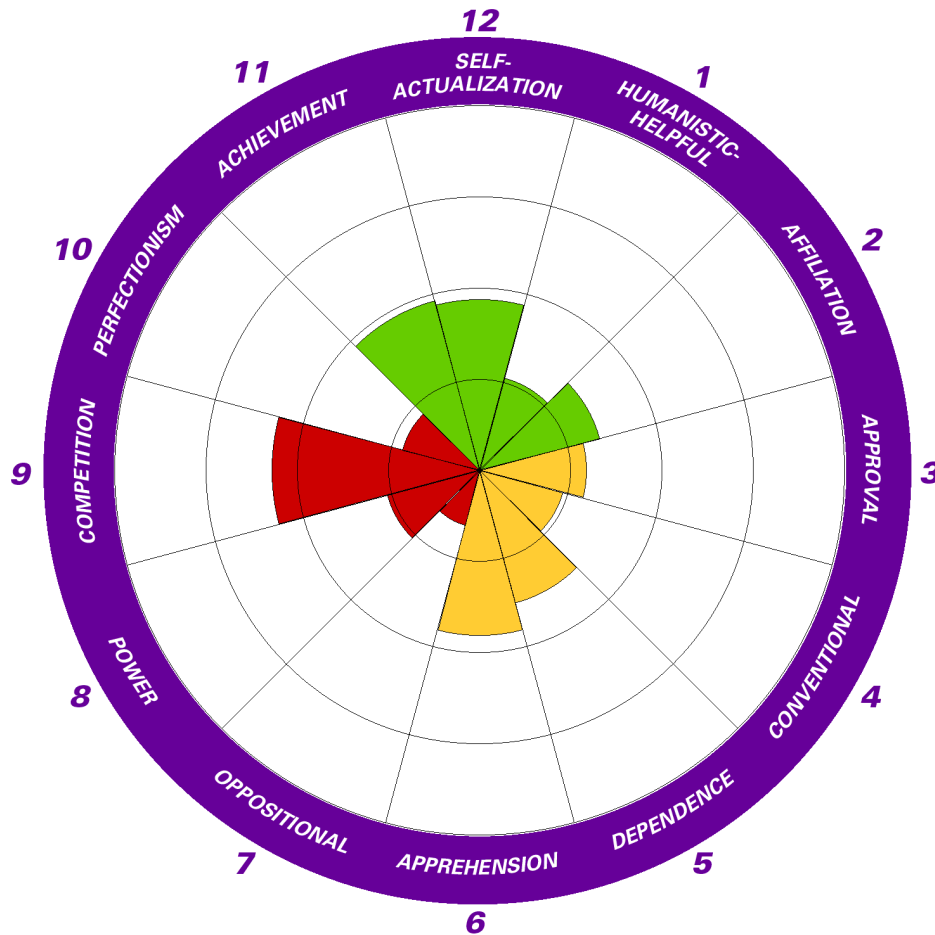
The outer ring shown on this sample profile illustrates the 3 broad areas underlying the 12 WorkStyles scales. These 3 areas provide a meaningful way to group your results into more general categories:

**People-Security:** Reflects strategies for seeking security through other people. Self-worth is determined by others. Related to external locus of control; marked by passive avoidance as a defensive strategy.

**Task-Security:** Reflects strategies for seeking security through tasks. Self-worth is determined by accomplishments. Related to "Type A" behaviors; marked by aggression as a defensive strategy.

**Satisfaction-Orientation:** Reflects strategies for seeking satisfaction, rather than security. Self-worth is not questioned, does not need defense. Related to internal locus of control and constructive strategies for addressing people and tasks.

# Your Self-Profile



 **The Team  
WorkStyles Scales**

**1. Humanistic-Helpful:**

*supportive, motivates others, patient*

**2. Affiliation:**

*friendly, warm, trusting*

**3. Approval:**

*needs approval from others, forgiving, overly generous*

**4. Conventional:**

*conforming, reliable, restrained*

**5. Dependence:**

*a follower, deferential, submissive*

**6. Apprehension:**

*anxious, self-doubting, tense*

**7. Oppositional:**

*questioning, negative, critical*

**8. Power:**

*authoritarian, controlling, easily angered*

**9. Competition:**

*boastful, self-centered, needs to win*

**10. Perfectionism:**

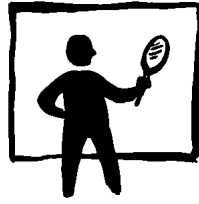
*demanding, results-oriented, driven*

**11. Achievement:**

*enjoys challenges, strives for excellence, decisive*

**12. Self-Actualization:**

*enthusiastic, creative, confident*



# Self-Perceptions: Summary

## Potential Strengths

- Maintains very high performance standards
- Good planning skills
- Confident in own abilities
- Creative, good at solving problems
- Enjoys challenges
- Strong drive and determination

## Potential Counterproductive Tendencies

- May take on too much responsibility
- May set excessively high expectations for self and team
- May not listen carefully to team members
- May become emotionally invested in “winning” during disagreements

Your responses to the self-assessment indicate that you are more interested in tasks than in interpersonal relationships. You like to be challenged by tasks, and channel considerable energy and drive into task accomplishment. Your profile indicates a confident, busy person who tends to be an independent thinker and a non-conformist. People with your work style:

- want to be in positions of authority and responsibility
- are able to derive feelings of satisfaction from their work efforts
- tend to work themselves very hard and maintain high and sometimes unrealistic expectations of others
- can be very successful at completing difficult projects

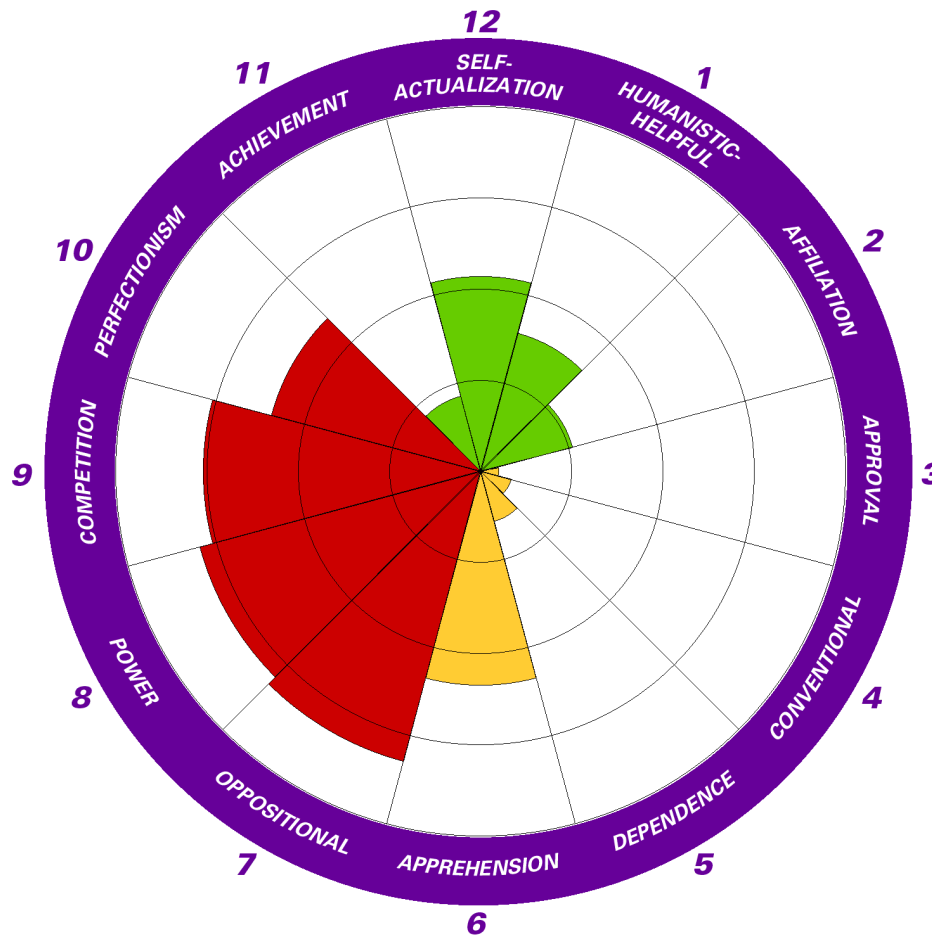
You enjoy working on creative and innovative projects, and prefer tasks that offer excitement and stimulation. Conservative and traditional work approaches can bore you, because they offer little excitement, challenge, or room for self-expression. Along with this attraction to stimulating activities and innovation, you enjoy a wide range of interests. However, as a result of these varied interests and unconventional approaches, co-workers may see you as somewhat unfocused.

While you have the ability to work in a disciplined and directed manner, you may tend to spread your resources a bit thin. Your strong drive to succeed and have an impact on things can make you feel pressured to perform. You probably are aware that you are often in a hurry, and that this leads to an urge to make decisions impulsively.

You tend to be competitive and may sometimes feel the need to be seen as a winner by others. When this happens, you can pressure yourself to excel and to be noticed. These motivations provide incentive to perform, but can have an undesirable impact on teamwork. For example, the hot pursuit of your own success may limit your ability to listen empathetically to others.

This report will outline the ways in which some tendencies may interfere with a more full expression of your considerable skills and abilities. Your aim should be to decrease the impact of ineffective tendencies and increase your use of productive personal characteristics.

# Co-Workers' Feedback Profile



Based on 4 Co-Worker Ratings



**1. Humanistic-Helpful:**  
supportive, motivates others, patient

**2. Affiliation:**  
friendly, warm, trusting

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needs approval from others, forgiving, overly generous

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demanding, results-oriented, driven

**11. Achievement:**  
enjoys challenges, strives for excellence, decisive

**12. Self-Actualization:**  
enthusiastic, creative, confident



# Co-Worker Perceptions: Summary

## Potential Strengths

- Highly motivated to succeed
- Strong desire to take charge
- Exhibits high energy
- Willing to take chances
- Able to direct others when conditions require authoritative action

## Potential Counterproductive Tendencies

- May find it difficult to trust others
- Strong dominating tendencies, may not accept or encourage input from others
- Forceful style may antagonize others
- Has difficulty listening to others

Co-workers' ratings indicate that you are a task-oriented person who sets high standards for achievement. They see you as having a strong work ethic, expecting others to have a strong work ethic, and demanding very high-quality results. Your competitive drive, determination, and persistence are all major contributors to your work style. Ways others might describe your work style include:

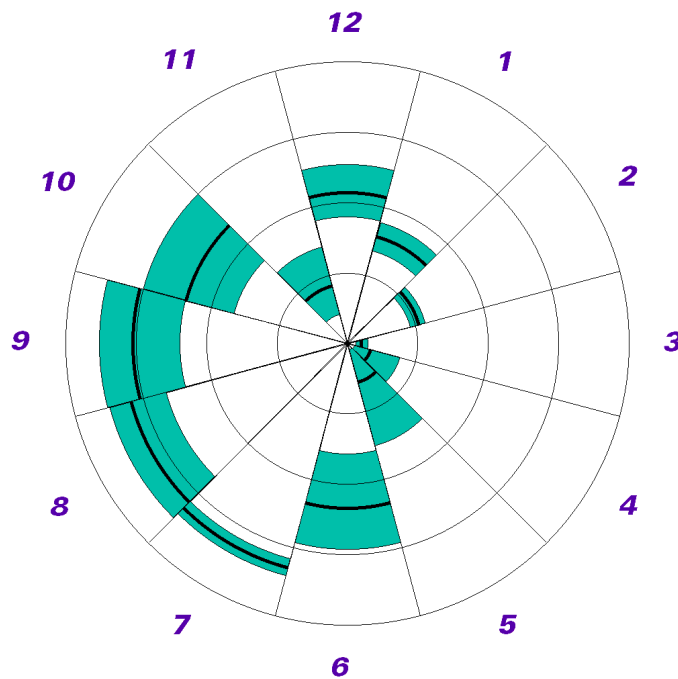
- competitive and perfectionistic
- trusts own judgment and wants to be in charge
- asks tough questions
- takes work very seriously, possibly too seriously
- is driven to succeed and often is successful
- wants to be seen as extraordinarily competent and possibly as better than others
- likes to be the center of attention
- results oriented and willing to work very hard

Because they describe you as an independent person and one with little restraint, co-workers are likely to feel your strong presence and be keenly aware of your opinions and perspectives.

People rated in this way have a strong interest in contributing to the work process and are quite persistent and determined workers. Co-workers see pluses and minuses in your approach to work. On the plus side, you are very focused on quality and results. You have initiative, the willingness to state your point of

view, and persistence in your work efforts. On the minus side, they see you as being short on relationship and teamwork skills and too focused on doing things your way. You are not particularly sensitive about others' needs or their feelings, and because of this you can be difficult to work with. Research indicates that these aspects of your work style are not effective for teamwork, and efforts to change these characteristics of your style will improve your ability to contribute to the team.

# Spread Of Opinion



Based on 4 Co-Worker Ratings



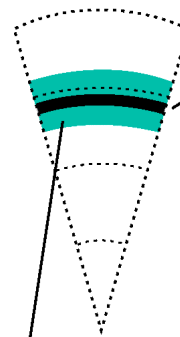
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## Interpreting the Spread of Your Co-Workers' Opinions

The Spread of Opinion graphic indicates the degree to which your co-workers' feedback ratings vary. It shows the amount of variation (technically, the "standard deviation") in their ratings of you on each scale. The spread of opinion does *not* show the highest and lowest ratings, which can place too much emphasis on one extreme rater.

For each scale, the spread of opinion is represented by a shaded band, as explained in the graphic legend on the right. The narrower this shaded band is for any scale, the less difference there was among the ratings from co-workers. The wider the shaded band, the greater the difference among co-workers' ratings. Some spread of opinion is normal: for most team members, the spread on any scale is 50 percentiles or less. If yours is much wider than this, it indicates some co-workers see you very differently than other co-workers.

Each scale has two shaded areas:



The narrow **black bar** shows the average percentile score from co-workers. This will be the same percentile score shown earlier in your Co-Workers' Feedback Profile.

The wide **shaded band** shows the spread of opinion. This shaded band always extends on both sides of the black bar (unless your percentile score is at an extreme limit, either 0 or 100). If all co-workers give the same ratings, this band does not appear.



## Breakout of Ratings from Different Sources

*Different people see you in different situations. For that reason, the ratings from different sources—bosses, peers, direct reports, etc.—are displayed separately in the breakout profiles which follow. The display of the boss’s ratings requires at least one rater who identified him/herself as your boss, while the minimum requirement for each of the other sources is at least three raters.*

Be cautious about the conclusions you draw by comparing these profiles, or by comparing these profiles with the composite feedback profile from all co-workers shown earlier. Ratings from a small number of raters are less statistically reliable than ratings from a larger group. For example, if one or two people moved elsewhere, their replacements might describe you somewhat differently, even if your work style has not changed. To be a concern, there must be large differences between the ratings from different subsets of people. Resist the temptation to overanalyze small differences.

Individuals can give different ratings because:

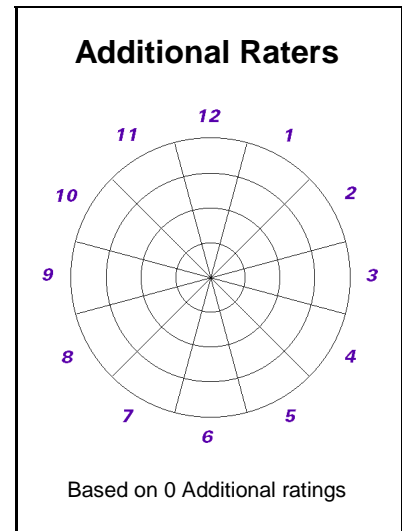
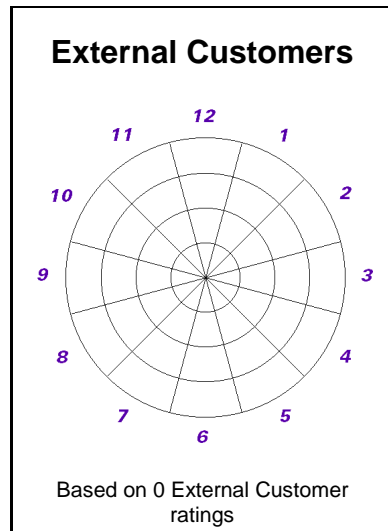
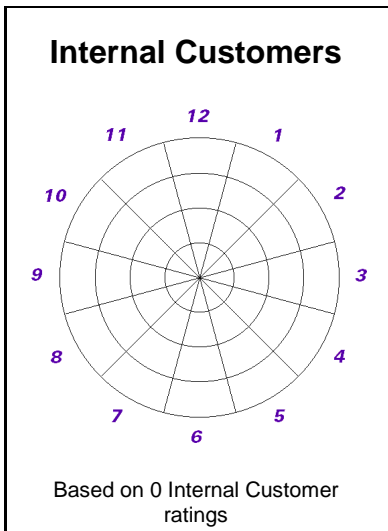
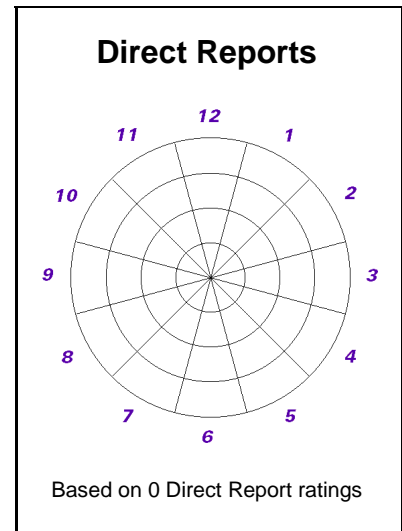
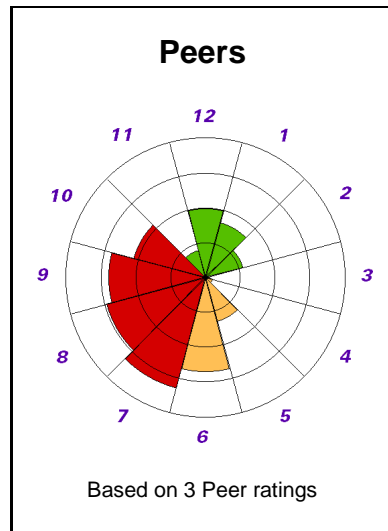
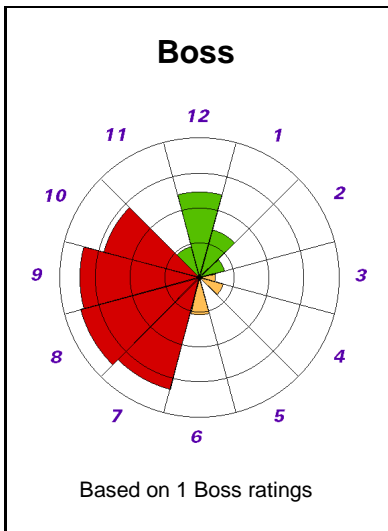
- they differ in their personal observational skills
- people remember different events, and remember them differently depending on whether the event touched one of their “hot buttons”
- they may feel apprehensive about the possible personal consequences of giving a co-worker unflattering (but accurate) ratings
- some people are well placed to observe the full range of your work style, others less well placed

This should not lead you to believe that your ratings depend entirely on who rated you. The reality is that they are rating the same person—you—seen in mainly the same situations. Research on 360 degree feedback has repeatedly found that most raters typically provide similar ratings of the same person, even though there is room for one or two raters to be quite different.

Despite these caveats, the breakout profiles provide information about how you are perceived by different levels in the organization. Use them to help decide where you might go to seek answers to the question:

*“What can I do differently from what I have done in the past?”*

# Breakout Profiles



- 1. Humanistic-Helpful**
- 2. Affiliation**
- 3. Approval**
- 4. Conventional**

- 5. Dependence**
- 6. Apprehension**
- 7. Oppositional**
- 8. Power**

- 9. Competition**
- 10. Perfectionism**
- 11. Achievement**
- 12. Self-Actualization**



# Co-Worker Perceptions: A Closer Look

*This section of your report provides a detailed analysis of the feedback from your co-workers. Although your self-perceptions are important for understanding your intentions, the perceptions of your co-workers are very useful for understanding how to improve your effectiveness. Your co-workers respond to you based on how they see you behave, which may be different from how you see yourself.*

## ACCOMPLISHING TASKS

### Key Assets

Others' ratings say the heart of your work style is your drive to succeed on projects and tasks. Assets include:

- a focus on getting results
- the ability to set high standards for performance
- good discrimination skills and the ability to analyze issues
- a capacity for taking independent action
- a high energy level
- persistence and determination
- a willingness to stand alone and speak up for what you believe in
- an interest in examining matters and playing the devil's advocate
- the ability to see the big picture and also focus on details

These qualities indicate that you value work, are highly motivated to achieve, and want to have a significant impact on the work process. Such analytic skills, energy, and persistence can be very valuable to a work team, especially if complimented by good social skills.

Co-worker feedback strongly suggests that you are most effective when focusing on tasks and activities as opposed to working closely with others. You are likely to set very high performance standards for yourself. While this may be a way to drive yourself to continually reach for higher goals, it can be very hard on fellow team members, especially when they would like to receive some acknowledgment and recognition for good work.

## Watching for Controlling Tendencies

Co-workers see two sides of your abilities to be aggressive and act independently. On one hand, your achieving, independent, self-reliant disposition can be productive for the team. On the other hand, co-workers see you as someone with very strong needs to feel in control and be in charge. These traits can interfere with tasks requiring cooperation and coordination of group activity.

The most successful workers reflect a strong work ethic and a focus on results. However, they complement these characteristics with a demonstrable interest in working with others and maintaining good personal relationships. They are comfortable in the role of a team player, rather than having a strong need or desire to control or dominate the work process.

While your fellow team members credit you with the strong work ethic that is a critical factor in professional effectiveness, they also rate you as having traits that probably make it difficult for you to naturally fit into a team player role. Co-workers describe you as:

- demonstrating strong needs to take charge and to do things in your own preferred manner
- being resistant to input and ideas of other team members
- having needs to win and focus on your own achievements instead of team goals
- being so assertive that it is sometimes experienced by others as overly aggressive
- tending to focus on problems (what is wrong) instead of solutions (how we can make it work)

As a result, co-workers reflect that you demonstrate little confidence in their ideas or abilities and are critical of their perspectives. If true, you may be unwittingly losing great opportunities to take advantage of the diverse skills and perspectives of other talented team members. Research very clearly shows that the most effective people are open to new perspectives, fully use the input and abilities of other team members, and consciously work to encourage others to contribute.

Based on co-worker feedback, it appears a key issue for you is to be more open and flexible in how you plan and execute tasks. Solicit and share ideas among co-workers — this approach can generate alternative plans that may be better. Learn to use your co-workers' skills and experience more effectively. Each team member brings a unique mix of capabilities to the workplace, and these resources should be drawn upon. Learn to set realistic goals. Setting goals that are too difficult to achieve simply sets you up for failure. Goals that are challenging and specific give high satisfaction and fulfillment when they are reached.

## **WORKING WITH OTHERS**

### **Key Assets**

The drive, discipline, and assertiveness you bring to a team are all valuable assets. Co-worker ratings clearly show that others value your high level of interest in contributing to the team and its efforts. Further, your willingness to take a stand and state what you believe in sets a tone for openness, honesty, and direct communications among the work group. When the team requires leadership from someone to help move it to action, other team members are likely to find you a stimulating, energetic, and vital personality. While at times your style may overwhelm others, at other times your energy and enthusiasm will be exactly what the team requires to find a way to get the work done.

Despite these valuable assets, co-workers see you as a person who is relatively moody and tends to demonstrate little interest in people and relationships. They imply you are much more focused on your own interests and agenda than on other people and their personal needs. Frequently, individuals rated in this way see others as difficult to get along with. You may feel that others are too needy, dependent, and demanding of attention and support. While some people are more interested in feelings and relationships, co-workers see you as having strong interests in thinking and in taking decisive action. As a result, while you may think that more “feeling” types of people have a right to their own interests and needs, you may also grow impatient and feel imposed upon by their ways. They are likely to strike you as soft and too emotional, while your own tendencies are to be more forceful and controlled.

### **Supporting and Encouraging Other Team Members**

Co-worker feedback suggests that you are not naturally inclined to give others encouragement and support. Research clearly shows that people who provide others with patient support and encouragement are much more effective in motivating others to put forth their best efforts. You may intend to help others clarify their thinking or assist them toward finding the most effective solutions, but they perceive you as critical and relatively insensitive to their feelings and needs. They describe you as someone who probably is so interested and focused on the work that you may unwittingly overlook the personal relationship skills that are so important for teamwork.

In your drive for results and emphasis on projects and tasks, you probably are falling short in demonstrating the social skills that allow others to feel accepted, at ease, and appreciated. Instead, they may be getting the impression that you are a distant, self-centered individual who cares too much about work and too little about the other things (and people) that are important in life.

### **Skeptical or Optimistic — Finding the Balance**

Other team members describe you as somewhat pessimistic and skeptical, and they may find it hard to understand what satisfies or pleases you. When many things could be going well, you may pinpoint the one thing that isn't meeting your perfectionistic standard. Acknowledgment of good work is necessary for

team morale and a healthy working climate — make a habit of first recognizing that “the glass is half full,” then moving on to possible improvements.

## **Moving Forward**

Co-workers see you as having many skills and abilities that can be used to help them be more effective in their work. When others actively seek out your ideas and assistance, take the time needed to help them clarify their thinking and plan actions. If you allow yourself to become impatient, you’ll undermine your abilities to assist the team. At the same time, you will miss your own development opportunity to cultivate your relationship skills.

It is often true that those who disturb and frustrate us are the ones who can offer us the most significant lessons. Thus, by showing patience and appreciation, you can begin practicing teamwork and cooperation. You tend to notice and point out flaws and mistakes, while taking good work for granted. Try just the opposite, and watch how differently people respond!

## **WORKING WITH DIFFERENCES OF OPINION**

### **Key Assets**

Co-workers see an array of assets that you bring to resolving conflicts. Among them:

- strong analytic skills and an ability to discriminate between different perspectives
- an interest in debate and a willingness to state what you believe in
- a strong results orientation, which can help to find a timely and pragmatic solution
- an ability to operate as an effective devil’s advocate
- an ability to see details and aspects of a situation that are not apparent to others

Overall, co-workers see you as having many attributes that will serve you well in the negotiation process. They probably would say that they would much rather be on your side than be your opposition when negotiations take place.

### **Decisiveness and Flexibility**

People rated in this way are very decisive and quick to act. They tend to believe that many things are clear and easily categorized as right or wrong, good or bad. Co-worker ratings indicate you have tendencies to see the world as all one way or all the other—you see right or wrong but no in-between. On the positive side, this allows you to make quick decisions and offer your group a strong sense of direction. You are seen as quick thinking and able to express your opinions in an open and direct way. This can be a real attribute in helping others understand your perspective. When urgency is an issue, this type of work style is a key asset.

On the less positive side, your style can interfere with:

- approaching decisions and problem solving in an open, inquisitive way that allows the team to explore new ideas and solutions
- allowing others to express their point of view in a comfortable manner—especially those who are less confident and may be intimidated by your assertive style

Part of the reason some people see things as black or white is that they are confident and self-assured of their point of view. Therefore, they naturally feel comfortable approaching things in a self-centered way. You may not recognize this tendency as much as others do, but it can have wide-ranging effects on your performance. People with this type of profile:

- find it difficult to be sympathetic and see things from someone else's perspective
- may say or do things that hurt a co-worker's feelings without being aware of it
- have difficulty compromising and looking for the middle ground that is critical in negotiations and in managing conflict

You have many skills needed to be effective in resolving conflict, but you will need to closely monitor your competitive and aggressive tendencies. This requires playing down your need to be seen as a winner and being more objective and rational with achieving team objectives. When disagreements arise, make a conscious effort to fully use your listening skills. Develop a sense of empathy for your co-workers' points of view. Practice tolerance and flexibility, and work toward mutually satisfying solutions to problems that the team faces.

## **Capitalizing on Your Strengths**

Co-worker ratings suggest two major directions to develop yourself further and to increase your effectiveness for your team and the organization.

First, you can achieve your professional goals and develop better relationships with co-workers by learning to work patiently with and support others. You can't motivate or work cooperatively by emphasizing criticism. Learn to use your critical abilities to help others find the best solutions to problems in an unquestionably supportive manner, rather than simply using your insights to find fault or to criticize. Similarly, use your energy and drive for results to involve others and stimulate their enthusiasm. This combination of your analytic skills and drive for results is a key asset, but it must be directed so others feel supported and valued for what they have to offer.

Second, you can focus less on controlling projects and tasks and more on assisting the team in achieving superior results. Work to set high goals, but only goals that are realistic, attainable, and earn support of team members. Empower team members by allowing them to speak up for what they believe in and by carefully listening for the value in what they say. Make clear to team members that you value the expertise, responsibility and authority that they bring to the job. The most effective professionals achieve through teamwork, not by trying to

do it all on their own. They patiently and supportively work with others to bring out the best in the team, and they clearly communicate that this is their priority.

## COMMUNICATION

### Key Assets

Co-workers identify several key strengths for you in the communication process. These include:

- very clearly states own opinion
- defends own position effectively, even in the face of considerable opposition
- able to communicate facts clearly
- willing to advocate controversial or unpopular viewpoints
- forceful style results in others paying attention, rarely ignored

Your communication style is likely to be crisp and clear-cut. You are unlikely to resort to the kinds of euphemisms and qualifying phrases that leave doubt in other people's minds about what you really mean. You are ready to "call a spade a spade" and may not have much sympathy for people whose delicate sensitivities make them shrink from direct, honest communication.

Because of your tendencies to be fairly results focused, you can be clear and to the point, but at the same time your perfectionist tendencies may lead you to communicate quite a bit of detail. Though both of these drives are expressed in terms of tasks, not people, they are based on different impulses. On the one hand, you want to get things done expeditiously, but on the other hand, you can have a strong desire for precision, which requires spelling out specific details at length.

### Listening

People with work styles similar to yours are often described as lacking good listening skills. In part, this may stem from a tendency to be highly task oriented and focused on results rather than people. As a result, you may find yourself listening for factual information without being aware of interpersonal or emotional nuances. You may occasionally become so preoccupied with an important task-related issue that you tune other people out; you literally don't hear what they say. Other times, being a quick thinker, you feel the urge to respond immediately to things people say, and that leads you to interrupt. You also seek simplicity, want to "cut to the chase," and can become impatient with what feels like complicated, overly detailed stories. Though this style helps you achieve success when accomplishing tasks, often others experience all of this as "not listening to me."

Becoming a more effective listener is usually a challenge for most people who share your work style. Your impulse is to grab information quickly and run with it; effective listening requires you to 1) wait for the other person to deliver all the information, 2) confirm that you've got it right (including a sense of the emotional component), and *then* 3) run with it. It requires a very patient effort to focus your energies on allowing the other person to speak their piece, when your

impulse is to jump in with your evaluation—either agreement or disagreement. However, by giving the person a chance to tell their whole story without interruption and then summarizing what they've said, you make them feel genuinely heard and you are likely to hear things that you would have missed otherwise. When you summarize their ideas in a way they can endorse (e.g. "Yes, that's what I mean"), you show respect for them and openness to their ideas. Pragmatically, you still don't have to agree with their ideas, but your two-way communication will have improved enormously.

When listening to others, you may find yourself looking for faults in their ideas, thinking of what is wrong or what could go wrong with what is said rather than genuinely trying to understand where the speaker is coming from. While you likely see this approach as offering a healthy dose of skepticism, others may perceive it as negative criticism. Teams benefit from more open listening styles that encourage others to explore ideas and reward risks. This aspect of your communication style may inhibit others' creativity who don't feel comfortable exploring new or innovative ideas knowing that you are looking for mistakes.

Though others generally trust your intentions, when others don't feel you are listening, they may doubt your intentions and feel you are trying to outdo them. Your ability to communicate effectively may be undermined if others feel you are more interested in demonstrating your own abilities than in team success. You may be particularly prone to these tendencies when under stress. In these situations, it is important that you stay focused on contributing to the team's success as a whole. Keep in mind that if the team succeeds, you succeed. No team can reach its peak performance if members lack trust in each other and individuals put their own goals before team goals. Rein in your tendency to interrupt others to make your point by starting to look for the good in what co-workers are saying.

## **Advocacy**

In some respects, you are likely to be an effective advocate of ideas. In particular, your willingness to speak up, identify important issues, and push an idea forward are useful to any team. You may also have a tendency to push your ideas quite forcefully, often simplifying complicated situations into clear-cut, black or white choices. By force of argument, you may often out-muscle other ideas and succeed in getting other people to go along with the ideas you have advanced. On the other hand, your forcefulness may sometimes be experienced by other people as an unwillingness to accept anyone else's point of view. Others can experience your forcefulness as so direct that they describe it as blunt or abrupt. This is especially the case because your critical eye is quick to spot the possible flaws in someone's idea, and so your discussion may frequently turn to what's wrong with the idea, not what's good about it.

You may anger easily and when you lose your temper, your normally rational approach may give way to stubbornly supporting a position, even after you realize it is not appropriate. To a great extent this tendency is a defensive reaction based on your desire to be right. In these situations you may spend more energy on trying to get others to agree with your own position than trying to find a solution for the team.

You tend to focus on the negative side of things and are often critical of others' ideas. Though you likely see this tendency to be critical as necessary for upholding a high standard for quality, these critical messages negatively impact team building and make it hard for co-workers to approach you for advice or help.

### **Inquiry**

You tend to use a questioning style that leads others into supporting your viewpoint. For example, you might use phrases such as “don't you think it would be better to...” or “why don't you...” In fact, you often use these types of inquiries to influence others into doing things your way rather than as a means for genuinely understanding their perspective. Thus, your questions tend to focus on controlling others and directing their views.

You are unlikely to inquire into others views in an open, exploratory fashion. Your approach to questioning has more to do with making your own point than with collaborating with others to explore innovative or unconventional ideas or methods. Though this may help you to get your way at times, co-workers will find this communication style difficult to work with, and the team's creativity will likely be inhibited.

### **RESEARCH**

Years of research on individual, team, and leader effectiveness indicate that the most effective professionals have a work style that balances task and social orientations. In terms of task focus, effective professionals tend to set difficult but attainable goals, focus on results, and emphasize both individual and team achievements. These highly self-confident professionals enjoy working on tasks but also find a great deal of satisfaction in the people side of work. They tend to be sociable, often use humor as a tool for communication, and enjoy helping others succeed.

Your profile describes someone who speaks their mind freely and is an active participant in most team settings. You have a strong emphasis on quality and excellence, work hard, and are most successful with the task-oriented aspects of projects. Your quality orientation and level of focus are very important for effectiveness, especially when an emphasis on task accomplishment is required.

Some aspects of your profile are inconsistent with what research has found to be most effective. You will benefit by taking the time to develop more adaptive approaches to work in these areas. Your profile indicates a tendency toward perfectionism and wanting to outperform your peers. Combined with your dominant style, your competitive tendency may limit your ability to contribute to work as a team player. Research has demonstrated that this style is counterproductive to individual and team success. When you emphasize your competitive and perfectionistic styles, you likely limit co-workers' ability to contribute to the team by undermining others' self-confidence.



# Suggestions for Development

*The feedback from your co-workers provides some ideas about your already effective tendencies and ways to enhance your effectiveness. Here are a few suggestions:*

## Communicating

- ❑ Continue to express your ideas directly and clearly being careful to convey a friendly and helpful tone. For the next two days immediately write notes on each work-related conversation you have, using these two questions: 1) Did the other person understand what I said? 2) What did the other person feel during the conversation? At the end of the two days, review your notes and reflect on what you have learned.
- ❑ Listen interactively to your co-workers: in conversations over the next few days, make it a point not to automatically say what you think in response to a statement. Instead, reply by summarizing what you understand that the other person is saying and feeling. This will take patience and effort! But the payoff is learning to better understand others' perspectives, and often you will prompt others to continue with important information and concerns that were not said before.
- ❑ Take a training workshop in active listening. Some books to read include: Robert Bolton's *People Skills* (1986), especially chapters 3 through 7; Madelyn Burley-Allen's *Listening: The Forgotten Skill* (1995); and Matthew McKay, Martha Davis, and Patrick Fanning's *Messages: The Communication Skills Book* (1995). Practice the techniques you learn with your co-workers.

## Dealing with Differences of Opinion

- ❑ Keep score each day on the number of arguments or debates you win, and be ready to change your way of thinking about what that number means: the best possible score is zero! This is because arguments and debates are invariably win-lose situations. One of the most important changes you can make is to develop skill at redirecting win-lose situations into cooperative win-win situations.
- ❑ Read about successful negotiation skills, if you have not done so already. A couple of sources are Roger Fisher and William Ury's *Getting to Yes: Negotiating Agreement Without Giving In* (1991), and Fred Jandt's *Win-Win Negotiating* (1985).

## Working with Team Members

- ❑ Say “Yes, and ...” instead of “Yes, but ...” when responding to other people's ideas. Few ideas are born perfect, and your critical thinking style makes you quick to see the problems. But people won't keep

launching new ideas if you keep torpedoing them. Instead, start by explicitly recognizing the good parts of any idea. Then, having established that the idea has merit, treat the flaws in the idea as new problems that can be solved. For example, rather than saying, “Yes, but your approach costs too much,” say something like, “Yes, your approach meets the technical requirement, and if we can find a way to keep the costs down, it will really work well!” You are probably saying to yourself right now, “Yes, but some ideas really stink.” Yes, and if you help people feel that your treatment of their ideas is constructive and supportive, they will greatly value your skill for critical analysis.

- ❑ Do more to send positive, supportive messages to your co-workers. Without being critical or fault-finding, use an open approach that says “I would like to understand you better, tell me more.” This visualization exercise may help: imagine that you wear a rubber band around your wrist, and you must snap it hard each time you catch yourself being negative with a co-worker. It stings—just as your critical comment may sting someone unfairly.
- ❑ Read William Byham's *Zapp! The Human Lightning of Empowerment* (1989), *Empowerment in Organizations: How to Spark Exceptional Performance* (1990) by Vogt and Murrell, or *The Wisdom of Teams: Creating High Performance Organizations* by J.R. Katzenbach & D.K. Smith (1993).

### Accomplishing Tasks

- ❑ Identify the customers for every task you undertake. Find out how they define the requirements, rather than assuming that you already know. If your work is needed as input for the work of a co-worker, then that co-worker is a customer of your work. Focusing on achieving customer satisfaction when the customer is a fellow team member will help you define clearly what to do. And remember that the customer is always right!
- ❑ Slow down. Follow the carpenter's rule of “measure twice, cut once”. Hasty action often leads to wasted effort. Ask for input from others, to make sure you are on the right track.
- ❑ Continue to offer your problem-solving ideas to others. Doing more to explain your ideas in detail will help them understand the logic, and speed their acceptance. Be sure to accept constructive responses to your ideas: when others have input, they support a plan or solution more strongly.
- ❑ Books like Stephen Covey's *The Seven Habits of Highly Effective People* (1989), or *The Achieving Society* (1987) by David McClelland can offer ideas on how to improve task orientation at work.



## Comments from Co-Workers

*Co-workers who give feedback ratings may also have the opportunity to add comments at the end of the assessment. The comments from your co-workers are reprinted here, unedited and placed in a random order.*

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[This could be a comment from rater #4.]

[This could be a comment from rater #1.]

[This could be a comment from rater #2.]

[This could be a comment from rater #3.]



## List of Raters

Your feedback was provided by the following raters:

BOYD, WOODY (Peer)

CLAVEN, CLIFFORD (Peer)

MALONE, SAM (Boss)

PETERSON, NORMAN (Peer)