Research Management Architecture And All That Jazz!
2019 Midwest/Northeast Section Meeting
CHICAGO
April 28 - May 1, 2019 • Hyatt Centric Chicago Magnificent Mile

What's My Style?
The Road to Effective Leadership

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Learning Objectives

- ➢ Participants will explore tools for assessing their leadership style, behavior in conflict situations, determining their learning style, and identifying their communication style among others.

- ➢ Participants will learn how the results of self-assessments can be applied to their daily activities and interactions to produce effective results.

- ➢ Participants will **_HAVE FUN_**!

What is "Style"?

➢ "A distinctive manner or custom of behaving or conducting oneself." (Merriam-Webster)

➢ "A way of doing something, especially one that is typical of a person…" (Cambridge English)

Understanding Style

➢ The way people behave when they are able to do things their own way.

➢ If you had total freedom to act in any way you wanted…
- ✓ Would you work alone or with others?
- ✓ How do you organize your time? [Note: to-do list, checklist, mental list]
- ✓ How much personal info would you share?
- ✓ How would you handle conflict?
- ✓ How would you communicate your thoughts, ideas or feelings?

Why is this important?

- Enables you to:
  - ✓ anticipate your actions
  - ✓ understand/predict your behavior patterns
  - ✓ interpret the actions of others
  - ✓ capitalize on your strengths
  - ✓ manage your weaknesses

Why is this important? (cont.)

➢ To understand influence on behavior and daily interactions

➢ To guide your communications
  ✓ understand how your message will be received

➢ To anticipate and respond appropriately to needs of others

➢ To understand the sender's intent and motivation

➢ To facilitate successful teams

Overview of Style Types

- ➤ **Leadership/Communication Style**
- ➤ **Conflict Style**
- ➤ Problem Solving Style
- ➤ Learning Style
- ➤ Psychological Type (Myers-Briggs)

Leadership / Communication Style

Leadership Style

➢ **What does a leader do?**

✓ develops and maintains cohesiveness and motivation to keep others working together as a functioning unit

✓ influences the behavior of others in order to achieve a predetermined goal

➢ **What is "leadership style"?**

✓ your approach to influencing others

Communication Style

Communication includes:

- Verbal or written exchange between two or more people
- Paraverbal
- Body Language
- Personal Space

Leadership and Communication

➢ **Are directly related to each other**

✓ An effective leader is a good communicator

✓ Communication style determines leadership style

✓ Understanding how you communicate will help define how you lead

Leadership Style Activity

➢ Complete the inventory

➢ Determine what color is affiliated with your dominant style

➢ Go to the corner of the room that corresponds to your dominant style type

Discussion (10 minutes)

1. What are the **dominant traits** associated with this style?
2. What are the **strengths/advantages** of this style?
3. What are the **challenges/disadvantages** of this style?
4. In what ways might your approach to leadership be a **challenge to a people with other styles**?
5. **Choose <u>one</u> word to describe your style.**
6. Choose a spokesperson to report out!

Dimensions of Leadership/Communication

➤ **Assertiveness**

✓ effort made to influence or control the thoughts or actions of others
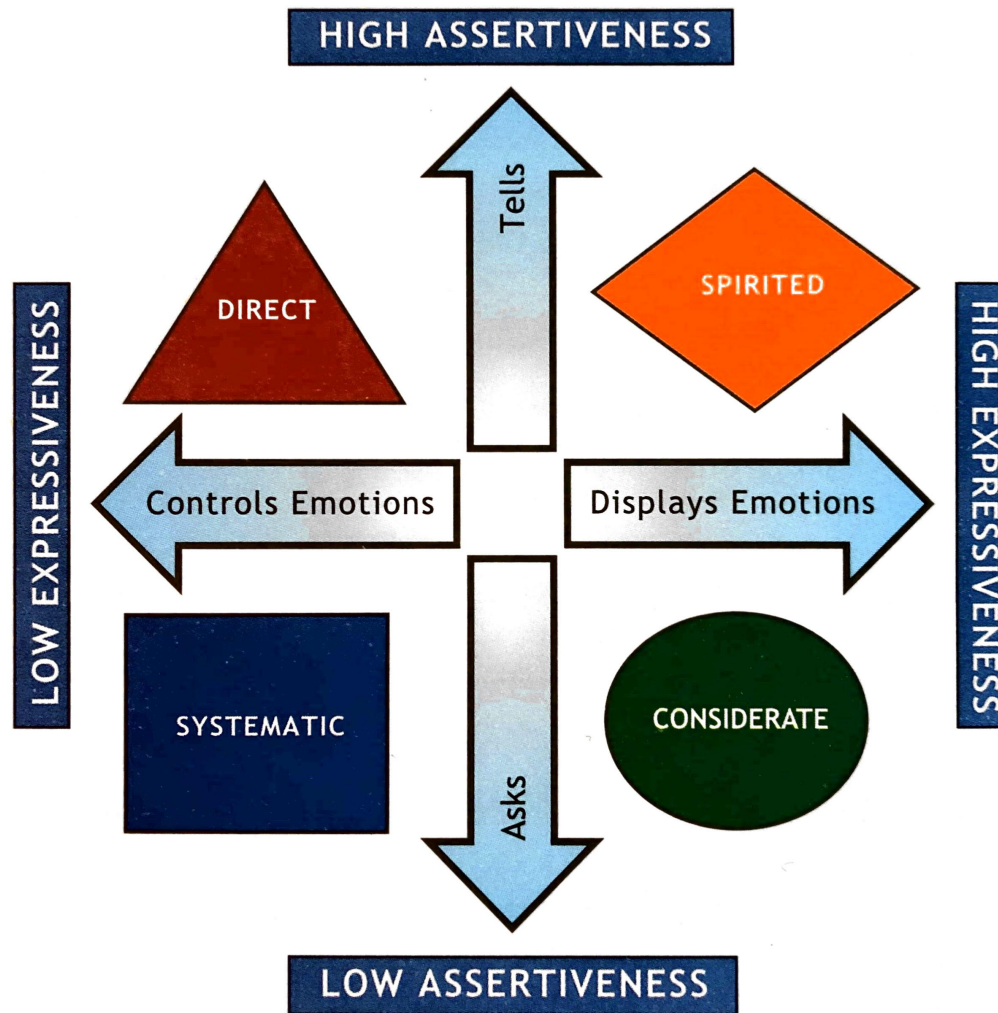
➤ **Expressiveness**

✓ effort made to control emotions when relating to others

Your Style:

Ratio of Assertiveness vs. Expressiveness

Categories of Leadership/Communication

Direct (Yellow)

- ❖ high assertive, low expressive
- ❖ "I know what needs to get done and here's how we should do it."

Strengths

- ➢ Action / goal oriented
- ➢ Gets to the bottom line
- ➢ Prefers to be in control
- ➢ Decisive / forceful
- ➢ Thrives on competition
- ➢ Energetic / motivating

Trouble Spots

- ➢ Overlooks details
- ➢ Impatient / poor listener
- ➢ Discounts other's feelings
- ➢ Likes to argue
- ➢ Tends to be a workaholic
- ➢ Overly critical

Spirited (Blue)

❖ high assertive, high expressive
❖ " I have a great idea! What if we …?"

Strengths
- ➢ Persuasive (good storyteller)
- ➢ Generates enthusiasm
- ➢ Focuses on "big picture"
- ➢ Builds strong alliances
- ➢ Loves generating new ideas
- ➢ Spontaneous
- ➢ Open to change
- ➢ Recognizes/praises/supports

Trouble Spots
- ➢ Generalizes
- ➢ Glosses over details
- ➢ Exaggerates - is overdramatic
- ➢ Responds poorly to criticism
- ➢ Poor time management
- ➢ Indecisive
- ➢ Poor time management
  - ✓ misses deadlines

Considerate (Green)

❖ low assertive, high expressive
❖ "What does everyone else think?"

Strengths

➢ Listens well
➢ Supportive/reassuring
➢ Builds trust
➢ Values relationships
➢ Enjoys being part of a team
➢ Reliable and steady
➢ Mediates conflict

Trouble Spots

➢ Avoids conflict
➢ Gives in easily
➢ Doesn't express opinions
➢ Overly sensitive
➢ Resistant to change
➢ Tells other what they want to hear
➢ Overly permissive

Systematic (Red)

❖ low assertive, low expressive
❖ "With careful planning and organization…"

Strengths

➢ Highly organized / structured
➢ Fact based decision making
➢ Objective /accurate
➢ Excels at problem solving
➢ Thinks critically/analytically
➢ Detail oriented
➢ Works independently

Trouble Spots

➢ Focuses on too much details
➢ Puts accuracy ahead of feelings
➢ Can be terse / impersonal
   ✓ Makes others feel overly criticized
➢ Delays decision making
➢ Resistant to change / risk
➢ Rigid and inflexible

Tips to Reading Other's Style

	DIRECT	SPIRITED	CONSIDERATE	SYSTEMATIC
Talking	• Gets to the point • Freely shares • Asks tough questions	• Tells good stories • Persuasive	• Doesn't offer opinions • Uses supportive body language	• Precise
Listening	• Poor listener	• Doesn't hear details	• Sympathetic Listener	• Seeks facts
Personal Space	• Keeps distance	• Lies to be close	• Tactile	• Avoids contact
Movement	• Bold	• Quick	• Slow	• Controlled
Workspace	• Suggests power	• Cluttered	• Displays photos	• Organized
Handshake	• Firm	• Enthusiastic	• Gentle	• Brief
Team Roles	• Initiator • Evaluator	• Energizer • Encourager	• Gatekeeper • Harmonizer	• Coordinator • Completer

Conflict Style

What is my Conflict Style?

Thomas-Kilmann Conflict Mode

➢ One model for understanding and handling conflict

➢ Organizes five styles on two dimensions

✓assertiveness

✓cooperativeness

Why is this important?

➢ Each style has it's appropriate time and place

➢ Interpret how others are responding in a team situation

➢ Empower you to respond effectively when facing conflict

Conflict Styles

Collaborating

- The "win-win" approach
- Focus is on finding a solution to meet everyone's needs

Appropriate when:

- the situation is not urgent
- an important decision needs to be made
- many people are involved
- previous attempts to solve the problem have failed

Not appropriate when:

- decision needs to be made in a timely fashion
- the matter is trivial

Competing

➢ The "win-lose" approach
➢ Seen as aggressive
➢ Causes others to feel taken advantage of

Appropriate when:

➢ a decision needs to be made quickly

➢ an unpopular decision needs to be made

➢ someone is trying to take advantage of a situation

Not appropriate when:

➢ the situation is not urgent

➢ buy-in is important

➢ people are feeling sensitive about the issue

Compromising

- The "lose-lose" approach
- Each person gives up something
- No one really achieves what they want in full

Appropriate when:

- a decision needs to be made in a timely fashion
- all goals are equally important
- resolving the conflict is more important than having each individual win
- equal power among participants

Not appropriate when:

- the situation is extremely urgent
- one person holds more power than the others
- a variety of important needs must be met

Avoiding

- Avoid the issue/conflict entirely
- No participation in decision process

Appropriate when:

- the issue is trivial
- the conflict will resolve itself soon
- the atmosphere is emotionally charged; need to create some space

Not appropriate when:

- the issue is important to you or your team
- the conflict will grow wore without attention

Accommodating

➢ Overly cooperative, often at your own expense
➢ One person gives in so other person can get what they want

Appropriate when:

➢ maintaining the relationship is more important than winning

➢ the issue is very important to only one person

➢ one individual is an expert or has the best solution

Not appropriate when:

➢ the problem will not be permanently solved

Other Leadership Theories

Situational Leadership Theory

➢ Developed by Ken Blanchard and Paul Hersey
- ✓ no single "best" style
- ✓ is task-relevant
- ✓ adapts to competence and commitment of individual or group being lead or influenced
- ✓ driven by maturity of those being led

Situational Leadership

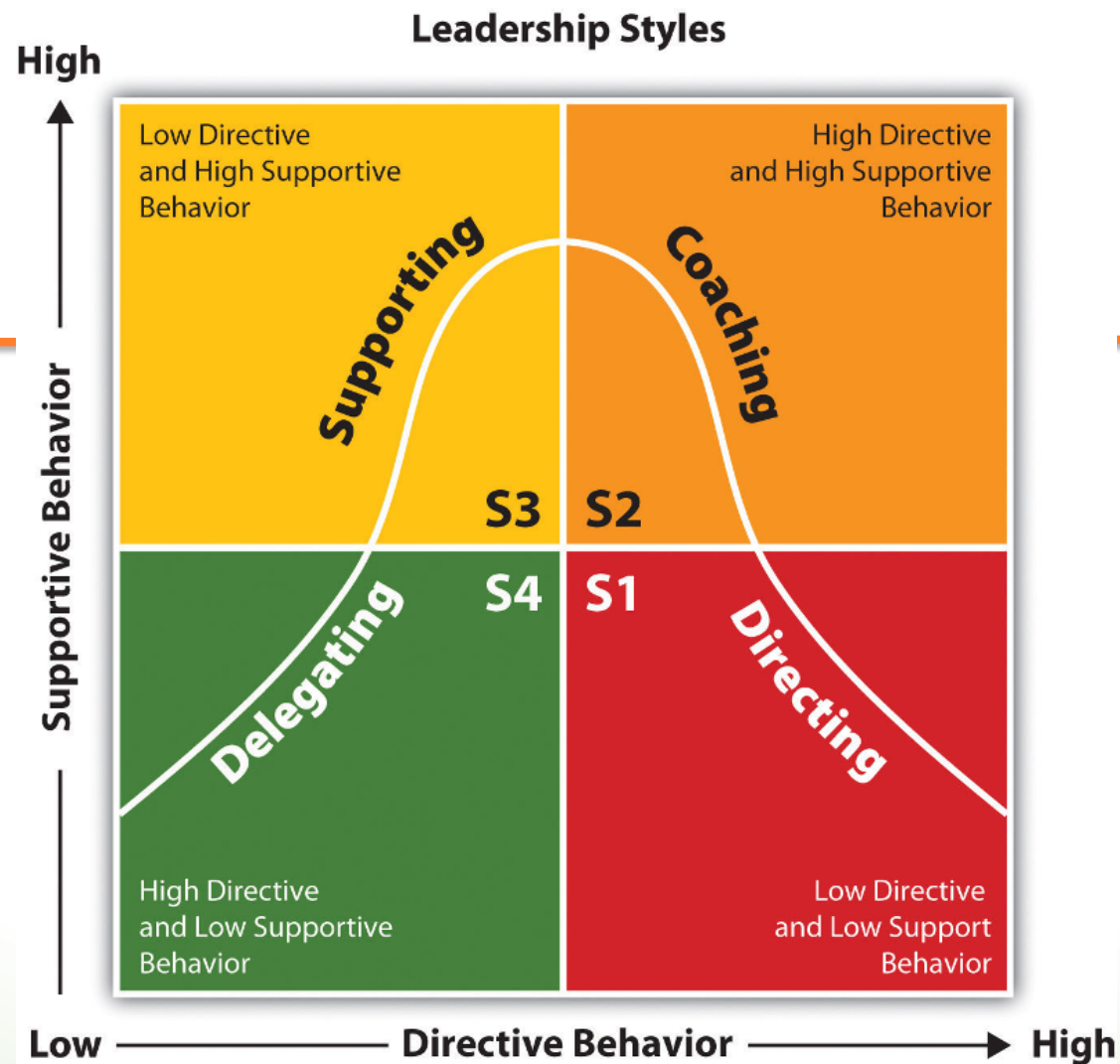Step 1
Identify the Most Important Tasks or Priorities

⬇

Step 2
Diagnose the Readiness Level of the Followers

⬇

Step 3
Decide the Matching Leadership Style

Leadership Styles

High

Supportive Behavior

Supporting — Low Directive and High Supportive Behavior	**Coaching** — High Directive and High Supportive Behavior
S3	**S2**
S4	**S1**
Delegating — High Directive and Low Supportive Behavior	**Directing** — Low Directive and Low Support Behavior

Low ————— **Directive Behavior** ————→ **High**

Development Level of the Individual

D4 — High Competence / High Commitment

D3 — Moderate to High Competence / Variable Commitment

D2 — Low to Some Competence / Low Commitment

D1 — Low Competence / High Commitment

Developed ←——— **Developing**

Directing Style

➢ Followers have low commitment and low competence

➢ One-way communication

➢ Leader defines roles and tasks

➢ Leader provides close supervisi

Coaching Style

➢ Followers have high commitment but low competence

➢ Two-way communication

➢ Leader defines role and tasks

➢ Leader seeks ideas and suggestions but makes decisions

➢ Leader provides support and praise to build self esteem and encourage buy into the process

Supporting Style

➢ Followers have low commitment but high competence

➢ Leader provides motivation and builds confidence

➢ Leader provides little task direction; focuses on relationship building

➢ Shared decision-making

Delegating Style

➢ Followers have high commitment and high competence

➢ High level of trust in followers

➢ Requires little supervision or support

➢ Leader is involved in decisions; process and responsibility is assigned to individual/group

Inventory Resources

- For Purchase
  - ✓ Myers Briggs
  - ✓ Hogan Personality Inventory
- Lower Cost
  - ✓ Clifton Strengthsfinder
  - ✓ DISC
- Free
  - ✓ Jung Typology Test
  - ✓ VIA Character Strengths Assessment