





If only everyone was the same as me!!

(Behavioural Styles)

 <p>Purpose</p>	<p>As well as our values of Caring, Expert and Quality, NHSBT also has six core behaviours: Communicating, Collaborating, Leading, Innovating, Performing and Customer Focus</p> <p>As we are all aware, high performance is a collective responsibility. Therefore, as individuals, we should all take time to reflect on our behavioural style and consider any challenges we might be having in the way we behave towards our colleagues.</p> <p>If we are not aware of what might cause the clashes that different behavioural styles may cause, then we will not be in a position to apply a fix as and when it may be required.</p>
 <p>Application</p>	<p>In this specific application, it will help the team and manager to understand a little about behavioural styles, as based on the work of Merrill and Reid, based on their work from the 1960s</p> <p>It will also help to determine the default behavioural styles each person employs in the workplace.</p>
 <p>What happens?</p>	<p>The manager leads a development session using the resources provided</p> <p>The central activity is the completion of a behavioural styles questionnaire. Once completed, the manager should lead a discussion around the results and work with the individual / team devise an action plan with the team to determine improvements to be made and how they should be implemented.</p>
 <p>Resources</p>	<p>Overall time required: Up to 90 minutes.</p> <ul style="list-style-type: none">• 5 minutes for introduction and initial briefing• 30 minutes for delivering the learning• 25 minutes to complete the questionnaire and allow time for discussion in relation to the results• Up to 30 minutes to devise the action plan <p>Materials and resources</p> <ul style="list-style-type: none">• Slides (see here)• Flipchart Stand• Marker Pens• Questionnaires (See below), Pens or Pencils for Participants <p>Attendees should have sight of and read the handout prior to the commencement of the session. The Handout is at the end of these materials</p>



How do I
do it?

THE SESSION

Run the session using the following notes and resources

Behavioural Styles (Slide 1)

Thought Triggering Questions

Consider the individuals you interact with in everyday home and working life.

How do people respond to you?

Who do you rub up? Who rubs you up?

There are many personality frameworks around.

It is not just self-awareness that is a strength of leaders, it is an openness to changing how you relate to others and being honest about what you are doing that unknowingly sabotages working relations.

Behavioural Styles is one model that helps us to hold a mirror up to ourselves.

Background to Merrill and Reid's model (Slide 2)

In the early 1960s, two industrial psychologists, David Merrill and Roger Reid wanted to understand whether they could predict managerial, leadership and sales performance. To do this, they explored how people behave in social situations. They chose not to concern themselves with **why**.

Merrill and Reid discovered that people's behaviour follows two continua, which they labelled: assertiveness and responsiveness.

Their Social Styles are a model of personality that focuses on our outer behaviour, rather than the inner you. Merrill and Reid described it as '**the you that's on display**'.

Explain the Styles Quadrant (Slide 3)

Horizontal axis = Easy going to Dominant

Vertical Axis = Spontaneous to Self-Controlled

Briefly explain the titles for each quarter of the quadrant. Don't give too much as you will give a fuller briefing in a minute.

EG: "If someone is spontaneous and easy going, in Merrill and Reid's model they are categorised as "Amiable" ... and so on."

4 types: Analyst, Driver, Amiable, Expressive. (Slide 4)

Each described by how they like to do things, a thought-bubble and some behavioural characteristics.

We have all the styles (Slide 5)

While all four approaches are at the disposal of each and every individual, there is a tendency for most of us to develop one

approach more than the other three. The predominant style can be described by:

- what the individual finds of interest
- what the individual feels is important
- their behaviour or actions

Whilst an individual may dip in and out of all four approaches, most of us tend to favour one approach more than the other three. We tend to have a predominant style and a least used style.

All styles have evil twins – there's always a darker side to us in times of stress

There is no best or worse style!

Can you write your name (Slide 6)

NOW TRY OTHER HAND

Ask what felt "normal" comfortable.

If you broke your writing hand could you write?

YES – although it is unfamiliar, you could still do it and probably with time get good at it.

But as soon as your usual hand was healed you'd revert back.

That's how it is with the personality types and behavioural styles.

We have all the styles types but over time have a preference for the way we usually are.

So, we can be different if we want to.

Behavioural Styles (Slides 7 to 18 - 15 minutes)

NOTE: Be aware of your own bias when reading out the styles.

Be as enthusiastic or flat with all styles but don't give the impression that one is better than the other – especially when it comes to your own.

Guess Your Style (Slide 19)

Delegates to guess from the information they just heard which style best describes their usual behaviour.

Then ask people to refer to the questionnaire they should have done before the course.

What's your behavioural Style? (Slide 20)

Questionnaire

Attendees should now complete the Behavioural Styles questionnaire and read the accompanying 'positives and negatives' descriptors. The results should then be discussed in group.

This discussion should be closely managed to avoid it becoming a forum for argument

Note: A result point that is inside the dotted box indicates less extreme behaviour of the type. This also means that the person can find it easier to adopt a different style and therefore finds commonality and interaction with other types easier to achieve

Add the guess with the result and they decide what style they mostly demonstrate through behaviour and language.

Understanding my style (Slide 21)

Pair work – refer to the handout (which they should have printed and brought with them). 5 minutes each way.

Share with your colleague:

- This is my style and this is how it describes my behaviour
- This is what's good about my style
- What I need to watch out for and what my blind spots are
- What this means for my role leading others is

Sharing understanding (Slide 22)

SET UP: Set up space at the 4 corners of the room.

Each corner has one of the styles on flipchart pinned to wall.

People get with others who have a similar style.

Group task (10 minutes) (Slide 23)

1. How do you behave under intense pressure or when feeling stressed?
2. How do you respond to major change?

NOTE: You will observe the behaviours of the styles in the way this is done. *Expressives* will be loud and animated and fill the paper in 5 minutes. *Drivers* will get on with the job diligently - possibly vying for control. *Analysts* are likely to analyse the questions before starting. *Amiables* will take ages to get going – making sure everyone feels OK and included.

When the groups have done 10 minutes tell them what you observed in terms of behaviour of the groups and how each did the activity.

Feedback (15 minutes)

Each group tells the others their answers.

If only people were like me (Slide 24)

Introduction

Using personal styles when working with individuals, it is important to consider his or her needs and styles.

You also need to be aware of your own style and biases and try to understand and relate to those who may have styles that are different to yours.

To get more followers – be versatile.

Versatility (Slide 25)

Most people's social preferences are different to yours.

Tension happens because of difference

- It is a stimulus that causes us to act rather than to remain inactive
- Even if we're in our comfort zones, our behaviour might be creating tension for someone else

The key to successful and fruitful relationships:

- Understand the preferences of the people you interact with
- Adjust your behaviour accordingly.
- A high level of versatility means:
 - Turn down your default
 - Turn up your less used styles

THE KEY TO SUCCESS IN PERSONAL RELATIONSHIPS:

- Not to treat others how you would like to be treated

Treat others how they would like to be treated.

Weaknesses and Strengths (Slide 26)

How you are perceived depends on both how you are behaving and the style of the other person.

If you go into overdrive with your style you will create a negative tension for the other person – especially if they are different to you.

If they are polar opposites, then there will be even more tension.

ALL STYLES ARE GOOD AT

Planning – no one style is better at planning than the other. It's just the way things are planned might be different.

Meeting deadlines – all styles can meet deadlines – some will be structured, some will appear unstructured. But they all get there on time

Being innovative – all are creative it's just how the creativity is expressed that's different.

Caring for people – people care or don't care – no style is a better carer than the other

Being task focused – the difference is in how the focus exhibits itself

Excellent standards – if a person likes perfection it is nothing to do with their behavioural style. One man's perfection is another man's straight jacket!!

Meeting challenges – no style is braver than the others. Courage is a personal attribute not dependent on behavioural style

Analysis – all can pick out the detail and make sense of things

Interacting with other types (Slide 27)

TRAINER NOTE:

Keep groups in their styles e.g. All **Drivers** together, and all **Expressives** together and so on.

Give 10 minutes composing script against the questions below.

5 minutes each group to share what they have put.

(30 minutes total)

DO NOT allow any conversation or comeback – at this point it is all one way.

If you were my leader:

- This is what's good about your style - here are the strengths I see and appreciate
- This is what's not so good about your style - the weaknesses that I see and could irritate me
- What our style offers to you when working with you
- If you want to get the best from me this is how you need to lead and work with me.

Getting on with that lot (Slide 28)

Summary points of how to adapt style to get more followers.

Understanding styles – so what?

Understanding difference is a real people skill.



Differences occur through cultural, physical and psychological factors. Mix this up with differing beliefs and temperaments, and no wonder managing and understanding people can be challenging.

As a leader, one of your foundational strengths is the depth of your own self-awareness and awareness of how other's tick.

You know the key to motivating people is being completely open and transparent and being able to be yourself, which in turn allows your team to follow suit.

Action Plan

The manager should now formulate the action plan based on learning and suggestions from within the group (or with the individual, in the case of one to one work)

 <p>Note</p>	<p>Identifying behavioural styles can provide those 'eureka!' moments for teams and help to overcome the differences in individual approaches through the implementation of an agreed action plan.</p> <p>This easy to understand model will help all team members "spot" quite quickly the preferred style of someone else, and then adjust their own style to suit, as and when it may be required.</p>
 <p>When?</p>	<ul style="list-style-type: none">• When differences in behavioural (social) styles have been identified in established teams• When a new manager takes over an established team and they need to establish relationship and rapport with it• To help teams focus on behaviours.• As part of the PDPR cycle. Managers and staff can check in and see how things are progressing in relation to the actions signed up to

Questionnaire

Purpose

This questionnaire will help you in planning how to be as effective as possible when dealing with other people.

By understanding your own style, and the style of people you deal with, you can be more successful at getting agreement and commitment.

Your Task

Each line on the questionnaire has words at each end which are opposites of a continuum.

For each of the lines of words, put a mark on where you think you are on that continuum. To help you decide, make the best guess of how you think others might perceive you.

For example:

If you think you are **very formal**, put a cross (X) in box 0 or 1.

	0	1	2	3	4	5	6	7	8	9	10	
Formal		X										Informal

If you think you are **very informal**, put a cross (X) in box 9 or 10.

	0	1	2	3	4	5	6	7	8	9	10	
Formal										X		Informal

If you think they are somewhere in between, put a cross (X) sign in the most suitable box. More formal than informal then put it on 3 or 4 etc. etc. etc.

	0	1	2	3	4	5	6	7	8	9	10	
Formal				X								Informal

Go with your gut feeling and make a quick decision; what is important is that you put down how **you** believe you are.

You will then tot your answers up and place them on the graph to determine what your behavioural style is.

(Y-axis) Rating Self-Controlled and Spontaneous Behaviour

	0	1	2	3	4	5	6	7	8	9	10	
Formal												Informal
Controlled												Responsive
Disciplined												Spontaneous
Head Orientated												Gut Or Heart Orientated
Appears Organised												Appears Disorganised
Reserved												Impulsive
Withholds Feelings												Expresses Feelings
Task Orientated												Relationship Orientated
Cold												Warm
Distant												Close

Total score for Y-axis	
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(X-axis) Rating Easy Going and Dominant Behaviour

	0	1	2	3	4	5	6	7	8	9	10	
Passive & Gentle												Aggressive & Pushy
Hesitant & Quiet Communicator												Communicates & Talks Readily
Appears Shy												Appears Confident
Submissive & Relaxed												Authoritative & Assertive
Goes Along												Takes Charge
Asks Questions												Makes Statements
Accepts Others Views												Challenges Others Views
Subdued & Stand-offish												Overbearing
Appears Thoughtful												Appears Active
Indirect												Direct

Total score for X-axis	
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Plotting the styles

Your answers to the questionnaire can be turned into a 'picture' of yourself.

Add up the total scores for each axis.

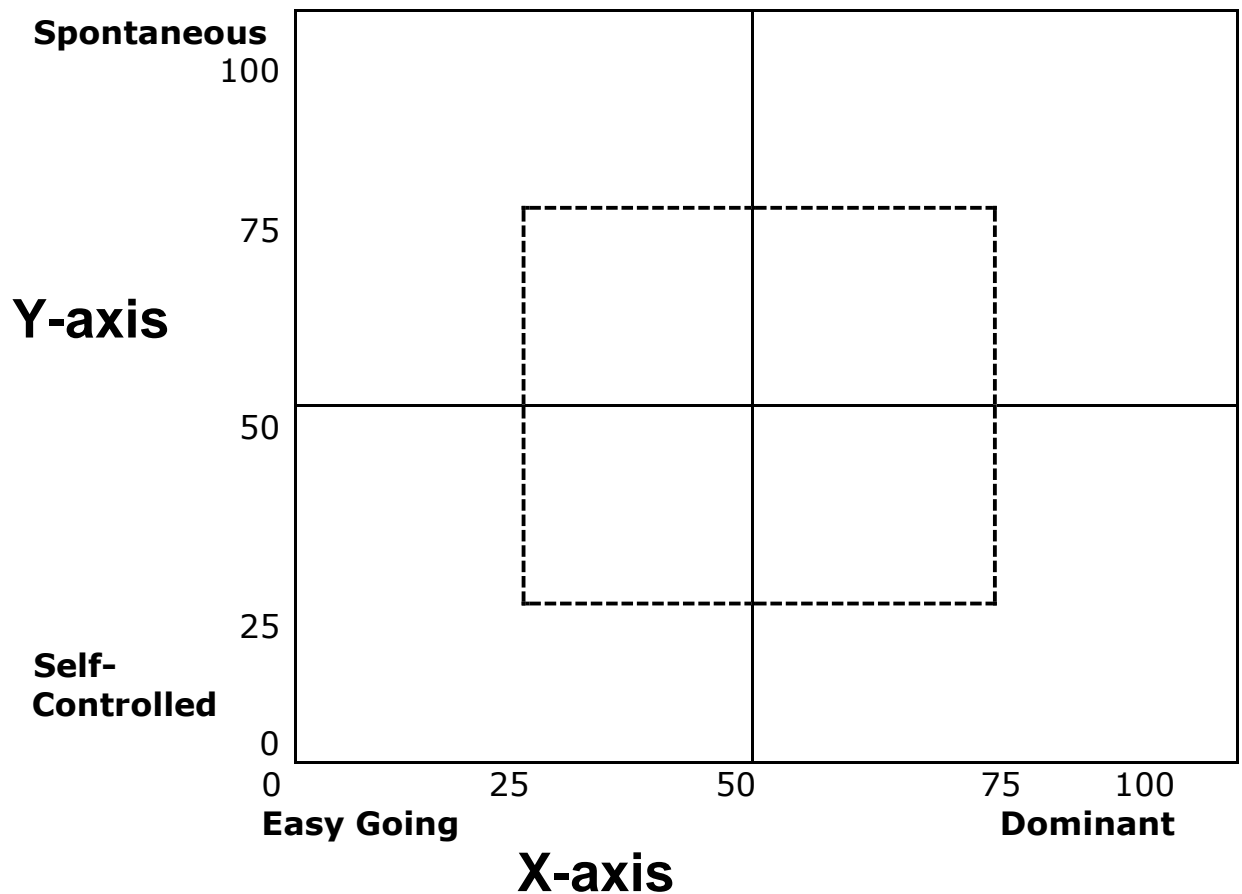
Mark the score for the "Self-Controlled and Spontaneous" on the vertical side (Y-Axis) of the Behavioural Style Box.

Mark the score for the "Easy Going and Dominant" on the horizontal side (X-Axis) of the Behavioural Style Box.

The position of your behavioural style is at the intersection of these two plots. Mark the position on the graph.

If your mark sits within the dotted line, then you have a less extreme behavioural style and will display a higher degree of behaviours relevant to other styles.

Behavioural styles box



Potential strengths and weaknesses of the styles

You can be perceived by others to have the strengths or weaknesses (or both) of your 'style'. It all depends on what you do and how you do it.

Being conscious of your style means you now have a choice about noticing the weaknesses and reducing them; focusing on increasing the strengths.

Also, once you are aware of your style, you can change it. Amiable people can be drivers and vice versa - it is only a matter of decision.

	EASY GOING		DOMINANT
SPONTANEOUS	<i>AMIABLE</i>		<i>EXPRESSIVE</i>
	<p>Strength Supportive Dependable Agreeable Helpful</p>	<p>Weakness Soft Submissive Indecisive Undisciplined</p>	<p>Strength Ambitious Stimulating Enthusiastic Amusing</p>
SELF-CONTROLLED	<i>ANALYST</i>		<i>DRIVER</i>
	<p>Strength Serious Industrious Persistent Exacting</p>	<p>Weakness Dull Critical Pedantic Over-detailed</p>	<p>Strength Determined Efficient Decisive Practical</p>
	EASY GOING		DOMINANT

Effective Team Working



Behavioural Styles

Behavioural Styles

Personal styles, a key to understanding others

Consider the individuals you interact with in everyday home and working life. How do people react to you? Consider how best to communicate with them and how best to work in ways that suit them as individuals.

People tend to relate to the world around them in several different distinct ways. Merrill and Reid¹ describe four different styles as in the table below:

Analyst	Amiable	Expressive	Driver
analytical controlled orderly precise disciplined deliberate cautious diplomatic accurate conscientious fact finder systematic logical conventional	patient loyal sympathetic team person relaxed mature supportive stable considerate empathetic persevering trusting congenial	verbal motivating enthusiastic gregarious convincing impulsive generous influential charming confident inspiring dramatic optimistic animated	action-orientated decisive problem solver direct assertive demanding risk taker forceful competitive independent determined results-orientated

While all four approaches are at the disposal of each and every individual, there is a tendency for most of us to develop one approach more than the other three. The predominant style can be described by:

- what the individual finds of interest
- what the individual feels is important
- their behaviour or actions

Whilst an individual may dip in and out of all four approaches, most of us tend to favour one approach more than the other three. We tend to have a predominant style and a least used style.

¹ Source: Merrill D W and Reid R H (1999) 'Personal Styles and Effective Performance: Make Your Style Work for You' CRC Press, London

Behavioural Styles

The Analyst: Technical specialist

May be perceived positively as	May be perceived negatively as	How to work better with Analysts
<ul style="list-style-type: none"> ▪ accurate ▪ conscientious ▪ serious ▪ persistent ▪ organised ▪ deliberate ▪ cautious 	<ul style="list-style-type: none"> ▪ critical ▪ picky ▪ moralistic ▪ stuffy ▪ stubborn ▪ indecisive 	<ul style="list-style-type: none"> ▪ tell how first ▪ list pros and cons ▪ be accurate and logical ▪ provide evidence ▪ provide deadlines ▪ give them time, don't ▪ rush or surprise

ANALYST: interested in, and places a high value on facts, figures, data and reason. Others often describe their actions as analytical, systematic and methodical. They tend to follow an orderly approach in tackling a task and are well organised and thorough in whatever they do.

Others may see them at times as being too cautious, overly structured, someone who does things too much 'by the book'. They analyse past data, consider the present situation and project these facts. They view time in a linear or sequential fashion.

Communicating with an Analyst

Analysts want facts, figures and data in the message. It would help to present the message in an orderly fashion, have some documentation to support the views and be prepared to give the Analyst a chance to examine carefully what is being sent.

Written communication

An Analyst's style:

- quite formal and precise
- may use an outline style, with subheadings and numbered sections
- lists key points
- likes tables and appendices with facts and figures

The Amiable: Relationship specialist

May be perceived positively as	May be perceived negatively as	How to work better with 'Amiables'
<ul style="list-style-type: none"> ▪ patient ▪ respectful ▪ willing ▪ agreeable ▪ dependable ▪ concerned ▪ relaxed ▪ organised ▪ mature 	<ul style="list-style-type: none"> ▪ hesitant ▪ 'wishy washy' ▪ pliant ▪ conforming ▪ dependent ▪ unsure ▪ laid back 	<ul style="list-style-type: none"> ▪ tell why and who first ▪ ask instead of telling ▪ draw out their opinions ▪ chat about their personal life ▪ define expectations ▪ strive for harmony

▪ empathetic		
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AMIABLE: interested in and places high value on personal relationships, feelings, human interactions and affiliation with others.
 Often described as warm and sensitive to the feelings of others.
 They appear to be perceptive, able to assess a situation in terms of the human emotions involved and is often considered a loyal and supportive friend.
 At other times they may be viewed as too emotional, sentimental and too easily swayed by others. They often make reference to past events and their relationships with others over a period of time.

Communicating with an Amiable

For Amiables make sure you include the human dimensions of the situation. They will want to know how others may feel about the matter, who else will be involved in it, past experience in similar situations, etc.

Written communication

The Amiable’s style is often more informal, chatty and friendly. They may inject names and make references to others and to past events.

The Expressive: Social specialist

May be perceived positively as	May be perceived negatively as	How to work better with Expressives
<ul style="list-style-type: none"> ▪ verbal ▪ inspiring ▪ ambitious ▪ enthusiastic ▪ energetic ▪ confident ▪ friendly ▪ influential 	<ul style="list-style-type: none"> ▪ a talker ▪ overly dramatic ▪ impulsive ▪ undisciplined ▪ excitable ▪ egotistical ▪ flaky ▪ manipulating 	<ul style="list-style-type: none"> ▪ be enthusiastic ▪ allow for fun ▪ support their creativity and intuition ▪ talk about people and goals ▪ value feelings and opinions ▪ keep fast paced and be flexible

EXPRESSIVE: interested in taking people with them, enthusing them with optimism and energy.
 They will be open with people and willing to make personal investment and so they are generally very good with people.
 However they can frighten people by being over-dominant and can feel personally let down by people and left out.
 They tend to be poor with detail and their hunches can go wrong.

Communicating with an Expressive

Bear in mind that they will be looking for the new, the exciting and the innovative aspects of the message.

Written communication

Written communication from an Expressive can tend to be rather vague and abstract.

They are inclined to be idea-orientated and are often quite lengthy in making a point.

The Driver: Command specialist

May be perceived positively as	May be perceived negatively as	How to work better with Drivers
<ul style="list-style-type: none">▪ decisive▪ independent▪ practical▪ determined▪ efficient▪ assertive▪ a risk taker▪ direct▪ a problem solver	<ul style="list-style-type: none">▪ pushy▪ one man/woman show▪ tough▪ demanding▪ dominating▪ an agitator▪ cuts corners▪ insensitive	<ul style="list-style-type: none">▪ tell what and when first▪ keep fast paced▪ don't waste time▪ be businesslike▪ give some freedom▪ talk results▪ find shortcuts

Driver: place great emphasis on action and results. Often viewed as decisive, direct and pragmatic. Their time orientation is here and now.

They like to get things done and hates spinning things out. They translate ideas into action and are dynamic and resourceful.

They may be accused of looking only at the short term and neglecting long-range implications.

This same tendency sometimes exposes them to criticism from others who may see them as too impulsive, simplistic, acting before he/she thinks.

Communicating with a Driver

Drivers will want to know 'what are we going to do?' and 'how soon can we do it?'

Written communication

Drivers' writing is inclined to be brief, crisp and sketchy, resents having to take the time to write and will often scribble a brief reply on the sender's original message and return it.

Communication and rapport

Using personal styles when working with individuals, it is important to consider his or her needs and styles. You also need to be aware of your own style and biases and try to understand and relate to those who may have styles that are different to yours.

Matching wavelengths

The chance of a message being heard and understood would be greatly improved if both parties were using the same wavelength. If you want your message to be understood, you should try to change your wavelength to fit the other persons. Consider what the receiver views as important, what some of their interests are and how they tend to behave. With this picture in mind you can then ‘package’ your message so that it fits the receiver’s frequency.

Remember that people will not always fit these descriptions of personal style. However, the more a person follows a pattern, the more likely adopting a communication style appropriate to that pattern will connect with them.

Relating to others who have different styles

How to get the best out of your relationship with people who are ‘different’ depends on how flexible you are willing to be. Below are some suggestions for how you might like to behave should you work with a person with the style mentioned.

Amiable	Expressive
<ul style="list-style-type: none"> ▪ Smile ▪ Be relaxed ▪ Show interest in the person ▪ Be prepared to lead the discussion ▪ Suggestions, not statements ▪ GENTLY pin them down ▪ Find out what ‘yes’ really means ▪ Summarise frequently ▪ Be prepared to talk ‘social’ 	<ul style="list-style-type: none"> ▪ Reflect their enthusiasm ▪ Adopt a positive attitude ▪ Return their humour ▪ Be open, direct and challenging ▪ DO NOT be cold with them ▪ Be ready to bring them back to the business ▪ Build on their ideas ▪ Agree the agreement in specific terms
Analyst	Driver
<ul style="list-style-type: none"> ▪ Avoid question and answer session ▪ Keep to broad issues ▪ Motivate them ▪ Do not laugh until they do ▪ Be more formal and serious ▪ Ask them questions ▪ Find out what is important to them ▪ Do not hurry them ▪ Have a strong agenda / structure 	<ul style="list-style-type: none"> ▪ Do not waste time ▪ Talk about WORK, not SOCIAL ▪ Not too many smiles ▪ Come quickly to the point ▪ Do not contradict ▪ Be positive ▪ Do not be too relaxed ▪ Make the answer their idea ▪ When the business is over; Go!

