

# Jump Start your People Skills in 2017



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Wednesday 18th May 2011 - 2 Sessions - Courses and chats are a key part of every company's material transport strategy. Attend this complimentary session for a...

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Wednesday 4th May 2011 - 2 Sessions - Recent events such as the Deepwater Horizon disaster and the Montana blowout are causing more emphasis to be placed...

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Pre-Course | In Course | FAQs

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Logos: Engineers Ireland, IEEE, ACPEP, Institute of Management and Quality, etc.

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The Engineering Institute of Technology (EIT) provides endorsed engineering Diplomas and Certificates (Masters Degrees accreditation pending), designed for students working in industry who need a practical, relevant education that is delivered efficiently. Our students work in the fast-moving engineering and technology fields where time is precious. They choose the EIT online delivery because it provides many of the benefits of live classroom based study without the inconvenience of travel. EIT courses are run by expert instructors who present in a friendly, interactive manner.

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## Steve Mackay

- Dean of Engineering
- Worked for 30 years in Industrial Automation
- 30 years experience in mining, oil and gas, electrical and manufacturing industries

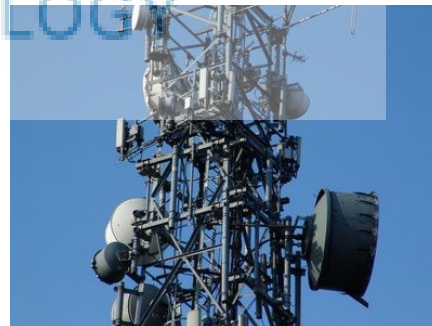
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## Topics

- Setting strategic goals
- The four behavioural styles
- Effective communications
- Motivating your team
- Conflict resolution

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## What is personal leadership?

- Ability of an individual to get things done by and for themselves

### Cause and effect:

For any 'cause', there is a specific 'effect' or result that occurs

'Effect' side of the equation

- I cannot ...
- I have to ...
- I had no choice ...
- If only ...

'Cause' side of the equation

- I choose to ...
- I want to ...
- I will find a way!
- How can I learn from this?

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## Be -> do -> have

A person with Personal Leadership know that because of who they are, they will do what needs to be done and out of that rewards will flow naturally. They believe in BE ( DO ( HAVE))

### • Components of be -> do -> have

BE	<ul style="list-style-type: none"> <li>➤ Identity                             <ul style="list-style-type: none"> <li>• Density</li> <li>• Values</li> <li>• Beliefs</li> <li>• Mindsets</li> <li>• Emotional States</li> </ul> </li> </ul>
DO	<ul style="list-style-type: none"> <li>➤ Behavior                             <ul style="list-style-type: none"> <li>• Skills</li> <li>• Work</li> </ul> </li> </ul>
HAVE	<ul style="list-style-type: none"> <li>➤ Finances                             <ul style="list-style-type: none"> <li>• Health</li> <li>• Relationships</li> <li>• Leisure</li> </ul> </li> </ul>

## Top 10 tips for setting goals

- Make a list of your values
- Begin with the end in mind
- Project yourself into the future
- Write down the 10 things you want this year
- Create your storyboard
- The three most important things
- Ask yourself good questions
- Focus on one project at a time
- Write out an "ideal scenario"
- Regularly review your goals

## C.R.E.A.T.E. your goals

- Concise and clear
  - Realistic
    - Ecological
      - As if now
        - Time/toward the positive
          - End step | evidence procedure

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*“You need to read them in  
order to lead them.”*

*- Chris Howard*

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## Introduction

• DISC behavioral model :

Useful to develop organisational, business & employee competences in the areas of:

- Communication skills
- Conflict management
  - Leadership
  - Management
  - Productivity
  - Teamwork
- Team Building
- Customer Relations
  - Sales
- Change/Transition
- Diversity Training
- Managing/Coaching/Mentoring
- Understanding Stress

Developed from combined ideas of both Jung and Marston


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## Understanding behavior

• Four primary behavioral styles :

**Dominance** ← → **Steadiness**

**Influence** ← → **Conscientiousness**

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## Behavioral summary

**ACTIVE, FAST PACED, ASSERTIVE, BOLD**  
Perceives Self as More Powerful than the Environment

<p style="text-align: center; font-size: 2em; font-weight: bold;">D</p> <p><b>Dominant – Driver</b> General Characteristics Direct; Decisive High Ego Strength Problem Solver Risk Taker; Self-Starter Value to team Bottom-line organiser Places high value on time Challenge the status quo Innovative</p> <p><b>Possible Weaknesses</b> Oversteps authority Argumentative attitude Dislikes routine Attempts too much at once</p> <p><b>Greatest Fear</b> Being taken advantage of</p> <p><b>TASK ORIENTED: Questioning, Logic</b> Focused, Sceptical, Challenging</p> <p>Perceives Environment as Unfavourable, Unwelcoming and Resistant</p>	<p style="text-align: center; font-size: 2em; font-weight: bold;">I</p> <p><b>Influencing - Inspiring</b> General Characteristics Enthusiastic Trusting; Optimistic Persuasive; Talkative Impulsive; Emotional Value to team Creative problem solver Great encourager Motivates others to achieve Positive sense of humour Negotiates conflicts; Peace maker</p> <p><b>Possible Weaknesses</b> More concerned with popularity than tangible results Inattentive to detail Overuses gestures and facial expressions Tends to listen only when it's convenient</p> <p><b>PEOPLE ORIENTED: Accepting, Receptive, Agreeable</b></p> <p>Perceives Environment as Favourable</p>
<p style="text-align: center; font-size: 2em; font-weight: bold;">C</p> <p><b>Compliant - Correct</b> General Characteristics Accurate; Analytical Conscientious; Careful Fact-finder; Precise High Standards; Systematic Value to team Perspective: "The anchor of reality" Conscientious and even tempered Thorough in all activities Defines situations; gathers, criticises and tests</p> <p><b>Possible Weaknesses</b> Needs clear-out boundaries for actions / relationships Bound by procedures and methods Gets bogged down in details Prefers not to verbalise feelings Will give in rather than argue</p> <p><b>Greatest Fear</b> Criticism</p> <p><b>THOUGHTFUL, MODERATE PACED, CALM, CAREFUL</b> Perceives Self as Less Powerful than the Environment</p>	<p style="text-align: center; font-size: 2em; font-weight: bold;">S</p> <p><b>Stable - Steady</b> General Characteristics Good listener; Team Player Possessive Steady; Predictable Understanding; Friendly Value to team Reliable and dependable Loyal team worker Compliant towards authority Good listener; patient and empathetic Good at reconciling conflicts</p>

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## Typical behavior examples

	D	I	S	C
<b>One word description</b>	Challenge	Talk	Relationships	Detail
<b>Airport ticket line up</b>	Need to get to front and get ticket immediately	Wants people to say: "What a nice guy – let him in"	"Did you see that man – Yes" "Well, somebody should do something about it – Yes"	Already sitting in the departure lounge with passport, ticket & itinerary perfectly laid out.
<b>Airplane arm rest</b>	Claim for space	Touch: somebody wants to talk	Travel with friends / family - happy to relinquish arm rest as long as other person is happy	Will measure the space / time
<b>Elevator</b>	Press button impatiently	Most likely to break the silence: "We will wait for you..."	Happy to take the stairs.	Will stand at the back & count the people to make sure maximum weight not exceeded.
<b>E-mail communication</b>	Down to business with bullet points	Pick up phone, or even better go out for coffee	They would easily get distracted & spend hours on e-mails & not get more important tasks done.	Send attachments with more info & make sure the history of previous e-mail are also included
<b>Communication pitfalls</b>	Too forceful and aggressive	Tends to talk too much	Too permissive of poor performance	Talks too little, too intellectual
<b>How they react in a conflict</b>	Confrontational	Emotional: Angry	Upset, will go out of their way to rescue the relationship	Will write you a long letter with all the details of who said what
<b>How they handle tasks #1</b>	You do	I do –but never does	How did I end up doing it again?	How do you want it done?
<b>How they handle tasks #2</b>	Fastest way possible	Fun Way	Easiest way	Best, most efficient way
<b>Statements</b>	Trust me	Like me	Assure me	Inform me
<b>Methods of control</b>	Force of Character	Verbal Persuasion	Slowing Down	Information
<b>Control Statements</b>	Do it!	You can do it	We can do it	Let's do it right

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## Effective communications

- Prepare in your mind exactly what you intend to say
- Ensure the person is at the same technical level
- Guard against this 'Yes' mentality.
- Understand the culture
- Use graphics to illustrate points
- Learn from other great communicators.
- Track non-verbal cues
- Listen effectively and actively
- Watch out for the misinterpretation of words
- Do not dominate

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## Motivating your team

- Develop your co-workers
- Motivate your co-workers
- Equip your co-workers

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## Conflict resolution

- Root it out  
We always blame someone else

### **Suggestions on dealing with team conflict**

- Define the problem carefully
- Gather data and look for objective evidence
- Analyse the data
- Choose the best solution
- Implement the solution quickly and keep refining it

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## Conflict Resolution (Cont)

- **Some additional tools...**
- Attack the problem and not the person
- Focus on what can be done and not on areas where you have no control
- Encourage contribution and frank exchanges of opinion
- Express feelings in a way that does not blame but solves the problem
- Accept ownership appropriately for all or part of the problem
- Listen carefully and understand the other person's point of view before stating your own
- Show respect for the other person
- Solve the problem whilst building the relationship

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