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**“Working here is a lot more fun since
we started outsourcing our stress!”**

**Kraybill:
Preferred Role Type Behaviour
&
Team Effectiveness Ratings
at
Calm & Storm
Stress Levels**

This workbook belongs to: _____

Introduction

We have found most teams would like to be:

Engaged – everyone believing in what the team is doing, understanding their role and how they fit in the team, they are listened to and affect the way the team operates; stress is about tasks not people and is supported across the team.

Effective – by working well together tasks are on time and completed to agreed standards, the team makes a valued difference to its clients and become the “go to” team to solve complex, interesting problems; being a member of this team is professionally advantageous.

Enjoyable – being valued, doing interesting work, having colleagues you trust and respect reduces stress and makes being a part of the team something you value and look forward to. From time to time it may even be fun.



We call this being E^3

How you work together and the behaviours you exhibit under normal and high stress situations will affect the stress type and levels experienced by you and your colleagues – whether you are E^3 or not.

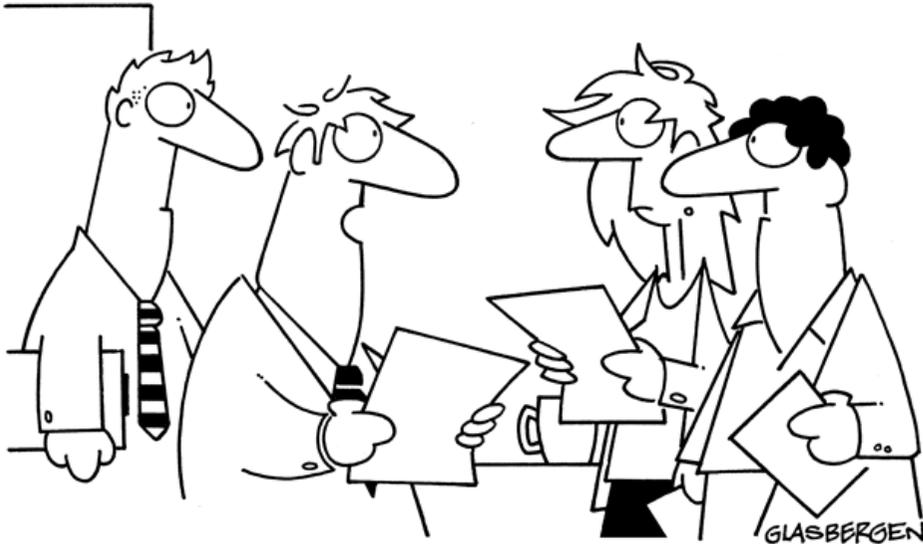
This workbook helps you identify and record these behaviours so that you can:

- ☀ identify the behaviours you might want to use more often, less often or not at all and;
- ☀ do the same for your colleagues, to help the team to feel more engaged, interact more effectively and be more enjoyable – to be E^3 .

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“If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way.”

Background

Most theories of how teams operate acknowledge that the disagreements which naturally arise between colleagues about problem definition or remedy, is a healthy, constructive form of conflict, essential to the evolution of new ideas and procedures.

It becomes unhealthy when the subject of the disagreement becomes the colleague rather than the problem. The language becomes “you” rather than “it”.

This usually happens when stress levels are high and there is a break down in the normal, mutually supportive nature of an effective team.

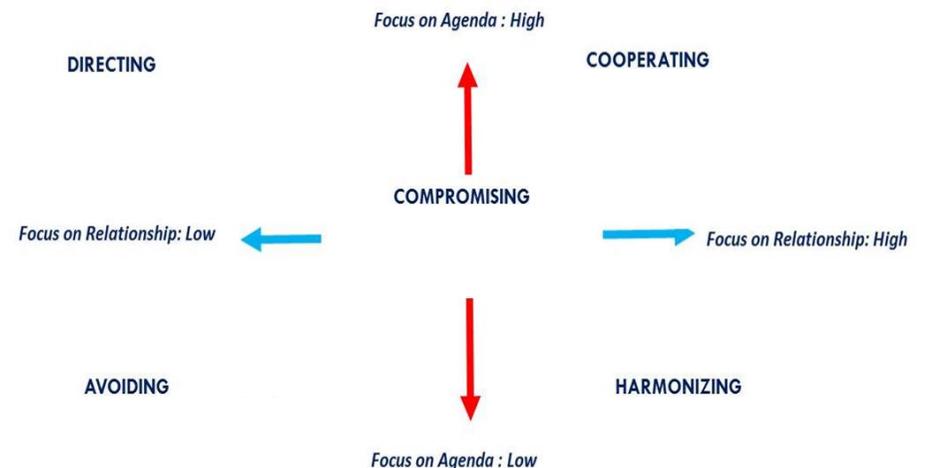
So understanding how we behave under normal and high stress work conditions can predict the impact we may have on colleagues and so their responses.

And therefore on whether or not the team is E³

Ron Kraybill's Conflict Style Inventory is a well evidenced predictor of preferred behavioural styles under normal workloads and highly stressful workloads. Developed in the 1980s, like the Thomas Kilmann Inventory, it is built around the Mouton-Blake grid.

The grid has two axes – the degree to which we respond to stressful conflict by focussing on achieving our goals or Agenda vs the degree to which we focus on the value of maintaining Relationships, which results in the 5 styles shown here.

Let's start by seeing where your preferred behavioural style sits on these axes, under normal and stressful working conditions.



Your Preferred Behavioural Style

In each of the statements below, consider your response in situations where your wishes differ from those of another person. Statements A-J deal with your initial behaviour to general disagreement; statements K-T deal with your response under high stress. It may help to choose one situation as background for all questions. On the line below each statement circle one number that best characterises your preferred response.

“When I first discover that differences with another person exist...”

A	I make sure that all views are out in the open and treated with equal consideration, even if there seems to be substantial disagreement.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
B	I spend more time making sure others understand the benefits of my position than I do to pleasing them.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
C	I make my needs known, but I tone them down a bit and look for solutions somewhere in the middle.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
D	I pull back from discussion for a time to avoid tension.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
E	I devote more attention to feelings of others than to my personal goals.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
F	I make sure my agenda doesn't get in the way of our relationship.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
G	I actively explain my ideas and just as actively take steps to understand others.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
H	I am more concerned with goals I believe to be important than with how others feel about things.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
I	I decide the differences aren't worth worrying about.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
J	I give up some points in exchange for others.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic

“If differences persist and feelings escalate...”

K	I enter more actively into discussion and hold out for ways to meet the needs of others as well as my own.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
L	I put forth greater effort to make sure that the truth as I see it is recognized and less on pleasing others.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
M	I try to be reasonable by not asking for my full preferences, but I make sure I get some of what I want.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
N	I don't push for things to be done my way, and I pull back somewhat from the demands of others.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
O	I set aside my own preferences and become more concerned with keeping the relationship comfortable.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
P	I interact less with others and look for ways to find a safe distance.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
Q	I do what needs to be done and hope we can mend feelings later.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
R	I do what is necessary to smooth the other's feelings.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
S	I pay close attention to the desires of others but remain firm that they pay equal attention to mine.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic
T	I press for moderation and compromise so we can make a decision and move on with things.						
Not at all characteristic	1	2	3	4	5	6	Very characteristic

Your Preferred Behavioural Style

Write the number you circled for each statement on the previous pages beside the corresponding statement letter on the tally sheet here.

For example if you circled 5 for statement A and 3 for statement G, you would put **5** and **3** as shown in grey in the tally sheet.

Then add the numbers and put the sum (**8** in the example) in the Totals row.

Scores	A	5	K	B	L	C	M	D	N	E	O
	G	3	S	H	Q	J	T	I	P	F	R
Totals	8										
	Calm	Storm	Calm	Storm	Calm	Storm	Calm	Storm	Calm	Storm	
	Cooperating		Directing		Compromising		Avoiding		Harmonizing		

Now list your totals in the table on the right, putting the highest style number first for Calm and then do the same for the Storm totals. Examples are shown in Grey

There are several ways to identify your preferred behavioural style and how easily you move between them, depending on the circumstances.

The highest score is your preferred behaviour under normal stress levels (Calm – Cooperating scored 11 in the example here) and then high stress levels (Storm – Compromising scored 10 in the example). This shows how your preferred behaviours may change between Calm and Storm, or if they are the same in both, how this behaviour has become one you prefer all the time. This may or may not be the most effective behavioural style, depending on your team make up, which we look at later.

The difference in value between the scores (e.g. 11 Cooperative and 7 Compromising under Calm) tells you the degree you prefer one role over the other. A difference of 1 or 2 means you can move between them fairly easily, a bigger difference suggests moving would be less easy or highly unlikely.

Now let's think about the preferred behaviours of the other members of the team and how you fit together.

The words in grey are for example only.

My behavioural styles achieved the following scores:		
	Calm	Storm
12		
11	Cooperating	
10		Compromising
9	Directive	
8		Cooperating
7	Compromising	
6		
5		
4		Directive
3	Harmonising	Harmonising
2		Avoiding
1	Avoiding	
0		

Preferred Behavioural Styles within the Team

Now you have looked at your preferred behavioural style, place each of your colleagues' where their preferred styles were, to get a picture of how similar or different you are as a team.

It may help to use their Initials with a C (Calm) or an S (Storm) before or after.

It may also help to draw an arrow from their C to their S position to help you form a picture of how their preferred behavioural styles change. (See the example in grey)

If this becomes too complex, leave out the arrows.

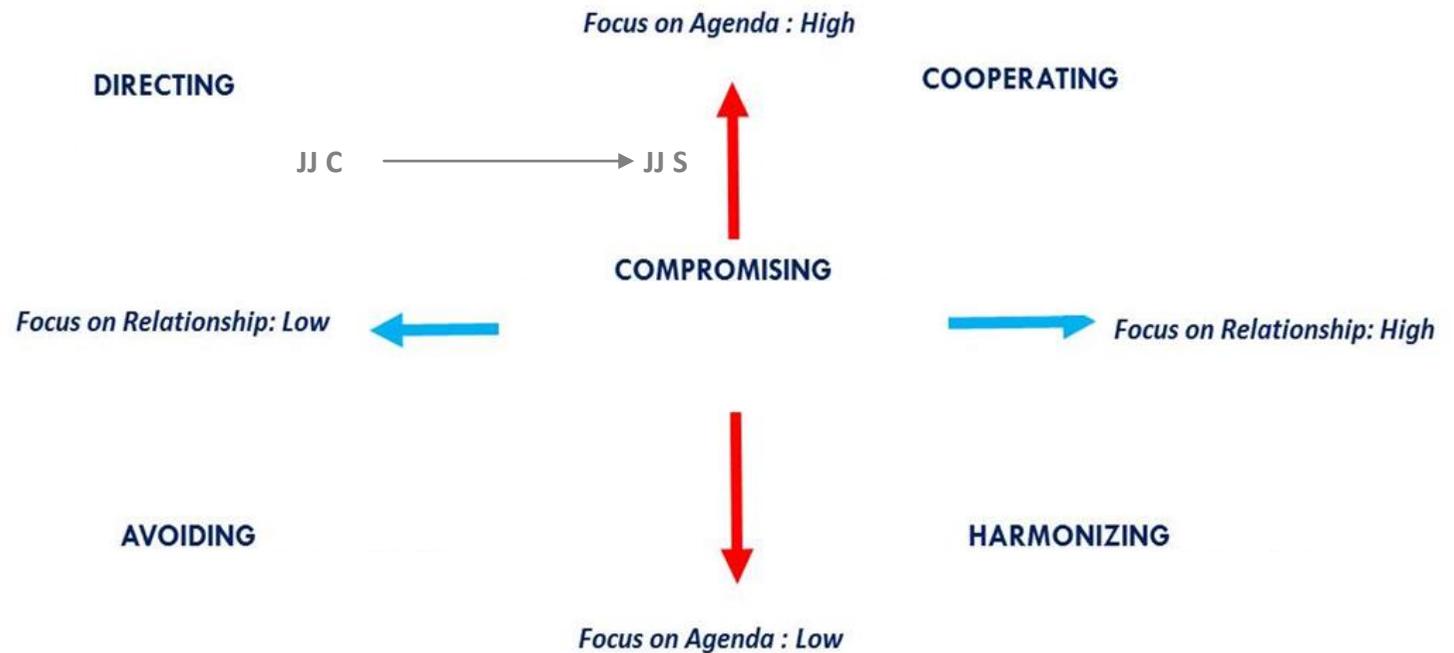
Does this match your experience?

Reflecting on who your colleagues are, their preferred behavioural styles under Calm and Storm and yours, and the regular workload and extreme pressures you all face as a team, does this picture match your experience?

Now we're going to look at the characteristic behaviours associated with each behavioural style and their pros and cons.

Then we will ask you to consider what behaviours you think you should **keep** as being helpful to the team becoming E³, what you might wish to **modify** and whether there are any you would want to **stop**.

Then we'll ask you to do the same for each of your colleagues for a team feedback discussion on how you could support each other to make these changes.



Role Type Characteristics

DIRECTING : High focus on own agenda and low focus on relationship "We're doing it my way..." - I win and you lose.

Strategies:	☀ Persuade, demand, repeat, compete, control, refuse to negotiate, attack. As leader, discourage challenges, cite policy, set limits and consequences, instruct.
Source of power:	☀ From position, role, control of resources, ability to impose consequences.
Benefits:	☀ Speed, decisiveness, gaining or protecting things important to them. Useful in emergencies, no time lost negotiating, stability under unswerving leadership.
Costs if over-used:	☀ Inequality, resentment, reduction in trust, loss of cooperation. In time, others display lower self-motivation, atrophy of gifts, diminished self-respect, or depression. Reduced emotional and spiritual growth in the Director if others fear to challenge them.

Most useful when:

- ☀ an emergency looms
- ☀ there is no time for give-and-take discussion
- ☀ you know you're right, and that matters more than relationships
- ☀ the issue is trivial and others don't really care what happens
- ☀ weaker parties need to be protected from stronger ones
- ☀ principles are at stake and must not be compromised, regardless of cost

Least useful when:

- ☀ Cooperating has not yet been attempted
- ☀ used routinely, others annoyed, resistant or passive, dependent; team loses their knowledge and experience
- ☀ self-respect of others is diminished needlessly
- ☀ need the support and cooperation of others who want to be treated as equal

How to work with someone who scores high in Directing

- ☀ Often task oriented, quite productive and concerned to get the job done. Engage and let them know you are committed to the task or resolving the issue. Ask for time to think things through or cool down, with a specific time agreed to respond. (e.g., in an hour, or tomorrow at nine o'clock, etc).
- ☀ Their task focus makes it easy to forget the feelings and needs of others, but Directors may feel deeply responsible for colleagues and feel quite bad if they realize they have wounded them. Look for ways to engage them about the needs of others in settings where they are not in the middle of a big job.
- ☀ Directors prefer to deal with things now and get anxious if others are silent or passive. Don't withdraw without giving some clue about your intentions.
- ☀ An angry Directive can be very intimidating, "in your face". If they hold power, look for a path to safety or shelter or ask for time to cool off.

COOPERATING : High focus on own agenda and relationship "My preference is.... And please tell me yours." I win, you win.

Strategies:	☀ Assert self and invite other views. Welcome differences; reflect jointly on strengths and weaknesses of all views. Cooperate in seeking additional information.
Source of power:	☀ From trust, skill, ability, coordination, goodwill, creativity, mutuality.
Benefits:	☀ Trust and mutuality. High potential for creativity and personal growth. Others blossom and develop new gifts. This style has immense rewards of satisfaction, energy and joy when successfully used on meaningful issues.
Costs when over-used:	☀ Fatigue and time loss, distraction from more important tasks, analysis paralysis. Used for many trivial issues, people weary of "too much processing". Attempted without attention to the required skills, failure is likely and discouragement follows.

Most useful when:

- ☀ the issues and relationships are both significant
- ☀ long-term ability to work together is important
- ☀ reasonable hope exists to meet all concerns
- ☀ a creative outcome is important
- ☀ time and energy are available for discussion

Least useful when:

- ☀ time is short
- ☀ the issues are trivial
- ☀ you're overloaded with "processing"
- ☀ the goals of the other person are wrong beyond doubt

How to work with someone who scores high in Cooperating

- ☀ Feeling heard helps all styles, but Cooperators respond very well to efforts to structure conversation around listening. Hear them out fully and you are likely to be surprised at how well they listen to you in response.
- ☀ Most Co-operators value directness and candour, so long as you are polite. Saying what you want and need will be appreciated, particularly if you manage to say it in an attitude of providing information about what matters most, rather than criticising or making demands.
- ☀ If you are a Harmoniser or Avoider resist the temptation to back away from an assertive Co-operator. They can speak out but they want to hear your views too. If you are silent or too quick to agree the Co-operator ends up feeling like a Director, which is not the intention.
- ☀ Like the Directing style, Co-operators appreciate information about what is going on and tend to become anxious or upset if others pull away without giving a clear explanation such as "I want to have a walk to think things out. Then I'll come back to finish the discussion".

COMPROMISING: Medium focus on own agenda and relationship "I'll meet you halfway..." - I win some / you win some

Strategies:	☀ Urge moderation, bargain, split the difference, find a little something for everyone, meet them halfway, give a little and take a little.
Source of power:	☀ From moderation, sense of fairness, practicality, and pragmatism.
Benefits:	☀ Relatively fast, provides a way out of stalemate, enables the show to go on. Emphasis on fairness is readily understood by most people. Builds atmosphere of cooperation.
Costs when over-used:	☀ Mediocrity and blandness, possibility of unprincipled agreements, likelihood of patching symptoms and ignoring causes. Everyone gets a little, but no one is really happy. Too-quick compromises may short-circuit needed in-depth discussion.

Most useful when:

- ☀ getting a quick settlement is imperative
- ☀ when efforts to *Cooperate* will be misunderstood as *Directing*
- ☀ when finding a solution, even if not ideal, is better than stalemate
- ☀ working together is important, but time or resources to *Cooperate* are limited

Least useful when:

- ☀ in-depth analysis or finding the most creative solution possible is essential (use *Cooperating* instead)
- ☀ when you can't live with the result of getting less than what you want or need or deep principles or values are at stake

How to bring out the best in someone who scores high in Compromising

- ☀ Compromisers have a strong sense of reciprocity. More than other styles they are likely to respond in kind if you back off somewhat from your initial position. Leave room to negotiate when you make your opening request.
- ☀ Compromisers value fairness and moderation. Think and speak of "being fair", "fair play", "reasonable", "you give some, I give some", "give and take" etc.
- ☀ Compromisers tend to value efficiency of time and energy and are eager to find a way through to a practical solution that ends the difficulty. A sense that a fair and moderate deal was achieved probably matters more than talking through all options.
- ☀ As the Compromiser does not enjoy prolonged debate, a determined colleague in a Directing style may, with strong logic, be able to persuade the Compromiser they are wrong, creating an appearance the more forceful person has "won". The Compromiser's deep inner sense that conclusions should be reciprocal and balanced will be disturbed. Trust, openness and cooperativeness will suffer on the long-term.
- ☀ Find concessions for the Compromiser, even if you are sure your argument is stronger.

AVOIDING: Low focus on own agenda and low focus on relationship : "Forget it... Conflict? What conflict?" I lose and you lose.

Strategies:	☀ Withdraw, delay or avoid response. Divert attention, suppress emotions, and be inaccessible or inscrutable.
Source of power:	☀ From calmness, silence, non-cooperation, being unavailable or "above it all."
Benefits:	☀ Freedom from trivial issues or insignificant relationships, stability, preservation of status quo, ability to influence or block others without actively doing anything.
Costs when over-used:	☀ Periodic explosions of pent-up anger, "long stretches of cottony silence punctuated by terrifying explosions," slow death of relationships, residue of bad feeling. Stagnation, declining interest and energy. Loss of engagement and accountability.

Most useful when:

- ☀ the issue is trivial
- ☀ time to talk is limited and a decision can be delayed for now
- ☀ the relationship is insignificant
- ☀ you have little power to resist but you don't want to go along with their wishes.

Least useful when:

- ☀ you care about both the issues involved and the relationship
- ☀ a residue of negative feelings is likely to linger
- ☀ your role or duties force your stand (even if you prefer to Avoid or Harmonize)
- ☀ used habitually for most issues (leads to "explosions" or "freeze-out")
- ☀ others would benefit from constructive confrontation

How to bring out the best in someone who scores high in Avoiding

- ☀ Avoiders benefit more than any other style from an offer to give them time and/or space to withdraw and think things through. You are more likely to get a "yes" answer about anything you need if you use a two step approach.
- ☀ First let the Avoider know, carefully what you want and that you'd like them to think about it. Then come back later and hear their response.
- ☀ Stay low key. The more intense or demanding you are the more likely the Avoider will go into withdrawal.
- ☀ There is a significant subgroup of Avoiders who are quite task focussed in a particular way. They bring a high level of caution and attention to detail; they are concerned not to put important things at risk. They need information and data presented in a calm and methodical way to start negotiating.
- ☀ Look for ways to provide them with relevant details about plans, options, costs, rules, precedents from elsewhere, expected results, how surprises will be dealt with etc. If possible give them time to absorb this information before expecting them to negotiate.

HARMONIZING: Low focus on own agenda and high on relationship "Whatever you're want is fine with me...." - You win I lose.

Strategies:	☀ Agree, support, acknowledge error, give in, convince self "it's no big deal", placate, smile and say yes, grin and bear it.
Source of power:	☀ From relationships, approval of others, from fitting in.
Benefits:	☀ Flexible and easy to work with, wins approval and appreciation of others, creates pleasant atmosphere. Freedom from hassle, at least in the short-term.
Costs when over-used:	☀ Frustration for others who want the focus of Problem-solving. Resentment, depression, and stunted growth of personal gifts in the Harmonizer. Dependency on others. Denies others the benefit of confrontation if the Harmonizer accepts unhealthy patterns or behaviours in others that ought to be challenged.

Most useful when:

- ☀ keeping others happy is the most important goal
- ☀ you really don't care about the issue
- ☀ expressing your wishes may bring retaliation and you have no means to protect yourself
- ☀ you are powerless and have no wish to block the other person

Least useful when:

- ☀ you are likely to harbour resentment
- ☀ used to win acceptance gains lack of self-respect and personal growth)
- ☀ others wish to *Cooperate* and will feel like *Directors* if you *Harmonize*

How to bring out the best in someone who scores high in Harmonizing

☀ Harmonizers want to please and be pleased. Pay attention to small social niceties. More than any other style, Harmonizers will be positively affected by gestures of thoughtfulness - a kind note, an appreciative comment, flowers, a chocolate bar, a card, etc.
☀ To get cooperation from Harmonizers first, connect at a human level (ask how they are doing, thank them for something, etc.). Then settle down to business. The human connection always comes before work for Harmonizers (an insight that is especially difficult for task-oriented Directors).
☀ Stay light. Seriousness or heaviness in others quickly stirs anxiety in Harmonizers and makes it hard for them to focus or stay on task. Use humor. Appreciate the relationship or their good qualities out loud if you can honestly do so.
☀ Assure them repeatedly that you really want to know their preferences and views. Thank them sincerely if they do level with you. If they bring criticism, thank them generously, for it requires great effort for Harmonizers to be direct about anything negative.
☀ In extended conversations, take breaks, lighten up regularly. Long discussion unsettles Harmonizers and pushes them to unhelpful places quickly.

Personal Effectiveness Profile: Modifying My Characteristic Behaviours

Reflecting on who your colleagues are, their preferred behavioural styles (page 5) and yours (Page 4) and the regular workload and pressures you all face as a team, what characteristic behaviours in **yourself** might you wish to **continue** and which might you take action to **alter** or **stop**? Start by entering your preferred behavioural style on the line below.

In Calm conditions I prefer to be _____, which has:

characteristic behaviours I will <u>continue</u> :	characteristic behaviours I will <u>alter</u> :	characteristic behaviours I will <u>stop</u> :

In Storm conditions I prefer to be _____, which has:

characteristic behaviours I will <u>continue</u> :	characteristic behaviours I will <u>alter</u> :	characteristic behaviours I will <u>stop</u> :

What strengths do you have to draw on as you consider modifying some of your characteristic behaviour? These can be very helpful to you. (e.g., good balance between talking and listening; strong on planning and implementation)

Personal Effectiveness Profile: Actions to Modify My Characteristic Behaviours

Thinking about the characteristic behaviours you might **change** and **stop** that will help the team to be E³, consider what actions you might take to achieve these modifications.

In Calm conditions I prefer to be _____, which has:

Characteristic behaviours I will change by doing the following:	Characteristic behaviours I will stop by NOT doing the following:

In Storm conditions I prefer to be _____, which has:

Characteristic behaviours I will change by doing the following:	Characteristic behaviours I will stop by NOT doing the following:

Your Feedback to the Team About You

- 1) Think about how you will inform your colleagues of those behaviours you wish to modify and how you propose to do it.
- 2) Think what support or feedback you would like as you make these changes.
- 3) Think of what permissions you would give to colleagues to point out if you are continuing a behaviour you wished to alter or stop.

Team Effectiveness Profile: Characteristic Behaviours My Colleagues Could Modify

When you tell your colleagues what behaviours you wish to modify or stop, you will have an opportunity to ask them to change or stop one behaviour you believe will help the team to become E³. Remember Feedback should be specific and ideally give an example of how the behaviour change you are suggesting would benefit the team. You don't have to raise a behaviour if you think the colleague behaves appropriately in all circumstances.

Calm

Colleague	Behaviour to <u>alter / stop</u> (with example)	Benefit to the team ("Because I think it will help toWith example)

Storm

Colleague	Behaviour to <u>alter / stop</u> (with example)	Benefit to the team ("Because I think it will help toWith example)

Team Effectiveness Profile: Modifications to My Behaviours Requested by Colleagues

After you have told your colleagues what behaviours you wish to modify or stop, they will have an opportunity to agree with you and possibly add a behaviour they believe you could modify to help the team become E³. Their Feedback should be specific and ideally give you an example of how the behaviour change they are suggesting would benefit the team.

Calm

Behaviour to <u>alter / stop</u> (with example)	Benefit to the team ("Because they think it will help toWith example)

Storm

Behaviour to <u>alter / stop</u> (with example)	Benefit to the team ("Because they think it will help toWith example)

Personal Action Plan

Now put all your own thoughts about behaviour changes you could do and those suggestions from your colleagues together as a personal action plan.

Characteristic behaviours I will <u>continue</u> :

Characteristic behaviours I will <u>alter</u> :	<u>Actions</u> I will take:	<u>Permissions</u> Colleagues have to remind me:

Characteristic behaviours I will <u>stop</u> :	<u>Actions</u> I will take:	<u>Permissions</u> Colleagues have to remind me:

Other Thoughts On Improving Team Effectiveness

As you have reflected on how you work together, random thoughts may occur or ideas surface that you think would help the team to be E³.
Jot them down here.