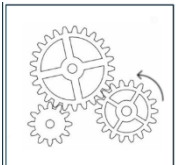
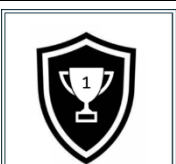


Interaction Style Survey

Name: _____ Date: _____

Step	Answer the 5 questions below. At each step read the descriptions and choose the description you feel best fits your preferences.						
1	Scale	Do you see yourself as a visionary with a big picture view or are you more of a hands-on expert known for your specific skills and expertise? <i>L1 Visionary or M1 Specialist? Pick one and record your answer.</i>	 L1 Visionary	☒ Big Picture View ☒ Strategic ☒ Prefers a summary ☐ Neglecting long term ☐ Visionary ☐ Visionary for sure	too hard to decide	☒ Skilled, Focused ☒ Knowledgeable ☒ Prefers all the details ☐ Distractions ☐ Specialist ☐ Specialist for sure	 M1 Specialist
2	Structure	Are you known for being flexible, adventurous, creative, and inquisitive or are you structured, organized, particular and do you like things predictable? <i>L2 Flexible or M2 Structured? Pick one and record your answer.</i>	 L2 Flexible	☒ Creative, Spontaneous ☒ Adventuresome ☒ Prefers options ☐ Closed mindedness ☐ Flexible ☐ Flexible for sure	too hard to decide	☒ Organized, Prepared ☒ Responsible, Dedicated ☒ Prefers having a plan ☐ Last minute changes ☐ Structured ☐ Structured for sure	 M2 Structured
3	Conflict	Are you known for being kind, sensitive, caring, and fair or are you competitive, assertive, determined, results driven and known for overcoming challenges? <i>L3 Kind or M3 Competitive? Pick one and record your answer.</i>	 L3 Kind	☒ Sensitive, Positive ☒ Perceptive, Friendly ☒ Prefers harmony ☐ Insensitivity ☐ Kind ☐ Kind for sure	too hard to decide	☒ Assertive, Accountable ☒ Candid, Determined ☒ Prefers accomplishment ☐ Letting issues slide ☐ Competitive ☐ Competitive for sure	 M3 Competitive
4	Response	Are you known for being bold, outgoing, decisive, and quick to act or are you analytical, methodical, reserved, and factual? <i>L4 Bold or M4 Analytical? Pick one and record your answer.</i>	 L4 Bold	☒ Outgoing, Motivated ☒ Decisive, Energetic ☒ Prefers quick action ☐ Indecision, Inaction ☐ Bold ☐ Bold for sure	too hard to decide	☒ Methodical, Patient ☒ Factual, Accurate ☒ Prefers thorough review ☐ Errors, Haste, Pressure ☐ Analytical ☐ Analytical for sure	 M4 Analytical
5	Of the styles you selected in steps 1 through 4, which two styles seem to be the closest fit for you? Do not worry if the match is not perfect. Just look for the closest match. Many people pick a style marked as "for sure". Others select the easiest choice made or one that feels right. Using a teeter-totter analogy, your style likely tips immediately to one side. Which two descriptions match you best? These are your primary styles. 1st (closest match) _____ 2nd (next closest match) _____						

Style Descriptions (review the skills, hot buttons and blind spots that correspond with the styles you selected in the survey)

L1 Visionary	Skills – Able to clearly set a vision and gain alignment. Able to see the big picture view. Creates a sense of purpose and mission for the future.
	Hot Buttons – Take notice of your reaction when others seem to be ignoring the big picture, acting against the vision or strategy. Pause, and examine how a more focused, short-term perspective might apply to the situation. Avoid escalating or checking out.
	Blind Spots – Watch others’ reactions for when you might be ignoring the short term, distracting experts, being dismissive, or if you are leaving the detailed work to others. Pause to reflect. Respect your conclusions without disrespecting others as you address concerns. Pitch in where you are able.
L2 Flexible	Skills – Agile and able to change on the fly. Inquisitive, curious, lighthearted, creative, unique. Creates a sense of style, humor, surprise, and adventure.
	Hot Buttons – Take notice of your reaction when others seem to be inflexible, demanding, or stifle creativity. Pause, practice restraint, and examine how a more organized, structured perspective might apply to the situation. Avoid escalating, becoming defiant, and/or checking out.
	Blind Spots – Watch others’ reactions for when you might be distracting the team, ignoring plans and commitments, or handling a serious topic casually. Pause to reflect. Respect your conclusions without disrespecting others as you address concerns. Make sure to follow through on your commitments.
L3 Kind	Skills – Positive, welcoming, caring, sensitive. Shows empathy. Creates a sense of belonging and trust, reward, and recognition.
	Hot Buttons – Take notice of your reaction when others seem to be confrontational, harsh, intense, testy, or insensitive. Pause, practice restraint, and examine how a more candid, direct approach might apply to the situation. Avoid escalating and/or checking out.
	Blind Spots – Watch others’ reactions for when you might be seen as “going soft”, avoiding conflict, making excuses, or accepting poor performance. Pause to reflect. Respect your conclusions without disrespecting others as you address concerns. Make sure your demeanor matches the concern.
L4 Bold	Skills – Bold, responsive, assertive, entrepreneurial, and outgoing. Creates a sense of initiative, urgency, action, and acclaim.
	Hot Buttons – Take notice of your reaction when others seem unresponsive, disengaged, or indecisive. Pause, practice restraint, and examine how a more conservative, factual, methodical, approach might apply to the situation. Avoid escalating, becoming critical, and/or checking out.
	Blind Spots – Watch others’ reactions for when you might be seen as hasty, impulsive, over-reactive, arrogant, or rash. Pause to reflect. Respect your conclusions without disrespecting others as you address concerns. Make sure to “look before you leap”. Let others shine too.

M1 Specialist	Skills – The “go to” person for a particular skill. A subject matter expert. Focused. Creates a sense of credibility, expertise and understanding.
	Hot Buttons – Take notice when others seem to be impatient, ignoring you or distracting you from a current significant issue. Pause, practice restraint, and examine how a more broad, long-term perspective might apply to the situation. Avoid escalating, becoming negative, or checking out.
	Blind Spots – Watch others’ reactions for when you might have too narrow of a focus, deflect responsibility, give too much detail or working out of sync with the overall vision. Pause to reflect. Respect your conclusions without disrespecting others. Avoid isolation, negativity, and keep learning new skills.
M2 Structured	Skills – Organized, predictable, logical, a planner. Delivers tasks on time as advertised. Creates a sense of commitment and predictability.
	Hot Buttons – Take notice when others seem to be ignoring or departing from the plan, procedure, rule, or expectation. Pause, practice restraint, and examine how a more flexible, less rigid, perspective might apply to the situation. Avoid escalating, becoming negative, critical, or checking out.
	Blind Spots – Watch others’ reactions for being too rigid, serious, inflexible, judgmental, dismissive, demanding, talk over or interrupting others. Be cautious “doing it yourself” rather than involving others. Pause to reflect. Respect your conclusions without disrespecting others. Make a point to listen.
M3 Competitive	Skills – Assertive, overcomes obstacles, and delivers on commitments. Creates a winning spirit, sense of pride in accomplishment and accountability.
	Hot Buttons – Take notice when others seem to be dodging a performance issue. Pause, practice restraint, and examine how a more sensitive and tactful perspective might apply to the situation. Investigate the facts. Avoid escalating, becoming critical, defiant, or checking out.
	Blind Spots – Watch others’ reactions for when you might be seen as overly harsh, intense, or insensitive. Pause to reflect. Respect your opinions without disrespecting others. When you are excited, throttle the intensity of your expressions and vocal tone. Apply more compliments, less jabs.
M4 Analytical	Skills – Accurate, diligent, calm under pressure, reserved, grounded, methodical. Creates a sense of detail, thoroughness, and accuracy.
	Hot Buttons – Take notice when others seem reactionary, hasty, bragging, or impulsive. Pause, practice restraint, and examine how a more bold and responsive approach might apply to the situation. Avoid being testy and/or checking out.
	Blind Spots – Watch others’ reactions when you might be seen as indecisive, unresponsive, disengaged, or caught in “analysis paralysis”. Pause to reflect. Respect your conclusions without disrespecting others as you address concerns. Make sure your responsiveness and urgency match the concern.

Some Ideas for Action (review the ideas that correspond with the styles you selected in the survey)

L1 Visionary	- Help the team clarify / align with and keep attention on making progress toward the long-term goals. - Speak up when you see situations where the team is acting “out-of-sync” with the vision. - While championing the vision, be sensitive to challenges of today. - Build expertise, learn the details and pitch in to help where you can. - When “on edge or impatient”, pause, apply patience and active listening. - Pay attention to the details. You may need to know more than just the big picture and bottom line.	M1 Specialist	- While solving the issues of the day, be sure to understand and align with the long-term vision. Be able to explain how your task fits into the overall strategy. - Pause periodically to “read-the-room” and ask: “am I missing something?”. Do I need to expand my perspective? - Avoid deflecting responsibility. Pitch in and help wherever you can, even if the project is slightly out of scope. - Practice regular, concise communications providing updates to teammates on what they need to know. Avoid rambling.
L2 Flexible	- When a new approach is needed let the creative juices flow and step up to lead brainstorming sessions. - When things are getting too serious feel free to add some humor. - When creativity is being stifled, speak up and lead the team to explore another approach. Apply “out-of-the box” thinking, test some rules. - Follow through on commitments. While envisioning what could be done, be sure to deliver on what you committed. Have a plan and communicate it. - Avoid causally changing topics or distracting teammates when they are focused on meeting commitments. When it counts, stick to the to-do list. - Avoid mixing jokes or sarcasm with serious discussion, especially when the topic is personal, or important.	M2 Structured	- When the team is drifting from plan or apt to miss a commitment, speak up respectfully to “re-focus and get things organized”. - When impatient or on edge, hold criticism, recognize that a new approach may be needed. Step back, practice active listening, create room for the team to explore different ideas and perspectives. - Avoid “planning overload”. Your creative teammates need to have room to be spontaneous. - Give teammates time to speak and avoid cutting them off. - Spend less time recounting past challenges you have overcome. - Resist doing all the planning yourself. Involve others. Have patience and faith, that the team process will find a great solution.
L3 Kind	- Draw in involvement, give recognition, and show appreciation. - Be known for being attentive to feelings and delivering on results. - Proactively address difficult discussions so others won’t feel the need to step in for you. Respect your perspective without disrespecting others. Address issues while they are small. - Speak up when you see a teammate feeling disrespected, excluded, or under appreciated. - De-escalate confrontation and conflict. Circle back promptly in private to address the issue directly.	M3 Competitive	- Offer a candid evaluation of progress. When we’ve lost our winning edge, apply the “4 Rs”, <u>R</u>ally, <u>R</u>efocus or <u>R</u>earrange the team <u>R</u>espectfully. - Consider giving a sincere compliment instead of casting sarcasm. - Show you can drive achievement and be attentive to feelings. - Build trust and teamwork by holding judgement, listening, showing due respect and appreciation. Show compassion, give teammates time to speak and avoid cutting them off. - When on edge, pause to throttle back on the intensity. - Coach teammates to address issues rather than scolding them.
L4 Bold	- Stir up excitement and energy. Drive actions and decisions. - Recognize when progress is stalling. Step in to respectfully increase sense of urgency and responsiveness. - Recognize when you are pushing undue risk and the cost of a mistake may be high, remain calm under pressure, pause to listen, gather data to test your intuition and think things through before acting or responding. - Avoid letting excitement carry you away to over-inflate urgency. - Share recognition and give credit where it is due. Share the spotlight.	M4 Analytical	- Recognize when the team is being hasty. Call for more thorough analysis and data review. - While “working the details” respect the urgency of actions. - Recognize when there is a commitment to action and make the decision. That may mean choosing the “least unfavorable” alternative and making the best decision based on the information currently available. - Be proactive and responsive in driving decisions and addressing issues while they are small.

Notes:

Ideas for Action:

A Recipe for Building Great Teamwork

1. Align with the team goal.
2. Step up to apply your skills.
3. Act in a way that creates synergy, drives success, and makes teammates feel respected, valued, and appreciated.

The first two actions are relatively easy. The third action takes some work. Teamwork breaks down when differences of opinion are not managed well. In your next team meeting, watch how a difference in opinion unfolds. Look for an unexpected reaction. It might be a puzzled or stern expression, sudden silence, or testiness. When a teammate feels dismissed, devalued, excluded, or disrespected they might scowl, withdraw or lash out. These are all signals that someone's "blind spot" walked all over a teammate's "hot button".

Blind spots and Hot Buttons are revealed when one action seems ok and natural to one teammate but noticeably bothers others. An example is when an M3 Competitor teases a teammate about a poor outcome. The jab seems "too close to home" and observers see that as being insensitive. Another is when an L3 Sensitive makes excuses for a teammate's missed deadline saying, "That's okay you did the best you could." The rest of the team questions their leadership. Imagine you developed a well thought out plan of action and a teammate wants to make a last-minute change.

Considering diverse perspectives is a strength of a good team. There is no "best" style. We need them all. The key is in resolving the difference of opinion with direct, candid, respectful discussion. In workshop we discuss that there are 3 potential truths: one person is correct, the other person is correct, or there is some win-win common understanding. The correct answer depends on the circumstances and ends with both individuals feeling respected, valued, and appreciated. If you find yourself in this situation the best tactic is to pause, apply active listening and try to understand the other perspective. Then talk it out. Respect yourself and your conclusions without disrespecting others. Consensus is not always the answer, but showing you listen and understand the other perspective builds great teamwork.



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