Building With Style

Understanding Personalities to Improve Your Project Teams's Results

ORGMETRICS LLC

We Build Great Teams that Build Great Projects

OrgMetrics LLC White Paper

Building With Style
Understanding Personalities to Improve Your Project Team's Results

ORGMETRICS LLC
We Build Great Teams that Build Great Projects

291 McLeod Street Livermore, CA 94551
www.orgmet.com

Have you ever attended a project meeting and watched the team? Someone says that we have to just make it happen. Another says no, we must first collect all the facts and data, and still another says, no, let's try to look at the problem logically. Each approach is valid, from that person's perspective. It is not the nature of the problem that causes the conflict, but the people themselves, who bring these different perspectives to the table.

We All Bring Our Personalities with Us

Whenever we work together on a project or in our offices, we bring our personalities or what researchers call our behavioral style, with us. While we value teamwork, we also value problem-solving skills, after all that is what building and construction is all about. Without understanding the differences between personality styles we are far too often swept away on a tide

Not understanding personality style differences can lead to conflict

of conflict, argument and judgement. So, rather than gaining the synergistic benefits of working with a skilled team of highly experienced people, we end up fighting one another over what is the "right" way to approach something.

Personality Conflicts Do Cause Project Disputes

In a meeting of the Dispute Avoidance & Resolution Taskforce, a gentleman stood and explained that he was a part of a research team, which looked at the source for all the construction disputes that were settled through litigation in their state. Of all the disputes they reviewed, they found that 97% of the disputes that were resolved through litigation had nothing to do with the technical aspects of the job, but had to do with relationship issues. This astounding result gives us a strong clue that personality conflicts do interfere with the successful completion of our projects.

Understanding Yourself and Others

In the 1960s researchers were looking for a way to help America compete with the threat of the Japanese car manufacturers. They were looking for tools to help improve productivity. Based on Karl Jung's theory, such a tool was developed and has become widely used by millions around the U.S. to help people better understand themselves and others. By having this understanding we can build teams that can push the envelope and go beyond the norm, furthering our progress and competitive advantage, while increasing the level of satisfaction of the team members themselves.

Understanding ourselves and others can increase our competitive advantage

The DISC Model

Have you ever gone to a party and watched people come in the door. Say you see one person come in and they look around and see people dancing in one corner and in another corner people are laughing and talking. They go toward the people talking and pretty soon you see them dancing away, having a great time. You look at them and realize that after about an hour at the party they seem to actually be coming alive, they have more energy now than they did when they came through the door.

Then, out of the corner of your eye you see another person come in the door. They too look around. They see the people talking and laughing and appear to

There are two polarities: introvert vs. extrovert and task oriented vs. people oriented

move backwards out the door, then they see the dancing and you see a slight cringe on their face. After about an hour you try to find this person, and when you do, they are visibly drained. They look like they can barely move.
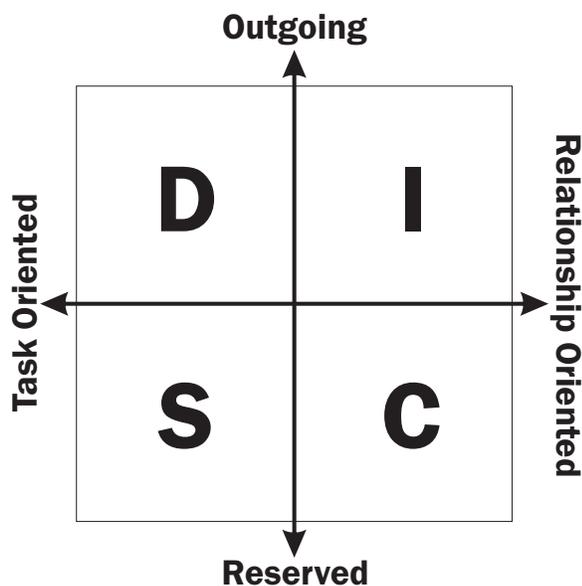
This is the difference between extroverts and introverts. They actually gain their energy differ-

ently. Extroverts need to be around people and gain their energy externally. Introverts on the other hand gain their energy internally, and all of the commotion of being around a lot of people leaves them feeling drained. This is the first polarity of our behavior model. Some of us are extroverts, and some of us are introverts.

Researchers also found that some people are very task oriented. They feel that getting the job done is the most important thing, and they didn't really care if you like it or them, as long as the job gets done. Others feel that it is more important to make sure the relationship is in good shape, and that getting the job done was less important than having a good relationship. This establishes the second polarity of the DISC behavior model shown below.

The Four Styles of Behavior

As you can see, the four behavior styles fall into the four quadrants created by these two polarities. So the **D** person is someone who is task ori-

ented and outgoing, the **I** person is relationship oriented and outgoing, the **S** person is relationship oriented and reserved, and the **C** person is task oriented and introverted. Let's look at each of these styles a bit more closely.

The "D" or Directive Traits

The **D** or Directive person has a strong sense of themselves; they are natural idea people, who look at the world from a global perspective. They don't like details much, they prefer to stay in a global viewpoint. **D**'s are very direct in their manner and like to have others be direct with them. In fact, they probably won't hear what you are saying unless you are direct. They are results oriented and look for the bottom line, they don't want a lot of detail, just cut to the bottom line, and you'll have their attention. **D**'s fear being taken advantage of, and so they want to have control over everything. Because they are task oriented and extroverted they can sometimes have a blind spot to people's feelings. **D**'s also thrive on change and risk, if they don't have it they will create it.

"D" style people are very direct in their manner. They are results oriented.

The "I" or Influencing Traits

The Influencing person is very outgoing. They tend to always be positive, every glass is half full. They are very motivating to any team and help us keep on keeping on even when times get hard. These people are social creatures. They love to be out in front of a group and their greatest fear is to be rejected or reprimanded in front of a group. An **I** person tends not to be very organized. Their desk or truck might have piles of papers all around, they shuffle through them to find what they need. They can also have a bit of a problem with time...like they are often late to appointments. The **I** is a natural communicator, and offers the team an excellent conduit for information both internally and externally.

"I" style people are very motivating. They are social creatures

The "S" or Steadiness Traits

Steadiness people are concrete thinkers. They look at things and put them into concrete terms.

S styles are team players, they don't want to stand out, but they do need to be appreciated. **S**'s are very organized; their motto is a place for everything and everything in its place. Their desk has on top the one thing they are working on. Inside their files they are all color coordinated, at home their canned goods may be in alphabetical order. Tradition is very important; their traditions or the companies traditions will be followed by the **S**'s. **S**'s like the status quo; they will fight you on any change, because this upsets their need for stability. **S**'s despise conflict - as they need peace and tranquility in order to function. They may walk away from conflict or go along to get along just to stop disagreements. Sometimes, **S**'s can appear a bit posses-sive, this is not because they are not generous, but because they have a place for every-thing and they don't want the order to be upset. **S**'s are great at taking ideas and putting them into logical, concrete actions.

"S" style people are team players. They need to fell that they are appreciated.

The "C" or Cautious Traits

The **C** person is a natural at quality control. They are precise and accurate in their manner. They look at the world and are motivated by the "prop-er way" or by the rules. They prefer to have writ-ten the rules. Like **D**'s, **C**'s like to have control, but they want to control the process. Because they are perfectionists, **C**'s look at the world of-ten pointing out the difference between reality and perfection. For this reason many people find them critical. They are no more critical of others than of themselves. These highly in-troverted people are the most highly intuitive of all the styles, but because of their quiet nature we often don't listen to them. Motivated by doing excellent work, the **C** fears being criticized for their work. They are mortified if someone finds a calculation in er-ror or that an "i" was not dotted or a "t" crossed. **C**'s usually don't care much about appearances though, and often look disheveled.

"C" style people are perfectionists. They are highly introverted

|	Traits	Orientation	Motivation	Basic Fear	Weakness
D	HIGH SENSE OF PERSONAL WORTH	TASK NEEDS RESULTS	BY DIRECTNESS	BEING TAKEN ADVANTAGE OF	BLIND SPOT CONCERNING OTHERS VIEWS, FEELINGS
I	OPTIMISTIC	SOCIAL	BY SOCIAL RECOGNITION	SOCIAL REJECTION	DISORGANIZED
S	PRAGMATIC - THE "TEAM" PLAYER	CONCRETE ACTIONS	BY TRADITIONAL PRACTICES	LOSS OF STABILITY	POSSESSIVENESS, LIVES CODE OF "ORDER" AND "TRANQUILITY
C	ACCURATE - THE PRECISION, "QUALITY CONTROL" PERSON	HIGHLY INTUITIVE	THE "PROPER" WAY -- SELF DISCIPLINED	CRITICISM OF THEIR WORK EFFORT	PRIVATELY OVER-CRITICAL & DEMANDING OF THEMSELVES AND OTHERS

Overextending Your Strengths Becomes Your Weakness

Each style has it's own strengths and when we use them too much or push them too intensely, they become our weakness. The graphic below indicates the strengths of each style and the weaknesses when used too much.

For example, we may see **S**'s as dependable, agreeable, supportive, accepting change slowly, contented, calm, amiable, and reserved. When they use these strengths too much, they become faults and we may see them as unsure, awkward, insecure, conforming, wishy-washy and possessive. So we must all, no matter what our style, be aware of how and where we may shift into a negative mode.

Also, this graphic gives us another indicator of style differences. That is one of being either fast and slow paced. Research has found that people with extroverted styles (**D** & **I**) tend to be fast paced, while introverted styles (**S** & **C**) tend to be slower paced. This is a good clue for reading
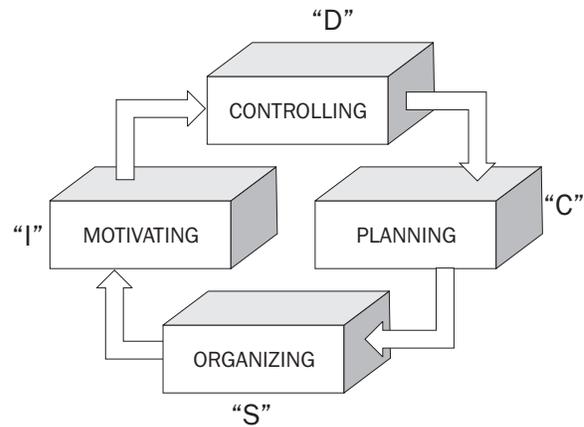
other team member's styles. This pacing is a result of how the different styles process information. Extroverts process externally, often thinking as they speak. While introverts process internally, and won't say anything until they are sure of what they want to say.

Developing A Powerful Team

There is no good, better or best style. In fact to have a fully functioning team you need all four styles. As the figure shows, the **D** style provides the team with the global perspective and ideas. They offer direction and control. They hand off to the **C** style who takes the ideas and develops processes and plans for its accomplishment. The **C**'s in turn pass off to the **S** style who puts the plans into logical order and organizes what will be needed so it can be developed into a reality. Then the **I** style helps to keep the whole team motivated to keep working no matter what, they also provide valuable communication between the team and also communicate externally.

The differences in style, are what make the team strong. When one style is missing you will find the team weakened. Often, I find teams who lack a **D** style. This team often has a hard time finding direction and can't make timely decisions. A team lacking an **I** may get trapped
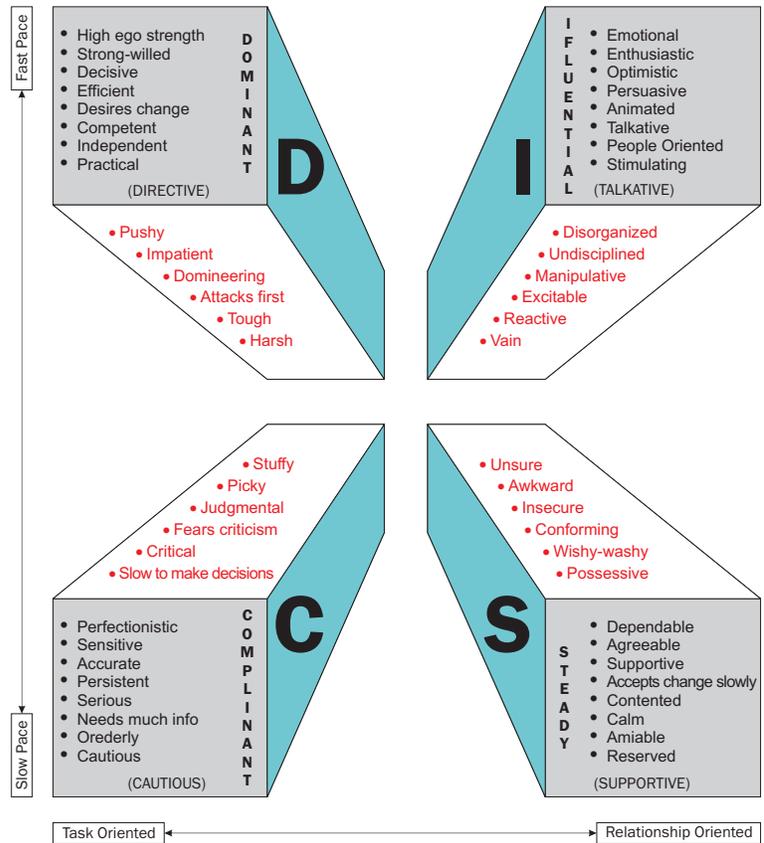
Problem Solving Styles According to "DISC" Patterns	
The **D**irect Styles • Pragmatic • Reacting • Decisive • Efficient • Competitive • Domineering • Harsh	The **I**nteractive Styles • Supporting • Trusting • Instinctive • Experimenting • Feeling • Appeasing • Dependent
The **C**autious Styles • Analyzing • Evaluating • Planning • Investigation • Coordinating • Manipulating • Critical	The **S**teadiness Styles • Observing • Researching • Reflecting • Implementing • Applying • Rigorous • Avoiding

into a serious mode and give up when times get tough because everyone stops communicating. We need all of the styles to be most effective.

Another tendency we have when selecting team members is to think that if a little bit on me is good, a lot of me must be great. So we select people who are like us. This leads to dysfunction and can seriously impair the team's ability to succeed.

Understanding Compatibilities

As the chart below shows, some people just naturally get along, and some naturally don't. Research has also found that we might have one style at work and another at home. The chart indicates compatibility for work and for social relationships.

Fast Pace

D — DOMINANT (DIRECTIVE)
- High ego strength
- Strong-willed
- Decisive
- Efficient
- Desires change
- Competent
- Independent
- Practical

- Pushy
- Impatient
- Domineering
- Attacks first
- Tough
- Harsh

I — IFLUENTIAL (TALKATIVE)
- Emotional
- Enthusiastic
- Optimistic
- Persuasive
- Animated
- Talkative
- People Oriented
- Stimulating

- Disorganized
- Undisciplined
- Manipulative
- Excitable
- Reactive
- Vain

- Stuffy
- Picky
- Judgmental
- Fears criticism
- Critical
- Slow to make decisions

- Unsure
- Awkward
- Insecure
- Conforming
- Wishy-washy
- Possessive

C — COMPLIANT (CAUTIOUS)
- Perfectionistic
- Sensitive
- Accurate
- Persistent
- Serious
- Needs much info
- Orederly
- Cautious

Slow Pace

S — STEADY (SUPPORTIVE)
- Dependable
- Agreeable
- Supportive
- Accepts change slowly
- Contented
- Calm
- Amiable
- Reserved

Task Oriented ← → Relationship Oriented

Styles	Excellent 1 2	Good 3 4	Fair 5 6	Poor 7 8
D - D		S	W	
D - I		S		W
D - S	W		S	
D - C			W	S
I - I	S			W
I - S	W		S	
I - C		W		S
S - S	S	W		
S - C	S W			
C - C	S	W		

W - Work Tasks
S - Social Interaction

For Success - Flex

While each of us usually has a predisposition toward one or two of the DISC styles, we all have all the styles within us. Once we know about personality styles, it becomes our responsibility to flex our behavior to meet the needs of the other person. We can do this and it will increase our ability to communicate and create solutions, as well as come to understand and appreciate differences between people. As we have discussed, each style offers its own unique vantage point, strengths and weaknesses. For our projects to be most successful we need a diversity of styles.

OrgMetrics offers DISC training and has a self-scoring instrument that can indicate your style. DISC training and instruments are available by calling 1.925.449.8300 or emailing training@orgmet.com.

Visit www.ConstructionDreamTeam.com
to learn from other people's experience!

Sue Dyer is President of OrgMetrics LLC and host of Construction Dream Team podcast, where she interviews industry leaders and experts about the people side of construction so you can build your dream team. Sue and her team have worked with over 3,000 construction project teams and have seen what works and doesn't work to create high performing project teams and based on this, they have created the Construction Scorecard Program™. To learn more please visit ConstructionDreamTeam.com or OrgMet.com. Sue would love to hear from you and answer your questions. Just use the contact us form on either website.

For more information, please contact:

Sue Dyer, President, **OrgMetrics LLC,**
by phone (925) 449-8300,
email info@orgmet.com or mail,
291 McLeod Street, Livermore, CA 94550

www.orgmet.com.

ORGMETRICS LLC
We Build Great Teams that Build Great Projects