Stakeholder Engagement Project Resource Tool Ref. No. T001 **People Styles**

Our Tools are approaches, models and techniques for improving stakeholder engagement	
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Communication, Remember, They're only human,	
Relationships are key	
Preferred, style, behaviour, trait, influence	
Engage, flex, adapt, connect, better, communication	

Context

Purpose and Benefits

- To help understanding of the implications of our preferred personal style i.e. the way we are perceived and how we tend to engage with others, we are more able to "adapt to connect better" and influence others more effectively.
- "Flexing" our personal style can improve communication, problem solving and decision-making and reduce the chances of misunderstanding and conflict.
- This approach, which uses a short evaluator of 18 couplets of statements, is easy to use and is non-confrontational.

Applications for project management

- The model can help build the project team and also in the engagement of stakeholders.
- It can be used by the project team to
 - develop self awareness and awareness of others
 - optimise team working by minimising conflict and maximising collaboration
 - identify strategies and tactics for influencing project stakeholders
- It can be used by the project team members
 - when planning to engage stakeholders
 - to identify and head off or resolve areas of potential conflict
 - to identify the best person/approach to engage with a specific stakeholder

How to use to best effect

Assumptions

- You are prepared to be open and receptive to the +ve and –ve implications of you own style before considering the style others.
- You are aware of the limitations as well as the strengths of this model (see below)

The model is based on Jungian preferences (Carl Jung 1920s) of extroversion/introversion, sensing/intuition and thinking/feeling. These preferences drive key aspects of our behaviour.

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Application

This tool enables you, with your team, to

- Complete the evaluator (see below) and identify the two highest axes. This determines the preferred style position from which we may 'flex', if we wish.
- Consider the implications of this style (both positive and negative)
- Observe the behaviour and language of the other party
- Engage better through the subtle flexing of your behaviour, where appropriate

Limitations

- If overused it could become (and be seen as) manipulative and negative
- It only affords a simplistic view of human behaviour we are far more complex than this suggests!
- It is best used in conjunction with other strategies for influencing and frameworks or processes for problem solving and decision making

Relevant bibliography

Reference:

"People Styles at Work" 1996 by Robert and Dorothy Boulton (Ridge Associates)

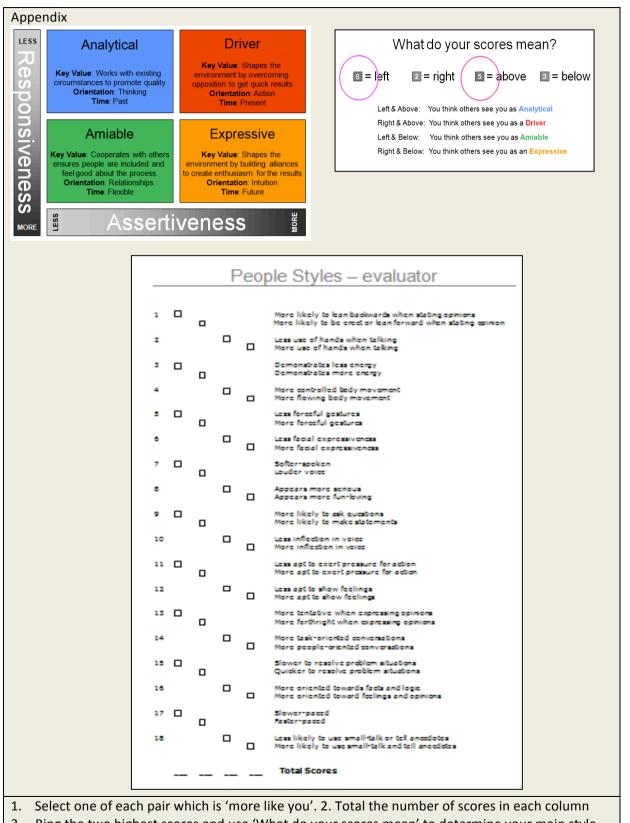
http://condonesoft.blogcu.com/read-or-download-people-styles-at-work-and-beyond-makingba/20939774

Related Models / Processes

Insights[™] Personal Discovery System Insights.com https://www.insights.com/products/insights-discovery/

Belbin Team Roles http://www.belbin.com/

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3. Ring the two highest scores and use 'What do your scores mean' to determine your main style.