

*AMERICAN COLLEGE OF SURGEONS*  
*2005 Leadership Conference*  
*June 12, 2005*



**Getting Through:**  
**Assessing and Targeting Your Leadership Style for More  
Effective Communication, Buy-In, and Team Results**

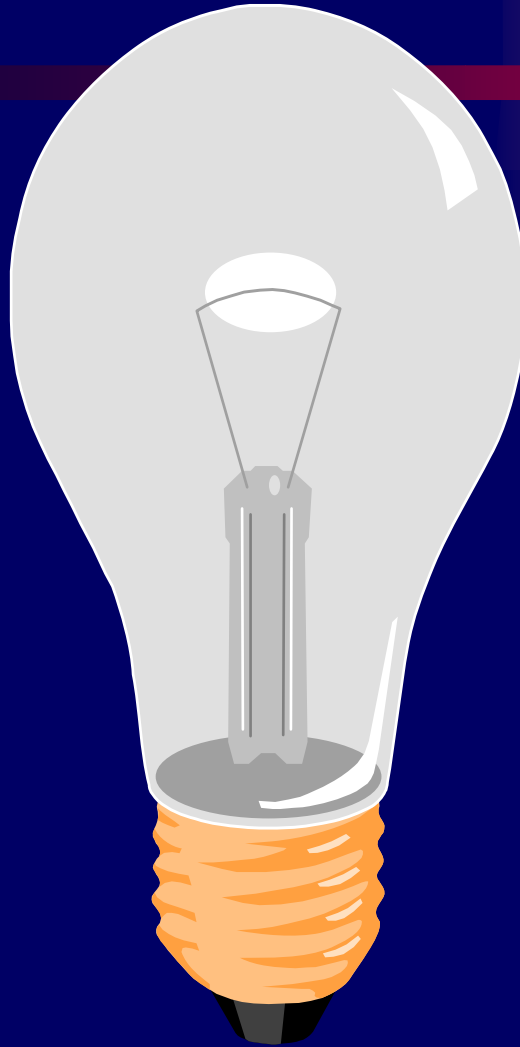
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# *Objectives*



- Assess and recognize your own dominant leadership and communication styles
- Perform a quick assessment of others' styles using important cues
- Appreciate other people's styles and target ways to work more effectively with them
- Expand and adjust your “natural” influencing style so that you will be most effective in any specific situation you are managing

AH HAH



HAH AH

# *Why We Communicate*



- To Learn
  - To Relate
    - To Influence
      - To Play

# *Communication Basics*



- One Can't NOT Communicate
- Communication is Transactional
- Communication Depends on Context
- Communication is Irreversible
- Messages Can be Intentional or Unintentional
- Meanings of Messages Reside Within the Individual
- Nonverbal and Verbal Communications Congruency
- Non-Verbal “Loudness”

# *Compromising Effective Communications*

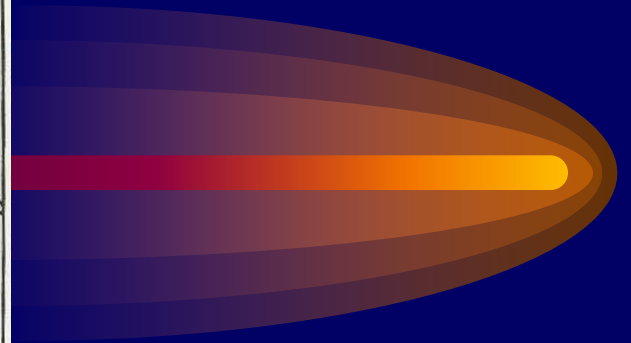


- Preoccupation
  - Emotional Block
    - Past Experience/Pre-Judgment
      - Language/Context Barriers
        - Physical Environment
    - Mind Wandering
  - Defensiveness
- Status

# *Communication Components*



- Sender
- Receiver/Listener
- Message (content, product)
- “Noise”
- Common Channel/Language (“getting through”, process)



# *Problem Person Exercise:*

## *Data Gathering*



1. Write here the name of someone on your team with whom you have trouble communicating \_\_\_\_\_
  
2. Below, list adjectives that describe him/her:
  - a) 3 positive adjectives are: \_\_\_\_\_
  - b) 3 negative adjectives are: \_\_\_\_\_
  
3. Describe in as much detail as possible this person's:
  - a) Style of dress \_\_\_\_\_
  - b) Office and desk \_\_\_\_\_
  - c) Telephone style \_\_\_\_\_
  - d) Manner of dealing with problems \_\_\_\_\_

# *I-Speak Styles*



- **Thinker Style**

- *Key Orientation: Fact*
- *Time Focus: Past, Present, Future*

- **Senser Style**

- *Key Orientation: Action*
- *Time Focus: Present*

- **Feeler Style**

- *Key Orientation: People*
- *Time Focus: Past*

- **Intuitior Style**

- *Key Orientation: Theory*
- *Time Focus: Future*

# *I-Speak Style Characteristics*

- **Thinker Style**

*(Key Orientation: Fact)*

- Deliberative
- Prudent
- Weighs Alternatives
- Stabilizing
- Logical/Critical Thinking
- Rational
- Analytical
- Exact and Precise
- Cause and Effect
- Fair/Impartial and Objective
- Formal/Structured

# *I-Speak Style Characteristics*

- **Senser Style**

*(Key Orientation: Action)*

- Pragmatic
- Assertive
- Results-Oriented
- Practical/Realistic
- Technically Skillful
- Bases Opinions on What's Actually Seen
- Direction-Giving
- Decisive
- Seeks Closure
- Controlling

# *I-Speak Style Characteristics*

- **Feeler Style**

*(Key Orientation: People)*

- Spontaneous
- Persuasive
- Empathic
- Grasps Traditional Values
- Introspective
- Draws Out Feeling of Others
- Loyal
- Predicts Reactions/Feelings
- Harmony
- Fair/Situational and Subjective
- Informal/Goes with the Flow

# *I-Speak Style Characteristics*

- **Intuitor Style**

*(Key Orientation: Theory)*

- Conceptual
- Original
- Imaginative
- Creative
- Broad-Gauged
- Idealistic
- Intellectually Tenacious
- Ideological
- Sees Possibilities

# Summary of Reactions to Those of Different Styles

<u>YOUR STYLE</u>	<u>OTHERS' STYLES</u>			
	<u>Thinker</u>	<u>Senser</u>	<u>Feeler</u>	<u>Intuitior</u>
<u>Thinker</u>		<ul style="list-style-type: none"> <li>Impulsive</li> <li>Poor planner</li> <li>Superficial</li> </ul>	<ul style="list-style-type: none"> <li>Over reacting</li> <li>Over personalizing issues</li> <li>Too casual</li> <li>Subjective</li> <li>Manipulative</li> </ul>	<ul style="list-style-type: none"> <li>Not rigorous in thinking</li> <li>Unrealistic</li> <li>Superficial</li> <li>Too easily impressed with new ideas</li> </ul>
<u>Senser</u>	<ul style="list-style-type: none"> <li>Indecisive</li> <li>Rigid</li> <li>Overcautious</li> <li>Slow</li> </ul>		<ul style="list-style-type: none"> <li>Not hard nosed</li> <li>Manipulative</li> <li>Sentimental</li> </ul>	<ul style="list-style-type: none"> <li>Too theoretical</li> <li>Impractical</li> <li>Verbose</li> <li>Non-Doer</li> </ul>

# Summary of Reactions to Those of Different Styles

## YOUR STYLE

## OTHERS' STYLES

### Thinker

### Senser

### Feeler

### Intuitor

### Feeler

Cold  
Unemotional  
Insensitive  
Not empathic  
Over reliance  
on hard facts

Overbearing  
Self involved  
Lack trust in  
others

Cold  
Condescending  
Self involved

### Intuitor

Nit picking  
Over serious  
Rigid  
Overcautious  
Too involved in  
detail to  
grasp basic  
principles

Too "here and  
now"  
Doesn't work  
well with  
ideas  
Overbearing  
Poor planner

Stirs up conflict  
Sentimental  
Subjective  
Manipulative

# *Stress Style Considerations:*

- **Stress:** The word “stress” was coined in 1946 by Hans Selye, who was concerned about ways that the body protects itself against difficulty and danger. He claimed stress is the nonspecific response of the body to any demand placed on it.
- **Stressor:** A stimulus or trigger, major or minor, that places a demand for our body to adjust. Each person’s response to a stressor may be different.
- **Stress Response:** Regardless of the stressor and the nature of our evaluation of it, when we perceive something as even mildly stressful, our entire body swings into immediate action. Accompanying the physiological reactions, we experience intense emotions, such as fear, anger, or anxiety.
- **Stress as Crisis or Chronic:** Response may be a reaction to a sudden major stressful event, or a buildup or cumulative amount of stress resulting from a seemingly unending barrage of minor stressors and/or inadequate time to recover from previous stressors.
- **Coping (Your Stress Style):** A process of attempting to deal with and overcome a problem or difficulty, internally.

# *Modifying How One Communicates as a Function of the Listener's Style*

## **THINKER**

- Be Precise
- Organize Your Presentations
- Include Alternatives
- Do Not Rush Thinkers
- Outline Your Proposal

# *Modifying How One Communicates as a Function of the Listener's Style*

## **THINKER**

### *Phrases to Elicit Attention, Interest, Buy-In*

- Let me walk you through the proposal, step-by-step.
- Before we start, let me bring you up-to-date.
- Let's look at this in a logical, systematic way.
- Why don't you study it over, and I'll get back to you.
- I have several alternatives for you to look at.

# *Modifying How One Communicates as a Function of the Listener's Style*

## **SENSER**

- Indicate the Results or Conclusions First
- Do Not Offer Alternatives
- Stress the Practicality of Your Ideas
- Use Visual Displays
- Be Brief

# *Modifying How One Communicates as a Function of the Listener's Style*

## **SENSER**

### *Phrases to Elicit Attention, Interest, Buy-In*

- We can get on it right away.
- This will have almost immediate payoff.
- Suppose I skip the details, and just hit the highlights.
- We tried to select the most practical approach we could find.
- I need only five minutes of your time.
- I have a scale model (picture, graph, etc.) for you to look at.

# *Modifying How One Communicates as a Function of the Listener's Style*

## **FEELER**

- Allow for Small Talk
- Explain How Your Proposal or Idea Can Have a Positive Impact on Others
- Show How Your Idea Has Worked Well in the Past
- Indicate How Others React
- Use an Informal Speaking/Writing Style

# *Modifying How One Communicates as a Function of the Listener's Style*

## **FEELER**

### *Phrases to Elicit Attention, Interest, Buy-In*

- People on your staff will like the way...
- Dr. Smith in ophthalmology feels this is a good approach.
- Let's get reacquainted before we get right down to business...
- Why don't we talk about it over lunch?

# *Modifying How One Communicates as a Function of the Listener's Style*

## **INTUITOR**

- Allow Ample Time
- Be Conceptual; Describe the Big Picture
- Stress Uniqueness
- Emphasize Future Value
- Do Not Stint on Words

# *Modifying How One Communicates as a Function of the Listener's Style*

## **INTUITOR**

### *Phrases to Elicit Attention, Interest, Buy-In*

- I have a rather unique approach for you.
- This will pay off even more in the future.
- Let me begin by first giving you an overview.
- This approach ties in nicely with your concept of...
- This is quite innovative - something that really has never been tried before.
- Let me tell you about some of the basic principles (or concepts) on which this was designed.

# *Problem Person Exercise:*

## *Data Gathering*



1. Write here the name of someone on your team with whom you have trouble communicating \_\_\_\_\_
  
2. Below, list adjectives that describe him/her:
  - a) 3 positive adjectives are: \_\_\_\_\_
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  - d) Manner of dealing with problems \_\_\_\_\_

# *Problem Person Exercise:*

## *Diagnosis and Intervention*

1. What is this person's primary style? \_\_\_\_\_  
Back up style? \_\_\_\_\_  
Stress style? \_\_\_\_\_
2. Write three (3) specific things you will have to do to speak this person's language or "get through" more effectively.
3. Develop a brief plan to talk with this person about doing something that he/she would not normally do at your suggestion, or identify a problem and your solution to it that you would like his/her cooperation with. Below, present **WHAT** you will try to talk to him/her about, the **CHANNEL** or **APPROACH** you will use, and the actual **STEPS** and **WORDS** you will use to "get through".

# *Planning Key Upcoming Communications*

## **Delivery/Influencing Considerations**

- What will Dr. Zeus (I suspect she is a [style]) tune in to or “hear”?
- What approach of mine can facilitate that?
- What content elements (facts, feelings or concerns, practicality, uniqueness) might also help to persuade her?

# *Planning Key Upcoming Communications*

## Team Considerations

- What are the styles of those in my department?  
What about under stress?
- What are the styles of those on my OR team(s)? What about under stress?
- How do I determine who I should hire (assuming equal competencies)?