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# Understanding How to Fit on a Team

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# Where do we begin?

- What are personality tests?
- Do they really work?
- What influences behavior?
  - ◆ Personality Needs
  - ◆ Strengths
  - ◆ Environment
  - ◆ Thinking
  - ◆ Emotions
  - ◆ Values
  - ◆ Physical

# Personality Needs

- Understand your own needs
- Understand others needs
- Understand how to create a win/win situation
  - ◆ D is for Dominance
  - ◆ I is for Influencing
  - ◆ S is for Steadiness
  - ◆ C is for Cautiousness

# D is for Dominance

- This person:
  - ◆ is bottom line oriented
  - ◆ gets the results
  - ◆ loves a challenge
  - ◆ makes quick decisions
  - ◆ takes charge
  - ◆ questions the status quo
  - ◆ likes to solve problems

# D is for Dominance

- This person wants:
  - ◆ big picture
  - ◆ opportunity to compete
  - ◆ direct answers
  - ◆ freedom from control and supervision
  - ◆ variety of activities
  - ◆ power and prestige

# D is for Dominance

- This person needs others who:
  - ◆ research the facts
  - ◆ look at all of the angles
  - ◆ develop structures and systems
  - ◆ recognize people needs
  - ◆ are predictable
  - ◆ are deliberate
  - ◆ are reliable

# D is for Dominance

- This person will be effective with:
  - ◆ difficult assignments
  - ◆ understanding they need others
  - ◆ pace with relaxation
  - ◆ communicating their desires early
  - ◆ being part of a team
  - ◆ a 2x4 once in a while
  - ◆ working on relationship

# I is for Influence

- This person:
  - ◆ very people oriented
  - ◆ has a lot of friends
  - ◆ makes great first impressions
  - ◆ is good with words
  - ◆ generates enthusiasm
  - ◆ is entertaining
  - ◆ motivates others
  - ◆ works well in groups

# I is for Influence

- This person wants:
  - ◆ popularity
  - ◆ opportunity to talk
  - ◆ freedom from controls
  - ◆ group activities
  - ◆ egalitarian relationships
  - ◆ to coach or counsel others
  - ◆ to be part of a team

# I is for Influence

- This person needs others who:
  - ◆ can keep focus
  - ◆ build systems
  - ◆ take a logical approach
  - ◆ keep their feet in reality
  - ◆ like to work with tasks rather than people
  - ◆ speak direct and to the point
  - ◆ look for the details

# I is for Influence

- This person will be effective with:
  - ◆ time management
  - ◆ being firm
  - ◆ participatory management
  - ◆ high people quotient
  - ◆ realistic evaluation of others
  - ◆ deadlines and goals
  - ◆ monitoring for follow-up

# S is for Steadiness

- This person:
  - ◆ enjoys staying in one place
  - ◆ does not like change
  - ◆ is loyal
  - ◆ is consistent
  - ◆ is a good listener
  - ◆ concentrates well
  - ◆ can stay on task and accepts routines
  - ◆ calms others

# S is for Steadiness

- This person wants:
  - ◆ credit for work well done
  - ◆ limited responsibility
  - ◆ sincere appreciation
  - ◆ planned work
  - ◆ consistent procedures
  - ◆ to be part of a group
  - ◆ security
  - ◆ clear lines of work/home separation

# S is for Steadiness

- This person needs others who:
  - ◆ react and are decisive
  - ◆ delegate work
  - ◆ are flexible with situations
  - ◆ can exert pressure on others
  - ◆ stretch toward challenges and goals
  - ◆ work in unpredictable environments
  - ◆ keep the long term vision in mind

# S is for Steadiness

- This person will be effective with:
  - ◆ warming up to change
  - ◆ clear guidelines and expectations
  - ◆ encouragement of creativity
  - ◆ stretching beyond their comfort zone
  - ◆ trusting others
  - ◆ remembering long term objective
  - ◆ affirmation

# C is for Cautiousness

- This person:
  - ◆ pays close attention to details
  - ◆ works under predictable environments
  - ◆ sees all that is wrong
  - ◆ sees all that needs to be done
  - ◆ complies with authority
  - ◆ is self deprecating
  - ◆ can work a long time on small projects

# C is for Cautiousness

- This person wants:
  - ◆ security
  - ◆ no sudden changes
  - ◆ affirmation for performance
  - ◆ quality control to be maintained at all costs
  - ◆ standard operating procedures
  - ◆ privacy
  - ◆ time to work on tasks

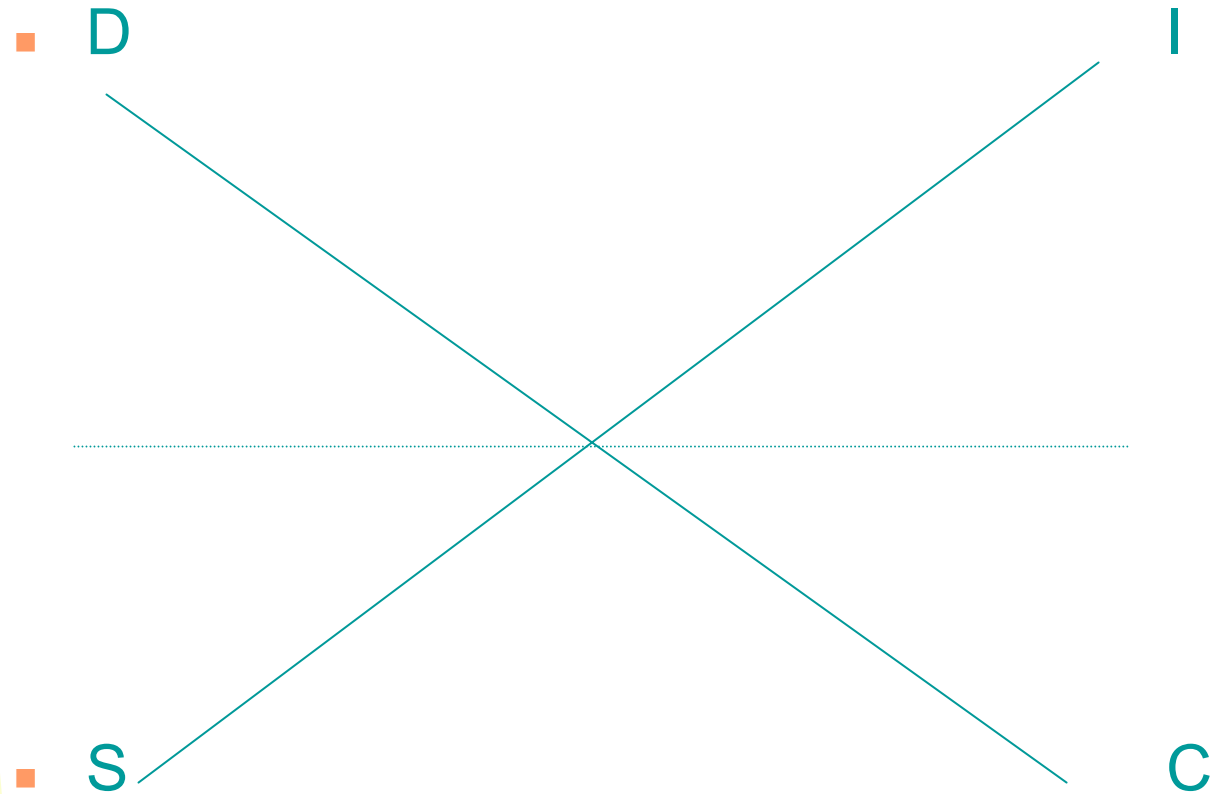
# C is for Cautiousness

- This person needs others who:
  - ◆ can take charge
  - ◆ make quick decisions
  - ◆ will keep focus on bottom line
  - ◆ know how to compromise
  - ◆ can listen to C and then move on
  - ◆ use policies only as guidelines
  - ◆ affirm them for accomplishments well done

# C is for Cautiousness

- This person will be effective with:
  - ◆ precise work
  - ◆ time to work
  - ◆ exact expectations on the job
  - ◆ time to be alone
  - ◆ remembering the mission
  - ◆ “so what” gut checks
  - ◆ patience with others

# How they work together



# Real Life

- Hanging wallpaper:
  - ◆ D-says “Come over Saturday and help me wallpaper. And bring the paste.” He starts in the middle of the living room. The patterns don’t match, He says, “so what, that’s what drapes and pictures are for.”
  - ◆ I- has the wallpaper in the closet with the paste. It’s on a list of things to do. They never get around to it.

# Real Life

- Hanging wallpaper:
  - ◆ S-starts in the corner, of the guest bedroom, gets finished and cleans up his tools.
  - ◆ C-starts in the closet or in the garage to be sure the pattern is going to match. He gets it exactly right before he starts on the living room.

# Real Life

- Ask for something on their desk:
  - ◆ D-has a messy desk, they say, “there it is--you look for it.”
  - ◆ I-says, “I am busy right now. Give me a few minutes and I’ll get back to you.” They really don’t know where it is, but they will never admit it to you.

# Real Life

- Ask for something on their desk:
  - ◆ S-says, “It’s the third thing down in that pile.” The desk may be a little messy, but the piles are ordered and they know exactly where everything is.
  - ◆ C- has everything filed in alphabetical sequence and by color coded files.

# Real Life

- Seeing a movie:
  - ◆ D-comes in late and makes everyone stand as they take a middle seat.
  - ◆ I-comes in a group. They are the ones who applaud and talk during the film.
  - ◆ S-gets there early and they already know what the movie is about.
  - ◆ C-wants it quiet, and they sneak in their own popcorn

# Real Life

- Getting on the elevator:
  - ◆ D-walks up pushes the button and closes the door.
  - ◆ I-lets everyone in and says, “always room for one more, we will wait.”
  - ◆ S-waits in line, but if it is long they will take the stairs
  - ◆ C-gets on the elevator, but counts the people and if it is over the limit will make someone get off.

# What This Means

- Once you know what your needs are, you can be free to worry about other's needs
- Ask yourself, what are the needs of those I work with, or customers I serve.
  - ◆ What does a D need?
  - ◆ What does a I need?
  - ◆ What does a S need?
  - ◆ What does a C need?

# Strengths and Talents

- The Gallup StrengthsFinder® , a Web-based interview, is designed to help you focus your attention on your Signature Themes in each of four key areas: Striving, Relating, Thinking, and Impacting. The definitions are constructed to describe persons having strength in the themes.

# What is a talent or strength?

- A talent is an area in which you have an unfair advantage over others
- Talents are natural yet must be developed
- We all have talents
- A Strength is a talent with experience
- Our roles are a combination of:
  - ◆ Strengths
  - ◆ Knowledge
  - ◆ Skills

## StrengthsFinder® Dimensions and Themes

### ***Relating Themes (Working with people)***

- Communication      Includer (formerly Inclusiveness)
- Empathy      Individualization
- Responsibility      Relator
- Harmony

### ***Impacting Themes (Influencing people)***

- Command      Maximizer
- Competition      Positivity
- Developer      Woo

### ***Striving Themes (Working hard)***

- Achiever      Belief
- Restorative      Discipline
- Activator      Focus
- Self-Assurance      Significance
- Adaptability

### ***Thinking Themes (Working smarter)***

- Analytical      Deliberative
- Input      Futuristic
- Arranger      Consistency (formerly Fairness)
- Connectedness      Ideation
- Intellection      Learner
- Context      Strategic

## Relating Themes (Working with people)

- **Communication** – People strong in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.
- **Empathy** – People strong in the Empathy theme can sense the feelings of other people by imagining themselves in others' lives or others' situations.
- **Harmony** – People strong in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.
- **Includer** – People strong in the Includer theme are accepting of others. They show awareness of those who feel left out, and make an effort to include them.
- **Individualization** – People strong in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different can work together productively.
- **Relator** – People who are strong in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.
- **Responsibility** – People strong in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

## ■ Impacting Themes (Influencing people)

- **Command** – People strong in the Command theme have presence. They can take control of a situation and make decisions.
- **Competition** – People strong in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.
- **Developer** – People strong in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.
- **Maximizer** – People strong in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.
- **Positivity** – People strong in the Positivity theme have an enthusiasm that is contagious. They are upbeat and can get others excited about what they are going to do.
- **Woo** – People strong in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection.

## Striving Themes (Working hard)

- **Achiever** – People strong in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.
- **Activator** – People strong in the Activator theme can make things happen by turning thoughts into action. They are often impatient.
- **Adaptability** – People strong in the Adaptability theme prefer to “go with the flow.” They tend to be “now” people who take things as they come and discover the future one day at a time.
- **Belief** – People strong in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their life.
- **Discipline** – People strong in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.
- **Focus** – People strong in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize, then act.
- **Restorative** – People who are strong in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.
- **Self-Assurance** – People strong in the Self-assurance theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence that their decisions are right.
- **Significance** – People strong in the Significance theme want to be very important in the eyes of others. They are independent and want to be recognized.

# Next Steps

- Work with others to identify their needs, wants, and preferred environments.
- ***Try to provide environments they need, not that you want!***