

# Flexing Your Style - Strategies to Enhance Effectiveness

Based on works regarding the Myers Briggs Type Indicator and the Insight Inventory

## Extroversion – Introversion Focus

### Extroversion - Description

- Energized by interacting with others
- Inactivity/thought/reflection tend to decline energy & motivation
- Tend to act first, then reflect, then act further
- Learn best through doing or discussing
- Work out ideas by talking through them
- Readily take initiative in work and relationships

### Introversion - Description

- Energized by opportunities to reflect
- Activity in outside world tends to decline energy and motivation
- Tend to reflect, then act, then reflect further
- Learn best by reflection, mental “practice”
- Work out ideas by thinking them through
- Take initiative when the situation/issues is very important to them

### Flexing Extroversion - Strategies

- ✓ Listen carefully and encourage introverted people to share
- ✓ Get to know introverts through one to one interactions
- ✓ Ask questions & wait - allow introverts to reflect before answering
- ✓ Scale back overt friendliness; especially if the relationship is new
- ✓ Pay attention to written communications from introverts
- ✓ Send meeting agendas early so introverts can reflect before hand

### Flexing Introversion - Strategies

- ✓ Display more animation and enthusiasm
- ✓ Recognized extroverts may repeat messages to think them through
- ✓ Consider opening up more and sharing information about yourself
- ✓ Use expressive mannerisms – smile, head nods, gestures
- ✓ Find private time throughout your day to re-energize
- ✓ In meetings, voice even partially thought through perspectives

## Urgent – Steady Focus

### Urgent - Description

- Considers a few important options before deciding
- Gets things done by initiating change and moving forward
- Prefers short-term projects requiring quick responses
- Works with a fast-paced, urgent style
- Reacts quickly – at times when frustrated and angered
- Believes in seizing the moment - taking advantage of opportunity

### Steady - Description

- Considers many options and alternatives before deciding
- Gets things done by “sticking with it” and persisting
- Prefers long-term projects requiring calculated responses
- Works with an even-paced, consistent style
- Reacts slowly – even when frustrated or angered
- Makes most decisions cautiously – willing to wait for the ‘right time’

### Flexing Urgency - Strategies

- ✓ Hold back some snap decisions – your quick decisiveness may be seen as impulsive or reckless
- ✓ Don't pressure Steady individuals into making decisions quickly – give them plenty of time to think things over if possible
- ✓ Try not to react too emotionally to set-backs and mistakes or say critical things when delayed.

### Flexing Steadiness- Strategies

- ✓ Present your ideas succinctly. Use fast speech and don't go in-depth with detail if not needed.. Urgents like to get to key points quickly.
- ✓ Be ready to change topics and move ahead when Urgent people show signs of restlessness. Don't go on and on.
- ✓ Offer to take on aspect of joint projects that make use of your patience, cooperation, and concentration.

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## Task Focus – Relationship Focus

### Task - Description

- Focus is on completion of project, task at hand, goal attainment
- Often objective and can appear dispassionate with decisions
- See true or false in situations; black and white
- Fairness is treating everyone the same
- Enjoy being recognized for their results
- Decisions are made with strong consideration for the 'head'

### Relationship - Description

- Focus is on people involved, team dynamics, individual engagement
- Often subjective in decisions, striving to maintain harmony
- See good or bad in situations; many gray areas
- Fairness is treating everyone uniquely where they are
- Enjoy being appreciated for their contributions
- Decisions are made with strong consideration for the 'heart'

### Flexing Task Focus - Strategies

- ✓ Explore alternative solutions with regard to impact on people
- ✓ Allow focus on team dynamics to be a credible approach
- ✓ Resist considering relationship focus as 'soft' or 'ineffective'
- ✓ Word critical remarks carefully and point out positives
- ✓ Ask for others' opinions and concerns
- ✓ Remember impact on people is logical even if people are not

### Flexing Relationship Focus - Strategies

- ✓ Practice laying out an argument logically - "if...then"
- ✓ Understand critical remarks are not personal and can be helpful
- ✓ Resist considering task focus as "uncaring" or "cold"
- ✓ Use brief and concise language to express your needs and wants
- ✓ Be ready to defend your position with logical support
- ✓ Remember task focus believes they are helping people too

## Indirect – Direct Focus

### Indirect - Description

- States positions carefully and diplomatically
- Tends to "ask" instead of "tell"
- Offers suggestions for consideration
- Uses words like "maybe" and "possibly"
- Persuades others with a supportive and tactful approach
- Comes across as approachable and unassuming

### Direct - Description

- States positions candidly and frankly
- Tends to "tell" more than "ask"
- Makes points with conviction
- Uses words like "should" and "have to"
- Influences others with an assertive and direct approach
- Comes across as self-assured and forceful

### Flexing Indirectness - Strategies

- ✓ Present your ideas and opinions more assertively and forcefully
- ✓ Be ready to defend your position when challenged
- ✓ Don't use hesitant body language or too soft of a tone
- ✓ In discussions, be ready to jump in with ideas even if interrupting
- ✓ Realize your subtle messages may not be perceived
- ✓ Phrases: "We need to..", "Don't overlook..", "Doing X will get Y"

### Flexing Directness - Strategies

- ✓ Avoid coming on too forcefully
- ✓ Use active listening – paraphrase what was said before responding
- ✓ Don't overpower with excessive eye contact, loud voice
- ✓ Try to "ask" instead of making statements about your perspective
- ✓ Remember "honest" feedback can be delivered more diplomatically
- ✓ Phrases: "What do you think about..", "Another options might be.."