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NTA News

No 1

For all your Training Needs

A Key Question to ask during Organisational Change!

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Pioneers, Drivers, Integrators and Guardians
HBR Article Review

Suzanne M Johnson Vickberg and Kim Christfort, have written in the latest edition of the Harvard Business Review about how every team is a mix of the above personality types, and how to get the best out of any type combination.

Their premise was that organisations aren't getting the performance they need out of their teams, not because of the teams themselves, but because Leaders fail to effectively tap into and work with those four diverse work styles.

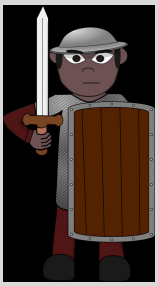
Their research work was with the Deloitte's "Business Chemistry" initiative and included assessments developed in collaboration with a molecular biologist and a biological anthropologist. They started with a core group of 1000 employees, and since then 190,000 people have participated. They also engaged Leaders in more than 3000 "labs" where more data from the Leaders point of view was gathered.

The four work styles in brief are:
Pioneers – outgoing, focussed on the big picture, spontaneous, drawn to risk, adaptable and imaginative. They like brainstorming, spontaneity and enthusiasm but are alienated by rules and structure, the word "No", and a focus on process.

Drivers – diplomatic, empathic, traditional, relationship oriented, intrinsically motivated and non-confrontational. They are energised by collaboration, communication, trust and respect, but are alienated by politics, conflict and inflexibility.

Integrators – quantitative, logical, focussed, competitive, experimental, and deeply curious. They are energised by solving problems, directness and winning but are alienated by indecision, inefficiency and lack of focus.

Guardians – methodical, reserved, detail-oriented, practical, structural and loyal. They are energised by organisation, predictability, consistency and a detailed plan, but are alienated by disorder, time pressure, ambiguity and uncertainty.



Pioneers, Drivers, Integrators and Guardians continued ...

The study found that most top Leaders are Pioneers or Drivers. The most stressed styles are Guardians and Integrators.

The researchers found that all four work styles have something to offer, but they can cause conflict in teams. Their solution was to pull opposite types closer, seek input from those with non-dominant styles, and pay attention to the introverts.

For those of us who lead teams and wonder why they just aren't productive, it is important to understand what drives them and what causes them to be unproductive.

This is an excellent article to introduce you to the topics of Leadership and Team Development.

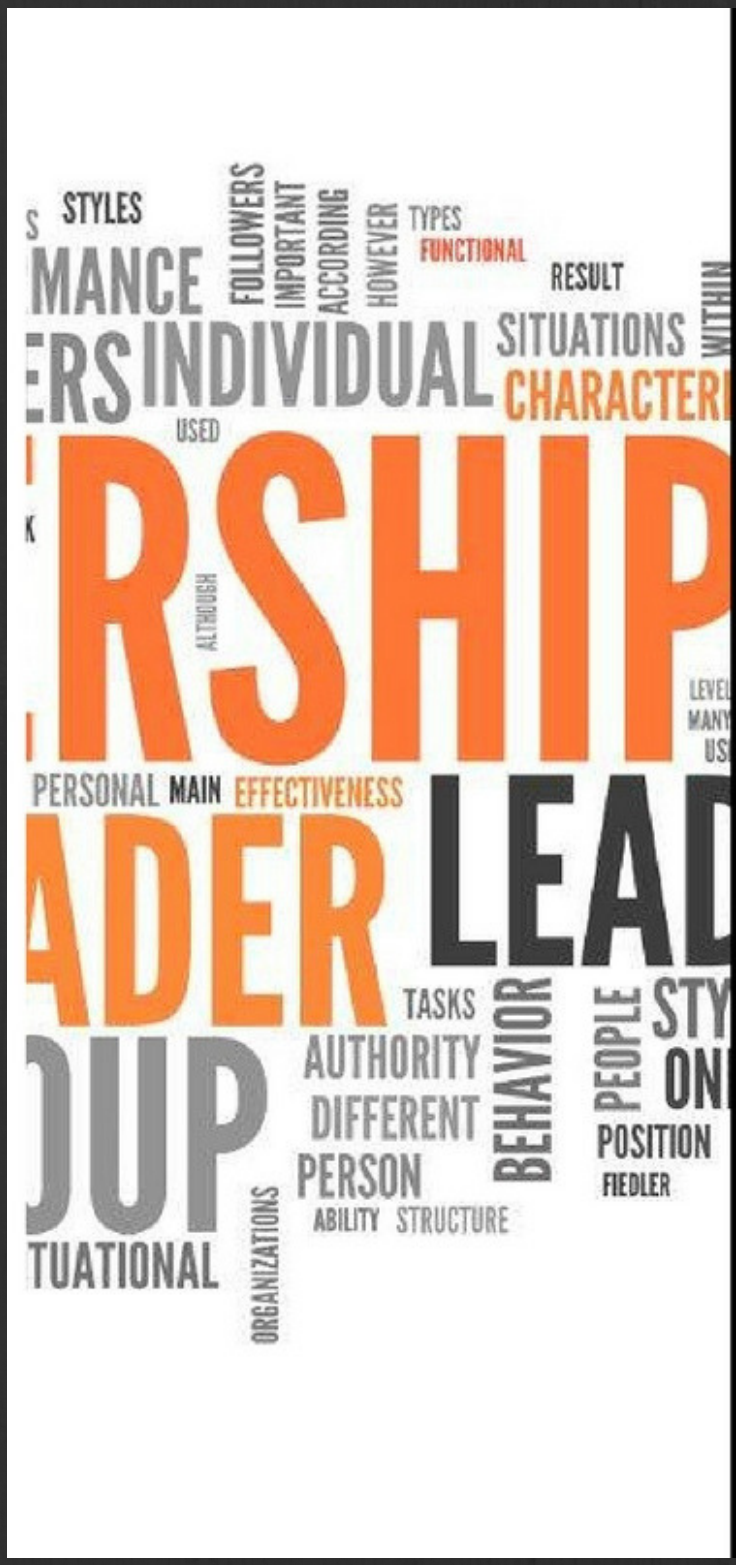
Source: Harvard Business Review March-April 2017 edition

Leadership Quotes

"*Leadership is the capacity to translate vision into reality*." — Warren Bennis

"L*ead me, follow me, or get out of my way*". — General George Patton

"*Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others*". — Jack Welch



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Organisational Change – The big question to ask?

Two Sydney councils (X and Y) were amalgamating and I was facilitating some change management workshops for their staff, to help them get through the anxiety and uncertainty of a major organisational change.

One of the major changes was that employees in Council X would be transferred to work in Council Y's administration building, which was larger. The council admin buildings were in adjoining suburbs.

We were discussing "fears". The question I put to them was "What do you fear would happen during a council amalgamation?"

Interestingly, the very first answer was from a woman who worked in Council X.

She said "I don't want to move to Council Y's building because I fear it will take me longer to walk from the train station to that building to get to work!" (For those of you from country settings trust me, travel is a big issue in a big city).

What I teach on my change courses is that when you have a fear, the first question to ask yourself is "Is this fear VALID?" Now, I had no idea how far the train stations were from the respective administration buildings, but before I could make any comments, an engineer from Council Y piped up empathically … "Well, that fear is invalid. I have worked at both councils and I timed my walks. The walk takes me 2 minutes quicker from the station near Council Y, than it did in a similar trip to your Council X building".

In one sentence he gently invalidated her fear.

During an amalgamation of two other councils, in rural NSW, I was doing similar work with outdoor workers at the two distinct council depots.

The plan was that the depots of both councils would be sold, and a newer depot which was being sold by the local energy authority would be purchased ie staff from both councils would work from the same centralised depot.

Supposed loss of benefits, working with new people, adjusting to new ways of working etc were some of the fears, both valid and invalid, expressed by course participants.

With senior managers' assistance, we worked through them, and for the most part their fears were alleviated.

So, my message when leading people through change is to ask them "*Is that fear valid ... or invalid*?"

If you would like more information about how we can assist your organisation through a major organisational change, or if you need coaching or training for your Leaders, give Norm Turkington a call now.

About
norman turkington and associates

norman turkington and associates is a psychology and management training consultancy specialising in helping clients with leadership, change management, team development, handling difficult people, and other soft skills training.

We also offer related services such as one on one corporate coaching, mediation and workplace investigations.

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