



Using the Power of Social Styles in  
Developing Field Leaders  
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November 29-30, 2016

# Everything rises and falls on Leadership

(John Maxwell)

Safety and Productivity can  
never rise above your ability  
to lead and influence others.



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People don't want to be managed.  
They want to be lead.

“The number one reason people leave their jobs is because of their manager.”

(Source: 2013 survey by HR services firm Randstad)



# SOCIAL STYLE PRINCIPLES

- People are creatures of habit.
- People tend to do things that are comfortable for them.
- Just because things are comfortable does not mean they are effective.
- People can become aware of habits.
- People can make changes.



# SOCIAL STYLE MODEL

Is built on **two dimensions** of behavior that appears in every human being and **can be measured.**

# ASSERTIVENESS

A dimension of behavior that measures the degree to which others perceive a person as tending to ask or tell in interactions with others.

# RESPONSIVENESS

A dimension of behavior that measures the degree to which others perceive a person as tending to control or display his/her feelings and emotions in interactions with others.



# Amiable

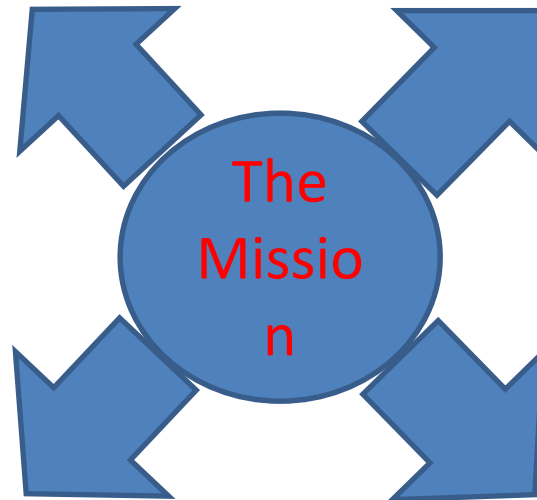
“Lets talk about the impact on our people.”

Dr. “Bones” McCoy (Star Trek)

# Expressive

“Show me the next big idea!”

Scotty (Star Trek)



# Analytical

“Let’ s do it right the first time.”

Spock (Star Trek)

# Driver

“Get the job done now.”

Captain Kirk (Star Trek)

Amiable  
**Amiable**

Expressive  
**Amiable**

Amiable  
**Expressive**

Expressive  
**Expressive**

Analytical  
**Amiable**

Driver  
**Amiable**

Analytical  
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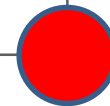
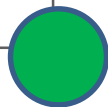
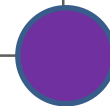
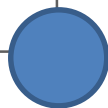
Expressive  
**Driver**

Analytical  
**Analytical**

Driver  
**Analytical**

Analytical  
**Driver**

Driver  
**Driver**

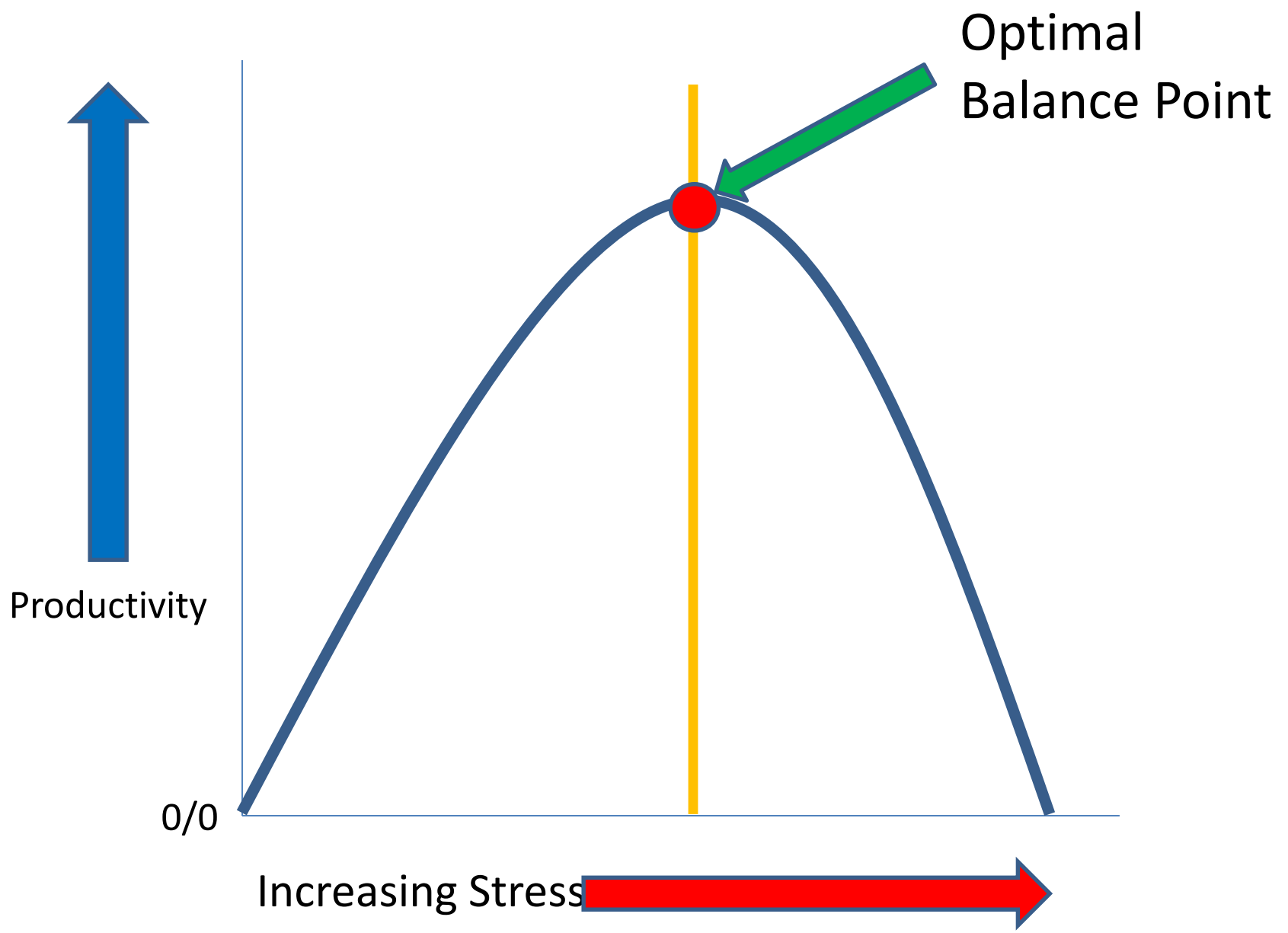


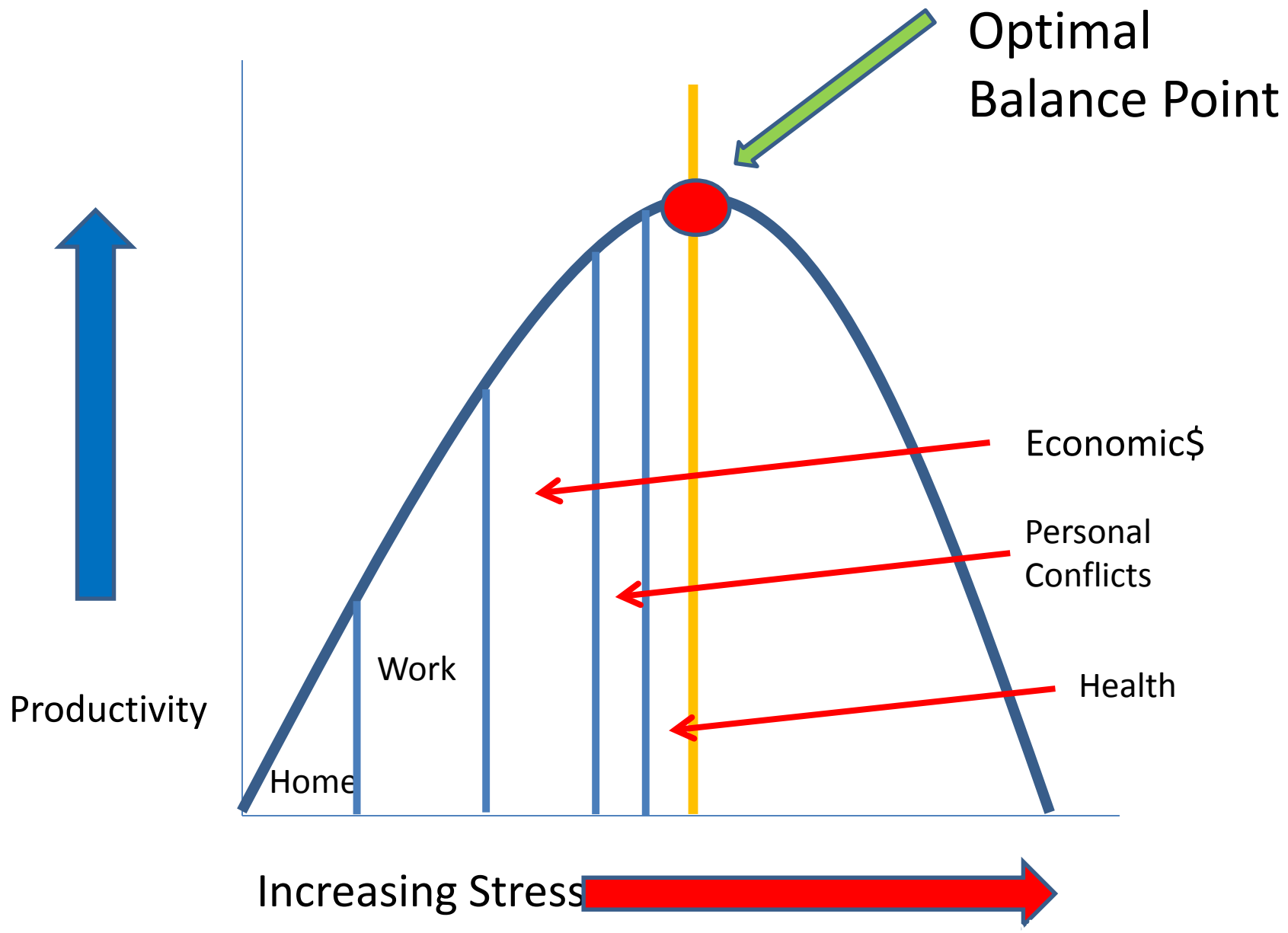
# STYLE MODIFICATION

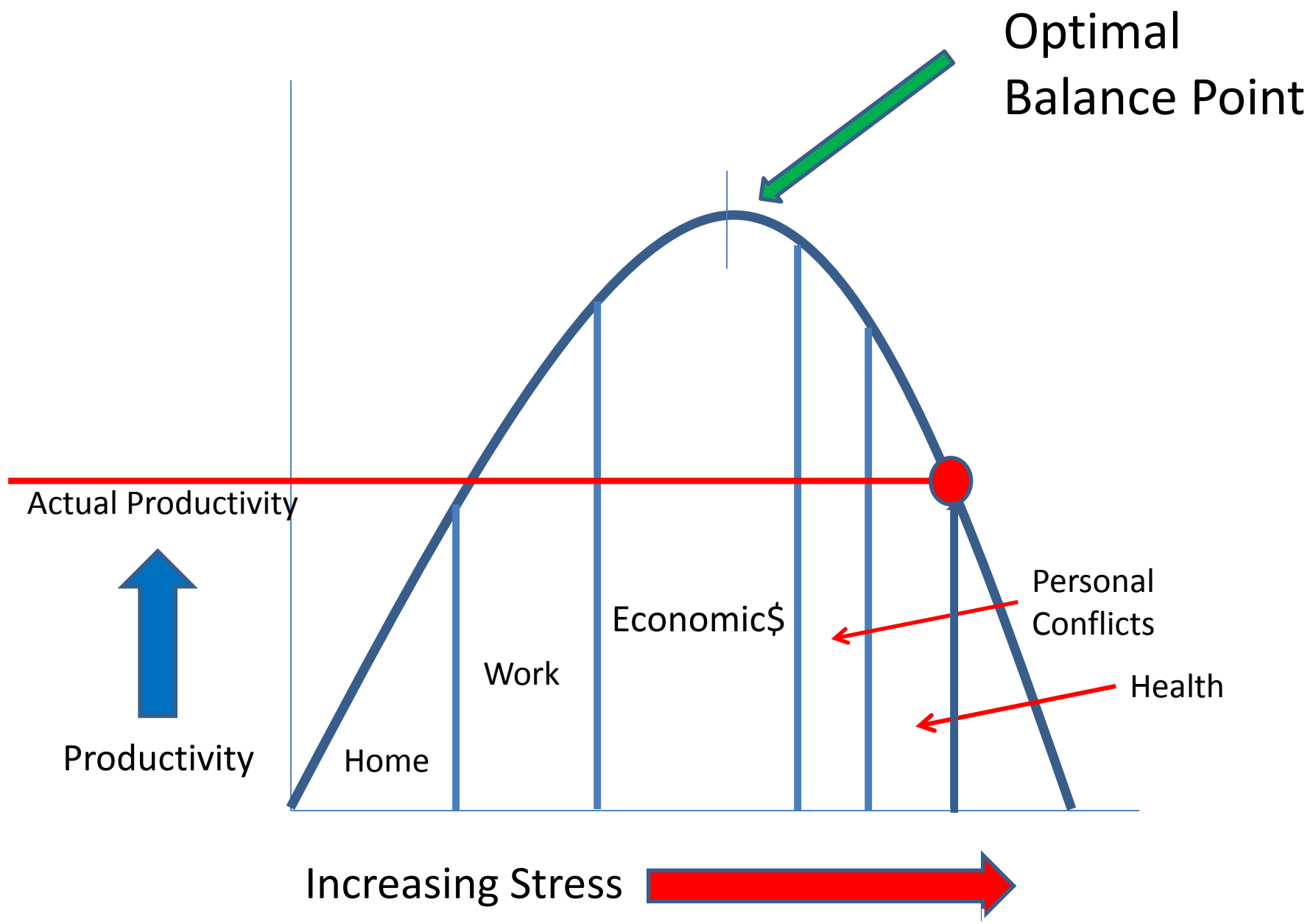
The purpose of knowing your and others' styles is that you can modify **your style** to make others more comfortable and productive with you.

# Leadership Mentoring and Coaching









# The New Supervisor

“The crazy thing (about being promoted) is that it’s not about you anymore. Before you were a manager, your number one job was to accomplish tasks. Now, your number one job is to help other people accomplish the tasks in an outstanding way.”

--You're the Boss--Now What? 7 To-Dos as a First-Time Manager, Forbes, 6/08/2012  
(<http://www.forbes.com/sites/dailymuse/2012/06/08/youre-the-boss-now-what-7-to-dos-as-a-first-time-manager/>)



# Identifying and Selecting Informal Leaders

“Informal leadership is the ability of a person to influence the behavior of others by means other than formal authority conferred by the organization through its rules and procedures.”

# Conflict Spiral



**Anticipate**

**Diffuse**

**Comprehend**

**Resolve**

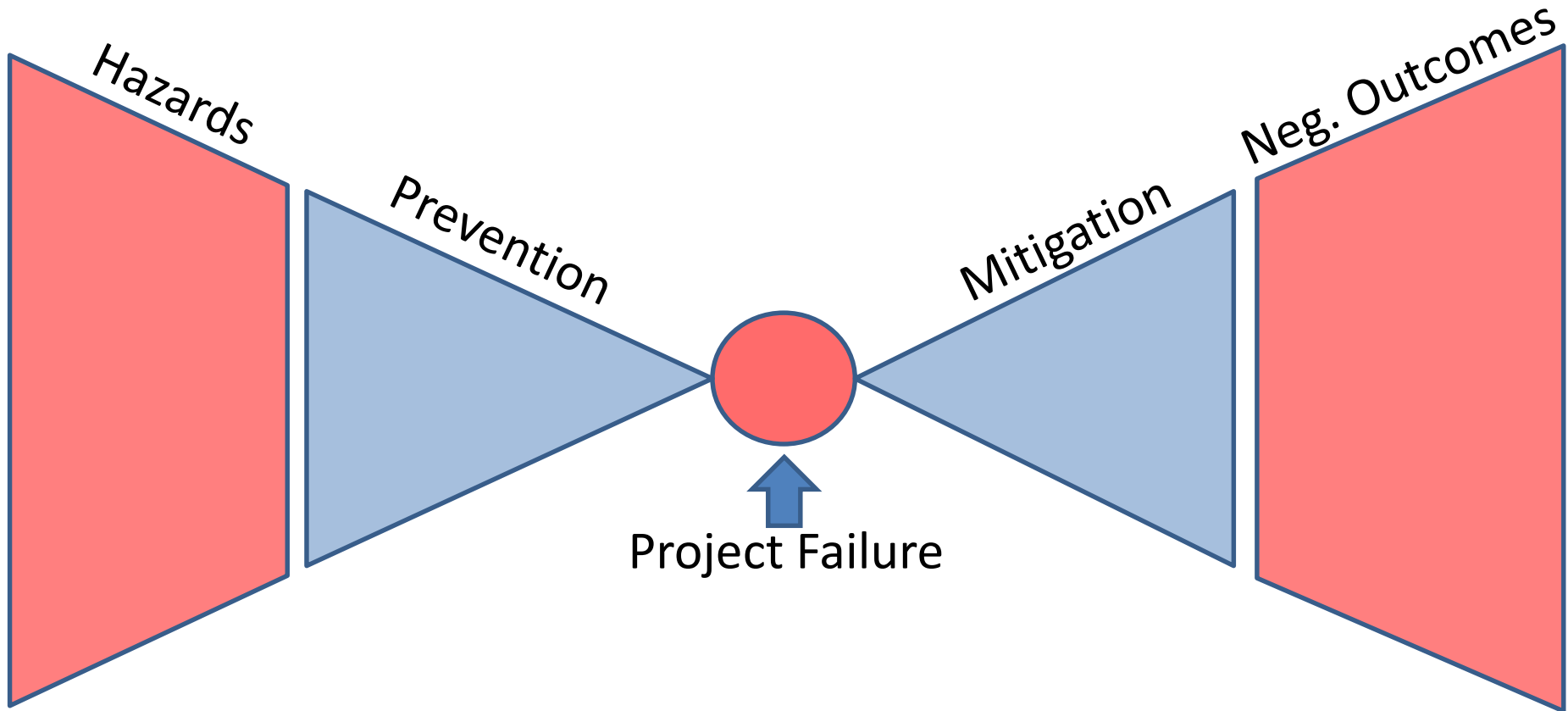
# Diffuse

- ❑ Personal problems (finance, health, family issues)
- ❑ Work conditions (extreme weather conditions, stressful drive to work, job delays, etc.)
- ❑ Social styles

# Job Planning

- Have you been involved in a project where lack of planning caused a “train wreck?”
- Would better planning help you perform your work more effectively?
- What has worked well for you in your current planning process?
- What has NOT worked well for you in your current planning process?

# Bow Tie Analysis



# Loss Control

“The minimization of loss is more important than the maximization of profit.” (Peter Drucker)



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