



WHAT'S STYLE GOT TO
DO WITH IT?
FACILITATING CRUCIAL
CONVERSATIONS WITH
BUSINESS PARTNERS FOR
PROPER STUDENT PLACEMENT

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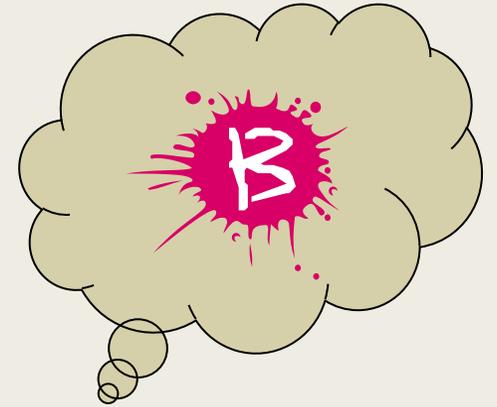
Experience Works
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Problem A

Problem B



task



We can frame collaboration in terms of two problems.

A team's diversity can be both an advantage, and a Problem B.

OPPORTUNITY + MOTIVE + RESOURCES
= SUCCESS

We must first perceive the opportunity, then find motive and the appropriate resources to deal with a problem successfully.

thinking style defined:

We each have a **stable** preference [style]
for **how** we solve problems,
make decisions and use our creativity
to manage **change**.

style is not behavior

style is ***stable*** behavior is ***flexible***

People have different approaches to change as a result of these influences, including their preference for how they use their creativity to solve problems and make decisions.

all people are **creative**

Change is Constant



- We have a wide range of problems, resources, & talents to manage.
- It takes both adaptors and innovators to solve complex problems.



Think of top personal or professional challenges and goals for the next 18-24 months

What challenges do you perceive when:

- you are implementing change?
- others are implementing change?

We each act as



an **advocate** of change

a **resistor** to change

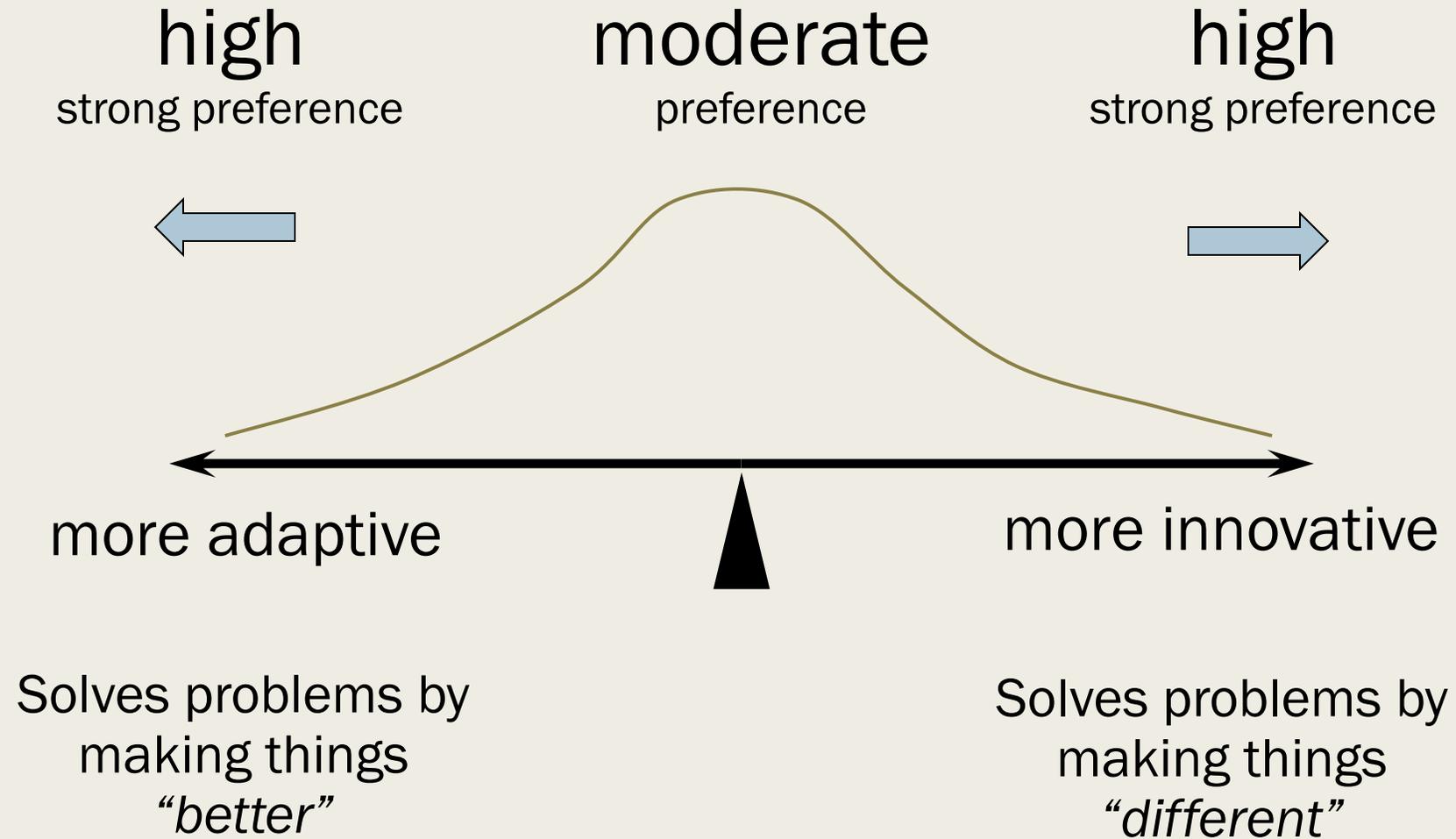
It depends on how we see the change in relationship to our preferred style of problem solving (in relationship to a paradigm).

Paradox of Structure



As people, we manage (and mismanage)
this paradox differently.

Adaption-Innovation continuum



more adaptive characteristics

- prefer more structure
- produce targeted ideas
- expect high rate of success
- system improver change agents
- master details
- consistent
- sensitive to people and groups
- more prudent risk takers

more innovative characteristics

- prefer less structure
- proliferate many ideas
- tolerate higher rates of failure
- more radical change agents
- shed details
- challenge rules and assumptions
- more daring risk takers

They are different inventors, but you can't really say one is greater, because American society needs some Edisons and it needs some Teslas.



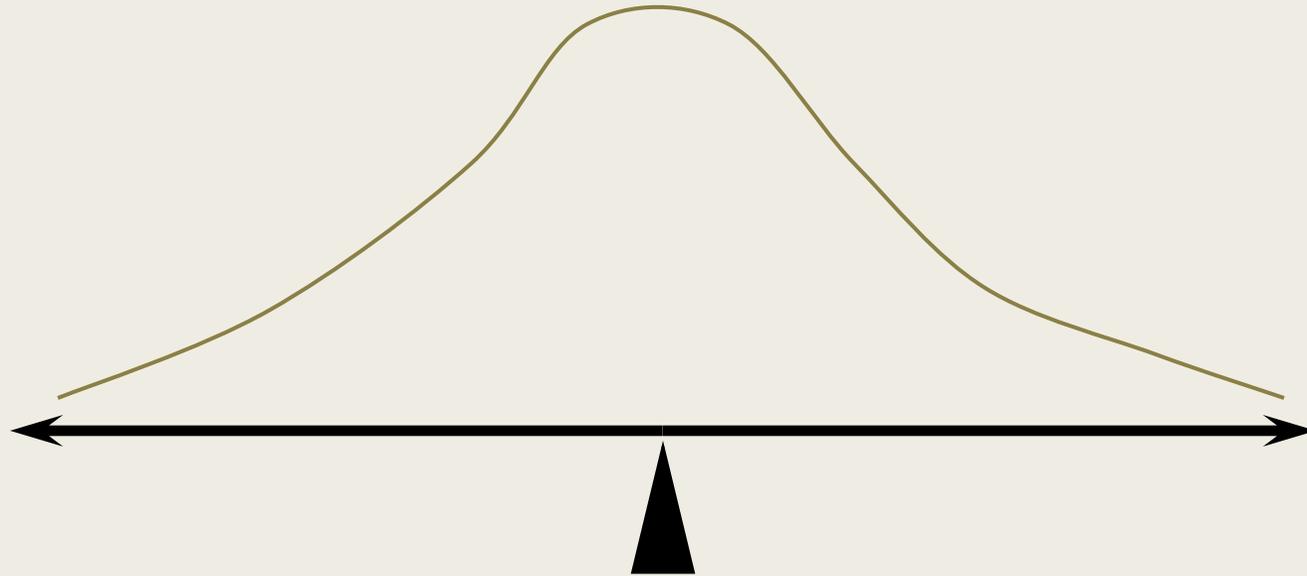
(Carlson, 2013)

Differences are a good thing!

- Neither innovators nor adaptors are better than the other at using their creativity, problem solving or making decisions.
- In particular situations different degrees of adaption and innovation may be judged more appropriate.
- Adaptors and innovators may disagree about what is best.



WHERE MIGHT YOU BE ON THE A-I
CONTINUUM?



RESPECT

Respect is like air. You don't notice it until it's not there, and then it is all you notice. – VitalSmarts

DIVERSITY

The more you know yourself and value those who are different, the more your team can turn diversity into mutual advantage – Michael Kirton

Cognitive Diversity

- Cognitive style is just one form of diversity... it's poorly understood & often mismanaged.
- Effective management of diversity is critical to managing change.
- We tend to misunderstand differences in strategy for difference in capacity.
- We tend to turn differences in style into interpersonal clashes.

**When can a gap
really make a
difference?**

cognitive gap...



- a gap between 2 people with differing style preferences

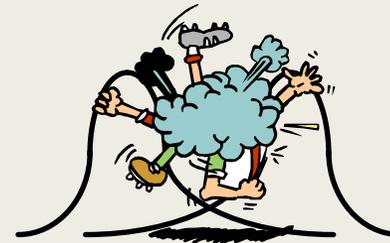


- a gap between an individual's preferred style and what the task requires

- a gap between a person and his or her group/team



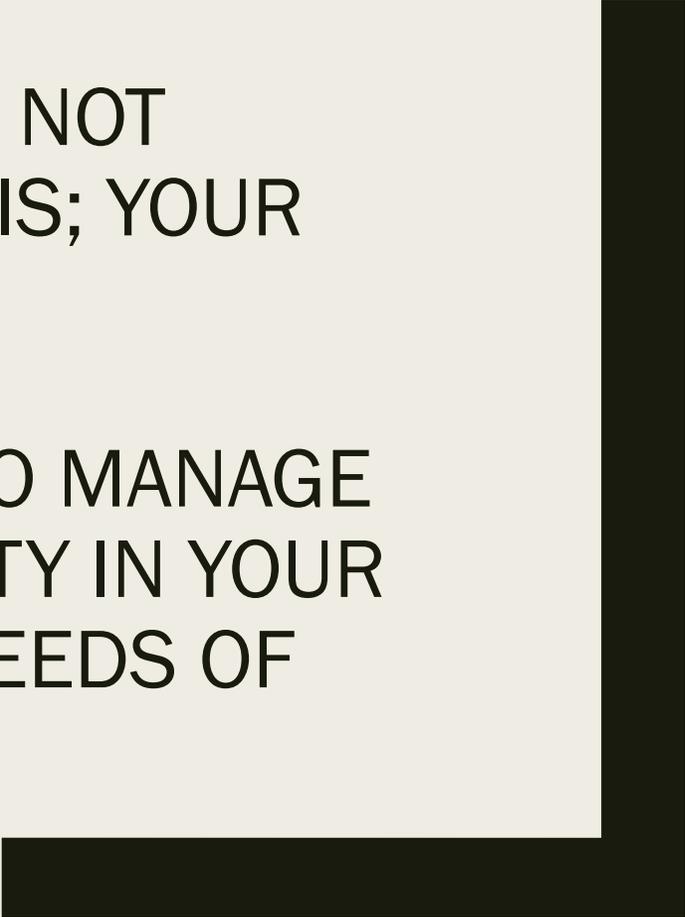
- a gap between 2 groups





AS A TEAM MEMBER, YOU HAVE AN OBLIGATION TO THE TEAM. IT DOES NOT MATTER WHAT YOUR PREFERENCE IS; YOUR JOB IS TO GET THE JOB DONE.

IN ORDER TO DO THAT YOU NEED TO MANAGE YOUR DIVERSITY AND THE DIVERSITY IN YOUR TEAM IN A WAY THAT MEETS THE NEEDS OF THE TASK.



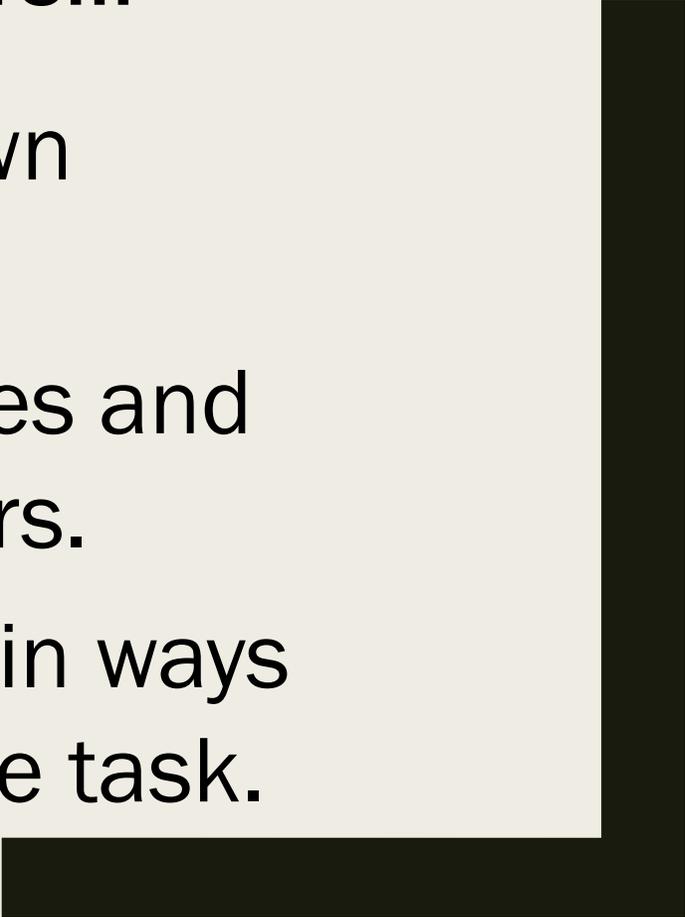


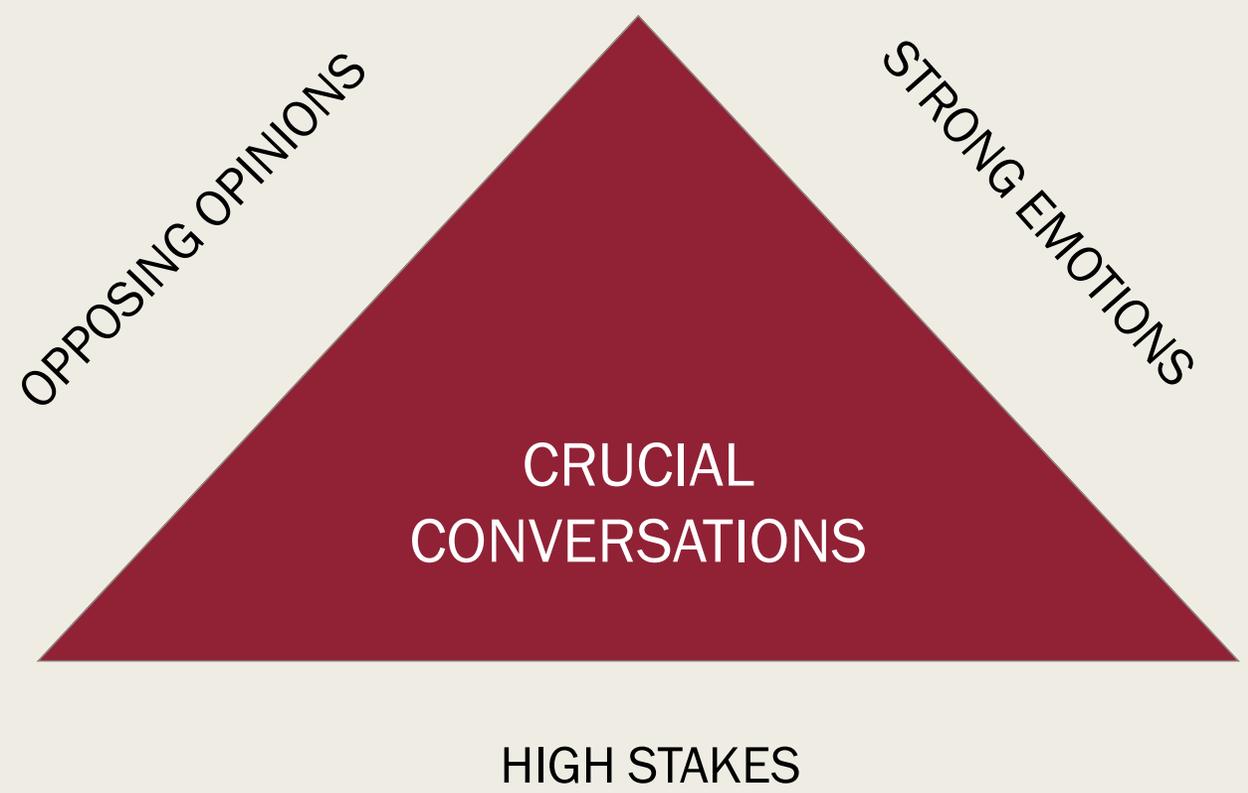
Successful leaders and managers...

monitor the effects of their own preferences.

effectively manage differences and bring out the best in others.

strive to manage differences in ways that meet the needs of the task.





Anytime you find yourself stuck, there's a crucial conversation you're either not holding or not holding well.

THE LAW OF CRUCIAL CONVERSATIONS

THANK YOU! ANY QUESTIONS?

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