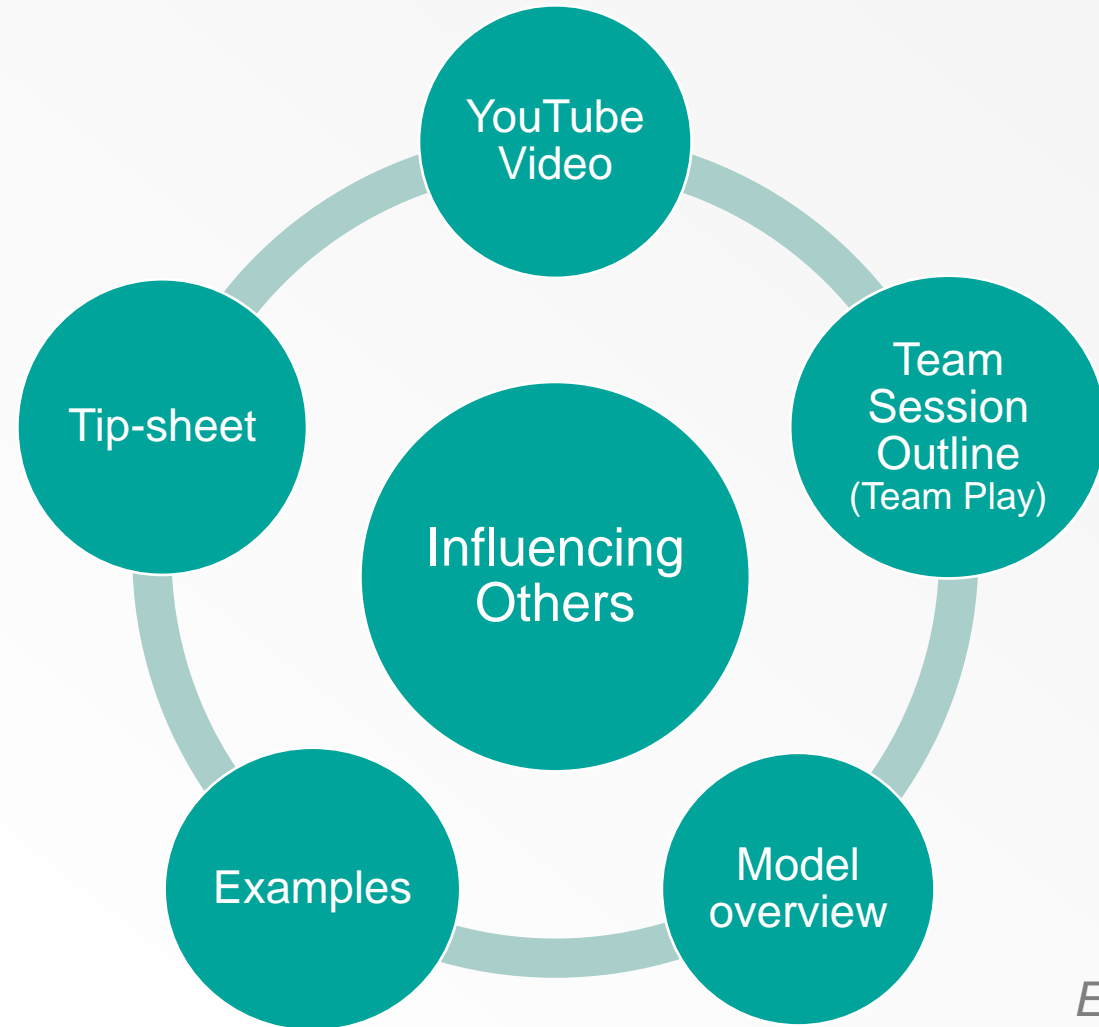# Leadership Development Hub

An introduction to the Leadership Development Hub

Monash Health

What is the Leadership Development Hub?

- The Leadership Development Hub will be an online repository of quick, easy to understand and apply resources across a range of topics.

- Accessed on the Learning Management System, Latte.

YouTube Video

Team Session Outline (Team Play)

Tip-sheet

Influencing Others

Examples

Model overview

Example only

Why did we build it?

- Leaders can access the learning they want, when they want it

- Content all in one place

- Materials to help leaders with self development, but also to support development of their own team
  - Individual development
 - Team development

Available now

The following Playlists (topics) have been released on Latte:

- Working with different People Styles

- Influencing others

- Pearls of Wisdom

Pearl of Wisdom videos

- The Pearl of Wisdom videos are 3-4 minute videos on a range of management and leadership topics.

- The 'Pearls of Wisdom' Playlist contains 30 videos

- Videos will now be accessible by all employees.
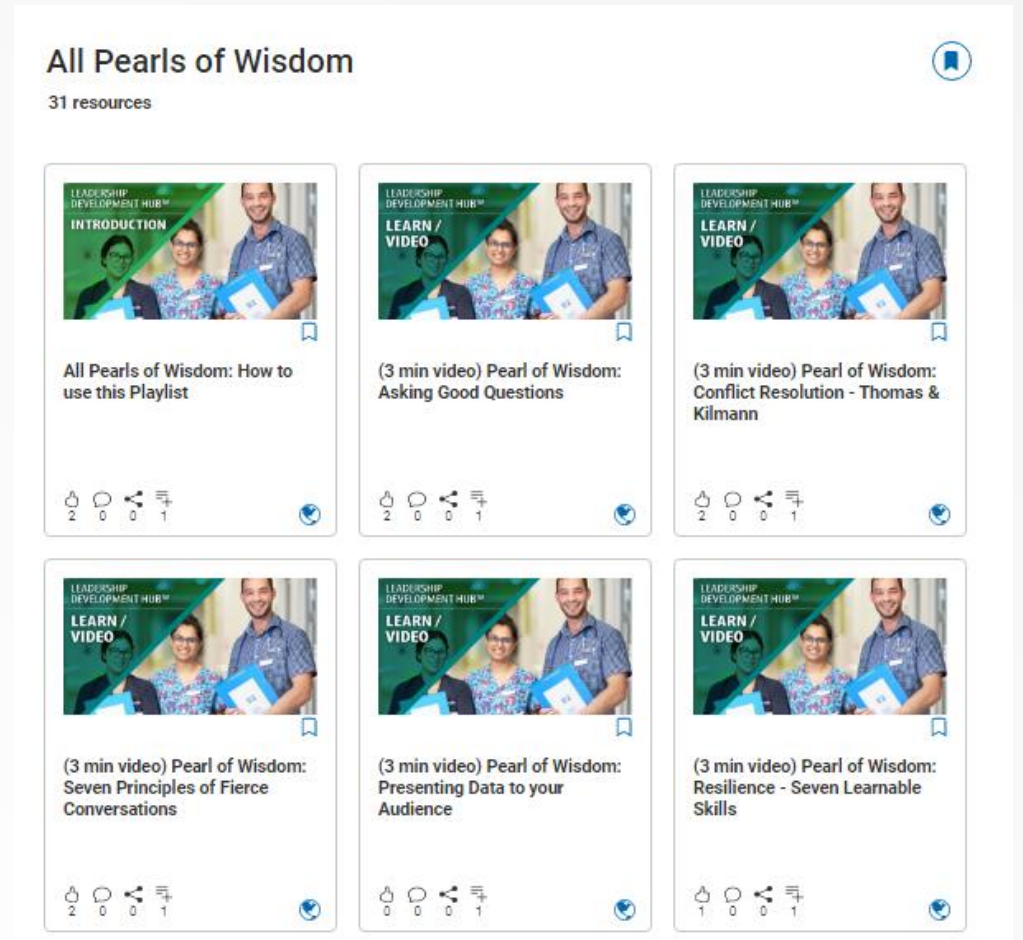
Example Playlists

- Working with different People Styles

- Influencing others

- Pearls of Wisdom

- Advocacy and Inquiry

- Leading people through change

- Building trust and rapport

- Resilience

- Leading a virtual team

- Facilitation skills

- Coaching and developing others

- Motivating others

- Leadership: mindset and behaviours

- Getting results and managing performance

- Working smarter

- Managing conflict

Your feedback:

- What topics would interest you and your team?

Find learning

Search

SHARE

Sort by **Alphabetical** ▼

FILTERS

LEARNING TYPE

Courses

Playlists

Resources

LEARN / OVERVIEW

Perioperative Education Portal- MMC/MCH Theatre

LEARN / VIDEO

(3 min video) Pearl of Wisdom: 10 Habits of Positive People

Notice something new?

✕

In addition to Courses, you can now also access Playlists and Resources under the filter, 'Learning Type'.

Resources include quick, easy-to-understand materials, such as guides, videos, tip-sheets and more.

Playlists are groups of resources. For example, the 'Influencing Others' Playlist contains several different types of resources related to this single topic.

LEARN / VIDEO

(3 min video) Pearl of Wisdom: Asking Good Questions

LEARN / VIDEO

(3 min video) Pearl of Wisdom: Coaching with GROW

PREVIOUS   NEXT   **END TOUR**

Workplace Safety, Emergency and

VIDEO

VIDEO

LEARN / VIDEO

LEARN / VIDEO

Working with different People Styles

5 resources

Working with different 'People Styles': How to use this Playlist

👍 0 💬 0 ↗ 0 ≡+ 1

'People Styles' Model Overview

👍 0 💬 0 ↗ 0 ≡+ 1

'People Styles' Quick Reference Guide

👍 0 💬 0 ↗ 0 ≡+ 1

YouTube: 5 minute introduction to 'People Styles'

👍 0 💬 0 ↗ 0 ≡+ 1

Team Play: Working with different 'People Styles'

👍 0 💬 0 ↗ 0 ≡+ 1

Working with different People Styles

5 resources

Working with different 'People Styles': How to use this Playlist	'People Styles' Model Overview	'People Styles' Quick Reference Guide

YouTube: 5 minute introduction to 'People Styles'	Team Play: Working with different 'People Styles'

Overview   Comments

Created 13 January 2022, 1:33 PM. Last updated 20 January 2022, 2:44 PM.

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0

Working with different People Styles

5 resources

Working with different 'People Styles': How to use this Playlist

'People Styles' Model Overview

'People Styles' Quick Reference Guide

YouTube: 5 minute introduction to 'People Styles'

Team Play: Working with different 'People Styles'

Working with different 'People Styles': How to use this Playlist

What is 'People Styles' about?

Effective interpersonal communication at work is essential for getting things done. As detailed in Bolton and Bolton's book 'People Styles at Work and Beyond', understanding your own style as well as those you work with, helps explain why people behave how they do, how to best support each other and how to leverage others strengths to achieve results.

Why does it matter?

Understanding the different people styles will help you:

- Identify the strengths of your team members and learn how to support them to be their best
- Build trust and rapport in relationships
- More effectively communicate with key stakeholders, including your manager and peers
- Reduce points of conflict in interpersonal interactions

When do I use it?

Understanding the styles of others is useful at all times. It helps you to understand the best way to communicate, motivate and leverage the skills of others.

How do I strengthen my skills?

This Playlist contains a combination of 'Learn' resources (e.g. quick videos, articles or documents) to strengthen your knowledge as well as self-reflection and action planning templates to help you apply what you have learnt.

How can I develop my team's skills?

Individual development: You can support your employees to complete any of the 'Learn' resources that would assist their development. You can download, send or print content for your people, or simply direct them to the relevant resources as they also have access.

Team Plays: This Playlist includes a team activity you can run with your team as a whole to help them better understand and leverage each other's strengths. The session is ideal to run during a team meeting or workshop.

#PeopleStyles #People #Styles #Personality

Working with different People Styles

5 resources

Working with different 'People Styles': How to use this Playlist

'People Styles' Model Overview

'People Styles' Quick Reference Guide

YouTube: 5 minute introduction to 'People Styles'
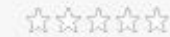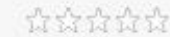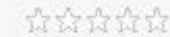

Team Play: Working with different 'People Styles'

Overview | Comments

Created 13 January 2022, 1:33 PM. Last updated 20 January 2022, 2:44 PM.

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'People Styles' Model Overview

LEADERSHIP DEVELOPMENT HUB™

LEARN / OVERVIEW

Learn

This 3-page overview will help you identify each of the four People Styles including their preferences, values, motivators and challenges. This in-depth information will help you understand how to support each style to deliver their best.

'People Styles' model overview

Learn - People Sty... pdf
532.7 KB

Apply

If you would like to undertake a self-assessment to identify your own style or make a plan for bringing out the best in others, use the templates below:

Self-Assessment: What's your 'People Style'?

Apply - People Sty... docx
40.5 KB

Planning Template: Working with other 'People Styles'

Apply - People Sty... docx
39 KB

#PeopleStyles #People #Styles #Personality

Learn: Working with different 'People Styles' – Model Overview

Introduction to 'People Styles'

We are all different, but the People Styles model suggests that there are four broad styles which people adopt and that these influence how we communicate, work and behave. None of the four styles are better or worse than any of the others. Each style has strengths and weaknesses not shared by the others. Each person has a dominant style that influences how they work and having an understanding of your own style and that of the people you work with can help you leverage strengths and achieve the best outcomes.

Understanding Assertiveness and Responsiveness

Before we get into the People Styles, let's begin with two independent spectrums - Assertiveness and Responsiveness. These form the foundation of the four People Styles. Individuals will typically identify as being higher or lower on the assertiveness spectrum, and higher or lower on the responsiveness spectrum. See some example descriptors below and decide whether you might be higher or lower for assertiveness and higher or lower for responsiveness.
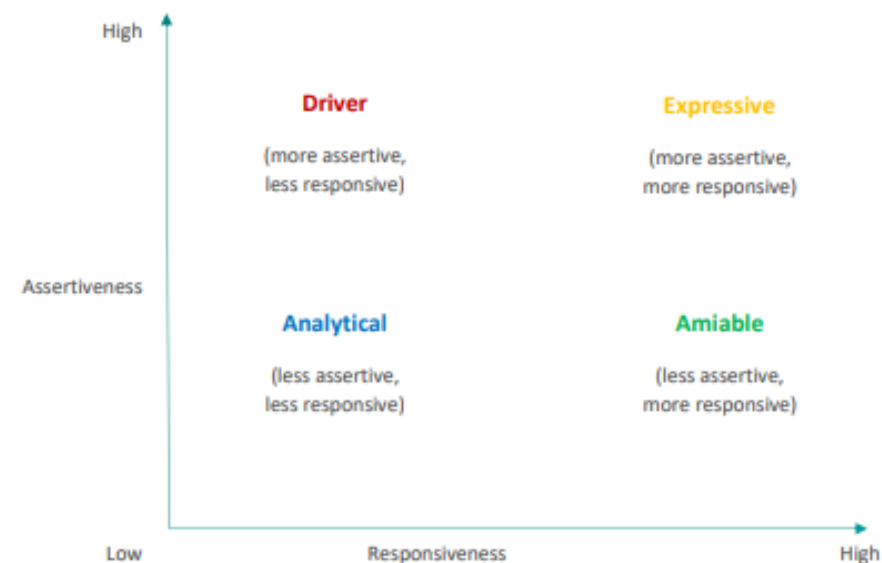
Behaviours of More Assertive People

Exude more energy	Move faster	Gesture more vigorously	Have more intense eye contact
Be erect or lean forward, especially when making a point	Speak more rapidly	Speak louder	Speak more often
Exert more pressure for a decision or for taking action	Address problems quicker	Be more direct when expressing opinions, making requests, and giving directions.	Be more confrontational

The Four 'People Styles'

The People Styles model expands on the two spectrums of Assertiveness and Responsiveness above and identifies four distinct styles based on whether a person is a combination of high or low assertiveness, and high or low responsiveness. The four styles are: Driver, Expressive, Analytical and Amiable.

Driver
(more assertive, less responsive)

Expressive
(more assertive, more responsive)

Analytical
(less assertive, less responsive)

Amiable
(less assertive, more responsive)

Although you may identify with characteristics in more than one area, it is likely that one, or possibly two, styles will dominate. Which one is most like with you?

The key to getting the best out of each other is to 'flex' which involves adapting your style to work with the other person's style. Being aware of your own style and how this affects others, as well as

Apply: People Styles Self-Assessment

Identify your own style

Sometimes it is easy to identify with one of the four styles. If not, talk to a trusted colleague or friend who knows you well and can give you their thoughts. Alternatively, you can complete the following self-assessment to help identify your style.

Instructions:	Description	Rating	Description	Rating	Descr
1. Rate yourself across each of the horizontal lines where 4 is 'most like you' and 1 is 'least like you'. Allocate each number only once.	e.g. Directing	4	e.g. Influencing	3	e.g. St
	Directing		Influencing		Stead
	Self-assured		Optimistic		Delibe
	Adventurous		Enthusiastic		Predic
2. Total your scores vertically for each column.	Decisive		Open minded		Patie
	Daring		Impulsive		Stabil
3. The column with the highest score reflects your style:	Restless		Emotional		Prote
	Competitive		Persuading		Accom
Column 1: Driver	Assertive		Talkative		Mode
Column 2: Expressive					
Column 3: Amiable	Experimenting		Charming		Easy g
Column 4: Analytical					

Apply: Working with other People Styles

Bring out the best in others

Once you have identified your own style, think of up to five people you work with (stakeholders) and write down ideas for how you could better work with them and bring out their best. If you are unsure, look at the 'People Styles Overview' or 'Quick Reference Guide' for more information on the preferences of the different styles. Alternatively, you can ask for ideas from trusted colleagues, especially if they identify with one of the styles!

Stakeholder	People Style (Driver, Expressive, Analytical or Amiable)	How could you adapt to this style and bring out their best? List specific actions.	When will you make this change? List a date or milestone, e.g. end of Jan or in our next weekly meeting.

Working with different People Styles

5 resources

Working with different 'People Styles': How to use this Playlist

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'People Styles' Model Overview

0 0 0 1

'People Styles' Quick Reference Guide

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YouTube: 5 minute introduction to 'People Styles'
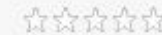
Team Play: Working with different 'People Styles'

Overview   Comments

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'People Styles' Quick Reference Guide

LEADERSHIP DEVELOPMENT HUB™

LEARN / TOOL

Learn

This tool is a great 'go-to' resource. It is just two pages and helps you to quickly identify; a) the types of styles you work with, and; b) how to bring out the best in them. Keep it nearby and refer to it as needed.

	Learn - People Sty... pdf 520.7 KB

Apply

After trying some of the recommendations in this document, reflect on what worked well and what you could do differently next time.

#PeopleStyles #People #Styles #Personality

Learn: People Styles Quick Reference Guide

Consider the following two questions to determine how best to work with the different People Styles.

Q1. What is the style I am working with?

Look for the following 'clues' to identify the style you are working with.

Driver	Expressive
• Great at organisation and taking charge	• Great at persuading and influencing
• Get-it-done person	• Engaging and articulate with lots of gesturing
• Direct in conversation, no-frills approach	• Likes to be around others
• Walks fast, talks fast	• Thrives on being at the centre of things
• Results focused, rational	• Envisions great ideas, big projects
• Practical, bottom-line orientation	• Can be spontaneous and opportunistic
• Prefers to go straight to task, rather than too much 'small talk'	• Likes humour, fun-loving, active

Analytical	Amiable
• Great at planning, systems and processes	• A great listener who prioritises and spends time nurturing relationships
• Methodical and good with the detail	• Reliable and a strong team player
• Low-key body language, quiet person, likes to think things through before speaking	• May ask questions rather than give a direct opinion
• Punctual and focused	• Easy going, likes team harmony
• Comfortable to be at their desk working independently	• Prefers verbal communication to written memos
• Prefers smaller groups of people	• Helps others

Q2. How do I get the best from this style?

Style	Interaction tips
Driver	• Get to the point when interacting with a Driver. By only taking the time you need, this shows you respect their time and priorities. • Be direct, honest and clear. They are candid in interactions and appreciate the same from you. • Remember, Drivers like getting things done! When you go to them with problems, make sure you propose solutions as well.
Expressive	• Make interactions purposeful while being fun, e.g. have a chat over coffee, rather than a meeting room. • Expressives have great energy. Show enthusiasm and recognition of their ideas to keep their positivity and engagement high. This will also have a positive impact on the rest of the team. • Expressives like working with others so providing a work environment which encourages the sharing of ideas will bring out their best.
Analytical	• Analyticals prioritise accuracy and doing things well so giving them information and allowing them to prepare, e.g. for a presentation, will help them shine. • Providing an Analytical with a quiet, uninterrupted working environment will allow them to do their best work. They appreciate team planning processes and systems which help them work methodically. • Analyticals can be perfectionists and sometimes need to be reminded that 'good enough' is ok!
	• Positive working relationships are very important to Amiables so take the time to build rapport and get to know what is important to them. When meeting, check how the Amiable is going prior to making work requests.

Working with different People Styles

5 resources

Working with different 'People Styles': How to use this Playlist

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'People Styles' Model Overview

0 0 0 1

'People Styles' Quick Reference Guide

0 0 0 1

YouTube: 5 minute introduction to 'People Styles'

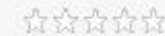### Team Play: Working with different 'People Styles'

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YouTube: 5 minute introduction to 'People Styles'

Learn

This video gives you an introduction to the People Styles model, including how to identify and understand the four styles. It is a great way to get a quick, basic understanding in only five minutes. It is a freely available video on Youtube presented by Susan Madsen (ProjectManager).

Working with different People Styles

5 resources

Working with different 'People Styles': How to use this Playlist

'People Styles' Model Overview

'People Styles' Quick Reference Guide

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Team Play: Working with different 'People Styles'

Team Play: Working with different People Styles

We are all different, but the People Styles model suggests that there are four broad people styles which influence how we communicate, work and behave. Having an understanding of your own style and that of the people you work with can help you to leverage each other's strengths and achieve the best outcomes.

This session will:

- Provide an overview of the People Styles model
- Help your team to develop insight into their own preferences
- Provide team members with an understanding of how to identify and work with others' styles to achieve successful outcomes.

Time required: Approx. 30 minutes

Skills focus: Communication, rapport building and influence

Suitable for: All Monash Health teams

Effort required: Low – medium

Facilitator experience: Medium

Team Play Session Outline:

Team Play - Peopl... docx
745.4 KB

Session Handout:

Team Play Hando... docx
32.5 KB

#PeopleStyles #People #Styles #Personality

Team Play: **Working with different People Styles**

We are all different, but the People Styles model suggests that there are four broad people styles which influence how we communicate, work and behave. Having an understanding of your own style and that of the people you work with can help you to leverage each other's strengths and achieve the best outcomes.

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Suitable for:	All Monash Health teams
Effort required:	Low – medium
Facilitator experience:	Medium

What you will need

This session involves:

- Showing a YouTube Clip
- Providing a handout to support discussion

In person

To show the YouTube clip you will require a projector screen, compatible PC or laptop and internet access. You can provide the YouTube clip URL ahead of time to be watched as pre-work, however during the session is recommended.

You will also need to provide participants with a copy of the 'Team Play - People Styles handout' to use in the session.

Remote

You will require technology to share a YouTube Video during the session. This can be done by sharing your screen using technology such as Microsoft Teams or WebEx.

This session also involves discussion as a team as well as activities in pairs or small groups. Your technology may allow you to use a 'breakout' feature to move smaller groups of participants into 'virtual' rooms. You can also copy and paste activity instructions into the chat function so people can refer back to them if needed.

You will also need to email the: 'Team Play - People Styles handout' ahead of time. Participants will need to have this during the session.

Scheduling the session

Consider the best time for participants, including: When are energy levels best? Does
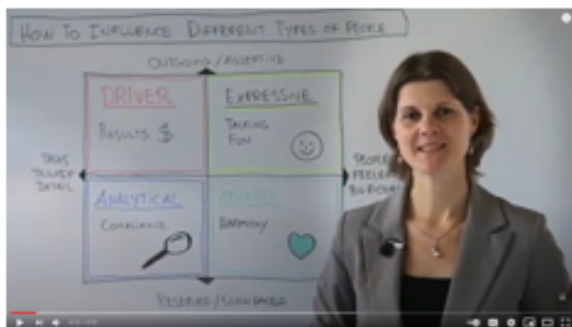
How to run the Team Play

Introduction

Provide an introduction including why this activity has been chosen for the team.

Ensure the focus is positive.

Show video

Play video.

https://www.youtube.com/watch?v=li4mCDH0eUE

Following the video, reaffirm the following:

- We are all different and no style is better than another. Each has its own strengths.
- We may identify with more than one style – obviously there are more than four types of people in the world! However, usually one or two styles will resonate most strongly with an individual.
- This model is useful in starting to think about our own and others preferences and

Discussion

Refer participants to tool: 'Team Play – People Styles handout'. It will be needed to complete the below discussion and activities. These activities require the team to be placed into pairs or small groups.

Activity 1: Identify your own style

Participants to get into pairs or small groups and discuss which people style best reflects them. If unsure, discuss what others see and think. Refer to the handout for additional clues.

Remember we are a combination of all styles and can often do everything the others can, but typically we are most like one or two of these. This is our inherent style.

Allow time for people to share their styles with the wider group if they wish to.

(Approx. 5–10 minutes)

Activity 2: Adapting your style to others

After participants have identified their own style, they can then identify up to five people they interact with (either at work or in their personal lives if preferred). Document what style these people might be and identify strategies that might help bring out the best in these people when working together.

Use handout and discussion within their pair/small group to assist.

(Approx. 10-15 minutes)

Taking Action

Your feedback:

- Questions and comments

- Any other suggestions

When will this be live?

- The Leadership Development Hub will have several regular releases commencing in March, 2022.

- As Playlists are developed and released, we will communicate this at Manager Briefings.