Diversifying Behavior Styles on Project Teams and Enhancing Leadership, Communications and Social Skills

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Chair, ISI Academic Committee

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Meet Today's Presenters

Franklin E. Sherkow

Chair, ISI Academic Committee

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Purpose and Learning Objectives

1. This webinar examines the **behavior styles that many Civil Engineers and technical people possess**, and how that helps them in analytical areas, but could hinder them in dealing with leadership, teambuilding and communications.

2. It also examines the **topics of leadership and communications**. This can be important in understanding the expectations about leadership traits on teams, communications issues, and how to produce better projects.

3. We will tie this to Envision topics and credit areas for **Leadership, Project Teambuilding, and Communication,** as well as project team development and communications inside and outside of the team.

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Webinar Agenda

1. **Behavior Style Diversity**

2. **Leadership**

3. **Communications**

4. **Connection to ENVISION**

5. **Summary**

Source: Franklin Sherkow, PE, ENV SP

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Behavior Style Diversity

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Diversity

Behavior Patterns or Styles
1. **Dominant**
2. **Influencer** (Inspiring)
3. **Steady** (Supportive)
4. **Conscientious**

- **Gender**
- **Race**
- **Age**
- **Disability**
- **Religion**
- **Geography/Nationality**
- **Sexual Orientation**
- **Political Outlook**
- **Others**

Source: Franklin Sherkow, PE, ENV SP

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Team Diversity – Behavior Style

- **Should NOT have all the same Behavior Styles**
- **Should have some or each Behavior Style**
- **Purposefully including diversity – Gender, Age, Race, etc. – reflect the project area**
- **Better leadership, communication, teambuilding within team**
- **Better project team cohesion**
- **Better outreach to community**
- **Best chance for better results**

Source: Franklin Sherkow, PE, ENV SP

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What If You Know What the "Natural" Behavior Strengths and Weaknesses Were of Team Members . . .

Make sure there was . . .

1. Someone leading
2. Good interaction and sensitivity
3. Good communication
4. Listening for all points of view
5. Doing solid analysis
6. Getting the details right
7. Staying on schedule and within budget
8. Having fun
9. **And most importantly . . . Who was likely to provide each the best chance in each skill area?**

Source: Franklin Sherkow, PE, ENV SP

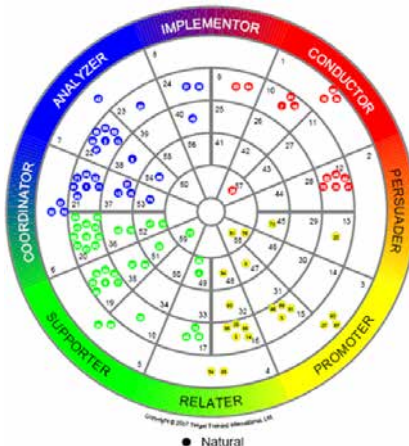Institute for Sustainable Infrastructure

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How to Measure Behavior Styles?
DISC Profile – Proactive Tool

Source: Franklin Sherkow, PE, ENV SP

- A **proprietary behavioral tool** that helps people recognize their own behavioral strengths and weaknesses along with those of others.
- It is particularly effective at **helping you better understand and communicate with people** whose styles you find difficult.
- It **can be used in managing, marketing, coaching, team building, sales and recruiting**.

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Behavior Diversity Styles or Patterns

How to measure – DISC Model (and others)

- William Moulton Marston, a physiological psychologist in his 1928 book, *Emotions of Normal People*

- How normal human emotions lead to behavioral differences among groups of people

- *4 Groups*
  - *D - Dominant*
  - *I - Influencer* (Inspiring)
  - *S - Steady* (Supportive)
  - *C - Conscientious*

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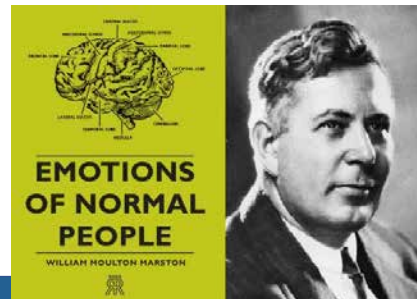
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Behavior Styles or Patterns vs. Other Traits

	Word	Tone	Body	Pace	Focus
Dominant	Direct	Loud	Big	Fast	Problems
Influencer	Creative	Variety	Expressive	Fast	People
Steady	Calm	Soft	Small	Delib.	Pace
Conscientious	Diplom.	Soft	Restrained	Slow	Process

Source: Franklin Sherkow, PE, ENV SP

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DISC Profile or Observation

D - *Dominance*

- *Person places emphasis on accomplishing results, the bottom line, and confidence*
- **Behaviors: Sees the big picture, Can be blunt, Accepts challenges, and Gets straight to the point**

I - *Influence*/Inspiring

- *Person places emphasis on influencing or persuading others, openness, and relationships*
- **Behaviors: Shows enthusiasm, Is optimistic, Likes to collaborate, and Dislikes being ignored**

S - *Steadiness*/Supportive

- *Person places emphasis on cooperation, sincerity, and dependability*
- **Behaviors: Doesn't like to be rushed, Calm manner, Calm approach, and Supportive actions**

C - *Conscientiousness*/Compliance

- *Person places emphasis on quality and accuracy, expertise, and competency*
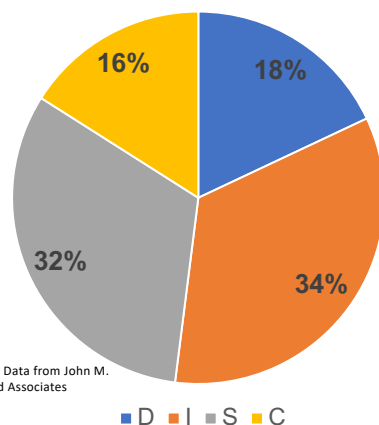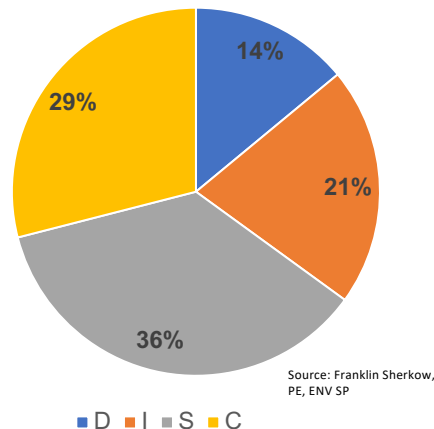- **Behaviors: Enjoys independence, Objective reasoning, Wants the details, and Fears being wrong**

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Where are the "Behavior Style Strengths" In the Population vs. Civil Engineers?

USA - 2017

16%
18%
32%
34%

Source: Data from John M. Ruh and Associates

■ D ■ I ■ S ■ C

OSU CEs - 5 Years

14%
29%
21%
36%

Source: Franklin Sherkow, PE, ENV SP

■ D ■ I ■ S ■ C

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Class of 2011 – OSU CEs

C - *Conscientious* D - *Dominance*

Note the **cluster of dots** in a relatively small range of Behavior Styles

S - *Steady* I - *Influence*

● Natural

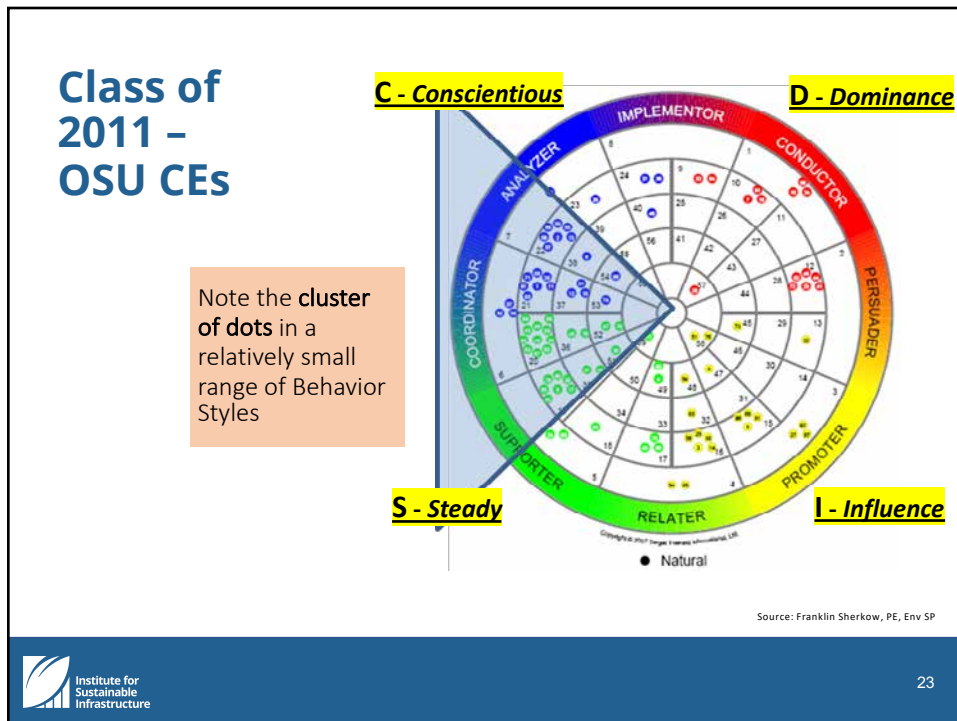Source: Franklin Sherkow, PE, Env SP

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If Your Team is High in "S" and "C", then what?

"Steady" Goals:

- *Personal accomplishments, Group acceptance, Power through formal roles and positions of authority, and Maintenance of status quo and controlled environment*

Will need to expend more energy to:
- *Quickly adapt to change or unclear expectations*
- *Multitask*
- *Promote themselves*
- *Confront others*

"Conscientious" Goals:

- *Unique accomplishments, Correctness, Stability, Predictable accomplishments and Personal growth*

Will need to expend more energy to:
- *Let go of and delegate tasks*
- *Compromise for the good of the team*
- *Join in social events and celebrations*
- *Make quick decisions*

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Class of 2011 – OSU CEs

C - *Conscientious*

D - *Dominance*

Note the **absence of dots** in a relatively large range of Behavior Styles

S - *Steady*

I - *Influence*

Source: Franklin Sherkow, PE, ENV SP

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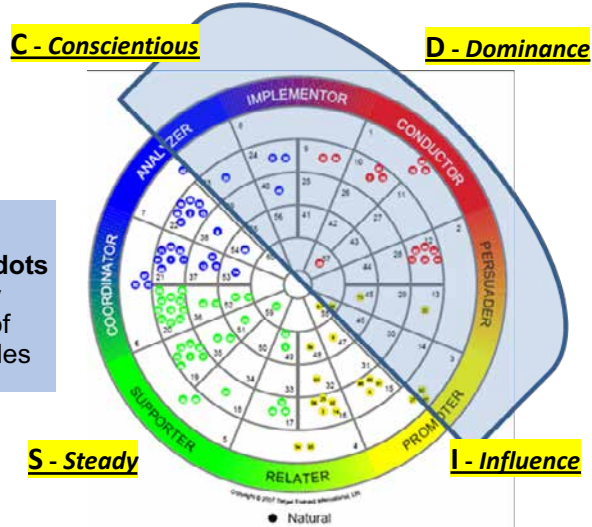
Coincidence?

- Are **people drawn to certain professions** or jobs based on their "Brain Chemistry" or personality "Wiring"?

- Can people **overcome weaknesses** or deficiencies in their Behavior Style?

- Can **teams be built to give them a broader range of Styles**, and thus better chance for success?

Source: Franklin Sherkow, PE, ENV SP

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Teams with Just High "Steady" and "Conscientious" Behavior Styles . . .

Could be Short of three vital skills . . .

- **Leadership**

- **Communications**

- **Teambuilding**
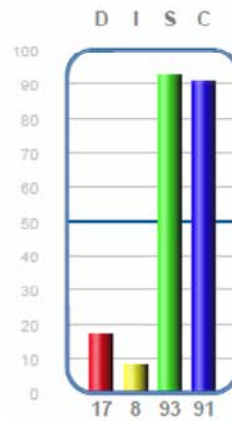
Example of One Student's DISC Data from 2013 Civil Engineering Class at OSU Showing High "S and "C"

Source: Franklin Sherkow, PE, ENV SP from TTI Report

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- **Training** for civil engineers at universities and in the workplace should include: Behavior styles, Leadership, Communications, Teambuilding, and Interpersonal skills

- **Experience** – Exercise your Leadership "wings"

- **Mentoring** – Give advice to young members

- Ensure **Diversify of Team** Behavior Styles (and other diversity areas)

- **Hiring and placement** based on Behavior Styles

- **Performance** reviews

What Can Be Done?

Source: Franklin Sherkow, PE, ENV SP

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Leadership

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Leadership

Source: Franklin Sherkow, PE, ENV SP

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- "The action of leading a group of people or an organization."
- Doing things right vs. Doing the right things
- *Getting people to act in a certain way or do things in order to achieve a goal*
- Big Topic with many definitions and examples

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Traits and principles of LEADERSHIP – US Marine Corps

Source: USMC

1. Justice
2. Judgment
3. Dependability
4. Initiative
5. Decisiveness
6. Tact
7. Integrity
8. Enthusiasm
9. Bearing
10. Unselfishness
11. Courage
12. Knowledge
13. Loyalty
14. Endurance

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How Do CE Student Define LEADERSHIP?

Source: Franklin Sherkow, PE, ENV SP

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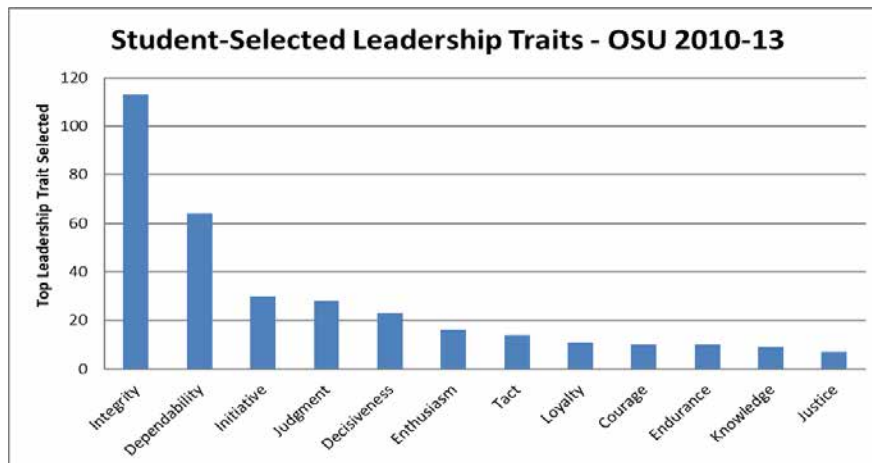
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If You Knew How People Defined Leadership and What They Wanted from Their Leaders…

- Can be used by existing and new supervisors/managers
- Allowing them to see how their subordinates view leadership traits
- Encourage supervisors to exhibit a wider range of leadership traits
- Provide data for Training Program
- Made part of Performance Reviews
- Effective Leaders are versatile

Source: Franklin Sherkow, PE, ENV SP

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Communications

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Communications

1. Think first, speak second
2. Focus on really listening
3. Be aware of your audience
4. Choice the right method
5. Give clear and straightforward answers
6. Make sure you are understood and follow-up

Source: Franklin Sherkow, PE, ENV SP

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Remember – Communications is critical INSIDE and OUTSIDE of the Team

Source: Franklin Sherkow, PE, ENV SP

- Formal and Informal
- Text, Drawings, Voice, and Data
- Technology and Medium
- Keep Records and Files
- Organization and Retrieval
- Assigning Responsibility
- Call-for-Action
- Follow-up

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Increasing Successful Project Delivery

- These topic are essential to **delivering BETTER PROJECTS**
- Freedom on **HOW** to do it
- ***Start with a PLAN***
  - What is the project?
  - Where is it?
  - How big and complex?
  - Client needs?
  - Who are the Stakeholders?
  - Approval process?
  - How long?
  - What cost?
  - What skill sets needed?
  - What personnel?
  - ***Project Manager and key personnel?***

- Pick the right people/firms
- **Use diversity to increase chances of success** – not random choices
- Use tools such as DISC
- Reflect the project area in team selections
- Use **diversity to gain insight** about project area, background, and community

Source: Franklin Sherkow, PE, ENV SP

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Connection to ENVISION

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Photo Source: NOAA

Leadership, Communications, Teambuilding is the **larger part** of the "Iceberg" below the surface for Project Delivery

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But, without Leadership, Communications, Teambuilding, the "Iceberg" can sink your *Project Delivery Ship*

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How Does This Relate to ENVISION?

- There are **specific credits** in Envision related to Leadership, Communication, and Teambuilding, such as:
  - LD1.1 Provide Effective Leadership and Commitment
  - QL1.1 Improve Community Quality of Life
  - LD1.2 Foster Collaboration and Teamwork
- But, there also far more ways that **Envision implicitly integrates these concepts** into the Project Delivery process
- These concepts start at the **very beginning** of the project
- **Behavior Style Diversity** (and other forms of diversity) is important to successful project delivery

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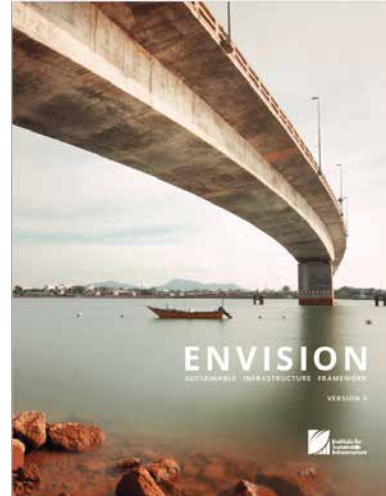
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LEADERSHIP: COLLABORATION

LD1.1 Provide Effective Leadership and Commitment

LEADERSHIP
One Example:
LD1.1 Provide Effective Leadership and Commitment

LEADER or LEADERSHIP
Is mentioned **50** times in v3

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Leadership, Communications, and Teams

- Integrated within Envision v3
- Many references – *explicit and implicit*
- Many "Must-Haves" **within Team and outside**
- Must be in place **BEFORE projects start**
- Build your TEAM with these 3 elements in mind
- *Don't leave it to chance!*

Source: Franklin Sherkow, PE, ENV SP

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Summary

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Summary

- There are **many forms of diversity** – Behavior Styles are vital to **Teams, Leadership and Communications**

- People drawn to **Civil Engineering** are strong in styles related to **detailed work, analysis, and objective reasoning**

- They <u>may</u> not as strong in collaboration, leadership, and compromising

- People drawn to **other professions may have other strengths and weaknesses**

- Selecting the **right mix of people** is important

- **Training** and **Experience** can help overcome behavior style weaknesses

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Summary

- **Leadership** is defined in many ways
  – *How does your team view it?*

- **Picking good leaders** – not a random event (natural style, experience and training)

- Communications is a **two-way process**

- Vital for team and external activities

- **Follow-up** to ensure closure

Source: Franklin Sherkow, PE, ENV SP

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What Can I Do Now?

Source: Franklin Sherkow, PE, ENV SP

- Pick the right people/firms
- **Use diversity to increase chances of success** – not random choices
- Use tools such as DISC
- Reflect the project area in team selections
- Use **diversity to gain project insight and team strengths**
- **Do a Communication audit**
- **Build leadership skills**

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If you want to learn more about . . .

A. **Do Leadership and Social Skills Come Naturally to Civil Engineers?**: https://source.asce.org/what-comes-naturally-to-engineers-means-that-leadership-and-social-skills-may-not/

B. **Leadership as Defined by CE Students**: https://source.asce.org/how-civil-engineering-students-define-leaders/

C. **Can Pearl Harbor Teach Lessons for the Organizations and Companies of Today?**: https://source.asce.org/can-pearl-harbor-teach-valuable-lessons-for-the-organizations-and-companies-of-today/

If you have questions or comments, feel free to contact me: Fsherkow@earthlink.net

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Ask the Expert: Q&A Session

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Chair, ISI Academic Committee

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ILFI and ISI: Supporting Envision Implementation with International Living Future Institute's Programs

Wednesday April 14, 2021, 1:00 pm – 2:00 pm Eastern

Presented by Shawn Hesse, International Living Future Institute, and Anthony Kane, ISI President and CEO

Using Envision to Drive Impact Investments in Infrastructure

Wednesday, May 12, 2021, 1:00 pm – 2:00 pm Eastern

Presented by John Lenti, Greeley and Hansen

Light is Beautiful: Contributions of Manufactured Lightweight Aggregates to Sustainable Infrastructure

Wednesday, June 23, 2021, 1:00 – 2:30 pm Eastern

Presented by Fariborz Tehrani, Expanded Shale, Clay and Slate Institute and Archie Filshill, Aero Aggregates of North America, LLC

Registration: https://sustainableinfrastructure.org/2021-webinar-schedule/

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THANK YOU!

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