

# 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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# Diversifying Behavior Styles on Project Teams

and


# Enhancing Leadership, Communications, Teambuilding, and Social Skills

**February 2021**


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Institute for Sustainable Infrastructure




Source: Franklin Sherkow, PE, ENV SP

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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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Source: Franklin Sherkow, PE, ENV SP

## Webinar Agenda

1. Behavior Style Diversity
2. Leadership
3. Communications
4. Connection to ENVISION
5. Summary

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# Behavior Style Diversity

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## Diversity

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

### Behavior Patterns or Styles

1. **Dominant**
2. **Influencer**  
(Inspiring)
3. **Steady**  
(Supportive)
4. **Conscientious**



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 Knew 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

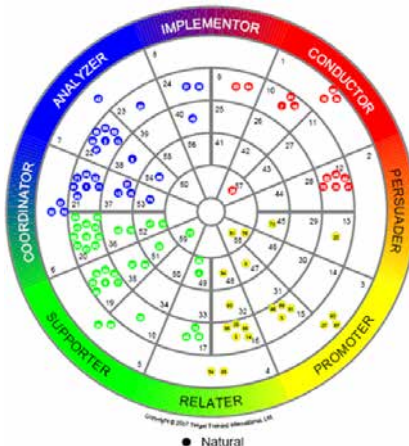


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## How to Measure Behavior Styles?

### *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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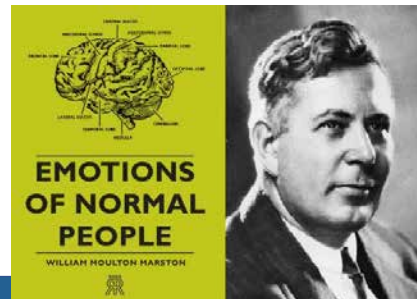
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## Behavior Diversity Styles or Patterns

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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## 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**

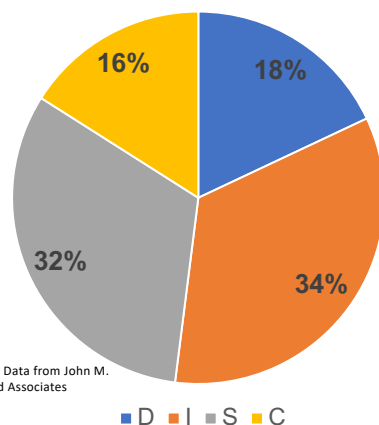


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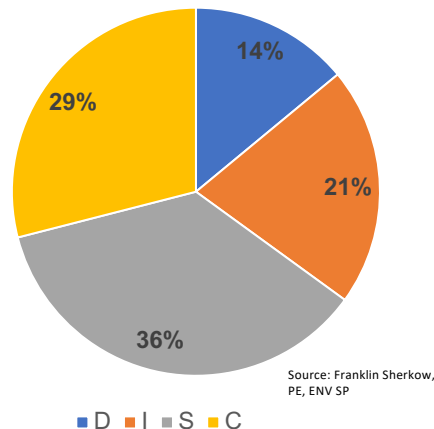
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## Where are the “Behavior Style Strengths” In the Population vs. Civil Engineers?

USA - 2017



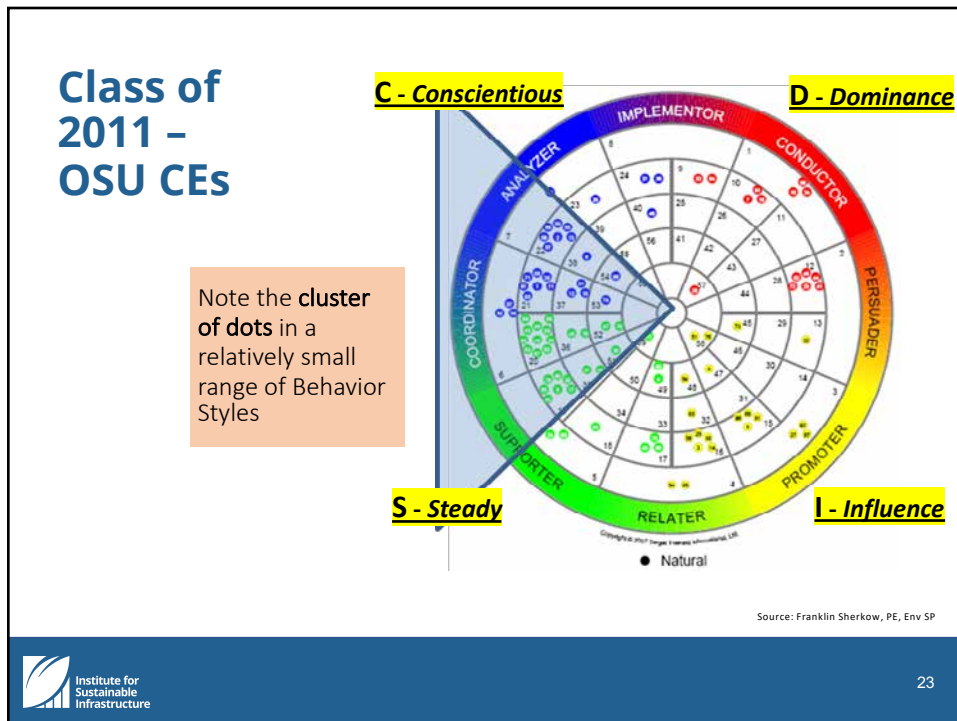
OSU CEs - 5 Years



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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:**

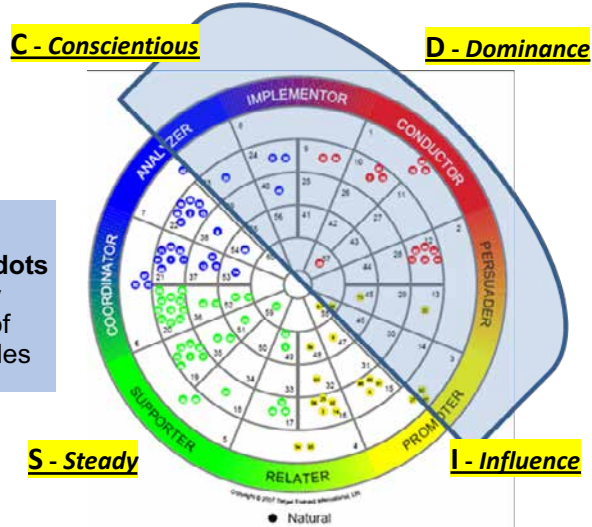
- Let go of and delegate tasks
- Compromise for the good of the team
- Join in social events and celebrations
- Make quick decisions

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## Class of 2011 – OSU CEs

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



## 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?

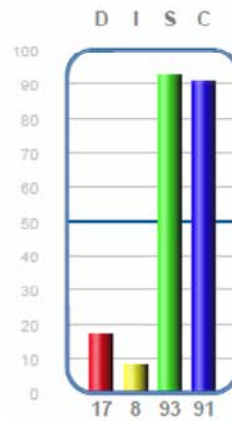


Source: Franklin Sherkow, PE, ENV SP

## 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

- “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

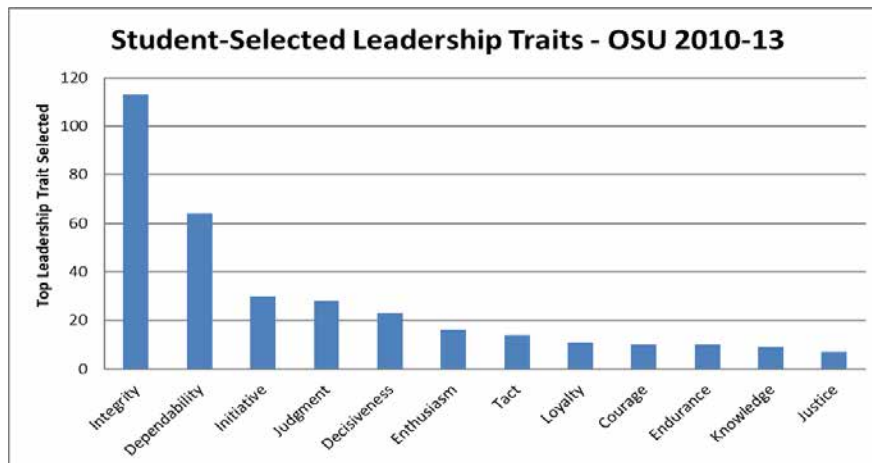


Source: USMC

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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## 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. Choose 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 topics 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

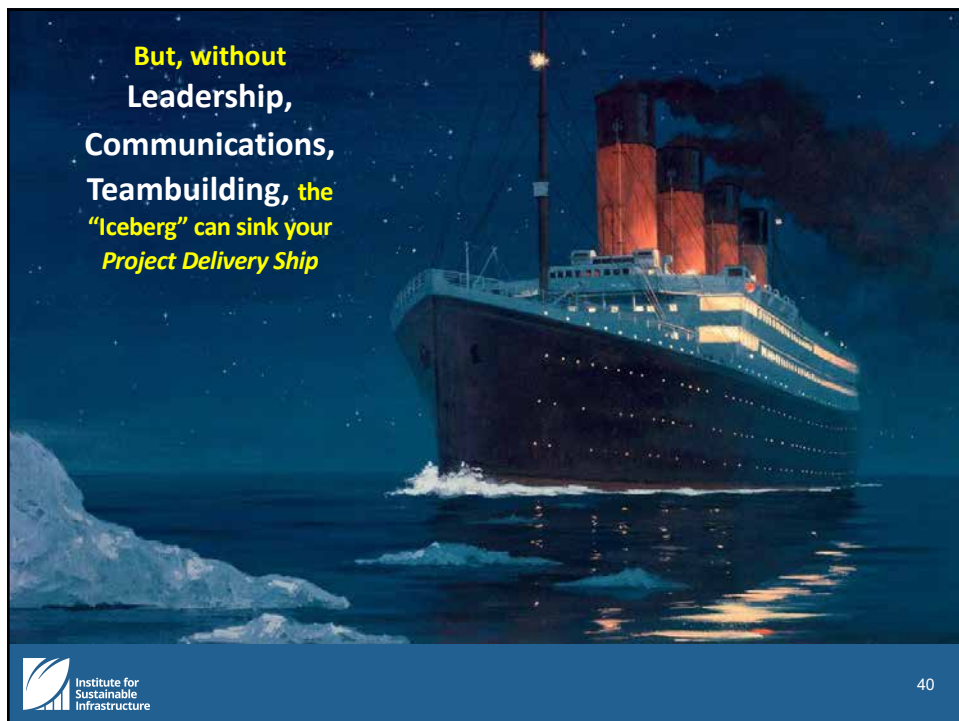


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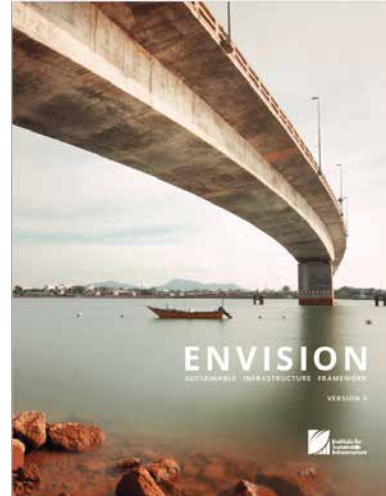
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## How Does This Relate to ENVISION?

- 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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### LEADERSHIP: COLLABORATION

#### LD1.1 Provide Effective Leadership and Commitment

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POINTS

##### INTENT

Provide effective leadership and commitment to achieve project sustainability goals.

##### METRIC

The degree to which the project owner and project team have made general, and project-specific, sustainability commitments and instituted sustainability management policies.


##### LEVELS OF ACHIEVEMENT

IMPROVED A	ENHANCED A + B	SUPERIOR A + B + C	CONSERVING A + B + C + D	RESTORATIVE
(2) Initial Commitment	(5) Strong Commitment	(12) Strong Commitment	(18) Sustainability As A Core Value	Not Available
(A) A written commitment by the owner and project team to address the social, environmental, and economic aspects of the project. Commitments to sustainability are clearly articulated at the project level in a project chartering session and/or contract documents.				
(B) Commitments are supported by a sustainability management policy that is commensurate with the scope, scale, and complexity of the project.				
(C) Sustainability commitments, and progress toward their achievement, are reviewed periodically through meetings or written reports.				
(D) Key members of the project team have made clear commitments to sustainability, as evidenced by: <ul style="list-style-type: none"> <li>• Organizational sustainability policies and/or reports.</li> <li>• Examples of projects, or initiatives, to improve sustainable performance.</li> <li>• Sustainability strategies embedded into their business strategy.</li> <li>• Third party organizational recognition or commitments.</li> </ul>				

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

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

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QUALITY OF LIFE: WELLBEING

**QL1.1 Improve Community Quality of Life**

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POINTS

**INTENT**

Improve the net quality of life of all communities affected by the project and mitigate negative impacts to communities.

**METRIC**


Measures taken to assess community needs and improve quality of life while minimizing negative impacts.

**COMMUNICATIONS**

One Example: QL1.1 Improve Community Quality of Life

**LEVELS OF ACHIEVEMENT**

IMPROVED	ENHANCED	SUPERIOR	CONSERVING	RESTORATIVE
A + B	A + B + C + D	A + B + C + D + E	A + B + C + D + E + F	A + B + C + D + E + F + G
(2) Community Considerations	(5) Community Linkages	(10) Broad Community Alignment	(20) Holistic Assessment & Collaboration	(26) Protecting The Future
<p>(A) The project team identifies and takes into account community needs, goals, and issues. For example, the project team has located and reviewed the most recent community planning information and assessed relevant community needs, goals, and/or issues.</p> <p>(B) The project meets or supports community needs and/or goals.</p> <p>(C) The project assesses the social impacts it will have on the host and affected communities' quality of life.</p> <p>(D) The affected communities are meaningfully engaged in identifying how the project supports community needs and/or goals.</p> <p>(E) Based on the social assessment, potential negative impacts on the host or nearby affected communities are mitigated following a hierarchy that prioritizes avoidance, minimization, restoration, and offsetting.</p> <p>(F) Community satisfaction is demonstrated by feedback from the stakeholder engagement process verifying actions taken in criteria A, B, C, and D.</p> <p>(G) The project proactively addresses trends in changing social, economic, and/or environmental conditions within the community in order to ensure a high quality of life over the long term.</p>				




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**COMMUNICATE, COLLABORATE, or COMMUNITY**

Is mentioned **655** times in v3



LEADERSHIP: COLLABORATION

**LD1.2 Foster Collaboration and Teamwork**

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POINTS

**INTENT**

Enhance project sustainability through interdisciplinary collaboration and teamwork.

**METRIC**


The breadth and inclusivity of interdisciplinary and collaborative meetings and the resulting sustainability performance enhancements.

**PROJECT TEAMS**

One Example: LD1.2 Foster Collaboration and Teamwork

**LEVELS OF ACHIEVEMENT**

IMPROVED	ENHANCED	SUPERIOR	CONSERVING	RESTORATIVE
A	A + B	A + B + C	A + B + C + D	Not Available
(7) Early Collaboration	(5) Achieving Goals	(12) Ongoing Collaboration	(18 ) Life-Cycle Collaboration	
<p>(A) Sustainability goals are defined early during interdisciplinary collaborative project kickoff meetings among project staff at all levels.</p> <p>(B) The project team can demonstrate sustainability performance enhancements that resulted from the interdisciplinary collaborative process. Performance enhancements should result from a whole systems design approach, rather than sustainability add-ons.</p> <p>(C) Ongoing collaboration meetings are conducted throughout design with the owner and the interdisciplinary project team to clarify expectations, discuss potential opportunities, and identify potential barriers to integrated design. Meetings involve a broad set of project participants.</p> <p>(D) The interdisciplinary collaboration or integrated design process specifically includes stakeholders from later construction, operations, and/or maintenance phases. Important considerations over the project life are understood and incorporated into the project.</p>				



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**TEAM**

Is mentioned **563** times in v3

## 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 may 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**

## If you want to learn more about . . .

- 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/>
- Leadership as Defined by CE Students:** <https://source.asce.org/how-civil-engineering-students-define-leaders/>
- 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](mailto:Fsherkow@earthlink.net)

## Ask the Expert: Q&A Session



**Franklin E. Sherkow**

Chair, ISI Academic Committee



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2. Submit your renewal fee for the upcoming year

*Attendance during this presentation qualifies for 1 hour of education toward your ENV SP credential maintenance. Please self-report your hours.*

Questions: [info@sustainableinfrastructure.org](mailto:info@sustainableinfrastructure.org)



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## Don't miss these upcoming webinars!

### **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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