



La MANCHE: Leading and Managing Change in Higher Education

TEMPUS IV PROGRAMME

**3rd Project Meeting
24th October**

**Practical approach to developing effective communication skills
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North “I can do it”/ “Do it now”

Approaches to work/leadership style:

- Active, active, decisive
- Likes to be in control
- Comfortable being up front
- Quick to act, expresses sense of urgency for others to act now
- Enjoys challenges presented by difficult situations and people
- Thinks in terms of the “bottom line”
- Courageous
- Perseveres, not stopped by hearing no
- Likes variety, novelty, new projects

Overuse – Style taken to excess:

- Can seem bogged down by need to press ahead, decide
- Seem to not care about process
- Can get defensive quickly, argue
- May get autocratic
- Want things their way, overrule people in decision making process
- See things in terms of black and white
- Not sensitive to other people’s feelings, may be perceived as cold

- Have trouble relinquishing control, find it hard to delegate “if you want to do something right, do it yourself.”

Best way to work with a North:

- Present your case quickly, clearly and with enthusiasm
- Let them know how they will be involved
- Focus on the “challenge” of the task
- Provide plenty of autonomy
- Give positive public recognition
- Use them in tasks requiring motivation, persuasion, initiative
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South “Right, Fair”

Approaches to work/leadership style:

- Allows others to feel important in determining direction
- Value driven
- Interaction is primary – uses relationships to accomplish task
- Willing to trust others statements
- Feeling-based, trust own emotion/intuition, intuition regarded as “truth”
- Team player, receptive to others’ ideas, build on ideas of others
- Non-competitive

Overuse: style taken to excess

- Can be bogged down when they believe relationships, needs of people are being compromised.
- Has trouble saying no
- Internalizes difficulties and assumes blame
- Prone to disappointment when relationship is seen as secondary to task
- Difficulty confronting, dealing with anger, may be manipulated by anger
- Easily taken advantage of
- Immersed in present, loses track of time, immersed in “now”, may not see long range view

Best way to work with the South:

- Remember process, attention to what’s happening in the relationship (feelings between you right now).
- Needs to feel decisions are ethically right – justify decisions around values, ethics, and the right thing to do.
- Appeal to relationship between you and this person, this person and others
- Listen hard and allow the expression of feeling and intuition in logical arguments
- Easily steamrolled by others
- Provide plenty of positive reassurance and likeability

- Get to know the person personally, let them know that you appreciate them

EAST “Option” “Possibility”

Approaches to work/leadership style:

- Visionary who sees the big picture
- Very idea oriented, focus on future thought
- Insight into mission and purpose
- Looks for overarching themes and ideas
- Likes to experiment and explore
- Strong spiritual awareness – attune to higher level

Overuse: Style taken to excess:

- Can be bogged down by lack of vision or too much emphasis on vision
- Can lose focus on task
- Poor follow through on projects
- May become easily overwhelmed
- Not time-bound, may lose track of time
- Tends to be highly enthusiastic early on, then burns out over the long haul
- Can develop a reputation for lack of dependability

Best way to work with the East:

- Show appreciation and enthusiasm for ideas
- Listen and be patient during generation of ideas
- Avoid critical or judgmental statements of ideas
- Allow and support divergent thinking
- Provide a variety of tasks
- Provide help and supervision checkpoints on detail and project follow through

WEST “Objective”

Approaches to work/leadership style:

- Seen as practical, dependable and thorough in task situations
- Helpful to others by providing planning and resources
- Moves carefully and follows procedures and guidelines
- Uses data analysis and logic to make decisions
- Weighs all sides of an issue, likes balance
- Introspective, self-analytical
- Careful, thoroughly examines people’s needs in situations
- Works well with existing resource – gets the most out of what has been done in the past
- Skilled at finding fatal flaws in an idea or project

Overuse: style taken to excess:

- Can be bogged down by information, analysis process
- Can become stubborn and entrenched in position
- Can be indecisive, collect unnecessary data, “analysis paralysis”
- May appear cold or withdrawn with respect to others’ working styles
- Tendency towards watchfulness, observation
- Can remain withdrawn, distant
- Resists emotional pleas and change

Best way to work with a West:

- Allow plenty of time for decision making
- Provide data – objective facts and figures this person can trust
- Don’t be put off by critical NO statements
- Minimize expressing of emotions, use logic whenever possible
- Appeal to tradition, sense of history, correct procedures

Based on:

http://www.nsrffharmony.org/protocol/doc/north_south.pdf

Other sources:

<http://masteryofself.wordpress.com/2011/04/05/north-south-east-or-west-put-your-character-to-the-test/>