

MY SELF DISCOVERY

Week 5-Career Values and Social Styles



CAREER VALUES

MY SELF DISCOVERY

Why Focus on Career Values?

It is important to consider why we are drawn to certain types of careers, as well, as why we are disinterested in others. After graduation, many students enter the workforce and experience varying degrees of “career disillusionment” – they find themselves moving from one employer to the next in search of the perfect job.

Understanding our career values is a critical step in the career planning process. Our values help us to define what is purposeful, meaningful, and important in our lives – they help to guide our choices when looking at potential careers or employers that we wish to work for. Often when we experience job dissatisfaction, it is a result of value misalignment. For example, let's say that your top two career values are autonomy and achievement. However, you are working for a large bureaucratic organization where change is extremely slow and handled with caution. In addition to this, you report directly to a “micro” manager who enjoys overseeing everything you do and is insistent that your work does not deviate from your job description – which is very limited! How long do you think it will be before you begin looking for another job or show up to work each day with grudging compliance?

Career Value Framework

Taking time to explore and identify our core values is one of the most important investments that you will make. Finding the right career is not something that happens by accident or that we miraculously fall into – it is intentional and focused. A helpful framework for thinking about career values was developed Nova (www.novaworks.org). “In their Values Driven Work assessment exercise, career values are clustered in four domains: Intrinsic Values, Work Environment Values, Work Content Values, and Work Relationship Values.

Intrinsic Values: What motivates me to truly love my work day after day? Among a list of these values are Achievement, Giving to Community, Status, Independence, and Power.

Work Environment Values: What working conditions provide an optimum environment in which I can do my best work? Work Environment Values include Learning, Benefits, Fast-Paced, Comfortable Income, Structure and many more.

Work Content Values: What makes my work activities most satisfying and engaging to me? Among the 18 values in this area are values such as Problem Solving, Organizing, Public Contact, Detailed, and Creative.

Work Relationship Values: What characteristics of interaction with others in my workplace are the most important to me? Work Relationship Values include Open Communication, Diversity, Leadership, Teamwork, Competition, and Trust.”

Career Value Exercises

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Describe in detail what your dream career would look like (your role, responsibilities, location, benefits, pay, workplace environment, etc.).

Based on the description you provided of your dream career, go through the career values inventory below and begin to identify related values.

After you have identified these values, rank your top five based on their level of importance.

Career Value Inventory

What is important to you?

Review the examples of work values below and rate their importance:

Very Important: You must have this in your work

Important: This would be nice to have

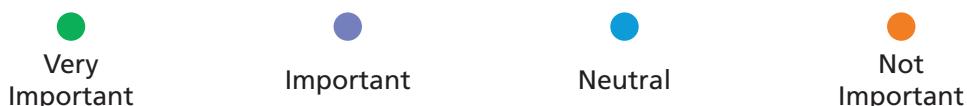
Neutral: Undecided – no strong feeling one way or the other

Not Important: This is something you could easily go without

Achievement: Results oriented; using your strongest skills; feeling a sense of accomplishment



Advancement: Move forward in your career and have opportunities to grow



Adventure/Excitement: Risk taking, lots of activity, and thrill seeking through action



Aesthetics: Appreciation for the beauty of things, people, art, nature, and surroundings



Altruism / Help Society: Contribute to the greater good



Balance: The ability to pursue interests and fulfill commitments outside of work



Benefits: Additional work compensation such as vacation, insurance, sick benefits, etc.



Collaboration: Provide support / service to others to find common ground and achieve shared growth



Competition: Opportunities to test your skills or match your performance against others



Consistency: Consistent duties that are dependable and do not change over time



Contact: Frequent contact with colleagues, clients, students, patients, customers



Creativity: Express new ideas, programs, systems, etc.



Expertise: Be known as someone with special knowledge, skill, and ability in a specific area



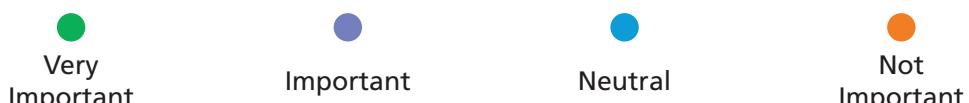
Fun: A playful, light hearted work environment where humor is appreciated



Fast Paced: Quick pace of activity with quick outcomes



Harmony: A calm, harmonious environment with minimal conflict



Help Others: Assist others in direct ways, either in groups or individually



Independence: Work without constant supervision; the ability to make decisions without consult



Influence Others: Have significant impact on others to change attitudes and opinions



Kinesthetic: Use your hands and body



Knowledge/Learning: Gather new information and ideas



Leadership: Inspire, motivate, or direct others



Location: Live somewhere conducive to your lifestyle and priorities



Make Decisions: Power to decide course of action / policies



Mental Challenges: Perform tasks requiring mental effort in order to be done successfully



Money: Significant financial benefit / making a lot of money



Personal Growth: Opportunities to grow as a person



Physical Challenge: Physical demands you find rewarding



Spiritual Fulfillment: Consistency with your ideals, beliefs, and / or morals



Security: Stable work environment and financial stability



Status / Prestige: Respect from others given nature and level of your work



Support: Advocacy, resources, training, and guidance from management



Technology: Use of computers, electronic equipment, and technical software



Time Freedom: Management of your own schedule / workload



Travel: Opportunity to travel



Variety: Frequent changes in your work tasks



Work Alone: Do projects individually; little contact with others**Work Conditions:** Comfortable work environment, dress code, additional amenities**Work Under Pressure:** Time pressure is significant and quality is critically received

Now rank your top five based on their level of importance.

SOCIAL STYLES

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Impact of Styles on Communication & Interpersonal Skills

A critical component of developing effective communication and interpersonal skills is understanding our personal style and the styles of others whom we are interacting with. Often communication or relationship breakdowns happen as a result of style differences. Each one of us has a unique style that directly impacts the way we understand and perceive the world around us. You have probably heard the saying “perception is reality”, and every person’s perception is different! The act of simply “being” with others can be interesting and challenging at the same time – the way we see ourselves isn’t always the way others see us and vice-versa.

Imagine the difference in the quality of our relationships, if we actually took the time to observe and understand social styles – beginning with ourselves and then focusing on the behaviors of others. At a sub-conscious level, we are often drawn to people with similar styles because it is familiar and comfortable. In order to build strong communication and interpersonal skills, we must step out of our comfort zone and seek to understand styles that are different – especially the ones that make us feel uncomfortable or even defensive at times.

The key to building and maintaining quality relationships rests on our ability to make others feel comfortable or at ease. You can use your knowledge of social styles to adapt your behavior and enhance the ways you communicate with others. Communication is been defined as “the transfer of information” – sounds relatively simple, yet there is nothing simple about it. Albert Mehrabian, a professor from the University of California determined that “effectiveness of communication is based on three factors:

- *7 percent of the effectiveness of communication is based on the words that we use.*
- *38 percent of the effectiveness is based on the way we say the words we choose.*
- *55 percent of effectiveness is based on nonverbal cues, such as facial expression.”*

SOCIAL STYLES

Over the years, there has been a vast amount of research done on communication and personal styles.

According to Wilson Learning Group, social styles are based on observable behaviors that can be grouped into four general social styles: Analyticals, Drivers, Expressives and Amiables. In order to identify your own social style, complete the following questionnaire.

DESCRIPTION OF SOCIAL STYLES

(Wilson Learning, 2004, 2011, Chapters 13 to 16)

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	Analyticals	Drivers
Social Style	Detail-oriented. Deliberate. Well-organized. Listens to and studies information carefully before weighing all alternatives. Lets others take the social initiative. Prefers an efficient, businesslike approach. Prefers information presented in a systematic manner. Conservative and practical in business decisions. Technically oriented. Relies on structural approach and factual evidence	Businesslike. Results-oriented. Likely to take charge and take initiative. Likes challenges. Makes quick decisions. Direct and to the point. Strong opinions and convictions. Hard-working. Efficient. Confident and competent. Productively coordinates the work of others. Likely to challenge new ideas. Quick to respond. Inclined to correct, modify or add to other's ideas. Straightforward. Responsible. Makes things happen.
Observable Behaviors	Reserved. Few gestures. Proper speech. Formal posture and appearance. Listens well. Deliberate rate of speech.	Serious. Formal posture. Restrained gestures. Rapid speech. Direct. Voice inflection varies little, usually to emphasize a point.
Work Style	Fairly independent. Follows structured approaches.	Independent
Attitude about Time	Take time to deal with matters objectively and logically. Move with deliberation.	Use it efficiently to get desired results
Attitude about Others	Relationships take time to develop, and someone else will probably make the initial effort to make a new contact.	Relationships are important but secondary until a task is defined and competency to deal with it is established.
Strengths	Excellent problem solvers who create and find solutions because they rely on facts and logic	Provide clear expectations and produce results efficiently and effectively.
Weakness	Can be overly critical and picky. They can belabor information gathering to the point of being indecisive	Can be pushy, controlling and don't always listen to or value the opinions of others
Behavior Under Stress	Avoids directly confronting the issue at hand	Autocratic – not taking into account other's wishes or opinions

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	Amiables	Expressives
Social Style	<p>Quiet. Unassuming. Supportive. Warm. Friendly listeners. Easy to get along with. Enjoys personal contact. Shares responsibility. Concerned about collaboration, providing support, reaching agreement. Requires extensive data for decision-making. Prefers to have consensus before moving ahead. Often focuses on personal ties before goals.</p>	<p>Energetic. Inspiring. Emotional. Fast paced. Comfortable taking social initiative. Engages freely in friendly conversation before tackling tasks. Futuristic. Talkative. Intuitive. Willingly shares ideas, insights, dreams and visions. Risk-taker. Competitive. Spirited. Creative. Enthusiastic. Likes an audience. Ambitious.</p>
Observable Behaviors	<p>Warm, friendly and open. Relaxed posture. Slow speech. Pleasant and soft voice. Open and eager facial expressions.</p>	<p>Energetic and enthusiastic. Gestures that are open and wide. Voice that is loud and varied. Fast-paced and lively.</p>
Work Style		With others
Attitude about Time	<p>Take time to establish relationships and to make steady progress through a slow, sure pace.</p>	<p>Move fast but spend time energizing others, sharing visions, dreams and ideas.</p>
Attitude about Others	<p>People are the most important asset in any project and collaborating with others is the best way to get things done.</p>	
Strengths	<p>They have natural skills for coaching, counselling and helping others. They provide support and positive strokes for other people's work and accomplishments. They are loyal and dedicated to those they work with.</p>	<p>Create excitement and involvement. They share vision and ideas. The motivate and inspire others and make people feel good about themselves.</p>
Weakness	<p>They can appear to be overly sensitive and emotional. They can emphasize relationships to the point it may be perceived as interfering with tasks or deadlines.</p>	<p>They can be overly excitable and impulsive. They can sometimes overlook facts and be overly dependent on feelings and intuition. They can lose track of important details.</p>
Behavior Under Stress	<p>Verbally attacks</p>	<p>Accepts reluctantly without protest</p>

Social Styles Questionnaire

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Now that you know about the Social Styles let's find out which best describes you. Consider each of the following questions separately and circle the one letter (a, b, c, or d) that corresponds to the description that best fits you. If you have trouble selection only one answer, ask yourself which response, at school, would be the most natural or likely for you to make.

After scoring your responses, you will notice you are not just one style, and neither is anyone else so you have to adjust your communication accordingly. It is important not to label someone because we are all different and complex so no one fits into a box. This tool, as with others tools, is meant to be a guide and to give you ideas but the best learning is through trial, error, reflection and trying again.

Self-Evaluation Questionnaire

There are no right answers to these questions, so base you response on how you are today, not how you think you should be or would like to be in the future.

- When talking to a peer...
 - a. I maintain eye contact the whole time
 - b. I alternate between looking at the person and looking down
 - c. I look around the room a good deal of the time
 - d. I try to maintain eye contact but look away from time to time
- If I have an important decision to make...
 - a. I think it through completely before deciding
 - b. I go with my gut instincts
 - c. I consider the impact it will have on other people before deciding
 - d. I run it by someone whose opinion I respect before deciding
- My work area mostly has...
 - a. Family photos and sentimental items displayed
 - b. Inspirational posters, awards, and art displayed
 - c. Graphs and charts displayed
 - d. Calendars and project outlines displayed
- If I am having conflict with a peer...
 - a. I try to help the situation along by focusing on the positive
 - b. I stay calm and try to understand the cause of the conflict
 - c. I try to avoid discussing the issue causing the conflict
 - d. I confront it right away so that it can get resolved as soon as possible

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• When a peer is explaining a problem to me...

- I try to understand and empathize with how she is feeling
- I look for the specific facts pertaining to the situation
- I listen carefully for the main issue so that I can find a solution
- I use my body language and tone of voice to show him/her that I understand

• When I attend class or presentations...

- I get bored if the person moves too slowly
- I try to be supportive of the speaker, knowing how hard the job is
- I want it to be entertaining as well as informative
- I look for the logic behind what the speaker is saying

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- When I want to get my point across to my peers...

Sž I listen to their point of view first and then express my ideas gently

Tž I strongly state my opinion so that they know where I stand

Už I try to persuade them without being too forceful

Vž I explain the thinking and logic behind what I am saying

- When I am late for a meeting or appointment...

Sž I don't panic but call ahead to say that I will be a few minutes late

Tž I feel bad about keeping the other person waiting

Už I get very upset and rush to get there as soon as possible

Vž I apologize profusely once I arrive

- I set goals and objectives at school...

Sž I think I can realistically attain

Tž I feel are challenging and would be exciting to achieve

Už ; need to achieve as part of a bigger objective

Vž Will make me feel good when I achieve them

- When explaining a problem to a peer whom I need help from...

Sž I explain the problem in as much detail as possible

Tž I sometimes exaggerate to make my point

Už I try to explain how the problem makes me feel

Vž I explain how I would like the problem to be solved

- When I am behind on a project and feel pressure to get it done...

a. I make a list of everything I need to do, in what order, by when

b. I block out everything else and focus 100 percent on the work I need to do

c. I become anxious and have a hard time focusing on my work

d. I set a date to get the project done by and go for it

- When I feel verbally attacked by someone...

a. I tell her to stop it

b. I feel hurt but usually don't say anything about it to her/him

c. I ignore her/him anger and try to focus on the facts of the situation

d. I let her know in strong terms that I don't like her behaviour

Scoring the Questionnaire

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Once you have finished the questionnaire, review the following scoring sheet. You will be scoring yourself on the four specific social styles.

Transfer your answers from the questionnaire to the scoring sheet and then count up the number of times you circled each style. Enter these scores at the bottom of the scoring sheet. The style where you scored the most points is your primary working style.

1 a. Driver b. Amiable c. Analytical d. Expressive	7 a. Analytical b. Driver c. Expressive d. Amiable	13 a. Analytical b. Expressive c. Driver d. Amiable
2 a. Analytical b. Driver c. Amiable d. Expressive	8 a. Expressive b. Analytical c. Amiable d. Driver	14 a. Analytical b. Expressive c. Amiable d. Driver
3 a. Amiable b. Expressive c. Analytical d. Driver	9 a. Amiable b. Analytical c. Driver d. Expressive	15 a. Analytical b. Driver c. Amiable d. Expressive
4 a. Expressive b. Amiable c. Analytical d. Driver	10 a. Driver b. Amiable c. Expressive d. Analytical	16 a. Driver b. Amiable c. Analytical d. Expressive
5 a. Driver b. Expressive c. Amiable d. Analytical	11 a. Amiable b. Driver c. Expressive d. Analytical	
6 a. Amiable b. Analytical c. Expressive d. Driver	12 a. Analytical b. Amiable c. Driver d. Expressive	

Total Driver Score _____
 Total Amiable Score _____

Total Analytical Score _____
 Total Expressive Score _____

The four terms (*Driver, Expressive, Amiable, and Analytical*) were originally coined by Dr. David Merrill, founder of Tracom Consulting Group. If you are interested in reading more about the research done by Dr. Merrill and his associates, read *Personal Styles and Effective Performance: Make your Style Work for You* by Dr. David Merrill and Roger Reid (Radnor, PA.: Chilton, 1981).

MY SELF DISCOVERY

Social Styles Exercises

- Based on the results of the Social Styles Questionnaire, provide a detailed example of when your social style has benefited you (SAR: situation/action/result) in your work, academic or personal life.

- Describe a situation where you experienced tension or unease working with a style that was different from your own. With your new knowledge of social styles, how would you approach the same situation today to achieve better results?
