PMA PHILADELPHIA

Know Your Colleagues

Most people agree that the most successful work teams have a strong foundation of trust. In order to begin building trust, it is helpful to invest time in getting to know each other. It is common to limit ourselves to surface questions when we first meet a new colleague, but real connection grows when we revisit over time and explore each other's needs. Whether you've been working together for a short or long time, co-located or at a distance, spending time in this activity will pay you back with a return in your connection quality and ultimately your results.

Instructions:

1. Complete the **Get to Know Yourself** section thinking about your own values, motivators, behaviors and conflict experiences.
2. Complete the **Connection-based Introduction**, while you consider how you can deepen your colleague's knowledge of who you really are in the workplace. This is just a thought-starter, so don't feel like you must stick to it exactly.
3. Use the **Get to Know Them** questionnaire to stimulate a conversation with each key colleague in order to explore how they see themselves. People may be more comfortable seeing the questions in advance of your conversation.
4. Identify areas to flex and adapt to the needs of your colleague by completing the **Strategy for Increased Connection** form. Feel free to discuss your plans with your colleague to verify that you are interpreting there answers correctly.

Review the set of sample forms on pages 5-8 before you begin completion. Also, we've included an abbreviated list of values for you to draw from. Keep in mind that you may not find the exact phrase in the list, but you can use it as a thought-starter.

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Get to Know Yourself questionnaire

- Values

What is most important to you in the workplace?

- Motivators

Describe your best day? What gets you excited?

- Threats/Fears

What drains your motivation?

- Common behaviors

(Observable actions and traits)

- Conflict triggers

What do you care about so much that it will provoke an emotional response?

- Conflict behaviors

How are you inclined to behave when you are angry or hurt?

Connection-based Introduction

"It might be helpful for you to know that I really value _____ and am most motivated when I am _____. It's why you'll often see me _____ and _____. I have a tendency to get irritated by _____ and may even go into conflict if I am confronted by _____." If you see me _____, it probably means I'm in conflict and you should _____."

Get to Know Them questionnaire **Name:**

- Values

What is most important to them in the workplace?

- Motivators

Ask them to describe their best day? What gets them excited?

- Threats/Fears

What drains their motivation?

- Common behaviors (Observable actions and traits)

- Conflict triggers

What do they care about so much that it will provoke an emotional response?

- Conflict behaviors

How are they inclined to behave when they are angry or hurt?

Increase Connection

- Better connection with them you should:
- To support their motivators:
- To avoid conflict:
- If they go into conflict you should:

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Abbreviated List of Values to Consider

Independence

Thoughtful Decision-Making

Process Innovation

Objectivity

Flexibility

Collaboration

Sociability

Trust

Caring of Others

Respecting Individuality

Innovation

Competitiveness

Risk Taking

Autonomy

Continuous Improvement

Personal Excellence

Self-Reliance

Fairness

Interdependence

Consensus

Openness

Harmony

Helping Those in Need

Goal Completion

Fast Decision-Making

Being Progressive

Quality

Influencing Others

Sample: *Get to Know Yourself questionnaire*

- Values

What is most important to you in the workplace?

Progress, growth, relationships

- Motivators

Describe your best day? What gets you excited?

Getting lots done, discussing new ideas, impacting people's growth

- Threats/Fears

What drains your motivation?

Negativity, bureaucracy, getting lost in the weeds

- Common behaviors

(Observable actions and traits)

Enthusiastic, action-oriented, outgoing, problem-solving

- Conflict triggers

What do you care about so much that it will provoke an emotional response?

Not being included in decisions

Things moving too slow

- Conflict behaviors

How are you inclined to behave when you are angry or hurt?

Argumentative and somewhat aggressive

Sample: *Connection-based Introduction*

Connection-based Introduction

"It might be helpful for you to know that I really value progress and am most motivated when I am checking things off my list. It's why you'll often see me make quick decisions and embrace innovation. I tend to get irritated by excessive details and may even go into conflict if I am confronted by people being overly cautious." If you see me become argumentative and defensive, it probably means I'm in conflict and you should slow down and ask me questions about my ideas or concerns.

Sample: *Get to Know Them* Questionnaire

Name: Colleague

- Values

What is most important to them in the workplace?

Being supportive, team success, stability

- Motivators

Ask them to describe their best day? What gets them excited?

Contributing to a calm, stable atmosphere

Helping people work together

- Threats/Fears

What drains their motivation?

Dealing with angry, pushy or argumentative people

Taking risks

- Common behaviors

(Observable actions and traits)

Friendly, team player, calm, good listener

- Conflict triggers

What do they care about so much that it will provoke an emotional response?

Unplanned change or loss of stability

Being in a chaotic or conflicted environment

- Conflict behaviors

How are they inclined to behave when they are angry or hurt?

They will become quiet initially. If it continues, they will shut down a conversation or avoid responding to emails and meeting requests.

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Sample: *Strategy for Increasing Connection*

Name: Colleague

- Better connection with them you should:
    - ***Include them in brainstorming.***
    - ***Express a genuine appreciation for their contribution to the team.***

- To support their motivators:
    - ***Ask them for help in accomplishing tasks (vs directive)***
    - ***Try to maintain calm, predictable environment***

- To avoid conflict:
    - ***Give them advanced notice and time to adjust to any impending changes.***
    - ***Avoid pushing them beyond their comfort zone.***

- If they go into conflict you should:
    - ***Give them space and time to process their reaction.***
    - ***After some time, you should give them assurance that the relationship is undamaged.***

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About PMA Philadelphia

Founded in 1995, Priority Management Associates is a training company that is tuned in to the needs of the modern workforce. Experts at delivering on-site corporate trainings and executive coaching through one-on-one sessions, facilitated group workshops and webinars, we specialize in developing comprehensive learning initiatives. Our specialty areas include (but are not

limited to): leadership, management and supervisory development, change management, workload management, communication and managing projects. PMA Philadelphia has delivered trainings to companies throughout the United States, the Caribbean and Europe. Our innovative programs have helped organizations spanning a variety of industries including: manufacturing, health care, finance, education and many others.

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