

Meetings & Writing



Personalities and Group Dynamics in Meetings

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Time: 9:00am-11:00am

Panelist

CS Erick O. Owino



CS. Owino is an Organization Study, Organization Design and Corporate Governance expert, an experience that has spanned the last 15 years. He was member of the taskforce for the development of Kenya Film Bill 2021 and the Kenya Film Policy 2021. He participated in the Organization Study and Design of the Kenya Forest Service and the National Industrial Training Authority and drafted the HR Re-design Strategy for the Kenya Film Commission. He served as the Director Corporate Services at Kenya Film Commission, and is currently a member of the YOFAK Board and Ngeta High School (Ministry of Education).

He is the Founder and Lead Trainer at Erick Adams and Associates, trainer with the Institute of Certified Secretaries (K), the Institute of Human Resource Management (K). He is also a Corporate Governance and Management columnist with the Standard Newspaper, a mentor and couch of upcoming HR and Corporate

Personality Defined



According to Allport - "Personality is the dynamic organization within the individual of those psychological systems that determine his unique adjustment to his environment."

An individual's personality is the combination of traits and patterns that influence their behavior, thought, motivation, and emotion. It drives individuals to consistently think, feel, and behave in specific ways; in essence, it is what makes each individual unique. Over time, these patterns strongly influence personal expectations, perceptions, values, and attitudes.

<https://courses.lumenlearning.com/boundless-psychology>

Group Dynamics Defined

Group dynamics is ...

a system of behaviors and psychological processes occurring within a social group (intragroup dynamics), or between social groups (intergroup dynamics). The study of group dynamics can be useful in understanding decision-making behavior.

Factors affecting Group dynamics:

- ❖ History/culture of the group/organisation
- ❖ Longevity on the group
- ❖ External forces influencing the group
- ❖ Voluntary versus mandatory group
- ❖ Specific current issues facing the group
- ❖ Individual personalities of the leadership and how their personalities interact

Personality types in a group



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Type A Personality Traits



Likes to be in charge and be in control of their environment and their lives.

Normally not very detail-oriented,

Choosing to delegate details to others. They're usually very goal-oriented and practical in their solutions.

Arriving at their solutions and goals entails a no-nonsense, bottom-line approach

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Type A personality strengths

- Embraces change
 - Take-charge
 - Fast-paced
 - Entrepreneurial
 - Direct management style
 - Ambitious
 - Works well independently
 - Passionate
 - Demands maximum freedom
 - Dominant
 - Multitasking
- Good administrative skills
 - Highly competitive
 - Good delegation skills

Type A personality weaknesses

- Stubborn
- Workaholic
- Impatient
- Abrupt
- Tough
- Easily angered
- Insensitive
- Ill-tempered (short fuse)
- Intolerant
- Domineering

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Words/ Phrases that grab the attention of the Type A personality

- Let's get it done
- Fast
- Results
- Immediate/today/now
- The bottom line
- What do you think about ___?
- The best (newest, cutting-edge, etc.)
- Take the challenge
- Great return on investment

Turnoffs, dislikes, and fears of the Type A personality

- Touchy-feely things
- Long explanations or descriptions
- Explaining things in emotional terms or more than once to the same person
- Looking soft or vulnerable
- Falling into routines
- Being taken advantage of
- Losing

Type B personality traits



Very outgoing, energetic, and fast-paced individual who likes to be around people and enjoys being the center of attention.

- Good relationship builders, and most people like them right away.
- Their driving need is for approval, so they try to like everyone in hopes everyone will like them too.
- Compliments, acknowledgement of their achievements, words of admiration, and even applause from groups will be the most important thing you can do for them.

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Type B personality strengths

- Enthusiasm
 - Fun-loving
 - Persuasiveness
 - Easily liked by most people
 - Friendliness
 - Charismatic
 - Idea person
 - Motivator
 - Dreamer
- Lighthearted
 - People Oriented
 - Spontaneous
 - Faster-paced
 - Self confident

Type B personality weaknesses

- Too self-involved Prone to sweeping generalization
- May try to do too much at once
- Impatient Impulsive
- Sometimes unrealistic Procrastination
- Trouble being alone Self Indulgent
- Doesn't finish what was started Easily bored
- Short attention span Whimsical
- Arrogant or cocky

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Words/ Phrases that grab the attention of the Type B personality

- You look great.
- You're the best.
- People love you
- This will be fun
- Entertaining

Turnoffs, dislikes, and fears of the Type B personality

- Public humiliation
- Being unappreciated
- Appearing uninvolved
- Nonsocial types
- Appearing unattractive
- People and things that distract attention
- Appearing unsuccessful
- Appearing unacceptable

Type C personality traits



Detail-oriented individual who likes to be involved in things that are controlled and stable.

Interested in accuracy, rationality, and logic.

People who can't seem to control their emotions will bother them because they believe being emotional makes objectivity difficult or perhaps impossible.

They also dislike being around people who are full of hype, since they desire facts, accuracy, and logic.

Other people's emotions may not be a priority for them, as they tend to strive for the facts and let the chips fall where they may.

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Type C personality strengths

- Accuracy
 - Creative
 - Dependable
 - Imaginative
 - Independent
 - Detailed
 - Follow-through
 - Plays by the rules
 - Organized
- Intelligent
 - Analytical
 - Critical thinker
 - Quality Control
 - Thoughtful

Type C personality weaknesses

- Worry about progress
- Can appear unsocial
- Critical behavior
- Likes to do things their own way
- Detached behavior
- Can see the glass half empty
- Skeptical, disbelieving
- May never have personal expectations met
- Disengagement

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Words/ Phrases that grab the attention of the Type C personality

- Perfection
- How does that work
- Quiet, solitude
- Tell me more about _____

Turnoffs, dislikes, and fears of the Type C personality

- Uncontrolled emotions
- Irrational acts
- Indecision
- People who are self-centered, or self-aggrandizement
- Loss of control
- Being subject to control or supervision by people they don't trust or respect
- Distractions or distracting people

Type D personality traits



Takes a slower, easier pace towards life in general.

They seek security and longevity on the job and are very happy doing a repetitive task, day in and day out.

The repetition allows them to become very skilled in what they do.

They won't like it if the rules change a lot, as that's contrary to their desire to minimize change and stick with what they know works.

Even though the current way may be unpleasant, they worry that the unknown may be even worse.

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Type D personality strengths

- Low-key
 - Caring
 - Sincere
 - Compassionate
 - Stable
 - Fair and equitable
 - Calm
 - Unimposing
 - Looks approachable
 - Dependable
- Appearance of strength
 - Trusting
 - Minimal mood swing
 - Self-confident
 - Reliable
 - Consistent
 - Observant
 - Good at routines or repetitive task

Type D personality weaknesses

- Not speaking up
- Easily used by others
- Going along when they don't agree
- Uncomfortable with constant change
- Going along to avoid confrontation
- Less assertive
- Gets hurt feelings
- Shy
- Resistant to change

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Words/ Phrases that grab the attention of the Type D personality

- Help others in need.
- Relaxed atmosphere
- Logical
- Rational

Turnoffs, dislikes, and fears of the Type D personality

- Risks
- Pushy people
- Change (especially frequent change)
- Instability
- Disorganization
- Aggressive behavior
- Disruption in routine
- Surprises
- The unknown
- Conflict

Type X personality



Whenever two or more personality types are equal in strength within a person, that person is considered a Type X personality. For example, if an individual's two highest-strength personality types were A and B, they might be identified as AX and BX. In the extremely rare event that all four personality types were identical, that person would be considered simply as a Type X personality.

Type X personality traits



It's not unusual to see the X between two of the four personality types, and it doesn't necessarily have to include the primary (or strongest) personality.

However, when it does include the primary personality, the individual in question may have a tendency to be like one type in one situation and the other type in another.

When all four types are very close in strength, the individual may seem like a chameleon of personalities. This can be beneficial for many situations in the Board Room, especially when it's important that the person gets along with almost everybody.

The Type X personality tends to change personality "colors" as needed based on who they may be with. Although somewhat unpredictable at times, this rare combination could be an important asset if utilized fully.

The link btw. Personalities & Group Dynamics in Meetings



Focus Areas

Individual,
Group
Structure
Environment

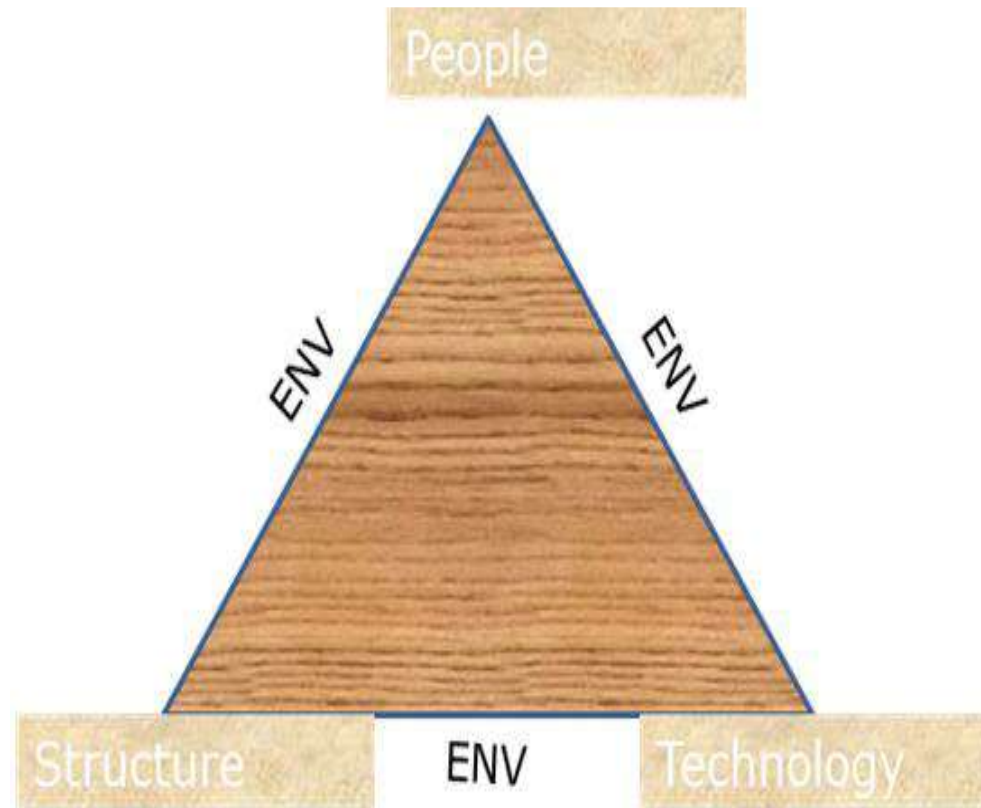


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Board Dynamics

There are three major factors that affect board's behavior. The working environment being the base for all three factors. The three determinants are:



Dynamic Team processes

Tuckman Stages with Tools

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



- Clarify Roles
- Build Goals (SMART criteria)
- Establish Timeline
- Identify/Assign Tasks
- Discuss working agreements
- Identify Individual Strengths
- Tools: Technology to Use, Time Management

Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



- Communicate & Collaborate
- Negotiate Ideas
- Resolve Conflict
- Give Effective Feedback
- Escalate Appropriately
- Tools: deBono's 6 Thinking Hats; Ask, Speak, Listen; Ladder of Inference; L-Column

Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



- Reflect on group process
- Experiment (Trial and Error)
- Learn/Move beyond Failure
- Test Assumptions
- Conduct Interim Check-ins
- Present Outcomes
- Tools: Kolb's Experiential Cycle

Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



- After Action Review
- Share Lessons Learned
- Self/Group evaluations

Conclusion

- While working in an organization as a CS, it is very important to understand the Boards behavior.
- In order to maintain a healthy working environment, we need to adapt to the environment and understand the goals the Board need to achieve.
- We need to understand the interpersonal relationships Board members share with each other as well as with their superiors and management.
- Understanding individual board members helps in predicting the Boards behavior.
- Understanding the Boards behavior helps in recognizing the patterns of behavior and decision making.

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Thank You



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