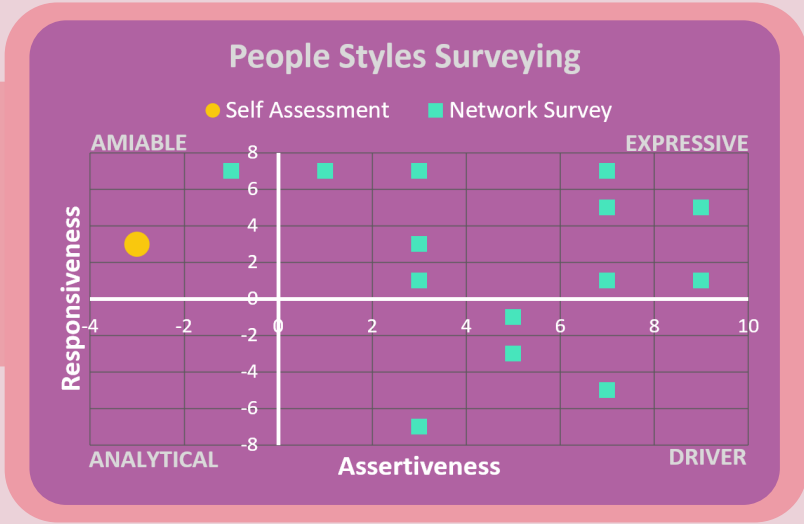# HENRY HARMS

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People Styles Surveying

● Self Assessment   ■ Network Survey

(Chart axes: AMIABLE, EXPRESSIVE, ANALYTICAL, DRIVER; x-axis labeled Assertiveness from -4 to 10; y-axis labeled Responsiveness from -8 to 8)

UNDERSTANDING MY PROFESSIONAL SELF

In order to better understand how I work in professional environments, I have collected data throughout the semester allowing me to analyze how others and I perceive different elements of my professional persona. Using self-assessments, peer reviews, mentor feedback, and a network survey, this summary will give both you and I an opportunity to recognize my key strengths-- and weaknesses-- within stressful and interpersonal environments.

Key takeaways from this analysis revolved around my strengths in my leadership, being task-oriented and working hard, and my ability to get along with anyone. I also found that I can improve on my amiability when it comes to direct feedback and conflicting views. In the following report, I will consider the similarities and discrepancies between how I and my peers perceive my professional persona.

COMMUNICATING IN DIFFERENT ENVIRONMENTS

Our surveying method, based on Robert and Dorothy Bolton's "People Styles at Work," quantified interpersonal communication with two main axes: assertiveness, or the degree in which people see one's behavior as forceful or directive, and responsiveness, or the degree in which people observe one's expression of emotion and awareness of others' feelings. By scoring on these dimensions, four main communication styles are extracted, titled Amiable, Analytical, Expressive, and Driver.

Using this system, I self-identified as an Amiable based on higher responsiveness and lower assertiveness. In comparison, most of my network survey respondents agreed with my high responsiveness scores but most opted for high assertiveness. This meant that of 14 respondents, 9 considered me to be Expressive, 4 found me to be a Driver, and only 1 agreed with my label of Amiable.

I found these results to be very interesting, as it is indicative of the differences in my presentation between social, professional, and group-work environments. To me, Amiable felt like an appropriate title as I find myself with my friends and at work often being a "people pleaser," doing what I can to help those around me, be it spending time on their problems, listening and reacting to their feelings, or just building relationships.

While these traits still stand true, Expressive and Driver more accurately describe how I act and am perceived in professional environments. My coworkers and managers mostly identified me as Expressive based on my tendency to happily share stories and jokes with anyone around me. On the other hand, my propensity to put my head down in my work, learn as much as I can, and guide those around me in what I've learned pushed several respondents to mark me as a Driver.
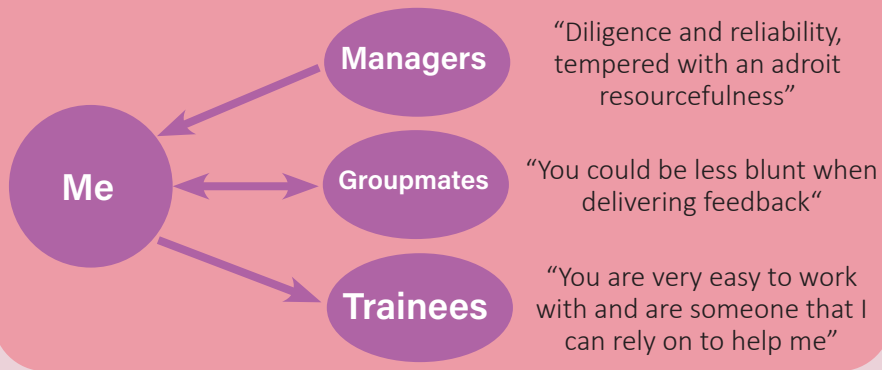
WORKING WITH OTHERS

Another element to the survey we used is a mapping of our preferred work and communication cultures, testing ideas from how I prefer to communicate to what I find to be more effectively persuasive to how I deal with disagreements. For example, the Evaluating scale considers if I am more likely to give dispassionate, direct negative feedback or feedback that minimizes hurt feelings.

In my self-scoring, I expected myself to prefer to give direct negative feedback. However, my aggregate score leaned towards the more passionate form of feedback delivery. Interestingly, those surveyed who I worked with in a group project gave direct feedback that I am too blunt with my feedback, while respondents from my workplace interpreted otherwise.

This difference exemplifies how different managerial environments bring out different elements of oneself. It is clear I struggle most with horizontal management. Within a clear hierarchy, I interact appropriately with my managers, voicing issues I recognize and clarifying processes that I feel could be more efficient. When I am in the managerial position, such as when I am training other employees, I can effectively lead them in the work while fielding misunderstandings and questions respectfully.

Perception in Levels of Management

Me → **Managers**: "Diligence and reliability, tempered with an adroit resourcefulness"

Me ↔ **Groupmates**: "You could be less blunt when delivering feedback"

Me → **Trainees**: "You are very easy to work with and are someone that I can rely on to help me"

When I am working with others in equal positions, this is where I struggle to be a fair teammate. I found it very difficult to not take a leading position on our projects and considerations of these projects.

However, this meant that while the setting should have been egalitarian, my leadership role pushed me to be more direct with my feedback and overruling on project direction than I should have been. This revealed to me two main takeaways: I prefer the structure of a larger workplace, and I must prioritize being more fair in a group setting moving forward.

ACTIONS SPEAK LOUDER THAN WORDS

While much of this report is on understanding how others perceive my direct communication, the most personal area in question is what I hold to be my core values and how those values are communicated to and perceived by those around me. I would consider myself to care deeply about the work I involve myself in, I recognize my ability to balance work and life, and I know that the most important parts of my day are the moments I'm able to share with others.

I generated a word cloud from the free responses to my survey to capture the different ideas my peers have of me. Other elements of my personality that my network recognized were my focus and efficiency in my work, my desire to learn, and my "easygoing" and "fun" yet "strict" and "serious" attitudes.

TimeManagement Responsibility Rapid Focused Eccentric Confident Leader
spreadsheets
Genuine Personable
TaskOriented Expressive Serious Efficient Intelligent Reliable Strict
Hardworking
Integrity Passionate Determination Fun
Responsible Learning
Knowledgeable Social

Few of these perceptions of me are based on what I've said, but rather how I act in working and interacting with my network. It's true that I take my work seriously and care deeply about the process and results, evident to my managers and coworkers in my dedication to our work and my designation as a trainer of other student workers. Per one of my survey respondents:

"Your values are displayed through your actions, words ultimately mean very little, and in every interaction, you've shown yourself."

Ultimately, I am very proud of how my peers perceive me. I strive to be knowledgeable in my work and serve as an example of passion, reliability, and focus in the workplace. As I enter the workforce, I will make sure to manifest all of the values described here so that I may continue to be a positive and helpful force to those around me.

GROWTH INTO AN EFFECTIVE PROFESSIONAL

The process of collecting and analyzing data about how I professionally present myself has allowed me to better understand my strengths in leadership, dedication, and sociability as well as my weakness of being overbearing as a leader in peak stress.

Between class group projects, peer and mentor feedback, and surveying my network, I am able to recognize the value I can offer moving forward into the business world. By considering the criticisms I've come to understand through this process, I will refine my professional persona to be as effective and amicable a coworker and leader as possible.