

Strength Deployment Inventory (SDI) Workshop Exercise Output

OKA frequently uses Relationship Awareness theory - and the associated Strength Deployment Inventory (SDI) - to explore leadership dynamics and conflict management with our consulting client teams. Here are examples of how different leadership styles can be seen through using the SDI – presented in the form of output generated by some of our client groups.

Strength Deployment Inventory (SDI) Exercises – Leadership Perspectives

Color	What We Like When Being Led	What We Dislike When Being Led	How to Influence Us
Blue: Altruistic-Nurturing Motivated by people and caring for others.	<ul style="list-style-type: none"> • Clear direction • Be Fair • Respect for what we think • Positive feedback/reinforcement • Appreciation, value our opinion • Good listener/willing to take suggestions 	<ul style="list-style-type: none"> • Cold and impersonal • Being told what to do • Disorganization/reactiveness (last minute) • Public reprimand • Forceful, close minded opinions • Lack of respect 	<ul style="list-style-type: none"> • “Why?” - show me value to all stakeholders • Show me how I make a difference • Personal appeal • Reference prior successes • Appreciate me
Red: Assertive-Directing Motivated by results and competition	<ul style="list-style-type: none"> • Direct, to the point • Sure footed • Knowledgeable/competent leader 	<ul style="list-style-type: none"> • Indirect, not to the point, unknowledgeable/incompetent leader 	<ul style="list-style-type: none"> • Prove your knowledge/competency • Don't B.S. sugar-coat, exaggerate • Withstand any challenges, questions • Concise directions, clear expectations • Link us to necessary resources • Rinse and repeat
Green: Analytic–Autonomizing Motivated by justice and seeing things through fairly	<ul style="list-style-type: none"> • Fairness/equity • Independence/autonomy • Enough resources to get job done • Sufficient information. • Be serious when we are talking about important things • We like a plan, rationale, clear direction and path, and guidelines/framework 	<ul style="list-style-type: none"> • Being micromanaged • Erratic decisions • Being told to do things I perceive as unfair or impractical • Disorganization • Excessive “group think” 	<ul style="list-style-type: none"> • Show me the underlying thinking/justification • Show practical outcome • Give me background information that gives a reason for the plan • Give constructive feedback • Show respect for team players
Hub: Flexible-Cohering Motivated by teamwork and being flexible	<ul style="list-style-type: none"> • Clear direction/expectations • Individual tasks/goals • Strong, competent leader-accessible • Constructive feedback • Feeling the impact your task has 	<ul style="list-style-type: none"> • Micromanager • Unclear direction with no explanation • No clear goal • Leader disconnected from team • Weak leader, no control over 	<ul style="list-style-type: none"> • Meaningful work/project • Show appreciation • Hold us accountable too • Be flexible • Respect our ideas/input • Convey the impact and value-added

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	<ul style="list-style-type: none"> on the project • Like to be inspired, consulted with • Treat us professionally 	<ul style="list-style-type: none"> team--not accountable • Closed-minded, not adaptable • Plays favorites 	<ul style="list-style-type: none"> of activity for the group • Treat us like we are a part of the activity.
<p>Red-Blue: Assertive-Nurturing</p> <p>Motivated by taking action to help people</p>	<ul style="list-style-type: none"> • Decisiveness • Group consensus • Clear communication • Like to be challenged • Clear objectives/goals (big picture) • Obtain team buy-in • Be a resource to me 	<ul style="list-style-type: none"> • Micro manager • Skip level management • Lack of delegation • Poor communication • Not being recognized 	<ul style="list-style-type: none"> • Sell me on the why/goal of the project • Have a good energy!! • Evaluate the outcome, not how I got there. • Give me clarity and recognition
<p>Red-Green: Analytic-Assertive</p> <p>Motivated by using well-thought out strategies to meet goals</p>	<ul style="list-style-type: none"> • Independence to complete the goal • Logical, rational direction—clear value • Connection to the big picture-clear value • Positive energy, reasonable deadline/challenge • Clarity and consistency 	<ul style="list-style-type: none"> • No logic underlying the directive micro-manage • Constant check-in • Detachment from team • Extremism • Ambiguity 	<ul style="list-style-type: none"> • Convince me there is value to this—that what you're asking me to do is important (to me or company) • Excite me about this—show enthusiasm • Give me opportunity for growth • Money and recognition
<p>Blue-Green: Analytic-Nurturing</p> <p>Motivated by helping others by independent</p>	<ul style="list-style-type: none"> • Clear expectations→realistic • Freedom to act-work independently • Treated as equal • Support is available • Development opportunity • Clarity • Ask for my opinion and input 	<ul style="list-style-type: none"> • Micro managed • Repetition • Dictatorial • No big picture • Changing goals/direction • Being patronized • "Do this" with no explanation • Not knowing what to expect 	<ul style="list-style-type: none"> • Enthuse/excite • Consult me/engage • Individual consultation • Explain why I'm wrong→redirect • Give clear expectations • Let us know why • Once goal is known, let me figure out the method

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Strength Deployment Inventory (SDI) Exercises – Conflict Triggers and Stages

Color	What Triggers Conflict In Us?	
Blue: Altruistic-Nurturing	<ul style="list-style-type: none"> • Rude comments/people, Arrogance • Lack of recognition, common courtesy • Confrontation, someone else's conflict • Lack of communication, information and resources 	<ul style="list-style-type: none"> • Close mindedness • Mad or disappointed people in me • Misunderstandings
Red: Assertive-Directing	<ul style="list-style-type: none"> • Illogical behavior or thinking • Incompetence (if you're also stubborn, it's automatically stage 3) • Betrayal or 2 faced – hidden agendas • Repeating mistakes 	<ul style="list-style-type: none"> • Emotional people or SLACKERS • Being deceived, screwed, B.S.'d, lied to, false promise • Jumping command – perception of resistance • Lack of effort, direction and enthusiasm
Green: Analytic–Autonomizing	<ul style="list-style-type: none"> • Rude or disrespectful behavior • Underestimating • No trust (in my ability) • Getting my name wrong • Bad tone 	<ul style="list-style-type: none"> • Ignoring my wants/needs • Miscommunication • Dismissive • Harping on the same thing over and over • Being irrational
Hub: Flexible-Cohering	<ul style="list-style-type: none"> • Communication barriers • Unequal treatment - Slackers • Lack of direction and consistency • People who won't admit wrongs 	<ul style="list-style-type: none"> • Lack of R-E-S-P-E-C-T • Stubborn/inflexible people • Goals that are unprioritized • Not being acknowledged or recognized.
Red-Green	<ul style="list-style-type: none"> • Ambiguity • Lack of resources • Unrealistic expectations 	<ul style="list-style-type: none"> • Differing work styles • Personality conflicts.
Blue-Red	<ul style="list-style-type: none"> • Lack of acknowledgement and recognition • Unclear delegation • Favoritism, lopsided delegation • No cooperation • Lack of respect 	<ul style="list-style-type: none"> • Indecision • Poor leadership • Hidden agendas • Cover-ups – not admitting when you make a mistake
Blue-Green	<ul style="list-style-type: none"> • Not considering people's feelings and needs • Not thinking through the implications on staff • Not letting me work on my own – too much intervention 	<ul style="list-style-type: none"> • When you are so focused on results that you don't think about steps needed or how people feel

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The SDI is unique in its ability to describe different approaches to conflict, as it reveals preferred styles both when things are going well, and in different stages of conflict. Here's how groups from the different Motivational Values Systems captured by the SDI express their experience of the first two conflict stages.

IN STAGE 1 CONFLICT:

Color	What We Do....	How We Feel...	How We Want To Be Approached....
Blue: Altruistic-Nurturing	<ul style="list-style-type: none"> • Ask – Is it worth the conflict? • Not worth arguing – Pick my battles • Step back and try to make things better • Ask questions to gain understanding 	<ul style="list-style-type: none"> • Aggravated • Chilled but brewing • Frustrated • Misunderstood and upset • Calmer when we put things in perspective 	<ul style="list-style-type: none"> • Stay away • Give me space and then come back • “Air out” • Leave me alone • If you approach, do so calmly with intelligent dialogue
Red: Assertive-Directing	<ul style="list-style-type: none"> • Want to win and take control of the situation • Raise my voice • Become irritable • Dissect and counter arguments • Emotionally disassemble the antagonist 	<ul style="list-style-type: none"> • Energized and challenged • Defensive and Irritated • Motivated to prove yourself • Prepare and focused to fully engage 	<ul style="list-style-type: none"> • Listen! Or fully engage. • Bring your “A” Game • Apologetic – if you know you were wrong
Green: Analytic–Autonomizing	<ul style="list-style-type: none"> • Think first “did I do something?” • Calm and logical on surface • Get and then analyze facts • Get my ducks in a row • Alert necessary people; get advice from experts • Resolve with logic and reason 	<ul style="list-style-type: none"> • Internally tense • Psychological thunderstorm • Mind consumed by conflict • Uncomfortable • Calm, collected, validated when I have my facts – focused on resolving conflict 	<ul style="list-style-type: none"> • Open forum for discussion • One-on-one • Approach us without condescension and as a listener – converse with us logically and calmly • Without emotion • Fix problem – don’t focus on blame • Come with the facts

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STAGE 2 CONFLICT:

Color	What We Do....	How We Feel...	How We Want To Be Approached....
Blue: Altruistic-Nurturing	<ul style="list-style-type: none"> From Red: Calm Down, Listen (from Red Stage) From Green: Give up, decides not worth it From Red: Apologize for previous behavior From Red: Verbally express worst-case scenarios in attempt to resolve 	<ul style="list-style-type: none"> From Green & Red: Apathetic From Green: Aloof From Red & Green: Drained From Red: Frustrated From Red: Embarrassed 	<ul style="list-style-type: none"> From Green: Don't From Red: Calmly From Red: With emotion
Red: Assertive-Directing	<ul style="list-style-type: none"> Light them up with email or conversation March over to their cube Unload on them Become very assertive 	<ul style="list-style-type: none"> Heart rate is up Ready to throw down Excited Confident and righteous I want to WIN 	<ul style="list-style-type: none"> Approach with caution! Want an apology from you Given an opportunity to fight it out
Green: Analytic-Autonomizing	<ul style="list-style-type: none"> Collect data, analyze Withdraw to analyze "am I wrong? Why?" Separate myself from situation 	<ul style="list-style-type: none"> "What could I have done differently?" Agitated, frustrated Feel like a lawyer setting up a case 	<ul style="list-style-type: none"> Calm, rationally Maybe no approach at all

What Are the Benefits of Conflict?

BLUE	RED	GREEN
Learn about others and yourself Get more adept at managing other people Increased empathy for others perspectives Resolve problems Helps support an open environment You learn who you can count on	Stronger relationship Better understanding of opposition Problem resolved Savor the victory Sever unnecessary ties Confidence for next conflict	Lessons learned for next time A better process and more data for future Opportunity for improvements "I love you, you love me, we're just one happy company" A decision has been made

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Borrowing Strengths: When Are the Different Value Systems Most Needed?

Color	When are the values systems most needed/appropriate?	How would we demonstrate that we are using this values system?
Blue: Altruistic-Nurturing	<ul style="list-style-type: none"> • When something goes wrong – someone has made a mistake. • When counseling or mentoring an employee. • When a personal issue arises. • When building relationships with clients. • With new employees • When wanting to learn what motivates someone • During times of change to build trust 	<ul style="list-style-type: none"> • Express interest in a person's life outside of work • Give people face time, and spend much of it really listening to the other person. • Give positive feedback to someone – acknowledge their contribution. • Remembering and acting on what's important to an individual. • Be sincere – and kind.
Red: Assertive-Directing	<ul style="list-style-type: none"> • In times of crisis/emergency • When a decision or results are needed quickly • When no one is taking the lead to move things forward • When risk-taking is needed or appropriate • When the facts are unknown or unknowable, and you need to go with your gut. • When you are the person who is ultimately accountable for an outcome. • When things are getting out of hand 	<ul style="list-style-type: none"> • Take charge in a visible way • Make the decision, tell people about it, then move on • Don't look for input • Take the risk • Express confidence and calm during a crisis • Be clear – You are HIRED/FIRED.
Green: Analytic-Autonomizing	<ul style="list-style-type: none"> • When a decision is going to have a significant impact • To better describe the current situation before making a change • When looking at new uncharted territory when there are lots of options/paths • When consequences of action or inaction are not clear 	<ul style="list-style-type: none"> • Show the specific details through visual aids and documentation or process. • Use facts to make your case. • Prepare for formal presentations of facts – focusing on objective content. • Take the time to evaluate the pros and cons.
Hub: Flexible-Cohering	<ul style="list-style-type: none"> • When everyone's buy-in is important • When multiple perspectives are needed • When deciding on actions that will impact the whole, or needs to have everyone's support to be successful. 	<ul style="list-style-type: none"> • When opposite opinions arise, look for common ground, or restate the both positions in a more complementary way. • Allow everyone else to give their opinion first. • Indicate through body language that you understand the other's perspective (don't cross arms, nod and smile, active listening).