

“Productivity and morale were at an all-time low.”

Case Study: How *What’s My Communication Style?* Fixed a Broken Team



“I’m not sure how we could have achieved such positive results without the *What’s My Communication Style?* online assessment. In the three months since my client used the assessment, staff complaints have dropped by 90% and job satisfaction has improved tremendously.”

GARY TURNER
Turner Consulting

Gary Turner is an award-winning consultant and speaker with over 25 years of experience in training and development. He has worked with many prominent organizations, including M&M/Mars, Warner Brothers, and Owens & Minor.



RELATIONSHIPS WERE STRAINED

The human resources manager of a large company contacted Gary Turner of Turner Consulting when her department experienced an influx of complaints coming from the firm’s administrative team. The human resources manager suspected that the complaints, which were mostly interpersonal in nature, were the result of recent organizational changes. In just 12 months, productivity had dropped, job satisfaction was at an all-time low, and relationships were strained. The human resources department was overwhelmed with the number of complaints and the failed attempts to improve the situation. The manager of the administrative team was equally frustrated.

DIAGNOSING THE CAUSE OF THE PROBLEM

Recognizing these symptoms from past training experience, Gary recommended to his client that they administer *What’s My Communication Style?* as a diagnostic tool and starting point for intervention. The 24-item online assessment identifies personal communication style, and in this case, was used to profile the mix of styles within the administrative team. *What’s My Communication Style?* also gave individuals a practical tool for learning how to better adapt style to improve communication and relationships with their peers.

As expected, the assessment results confirmed that the team was made up of a variety of communication styles. But one metric stood out as a possible cause for the team’s low morale and resulting decrease in productivity. *What’s My Communication Style?* revealed that while the team scored slightly above average in the *Direct*, *Considerate*, and *Systematic* styles, it scored dangerously low in the *Spirited* dimension.

Individuals who score at the average level or above in the *Spirited* style tend to be enthusiastic, focus on the big picture, build alliances, and prefer to work with other people. However, a low *Spirited* score is typically indicative of individuals who are competitive, resistant to change, and terse with others. These personality characteristics were in line with the behavior that the human resources team observed among the administrative team.

Using this insight, Gary developed a training session targeted at addressing the trouble spots and challenges teams face when the *Spirited* style is underdeveloped. He coupled that with individual coaching sessions focused on reducing competitive behavior and helping the team work together more collaboratively. In addition, Gary paid particular attention to “flexing” – the ability to adapt one’s dominant style to better communicate and interact with others.

TEAM HARMONY AND INCREASED JOB SATISFACTION

There was an immediate improvement in productivity for both the administrative and human resource teams following the intervention. Within just three months, the human resources team reported a 90% drop in the number of administrative team complaints. And unlike before, no one on the administrative team has applied for an internal transfer to a different function. The overall result was a win for both teams. Not only did the administrative team improve its job satisfaction, productivity, and morale, but the human resources team is now able to focus its efforts in other areas.

To Order: Visit www.HRDQ.com or call the HRDQ Client Solutions Team at **800.633.4533**

