

IT Competencies

2019

Skills and Competencies



The observable manual capabilities required in the execution of a job or task. They define "**what**" is performed within a job.



A set of characteristics of an individual that are observable, measurable and predictive of superior performance within a given role or job. They are "**how**" the job gets done.

Or, in IT speak...



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Top IT Skill Domains



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**Our Technology Skills
Exist in Three Areas:**

Exploit

Manipulate

Create

UNPACKING TECHNOLOGY SKILLS AND EXPERIENCE

Create Technology

Managing Hardware and Storage
Designing Solutions
Designing Software
Building and Managing Networks
Designing Information Architecture
Designing and Managing Information
Security Systems
Designing and Managing Services

Each technology skill or experience corresponds to a set of example skills and experiences...

Cloud Storage Solutions (Private, Public, and Hybrid)
Data Center Management
Disaster Recovery



UNPACKING TECHNOLOGY SKILLS AND EXPERIENCE

Each technology skill or experience corresponds to a set of example skills and experiences...

Manipulate Technology

Managing Database
Designing User Interfaces and Experiences
Integrating Data and Systems
Coding
Testing Hardware and Software
Troubleshooting
Managing Business Requirements
Configuring Software and Systems
Managing Technology Projects
Managing Technology Vendors

C++, UNIX, LINUX
Java, PHP
Python, Ruby, Scala



UNPACKING TECHNOLOGY SKILLS AND EXPERIENCE

Exploit Technology

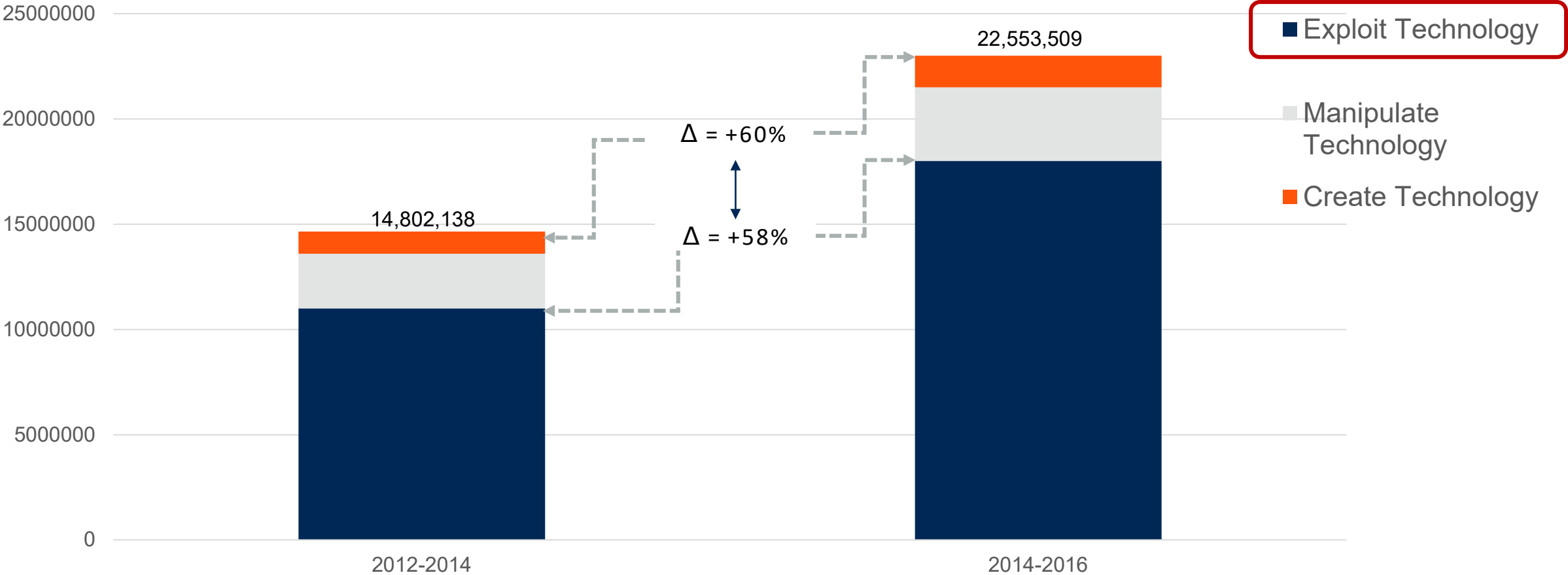
Using Basic Business Applications
Managing Risk and Compliance
Using Specialized Hardware and Software
Analyzing Data
Using Technology to Drive Collaboration
Using Advanced Analytics Tools

Each technology skill or experience corresponds to a set of example skills and experiences...

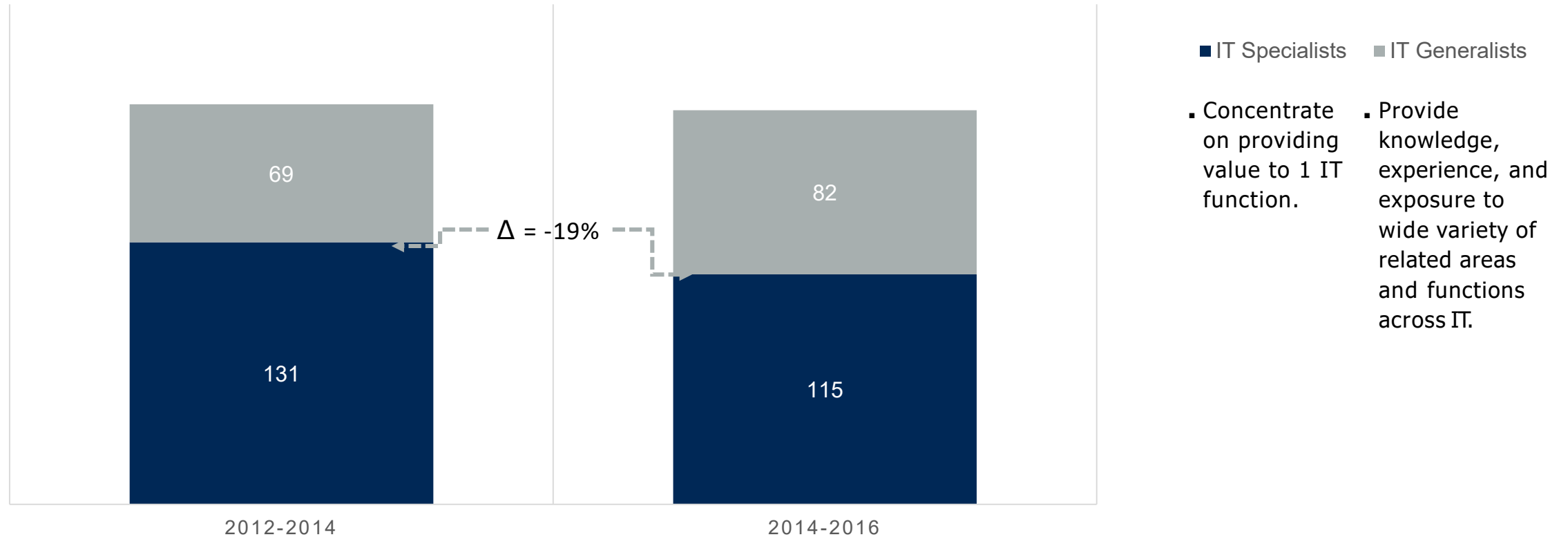
Data Analytics and Data Science
Machine Learning
Statistical Analysis Packages
(STATA, SPSS, R)



Growth in Technology Skills Demand



IT Leaders Seek More Versatile Staff





The growth is
HERE!

Exploit

Manipulate

Create

We focus here:

A woman with long dark hair in a ponytail, wearing a black sports bra and leggings, is captured in a dynamic running pose. She is surrounded by a thick, billowing cloud of white powder or smoke that catches the light, creating a dramatic, high-contrast effect against the dark background. Her expression is focused, and her arms are in motion, emphasizing speed and effort.

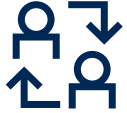
To sum it up:

**Skill demand is
transient**

**Job growth is in
exploiting
technology, not
creating or
manipulating it**

**Your professional
success depends on
developing
competencies that
your business values.**

What competencies do all IT employees need?



Engagement

Competencies such as:

- communication
- influence
- teamwork
- business results orientation
- relationship management



Judgement and Analysis

Competencies such as:

- analytic ability
- decision-making
- prioritization
- process orientation



Adaptability

Competencies such as:

- learning agility
- organizational awareness
- creativity

Twelve Competencies for High Performance in IT

1. Communication	2. Decision Making	3. Influence	4. Learning Agility	5. Creativity	6. Analytic Ability
Conveys information to diverse audiences, orally and in writing, in a way that is easily understood and actionable.	Considers the relative costs and benefits of potential actions to choose the most appropriate one	Asserts ideas and persuades others to gain support across a matrixed organization	Rapidly acquires new knowledge and learns new skills; deals effectively with ambiguity by using past experience	Applies original thinking to produce new ideas or products; questions assumptions and imagines future possibilities	Can work with data to identify patterns; uses judgment to form conclusions that may challenge conventional wisdom
7. Business Results Orientation	8. Organizational Awareness	9. Prioritization	10. Process Orientation	11. Relationship Management	12. Teamwork
Understands business needs; delivers efficient and high-quality results	Understands and works in line with the organization's mission, values, operations, structure, and goals	Self-directs work through goal setting, time management, and planning	Follows directions; designs practices, processes, procedures, and systems to simplify work and use resources efficiently	Creates relationships and builds trust with internal and external stakeholders quickly	Promotes and facilitates coordination and cooperation among peers

Source: Gartner (April 2019)

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Crucial Competency Gaps

Current Internal Scarcity of Key IT Competencies

Percentage of IT Employees Who Are at Least at the Proficient Level^a

■ More Than 70% ■ 61% to 70% ■ 51% to 60% ■ Equal or Less Than 50%

Organizational Awareness	76%
Analytic Ability	75%
Process Orientation	71%
Teamwork	67%
Prioritization	67%
Business Results Orientation	64%

Creativity	58%
Learning Agility	57%
Communication	57%
Decision Making	55%
Relationship Management	50%
Influence	46%

n = 2,957

Source: 2013-2015 Gartner IT Talent Assessment.

^a "Proficient" is defined as scoring a 3 on the competency on a 5-point scale. Employees are defined as "at least" proficient if they score a 3, 4, or 5.

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Exercising Influence



Develop Influence

Improve your influence on others by inculcating certain behavioral traits and changing your communication style.



Structure Conversations that Engage

Structure your conversations to foster better engagement.



Understand Stakeholders

Determine whom to influence and how to obtain desired outcomes from the stakeholder.

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Managing Relationships



Build Trust with Stakeholders

Identify the drivers behind trusting relationships

Plan action items to build better trust with stakeholders



Challenge Effectively

Identify the value drivers which motivate our coworkers and clients

Argue constructively in order to build challenger relationships



Virtual Team Development

Evaluate areas of strength and weakness in remote teams

Plan next steps to address areas of difficulty

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Approaches for Effective Decision Making



Think from Multiple Perspectives

Deliberately approach problem-solving from multiple angles to ensure a comprehensive approach to solutioning.

Avoid group think by structuring approaches to solutions, and making space for structured dissent.



Root Cause Analysis

Apply a root cause framework to deliberately assess different angles of a problem before beginning to create solutions.

Use hypothesis testing to identify the underlying or core problem before analyzing solutions.



Adopt a Problem Solving Approach

Help stakeholders to connect the dots to solve the real issue, not the apparent issue.

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Communicating Effectively



Active Listening

Understand your communication style to become an active listener.

Establish credibility by honing your personal value proposition.



Understand Communication Styles

Learn the primary communication style of others.

Identify ways to alter and use your style to fit different situations.



Craft Effective Messages

Learn how to craft effective change messages.

Deal effectively with your manager in one-on-one interactions.

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Learning Agility



Use Self-Reflection to Boost Learning

Self-reflect more critically and intentionally on work to drive on-the-job learning

Learn to ask the right questions to boost self-reflection



Become an Agile Thinker

Rapidly acquire new knowledge and skills for a productive work life

Learn to modify existing ideas and come up with creative solutions using new skills

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Practicing Creativity



Think Outside the Box

Question assumptions and imagine future possibilities.

Adjust hypotheses in light of new data or information.



Work as a Group

Foster an environment that supports openness to creativity within the IT team.

Network with others to drive innovative ideas and processes for IT.

Guide others to understand relevance of proposed solutions in their workstreams

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Business Results Orientation



Connect the Dots

Understand the link between project goals, the business context, and organizational goals.



Lean in to the Challenges

Enthusiastically tackle challenging assignments.

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Prioritization



Goal Setting

Establish “SMART” goals
Use goals as a tool for
saying NO!



Time Management

Understand your time
usage; do a personal time
study!

Remember that in work-life
balance, you’re playing the
long game.



Planning

Maintain short, medium
and long range plans.

Engage impacted ‘others’
in planning processes to
help ensure success.

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Mastering Teamwork



Practice Open Language

Identify ways to alter behavior to promote open language
Engage in constructive conversations which achieve tangible goals



Identify Team Roles

Develop an understanding of the different roles that employees play on a team
Create an understanding of alternative viewpoints as equally valid as one's own



Improve Coaching Approaches

Learn about the strengths and weaknesses of different coaching styles
Identify your coaching style and areas for improvement

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Analytical Ability



Use Data Intelligently

Systematically and analytically challenge data and use judgment to counterbalance against intuition



Leverage information to deliver answers quickly

Provide practical solutions to problems without delay



Seek Patterns and Meaning

Combine and organize information into meaningful patterns to form conclusions or general rules

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Organizational Awareness



Develop Influence

Become a trusted advisor in your domain. Emphasis on being TRUSTED.



Structure Conversations that Engage

Speak in the vernacular of the business, and always with the interest of your colleagues in mind.

Develop the shared pool of understanding.



Understand Stakeholders

Know the business problems your stakeholders are trying to solve.

Know your stakeholders as people, and understand what motivates them.

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Identify your strengths

- online tool instruments
 - Strengthsfinder
 - 360 assessment

Select key competencies to develop

- Team up with colleagues or friends
- Try the exercises at the end of this presentation
- Get a mentor

Keep Growing!

Developing Competencies



Some Activities to Get You Started





Influencing



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Exercises for Effective Communication



Exercise 1: How You Can Be Influential (Slides 8-10)

- Improve your influence on others by inculcating certain behavioral traits and changing your communication style.



Exercise 2: Are You a Chiller or a Warmer? (Slides 13-15)

- Foster open dialogue by structuring your conversations better.



Exercise 3: How Do You Identify a Stakeholder? (Slides 18-21)

- Determine whom to influence and obtain desired outcomes from the stakeholder.

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Exercise 1: How You Can Be Influential



Audience for this Exercise

Individual exercise, can also be used by managers



When to Use

In day-to-day interaction with manager and co-workers



What this Exercise Teaches

- Work on problem areas to become a better influencer
- Find out where you stand against your peers



Pre-work or Planning Required

Does not require pre-work or planning

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Exercise 1: How You Can Be Influential

Calculate Your 'Influence' Score

	Yes (2)	Maybe (1)	No (0)
1. Do I regularly convince others to change their opinion?			
2. Do I use my specific knowledge in making arguments to support my position?			
3. Do others regularly consult me when they have questions or challenges?			
4. Do I have a big professional network, compared to my peers?			
5. Do I find myself quoted or referenced with regularity by others?			
6. Do I notice others replicating my behaviors or habits?			
7. Do I tend to be a leader or mediator in meetings, even when unprompted?			
8. Do I find it easy to get support for my projects?			
9. Do others request my assistance when trying to convince others or in supporting their position?			
10. Do I regularly get requests from senior management to communicate news or changes to my peers?			
Total			

Source: Gartner (April 2019)

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Calculate Your 'Influence' Score

Low Personal Influence (less than 10)

You need to work on your personal influence. Some steps you can take include:

1. Replicate the behaviors of those you recognize as influential to build and reinforce your skills.
2. Write down your arguments and analyze the language you plan to use, look for ambiguities or complex words to improve your clarity.

Influential (10 to 14)

You are influential, but there is room for improvement. Some steps you can take include:

1. Observe your body language and think critically about it, changing how you hold your body can increase your influence.
2. Seek out projects that require you to be more influential than normal to practice your influencing skills.

Highly Influential (more than 14)

You are highly influential. Some steps you can take to hone your influence include:

1. Mentor peers who are struggling with their own influence to reinforce your own behavior.
2. Use your influence to identify opportunities to improve your team's workflow.

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Roadmap of the Presentation

Introduction



Exercise 1:
How you can
be influential



Exercise 2:
Are you a chiller
or a warmer?



Exercise 3:
How do you identify
a stakeholder?

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Exercise 2: Are You a Chiller or a Warmer?



Audience for this Exercise

Individual exercise



When to Use

In difficult situations such as conflict resolution. Can also be used in daily interactions, particularly during performance reviews



What this Exercise Teaches

- Modify your communication style to influence listener
- Control flow and nature of conversations



Pre-work or Planning Required

Does not require pre-work or planning

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Exercise 2: Are You a Chiller or a Warmer?

Change These Statements from Conversation Chillers to Conversation Warmers

1. This is the exact same problem we saw a few months ago.

2. Don't worry about that, it's not a big deal for us right now.

3. I think it would be best to go with option A.

4. You'll need to consider both factors in the solution.

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Solution: From Chilly to Warm

Chillers prevent conversations from flowing smoothly and put people on guard:

- Asking, “Why do you need my help?”
- Leading with “No”— e.g., “No, I think it would be best to go with option A.”
- Saying, “Don’t worry about that.”
- Declaring, “That’s exactly like...”
- Using absolute language (always, never) — e.g., “We have always done it that way and there has never been a problem.”
- Responding, “Yes, but...” — e.g., “Yes, but that’s a low priority right now.”

Warmers keep conversations natural and create a collaborative environment:

- Asking, “How can I help?”
- Providing actionable solutions — e.g., “What if we were to complete the project by next Tuesday? Would that work?”
- Using “we” versus “you”— e.g., “What metric are we tracking?”
- Clarifying your role — e.g., “I want to create an impactful communication plan for the team. Help me understand what challenges we’re facing?”
- Allowing conversation to take a natural pace, not rushing — e.g., “Tell me more about this problem. Is it at all similar to the last issue?”
- Responding, “Yes, and...” — “Yes, and if we also budget time for option B we’ll be able to complete all of our objectives.”

Source: Gartner (April 2019)

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Roadmap of the Presentation

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Are you a chiller
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Exercise 3:
How do you identify
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Exercise 3: How Do You Identify a Stakeholder?



Audience for this Exercise

Two-person exercise, can also be used by teams



When to Use

This exercise is particularly useful in decision-making



What this Exercise Teaches

- Obtain desired outcomes from stakeholder by modifying conversations
- Value relevant stakeholders and maximize your influence by modifying conversations



Pre-work or Planning Required

Needs exposure to exercise 1 and 2

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Exercise 3: How Do You Identify a Stakeholder?

Background

- You have been tasked with piloting an Agile project in your business unit.
- Listed below are three employee profiles who could all potentially be important decision-makers in making your Agile pilot successful.
- Based on the information provided, which person would you choose to engage to support your pilot and why?



Joe
Project Manager

- Joe is the most tenured PM in your business unit
- Most PMs look up to Joe for guidance
- Joe has little influence on any decision making within the business unit



Mary
IT Director

- Mary makes funding decisions that impact your business unit
- Mary has supported our initiatives in the past
- Mary regularly interacts with your business unit



Omar
BU Leader

- Omar is responsible for the success of your business unit
- Omar is very tenured and can influence colleagues beyond your business unit
- Omar has had negative experiences with various members of your team

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Solution: Ask These Questions



1. Is this person a driver of change?



2. What is their degree of influence on others?



3. Can this person hinder forward progress?

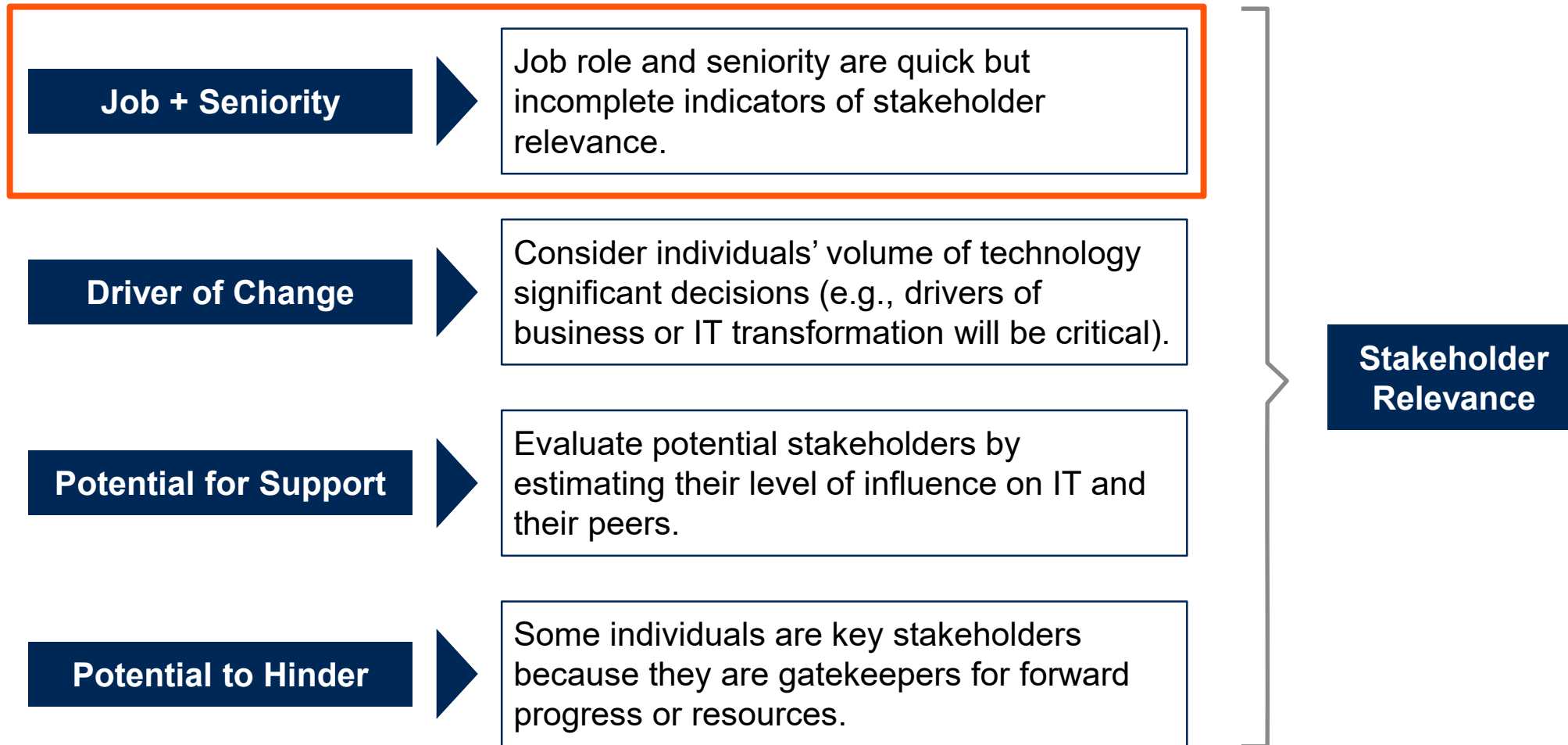
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Solution: Use a Schematic Approach to Identify Stakeholder



Source: Dayson; Gartner (April 2019)

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Key Takeaways

- ✓ Use influencing to build additional skills in decision making, resource allocation, creativity, delegation and vision
- ✓ Change your behavioral style to structure communication better
- ✓ Learn to identify critical stakeholders and influence accordingly



Influencing



Exercise 1: Think from Multiple Perspectives



Audience for this Exercise

Individuals looking to express their ideas in a more efficient manner.



When to Use

In day-to-day interaction at the workplace



What this Exercise Teaches

- Learn to think in a parallel manner to make good decisions.
- Identify your decision-making style and how it meshes with other styles for best impact.



Pre-work or Planning Required

Does not require pre-work or planning

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Exercise 1 — Think from Multiple Perspectives

Use the Six Thinking Hats to Make Better Decisions



Blue Hat
Managing the Thinking



Yellow Hat
Positives



White Hat
Information



Black Hat
Negatives



Red Hat
Feelings



Green Hat
Ideas

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Exercise 1 — Think from Multiple Perspectives

Guess the Hat



Blue Hat
Managing the
Thinking



White Hat
Data, Facts



Red Hat
Feelings,
Emotions



Yellow Hat
Positives
Upsides



Black Hat
Negatives
Challenges



Green Hat
New Ideas
Options

Which hat?

Example: Stakeholder's gut reaction to a project idea:
"This thing is gonna work!"

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Exercise 1 — Think from Multiple Perspectives (Cont.)



Blue Hat
Managing the
Thinking



White Hat
Data, Facts



Red Hat
Feelings,
Emotions



Yellow Hat
Positives
Upsides



Black Hat
Negatives
Challenges



Green Hat
New Ideas
Options

Which hat?

Example: Stakeholder's gut reaction to a project idea:
"This thing is gonna work!"

Why?

**This is a gut reaction to an idea- so it taps into the emotional
Red Hat- which is feelings and emotions.**

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Exercise 1 — Think from Multiple Perspectives (Cont.)

Guess the Hat



Blue Hat
Managing the
Thinking



White Hat
Data, Facts



Red Hat
Feelings,
Emotions



Yellow Hat
Positives
Upsides



Black Hat
Negatives
Challenges



Green Hat
New Ideas
Options

Example: **Meeting facilitator to group:** “Here’s the agenda for today’s meeting.”

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Exercise 1 — Think from Multiple Perspectives (Cont.)



Blue Hat
Managing the
Thinking



White Hat
Data, Facts



Red Hat
Feelings,
Emotions



Yellow Hat
Positives
Upsides



Black Hat
Negatives
Challenges



Green Hat
New Ideas
Options

Which hat?

Example: **Meeting facilitator to group:** “Here’s the agenda for today’s meeting.”

Why?

Defined approach to an idea, taps into the organized aspects of the Blue Hat.

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Characteristics of Each Hat

Blue Hat: Managing The Thinking



- Topic definition
- Meeting goals and scope
- Timing
- Enforcement of proper hat use
- Concluding and summarizing
- Deciding and assigning action steps



Goal of the Blue Hat: The Blue Hat manages the thinking process, ensuring the proper steps are taking place. It is the control hat and leads the decision-making process.

Someone Wearing the Blue Hat Might Say



Source: Gartner (April 2019)

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Characteristics of Each Hat

White Hat: Information — Data, Facts



- What we know
- What we need to know
- Relevant other peoples' views



Goal of the White Hat: The White Hat brings to light relevant information related to the topic at hand.

Someone Wearing the White Hat Might Say

“We need to include the full burden of maintenance in our estimates of the system costs.”

“We know that the solution has received positive feedback from most key stakeholders during its beta testing.”



“When one of our competitors tried this...”

Source: Gartner (April 2019)

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Characteristics of Each Hat

Red Hat: Feelings — Emotions, Intuition

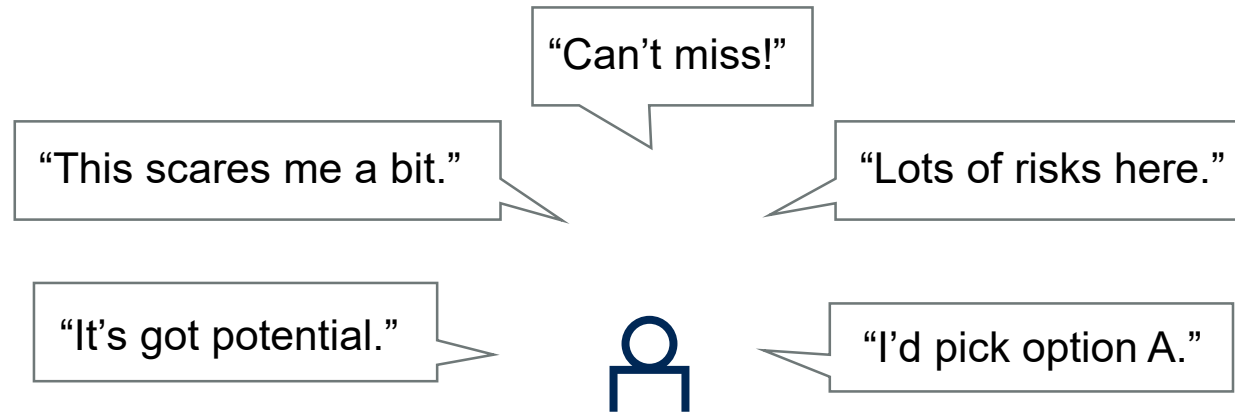


- Gut judgments (could include prioritization)
- Gut emotions



Goal of the Red Hat: To uncover individuals' gut feelings or hunches about the given topic.

Someone Wearing the Red Hat Might Say



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Characteristics of Each Hat

Yellow Hat: Positives — Benefits, Upsides



- Positives
- Benefits
- Upsides
- Reasons for optimism
- Strengths
- Improvements
- What went well



Goal of the Yellow Hat: To bring to light all of the positive aspects related to the chosen topic

Someone Wearing the Yellow Hat Might Say

“It will improve the accuracy of solutions testing.”

“It would likely lower our deployment costs by 5%.”



“It will decrease our time to market.”

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Characteristics of Each Hat

Black Hat: Negatives — Risks, Challenges



- Downsides
- Challenges
- Difficulties
- Problems
- What went poorly



Goal of the Black Hat: To bring to light all of the negative aspects or downsides related to the chosen topic.

Someone Wearing the Black Hat Might Say

“It would force us to delay our project delivery date by three weeks.”

“It would be bad for morale.”



“It ran 50% over budget.”

Source: Gartner (April 2019)

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Characteristics of Each Hat

Green Hat: Ideas — Possibilities, Creativity



- List existing options
- Generate new ideas
- Generate ideas to overcome Black Hat (mitigation)



Goal of the Green Hat: To generate productive ideas or options.

Someone Wearing the Green Hat Might Say



Source: Gartner (April 2019)

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Communication



Exercise 1: Become an Active Listener

Instructions:

- Review the descriptors listed in each of the columns below.
- Select one list of words that best describes you. You may see yourself reflected on more than one list, but this is a forced-choice exercise. You have to choose one!

1.	2.	3.	4.
Enthusiastic	Direct	Organized	Diplomatic
Ambitious	Assertive	Thorough	Loyal
Creative	Results-Oriented	Logical	Supportive
Fast-Paced	Independent	Prudent	Friendly
Optimistic	Decisive	Accurate	Considerate
Confident	Competitive	Conscientious	Relaxed

Source: Gartner (April 2019)

Exercise 1: Become an Active Listener

What Communication Type Are You?

1. Expressive	2. Driver	3. Analytic	4. Amiable
Enthusiastic	Direct	Organized	Diplomatic
Ambitious	Assertive	Thorough	Loyal
Creative	Results-Oriented	Logical	Supportive
Fast-Paced	Independent	Prudent	Friendly
Optimistic	Decisive	Accurate	Considerate
Confident	Competitive	Conscientious	Relaxed

Source: Gartner (April 2019)

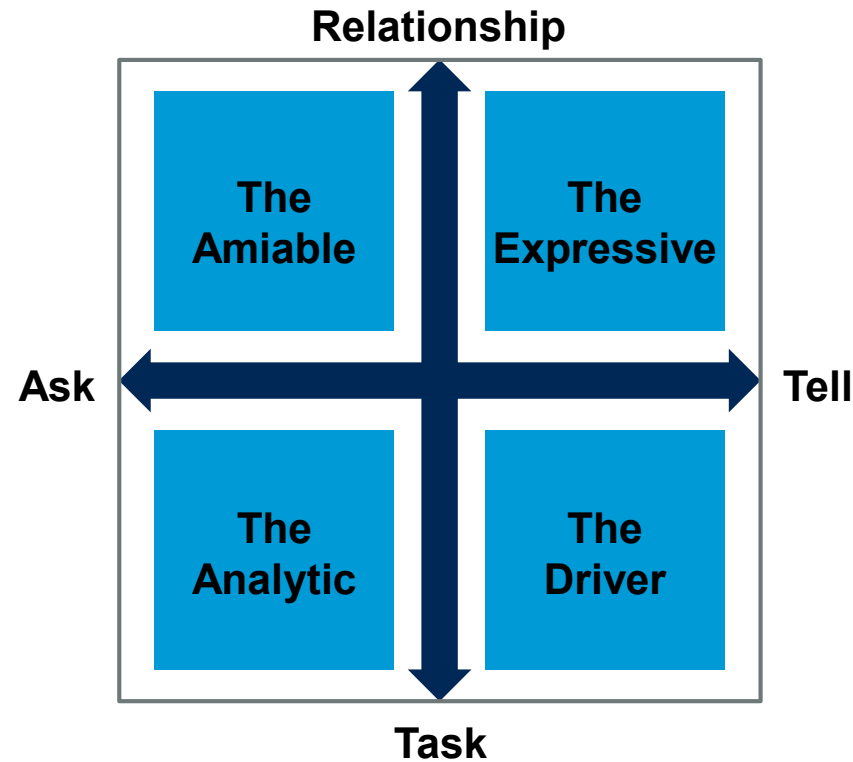
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Exercise 1: Become an Active Listener

Adapt Your Communication Style On Our Axis

Instructions:

Use these axes to brainstorm how you can adapt your style based on the nature of tasks and specific relationships.



Source: Gartner (April 2019)

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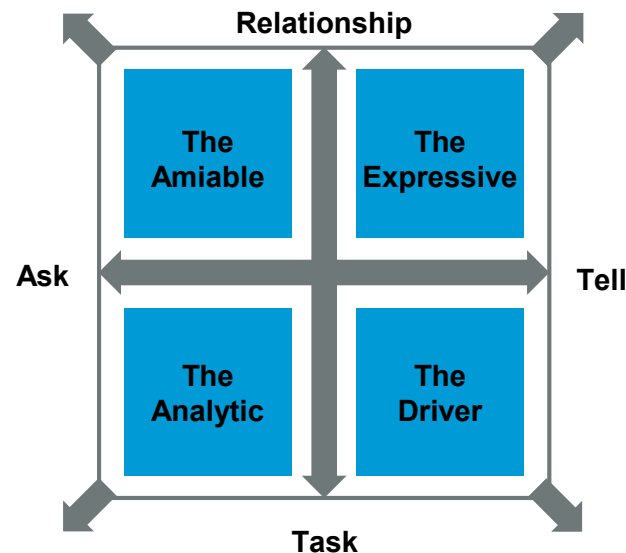
Exercise 1: Become an Active Listener

Listen Effectively: Identify Your Communication Style's Reaction to Stress

Reaction to Stress: Acquiesce

Under stress, amiables tend to unhappily acquiesce in a passive aggressive nature. Instead, it would be better to confront the source of stress.

It Would Be Better to: Confront



Reaction to Stress: Attack

Under stress, expressives tend to let off steam by attacking either themselves or others around them. Instead, it would be better to check themselves.

It Would Be Better If: Check

Reaction to Stress: Avoid

Under stress, analytics tend to avoid situations by either gathering as much information as possible or going for a walk. Instead, it would be better to decide.

It Would Be Better If: Decide

Reaction to Stress: Autocrat

Under stress, drivers tend to take control and tell others what to do in short direct terms. Instead it would be better to listen to others.

It Would Be Better If: Listen

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Four Qualities of Active Listeners

Help Staff Achieve a Constructive, Collaborative Two-Way Conversation



1. Attentive

Stay engaged and focused on what the customer is saying.



Attentiveness

ensures you are engaged in a two-way conversation rather than passively taking in what the customer is saying.



2. Objective

Remain open to new ideas and avoid making assumptions.



Objectivity allows you to avoid jumping to conclusions about a customer and/or their issue.



3. Patient

Resist the urge to interrupt or respond until the customer is finished.



Patience ensures you give the customer ample time to fully explain the problem. Remember the old saying: “listen before you speak.”



4. Empathetic

Demonstrate mutual understanding of the customer's issue.



Empathy allows you to identify with — and better retain — customer information.

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Roadmap of the Presentation



Exercises for Effective Communication



Exercise 1: Articulate Value Through Active Listening (Slides 8-12)

- Understand your communication style to become an active listener.
- Establish credibility by honing your personal value proposition.



Exercise 2: Understand Different Communication Styles (Slides 16-20)

- Learn the primary communication style of others.
- Identify ways to alter and use your style to fit different situations.



Exercise 3: Effectively Communicate Change (Slides 23-27)

- Learn how to craft effective change messages.
- Deal effectively with your manager in one-on-one interactions.

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Exercise 2: Understand Different Communication Styles



Audience for this Exercise

Teams, typically more than 2 people



When to Use

Stressful situations at the workplace, such as interacting with manager who is a different communication type, or negotiating agreements



What this Exercise Teaches

- Understand how other people react to your communication style
- Identify ways to alter and use your style to fit different situations



Pre-work or Planning Required

Requires exposure to exercise 1

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Exercise 2: Understand Different Communication Styles

Instructions: Review the statements made by each employee in the following sequence. Select the communication style (Amiable, Driver, Expressive, Analytic) that best aligns to each employee.

Sales this quarter are up by 7.2%.
How accurate are these
predictions? I need to take some time
to review the methodology.



Kate

Source: Gartner (April 2019)

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Exercise 2: Understand Different Communication Styles

Instructions: Review the statements made by each employee in the following sequence. Select the communication style (Amiable, Driver, Expressive, Analytic) that best aligns to each employee.

I feel like we're off to a good start
this quarter.
Have you encountered
any challenges?



Carrie

Source: Gartner (April 2019)

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Exercise 2: Understand Different Communication Styles

Instructions: Review the statements made by each employee in the following sequence. Select the communication style (Amiable, Driver, Expressive, Analytic) that best aligns to each employee.

This needs to be done faster.
We need a clearer vision of the
expected results of this project.



Chris

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What Are Other Styles Looking For?

Attributes of Each Communication Style

	Expressives	Drivers	Analytics	Amiables
They Are Looking for You to Be Entertaining	... Efficient	... Accurate	... Agreeable
They Are Interested In Ideas and Possibilities	... Outcomes	... Facts	... Relationships and Communications
Their Pace Is Faster, Spontaneous	... Faster, Decisive	... Slower, Systematic	... Slower, Relaxed
They Seek Applause	... Results	... To Be Right	... Acceptance
They Want You to Support Their Dreams	... Conclusions	... Process	... Feelings
They Want to Save Effort	... Time	... Face	... Relationships
They Have Questions About Who	... What	... How	... Why

Source: Gartner (April 2019)

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Roadmap of the Presentation



Exercises for Effective Communication



Exercise 1: Articulate Value Through Active Listening (Slides 8-12)

- Understand your communication style to become an active listener.
- Establish credibility by honing your personal value proposition.



Exercise 2: Understand Different Communication Styles (Slides 16-20)

- Learn the primary communication style of others.
- Identify ways to alter and use your style to fit different situations.



Exercise 3: Effectively Communicate Change (Slides 23-27)

- Learn how to craft effective change messages.
- Deal effectively with your manager in one-on-one interactions.

Source: Gartner (April 2019)

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Exercise 3: Effectively Communicate Change



Audience for this Exercise

Teams, in pairs



When to Use

One-on-one interaction with manager



What this Exercise Teaches

- How to change your responses to different managers' communication types
- Communicate effectively when your manager is stressed



Pre-work or Planning Required

Requires exposure to exercises 1 and 2

Source: Gartner (April 2019)

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Exercise 3: Effectively Communicate Change

Instructions: Review the statements made by each manager to their direct reports. Provide a response that would best satisfy the statement made by the manager based on their communication style.

Can you walk me through the process for this implementation?



Manager (Analytic)



Direct Report

You are the direct report. In responding to your manager, who is analytic, it is most important to them that your response is ...

Source: Gartner (April 2019)

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Exercise 3: Effectively Communicate Change

Instructions: Review the statements made by each manager to their direct reports. Provide a response that would best satisfy the statement made by the manager based on their communication style.

Interesting idea, do you think
it will work?



Manager (Amiable)



Direct Report

You are the direct report. In responding to your manager, who is amiable, it is most important to them that your response supports their ...

Source: Gartner (April 2019)

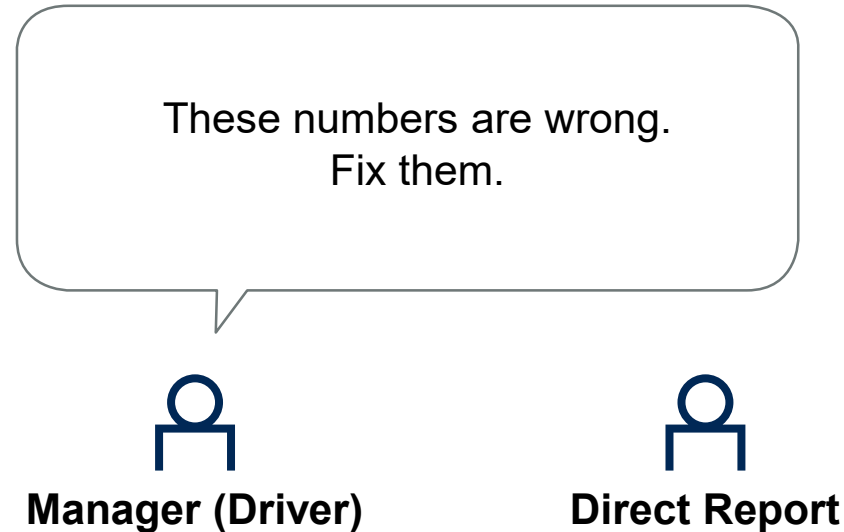
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Exercise 3: Effectively Communicate Change

Instructions: Review the statements made by each manager to their direct reports. Provide a response that would best satisfy the statement made by the manager based on their communication style.



You are the direct report. In responding to your manager, who is a driver, it is most important to them that your response is ...

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Exercise 3: Effectively Communicate Change

Instructions: Review the statements made by each manager to their direct reports. Provide a response that would best satisfy the statement made by the manager based on their communication style.

Show me how these graphs
tell the story that you are trying
to convey.



Manager (Expressive)



Direct Report

You are the direct report. In responding to your manager, who is expressive, you know that they are most interested in ...

Source: Gartner (April 2019)

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Key Takeaways

- ✓ Learn to effectively listen by understanding your communication style.
- ✓ Flex your communication style after deducing your teammate or manager's communication style.
- ✓ Communicate effectively with managers and navigate difficult conversations at the workplace using the communication styles framework.
- ✓
- ✓

Communication Styles Cheat Sheet

	Driver	Expressive	Amiable	Analytical
Style when stressed:	Autocratic	Attacks	Acquiesce	Avoids
Measures personal value by:	Results	Applause	Attention	Activity
Specialty:	Control	Social	Supportive	Technical
For growth needs to:	Listen	Check	Initiate	Decide
Wants to save:	Time	Effort	Relationships	Face
Needs climate that:	Allows to Build Own Structure	Inspires to Their Goals Suggests	Suggests	Provides Details
Words used to describe:	<ul style="list-style-type: none"> • Direct • Assertive • Results-Oriented • Independent • Decisive • Competitive 	<ul style="list-style-type: none"> • Enthusiastic • Ambitious • Creative • Fast-Paced • Optimistic • Confident 	<ul style="list-style-type: none"> • Diplomatic • Loyal • Supportive • Friendly • Considerate • Relaxed 	<ul style="list-style-type: none"> • Organized • Thorough • Logical • Prudent • Accurate • Conscientious
May be viewed as:	<ul style="list-style-type: none"> • Pushy • Severe • Tough • Dominating • Harsh 	<ul style="list-style-type: none"> • Manipulative • Excitable • Undisciplined • Reactionary • Egotistical 	<ul style="list-style-type: none"> • Conforming • Unsure • Pliable • Dependent • Awkward 	<ul style="list-style-type: none"> • Critical • Indecisive • Stuffy • Picky • Moralistic

Source: Gartner (April 2019); Robert and Dorothy Bolton; Social Style/Management Style

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Communication Styles Cheat Sheet (Cont.)

When interacting with the style you should:

	Driver	Expressive	Amiable	Analytical
Take the time to be:	Efficient	Stimulating	Agreeable	Accurate
Support their:	Conclusions and Actions	Dreams and Intuitions	Relationships and Feelings	Principles and Thinking
Persuade them by telling/answering:	What	Who	Why	How
For decisions give them:	Options and Probabilities	Testimony and Incentives	Guarantees and Assurances	Evidence and Service

Source: Gartner (April 2019); Robert and Dorothy Bolton; Social Style/Management Style

Communication Style Appendix

Flex To Work Well With Others

		Their Communication Style			
		Driver	Analytic	Expressive	Amiable
Their Communication Style	Driver	<ul style="list-style-type: none"> • Directly address questions, and get to business quickly. • Focus on results. • Let them lead conversation occasionally. • Offer options so they feel they are making the ultimate decision. • Be willing to be flexible. 	<ul style="list-style-type: none"> • Allow time to gain answers. • Give the reasoning behind your thoughts. • Accept silence, and be patient. • Do not interrupt. • Speak softly, and follow up in writing. 	<ul style="list-style-type: none"> • Be less abrupt, lighten up, and be energetic. • Talk about yourself. • Respond to humor. • Focus first on the big picture and then consider how to achieve it through action plans. • Facilitate decision making without putting excessive pressure on them. 	<ul style="list-style-type: none"> • Show empathy, and soften your language. • Don't leap straight to business. • Think of the person as part of the solution; reflect on their opinions. • Feelers like arguments — to a point; avoid becoming too dogmatic even when they are.
	Analytical	<ul style="list-style-type: none"> • Keep it short; don't overload with information. • Show concrete action being taken. • Be prepared to “run with it.” • Maintain direct eye contact and direct posture. • Select only the key facts. 	<ul style="list-style-type: none"> • Have an agenda, and keep to the point. • Set time frames. • Keep the big picture in mind; don't get focused too much on details. • See that milestone dates are in the action plan; set up progress reports. 	<ul style="list-style-type: none"> • Pick up the pace. • Keep an open mind; be willing to move from your original plans. • Use action-oriented language. • Give the top-line summary of performance improvement areas; don't nitpick. • Focus less on the process and more on the potential results. 	<ul style="list-style-type: none"> • Appreciate their input and don't over-challenge their viewpoint. • Encourage questions. • It's not just about process; show some passion. • Do not feel obligated to provide a clear solution to every challenge; sometimes just talking is enough.

Source: Gartner (April 2019)

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Communication Style Appendix (Cont.)

Flex To Work Well With Others

		Their Communication Style			
		Driver	Analytic	Expressive	Amiable
Their Communication Style	Expressive	<ul style="list-style-type: none"> • Show commitment toward the goal. • Be specific, clear, and brief. • Involve them in decision making. • Stick to the facts, and stay on topic. • Provide a limited number of options, and leave ultimate decision up to them. 	<ul style="list-style-type: none"> • Stick to the rules and procedures. • Be organized, and have a clear plan of action. • Follow through on what you say you will do. • Encourage them to make a decision, but refrain from making it for them. 	<ul style="list-style-type: none"> • Don't compete for attention; let them speak. • Keep to the task at hand; don't let forward- thinking goals take priority over immediate development needs. • Set clear objectives for each session, but be flexible. • Don't overstate guarantees; this risks trust. 	<ul style="list-style-type: none"> • Tone down the conversation, and be moderately paced. • Ask appropriate personal questions, and consider their feelings. • Verbally appreciate their input and contributions. • Reflect on their opinions, and communicate patiently.
	Amiable	<ul style="list-style-type: none"> • Use as much evidence as possible to support opinions. • Follow up in writing. • Show confidence; don't expect a reaction. • When appropriate, ask directly for a decision. • Don't over explain or ramble. 	<ul style="list-style-type: none"> • Keep to the subject. • Show enthusiasm for the task. • Focus on the facts; don't let your heart rule your head. • See that milestone dates are in the action plan; set up progress reports. 	<ul style="list-style-type: none"> • Be realistic about performance objectives. • Don't drown him or her in the problems. • Show enthusiasm for ideas, and be energetic. • Don't take things personally. • Invite their conversation. • Maintain ongoing, informal contact. 	<ul style="list-style-type: none"> • Keep a balanced view (it's not all about you). • Separate facts and feelings. • Don't get distracted from the task. • Set mutually agreed-on goals. • Strike a balance between flowing with the conversation and staying on track.

Source: Gartner (April 2019)

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