



COURSE EXCERPT

*Understanding  
behavioural  
types*



# A NOTE FROM THE AUTHOR

WELCOME TO ASPIRE2D'S TEAM WORK SHORT  
COURSE

## **Congratulations on pursuing new skills and knowledge with Aspire To Dental!**

My name is Renata Emilianowicz and I am a qualified dental practice manager with over 28 years of hands-on clinical, front desk and admin experience in private dental practices in Melbourne, Australia.

In 2012 I founded Fledgling Dental Services, practice management consulting, and began sharing my management knowledge and front desk expertise with dentists and their teams, improving their practices and enhancing their skills. In 2020, Fledgling made the pivot to Aspire2d to meet the needs of the dental team; namely the assistants, front desk and managers who want to learn and develop professionally through continuing education.

My resources and short courses aim to provide you with the knowledge, skills and tools to become confident, proactive, effective and skillful. Dental life can be challenging and the more knowledge and skills you take up, the more successful, valuable and sought-after you become!

I hope you enjoy the workbook and that it brings you closer to your own dreams. Remember as you move forward, that you are investing in yourself and that is awesome!

Well done to you!

*Renata Emilianowicz*

Renata Emilianowicz  
Founder of Aspire2d.com.au

# TEAM WORK *Course* CONTENTS

## SECTION 1: UNDERSTANDING TEAM WORK

- Qualities of a great team
- Barriers to team work
- Commitment to trust

## SECTION 2: CREATING TEAM GOALS

- Benefits of team goals
- Creating team goals
- Plan of Action

## SECTION 3: CLARIFYING TEAM ROLES

- Roles and responsibilities
- Clarifying expectations
- Creating departmental teams
- Team leaders

## SECTION 4: EFFECTIVE COMMUNICATION

- Strengthening communication
- **Team dynamics**
- Team conflict resolutions

## SECTION 5: TEAM CULTURE AND VALUES

- Nurturing team culture
- Team values
- Team courtesy system

# TEAM DYNAMICS

Team work and communication especially, can be hard work! This is because we have a group of individuals with ***different behavioural tendencies*** and ***communication preferences*** all working together in a tight-knit group.

There's no one size fits all when it comes to communication so we have to learn to understand that different people will have different ways to communicate and learn.

## Everyone is different...

- Different ways of learning
- Different ways of interacting with others
- Different in what they seek out and what they avoid
- Different pressure points
- Different strengths and challenges
- Different in their approach to life and work in general

What works for one or two people in the team, may not work for others.

## ***It's not wrong, it's just different.***

Therefore, getting to know each other is important to understand these differences and manage your relationships to ***avoid conflict and better communicate.***

## IDENTIFYING YOUR BEHAVIOURAL STYLE

You may have heard of behavioural or personality tests (your tendencies and preferences, how you think and act). They are a great way to assist you in determining your own behavioural styles and in understanding others. It is suggested that the most effective people are those who understand themselves and can develop strategies to meet the demands of their environment.

On the following pages we'll discover and learn about the four main behavioural types.

# BEHAVIOURAL STYLES

Although this assessment is not a comprehensive evaluation, it will certainly give you all an idea about the concept of differing behavioural styles and tendencies. This is really important for you all to grasp because it will assist you in all of your team work and particularly with communication.

***Have you ever wondered why one certain person in your group seems to be the 'mother hen' or a 'people-pleaser'? What about the 'tech geek' or 'over-bearing' types?***

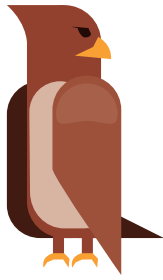
As was mentioned previously, these tendencies are not necessarily **wrong** but they can certainly be **misunderstood** or cause **conflict**. Therefore, by learning about you and your team members' personality types, you will become **more attuned** to preferences, expectations and behaviour in general.

Over the next few pages, we'll define these types in more detail. Have a **respectful discussion** about your team's styles. (this is usually fun and very entertaining!)

You'll discover:

- Are they open or guarded? Indirect or direct?
- Fast or slower paced? Task or people-focused?
- What do they value and prioritise?
- What are their needs?
- What drives and motivated them?
- What do they fear and how do they act during conflict?
- What makes them uncomfortable and what are their weaknesses?
- What do they do best and how can we make them feel valued?
- What areas do they need to work on and what are there 'blind spots'?

So as you can see, being **mindful** of the behaviours and preferences of your team members allows you to **deliver information** in a way that will be more effective and therefore, improve relationships and performance.



# DOMINANT STYLE "D"

## THE EAGLE

<b><i>Tends to Act</i></b>	assertively
<b><i>Needs</i></b>	control
<b><i>Driven by</i></b>	independence
<b><i>Wants</i></b>	control, variety
<b><i>Measures worth by</i></b>	impact, results, track record
<b><i>Preferred tasks</i></b>	challenging
<b><i>Comfortable with</i></b>	decision making
<b><i>Strengths</i></b>	problem solver
<b><i>Conflict style</i></b>	demands action
<b><i>Limitations</i></b>	too direct, intense
<b><i>Fear</i></b>	losing, loss of control
<b><i>Blind spot</i></b>	accountability
<b><i>Needs to work on</i></b>	empathy, patience
<b><i>Under stress is</i></b>	dictatorial, critical

### ***Communicating with the D style individuals***

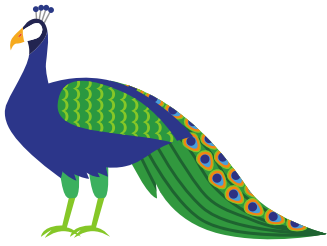
*Give them the bottom line, be brief, focus your discussion narrowly, avoid making generalizations, refrain from repeating yourself, and focus on solutions rather than problems.*

### ***D style client***

*"The filling is broken and the tooth is weak and prone to fracture. We can refill the tooth but it may break again. A crown however, will protect and strengthen this tooth for many years to come. The cost is \$1900 and to get it done, we need 2 appointments 2 weeks apart. We can get you in next Tuesday. What do you think?"*

Team D's:

Client D's:



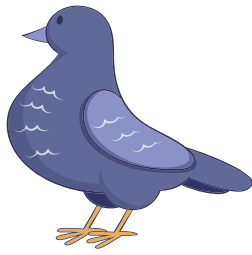
# INFLUENCING STYLE "I"

## THE PEACOCK

<b><i>Tends to Act</i></b>	persuasive	<b><i>Communicating with the I style individuals</i></b>  <i>Share your experiences, allow the I style person time to ask questions and talk themselves, focus on the positives, avoid overloading them with details, and don't interrupt them.</i>  <b><i>I style client</i></b>  <i>"So that your smile looks as beautiful as your wanting Jenny, whitening will give you a fabulous result. When do that crown, it will match perfectly. That'll really brighten up your smile, you deserve it!"</i>
<b><i>Needs</i></b>	approval	
<b><i>Driven by</i></b>	interaction	
<b><i>Wants</i></b>	approval, less structure	
<b><i>Measures worth by</i></b>	compliments, thanks	
<b><i>Preferred tasks</i></b>	people related	
<b><i>Comfortable with</i></b>	social friendliness	
<b><i>Strengths</i></b>	encourager	
<b><i>Conflict style</i></b>	attacks	
<b><i>Limitations</i></b>	disorganised, nontraditional	
<b><i>Fear</i></b>	rejection	
<b><i>Blind spot</i></b>	follow through on commitments	
<b><i>Needs to work on</i></b>	controlling emotions, follow through	
<b><i>Under stress is</i></b>	sarcastic, superficial	

Team I's:

Client I's:



# STEADFAST STYLE "S"

## THE DOVE

<b><i>Tends to Act</i></b>	patient
<b><i>Needs</i></b>	routine
<b><i>Driven by</i></b>	stability
<b><i>Wants</i></b>	routine, harmony
<b><i>Measures worth by</i></b>	compatibility, contribution
<b><i>Preferred tasks</i></b>	scheduled
<b><i>Comfortable with</i></b>	team work
<b><i>Strengths</i></b>	supportive
<b><i>Conflict style</i></b>	complies
<b><i>Limitations</i></b>	indecisive, indirect
<b><i>Fear</i></b>	sudden change
<b><i>Blind spot</i></b>	embracing need for change
<b><i>Needs to work on</i></b>	assertive when pressured
<b><i>Under stress is</i></b>	submissive, indecisive

### ***Communicating with the S style individuals***

*Be personal and amiable, express your interest in them and what you expect from them, take time to provide clarification, be polite, and avoid being confrontational, overly aggressive or rude.*

### ***S style client***

*"In order to stop these teeth breaking like this one did, we can start by replacing the old deteriorated fillings. After that we can talk about the next phase to strengthen and protect those teeth with crowns. Let's start slowly and review as we go. How does that sound to you? Do you have any further questions?"*

Team S's:

Client S's:





# INFLUENCING STYLE "C"

## THE OWL

<b><i>Tends to Act</i></b>	contemplative	<b><i>Communicating with the C style individuals</i></b>  <i>Focus on facts and details; minimise "pep talk" or emotional language; be patient, persistent and diplomatic.</i>  <b><i>C style client</i></b>  <i>"This tooth has a large cracked filling. Let me show you on the big screen. Can you see this black line around the filling? That's what we call an open margin. The seal around the filling has been compromised and bacteria is causing decay underneath. Let me show you on the xray where the decay is. I recommend placing a protective crown over the top. We use the best lab and materials so we can expect this crown to last past 20 years provided it's kept meticulously clean"</i>
<b><i>Needs</i></b>	standards	
<b><i>Driven by</i></b>	correctness	
<b><i>Wants</i></b>	logic, standards	
<b><i>Measures worth by</i></b>	precision, quality, accuracy	
<b><i>Preferred tasks</i></b>	structured	
<b><i>Comfortable with</i></b>	planning, order	
<b><i>Strengths</i></b>	organiser	
<b><i>Conflict style</i></b>	avoids	
<b><i>Limitations</i></b>	too detailed, impersonal	
<b><i>Fear</i></b>	being wrong	
<b><i>Blind spot</i></b>	over analysing decisions	
<b><i>Needs to work on</i></b>	worrying less about everything	
<b><i>Under stress is</i></b>	withdrawn, headstrong	

Team C's:

Client C's:

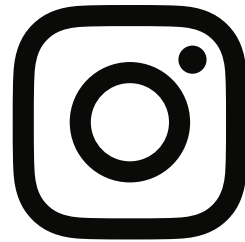


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*Renata Emilianowicz*