

## 5 Categories, Definitions and Examples

BEHAVIOUR	DEFINITION	EXAMPLES
Proposing Procedure	Suggesting of a new course of action, relating to the way in which a pair or group is working – or could work. (Can be in the form of a statement or a question.)	<i>"Let's move on to talk about pensions."</i> <i>"Please can you take notes?" *</i> <i>"Shall we take a break?"</i> <i>"Over to you Richard..."</i>
Proposing Content	Suggesting a new concept or idea which is actionable, which relates to the topic being discussed	<i>"Why don't we advertise for candidates?" **</i> <i>"I suggest we use head-hunters."</i> <i>"We could use our networks to identify suitable candidates." ***</i>
Building	Extending or developing a proposal already made by another person	<i>"And could you use the flip chart to capture the key points please?" *</i> <i>"If I could add to that and suggest we do online advertising as well as the trade journals." **</i> <i>"Yes, LinkedIn would be an excellent way of doing that." ***</i> <i>"I think that idea would work if we got everyone involved."</i>
Seeking Proposals	Directly asking another, or others, for a proposal or build	<i>"Who would like to start?"</i> <i>"What ideas do you have?"</i> <i>"How should we do this?"</i> <i>"Who needs to be involved?"</i> <i>"When can you do it?"</i>
Supporting	Making a clear statement of agreement with, or support for, a person or their statement, opinion, idea or approach	<i>"Yes. I think that's right."</i> <i>"Sounds good to me."</i> <i>"OK then, let's do it."</i> <i>"Well done, you have done a great job."</i> <i>"Rose is right."</i>
Disagreeing	Making a clear statement of disagreement with someone else's statement, opinion, idea or approach, or raising objections to such a contribution	<i>"That won't work for me."</i> <i>"What you are saying just isn't right."</i> <i>"I can't agree with you."</i> <i>"I don't like that idea."</i> <i>"I think that's wrong."</i>
Defending-Attacking	Attacking another person (as distinct from an issue) directly, or defending yourself against such attacks. Such behaviour is usually judgmental and emotional	<i>"You're being ridiculous."</i> <i>"Don't look at me – it's not my fault."</i> <i>"You guys are as slow as a tortoise."</i> <i>"Gosh Susan, I think you're on another planet."</i> <i>"Trust an accountant to see things differently."</i>
Giving Feelings	An expression of your feelings about the current situation or work in progress	<i>"I'm uncomfortable about that last point."</i> <i>"I'm much happier now you've explained it further."</i> <i>"There's something about this that doesn't feel quite right."</i> <i>"I'm really pleased with the progress we're making."</i> <i>"I'm shocked!"</i> <i>"I'm getting bored with this."</i>

## How what you say and do influences your effectiveness in business

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Open	Non-defensive admissions of mistakes or inadequacies	<i>"My apologies, I completely forgot about it." "Whoops! My mistake." "I don't think I had prepared enough." "It may be my fault." "I should have thought of that earlier."</i>
Giving Information	Making a statement of fact, opinion or reason to another person(s)	<i>"We have two vacancies at the moment." "The project is moving into the final stage." "I think that this is a great opportunity for expansion." "This is the better of the two handsets." "My view is that Peter is the best man for the job."</i>
Seeking Information	Seeking facts, opinions or reasons from other(s)	<i>"Who is involved?" "Where are we on budget?" "Why is this one better?" "How did the client react?" "What happened?" "What's the purpose of the meeting?"</i>
Testing Understanding	Checking out an assumption or checking whether a previous contribution has been correctly understood	<i>"Can I just check we're talking about the same person?" "Does that mean you want to recruit more than two people?" "Are you saying she's not up to the job?" "You're going on Monday, is that right?"</i>
Summarising	Repeating, accurately and in a condensed form (with nothing new) the content of all or part of the preceding discussion	<i>"Clare will look at risk management, Chris will focus on stakeholder management and Jane will focus on the budget?" "Clare and Chris agree but it seems Jane is uncertain." "So we won't advertise. Instead we'll use a head-hunter and reach out to our networks, including LinkedIn."</i>
Shutting Out	Behaving in a way that prevents or shortens another's contribution - most typically, cutting across a speaker by interrupting and/or answering a question posed to someone else	<i>Clare: "What do you think Chris?" Jane: "I'm happy." (Jane is Shutting Out by answering a question intended for Chris.) Clare: "I think I could do that because..." Alyse (Shutting Out by interrupting): "Yes, I think you could."</i>
Bringing In	Seeking a contribution from a person who has not contributed for some time or at all	<i>"Chris, is there anything you'd like to say?" "Alyse, you've not had a chance to say anything, what do you think?" "Tom, I notice you've been rather quiet - what are you thinking?"</i>

*NB: The number of asterisks in the Proposing behaviours and Building illustrate which proposal has been built upon*