

The Velvet Hammer - Personality Profiles Test

In the boxes below, for each section check off those behaviors and characteristics that best describe you in a working environment. The quadrant with the most check marks is your primary or preferred personality / behavior style. Note: you may be a blend of two or more. That is okay. By the way, there is no right or wrong, best or worst style. *You may even want to get your team to do this profiling, so you can learn more about each other; then offer your team ideas to work better with each other as well.*

<p>1</p> <p><input type="checkbox"/> you like results</p> <p><input type="checkbox"/> you meet deadlines</p> <p><input type="checkbox"/> you feel great when things are done</p> <p><input type="checkbox"/> you can command attention</p> <p><i>sometimes you feel...</i></p> <p><input type="checkbox"/> you've bowled some people over</p> <p><input type="checkbox"/> you might have been abrupt</p> <p><input type="checkbox"/> you expect too much some days</p> <p style="text-align: right;"><input type="checkbox"/> Total # of checkmarks</p>	<p>2</p> <p><input type="checkbox"/> you like to interact</p> <p><input type="checkbox"/> you are the 'ideas' person</p> <p><input type="checkbox"/> you are enthusiastic</p> <p><input type="checkbox"/> you feel great when everyone is involved</p> <p><i>sometimes you feel...</i></p> <p><input type="checkbox"/> like you've interrupted (again)</p> <p><input type="checkbox"/> you might be too excited</p> <p><input type="checkbox"/> scattered and disorganized</p> <p style="text-align: right;"><input type="checkbox"/> Total # of checkmarks</p>
<p>3</p> <p><input type="checkbox"/> you like accuracy</p> <p><input type="checkbox"/> you like detail and statistics</p> <p><input type="checkbox"/> you can pull data together quickly</p> <p><i>sometimes you feel....</i></p> <p><input type="checkbox"/> you can be picky</p> <p><input type="checkbox"/> you take too long to make a decision because you want to make sure it is right</p> <p><input type="checkbox"/> you are a perfectionist</p> <p style="text-align: right;"><input type="checkbox"/> Total # of checkmarks</p>	<p>4</p> <p><input type="checkbox"/> you are loyal, steadfast, responsible</p> <p><input type="checkbox"/> you hate letting people down</p> <p><input type="checkbox"/> you enjoy harmony and peace</p> <p><i>sometimes you feel...</i></p> <p><input type="checkbox"/> unheard</p> <p><input type="checkbox"/> you delay making a decision because you know not everyone will like it</p> <p><input type="checkbox"/> you are wishy-washy on a topic</p> <p style="text-align: right;"><input type="checkbox"/> Total # of checkmarks</p>

Your highest score was in quadrant # ____ = _____ (your personality style—see the next section).

Note: If you have an equal amount in each quadrant, review your answers and select the ones that most describe you in a work or volunteer situation.

The Velvet Hammer - Setting Nets (Goal Setting)

Velvet Hammer Technique #9

Set up nets – goals for your team!

Setting the Stage, So You can Set Nets (Goals)

Let me ask you this—why does your organization, business or association exist? Name them in 2 or 3 adjectives (see examples below if you need more idea of what I mean).

Why Your Department exists

Once you have recognized this for your company, drill down into why your department exists.

Examples:

Accounting: Accurate, efficient, profits

Marketing: Growth, profits, recognizable (brand)

Operations: Safety, production, efficiency

List 2 or 3 adjectives describing why your department exists:

The Velvet Hammer - Knock it Off Nicely

The 'Knock it Off Nicely' Technique

Velvet Hammer Technique #22

Think conduct, impact, fixed!

Step 1 - Conduct or Behavior

Describe in detail the conduct or behavior they are exhibiting that needs to be corrected. Examples include error rate high, not wearing safety shoes, chewing gum, missing deadlines, personal phone calls or surfing the net excessively for personal use. This technique can even be used for bad breath or body odor in a customer service situation, low necklines, short skirts or even very sensitive and personal issues that have to be addressed. Be careful to describe it specifically; it is not specific enough to say the behavior is a negative attitude, and you may face a backlash and the person could disagree with you. If it is a negative attitude that you are dealing with, be specific. Examples include

slamming phones, folding arms across the chest, rolling eyes. On the lines below, describe specifically the behavior the person is exhibiting.

Conduct or Behavior (that needs correcting)

Step 2 – Impact of the Conduct or Behavior

You must explain to someone ‘why’ the conduct or behavior is impacting the organization, team or objectives, otherwise the mention of the conduct or behavior can be deemed ‘petty’. If you ever do proceed through to the termination of an employee, during a wrongful dismissal case the judge will want to know how it affected the business. Often individuals don’t take the time to look at how their conduct is preventing or limiting their work in some way. List the impacts of the behavior, for example:

- ❖ **Conduct:** Missing deadlines! **Impact:** Cost overruns, loss of customers, holding up other departments or team members.
- ❖ **Conduct:** Error rate high! **Impact:** Rework, loss of customers, lost productivity, missed deadlines, financial loss.
- ❖ **Conduct:** Chewing gum! **Impact:** Loss of customers due to perception of professionalism, distracting to others.
- ❖ **Conduct:** Bad breath! **Impact:** Loss of customers, lost sales.

- ❖ **Conduct:** Excessive personal phone calls or surfing net! **Impact:** Lost productivity, missed deadlines, can place additional burden on other team members who have to complete work.

On the lines below, describe specifically the impact of the conduct or behavior you have noted.

Impact (impact of the behavior or conduct you listed previously)

_____, _____,

Step 3 - Describe what it would look like if it was fixed.

If you miss this step, you can slip into a 'didn't know' situation. The individual might say, "You never told me how to fix it, you just said you didn't like it." Alternatively, if you miss this step, they could make it up or have their own interpretation of how they should fix it. For some things it is quite obvious, for instance you want the conduct immediately stopped, discontinued or eliminated. If you are applying this technique in progressive discipline, you'll want to document this clearly. The judge during a wrongful dismissal case will want to see that you instructed (developed) the employee by telling them 'what' to do, not just what not to do. Sometimes it feels like the same thing and you seem to be 'book ending' the discussion and repeating yourself, but that is okay—it reinforces your expectations. For example:

- ❖ **Conduct:** Missing deadlines! **Impact:** Cost overruns, loss of customers, holding up other departments or team members. **Fixed: concerted effort to meet deadlines and sufficient notice when a deadline can't be met and why, in order to see if there is another work-around.**

- ❖ **Conduct:** Error rate high! **Impact:** Rework, loss of customers, lost productivity, missed deadlines, financial loss. **Fixed: an effort to check work, or bring to our attention what further training might be required to minimize the frequency of the errors.**

- ❖ **Conduct:** Chewing gum! **Impact:** Loss of customers due to perception of professionalism, distracting to others **Fixed: an immediate and discontinued use of chewing gum when in front of customers.**

- ❖ **Conduct:** Bad breath! **Impact:** Loss of customers, lost sales. **Fixed: the elimination of eating spicy or strong foods prior to coming to work or the ongoing use of breath mints.**

- ❖ **Conduct:** Excessive phone calls or surfing net for personal use! **Impact:** Lost productivity, missed deadlines can cause additional burden on other team members who have to complete work. **Fixed: save phone calls and Internet surfing for personal use during assigned breaks.**

On the lines below, describe specifically what it would look like if it was fixed or corrected.

What it would like if it was fixed or corrected (for your example explain

what it would look like if it was corrected or fixed, think 'teaching' or 'developing')

Here is the framework for the script that you can use over and over again to begin a conversation to correct conduct or behavior. All you have to do is fill in the blanks. Feel free to alter it to make it comfortable for you. The main rule for this technique is not to use the word “you” in your opening statement when bringing something to the attention of the individual. Following this framework will keep you from apologizing or getting sidetracked. When someone wants to pull you into their problems, you can always resort to this statement, stating that you understand the way they feel, but you still need this to be corrected in the future.

The 'Knock it Off Nicely' Script

The Velvet Hammer Technique #23

When criticizing someone don't use the word “you”.

By identifying the conduct, its impact and what it would look like if it was corrected, you are ready to fill in the blanks. It is like a 'paint by numbers' script for disciplining and correcting performance, and it works.

Here is the script:

When someone does _____ (conduct), **the impact is**

_____, _____,

_____ (impact), **what I need to see is**

_____ (fixed or corrected).