



shapesforleaders

Powered by PsychoGeometrics®

PARTICIPANT WORKBOOK

Created and Written by





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PARTICIPANT WORKBOOK

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The following customized versions of Shapes for Effective Communication are also available:



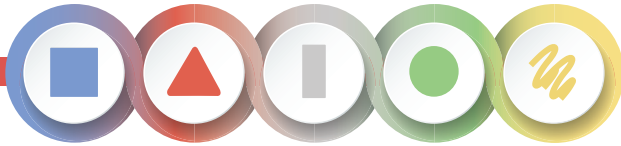
Shapes for Leaders_Version_1.0





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Section 1 INTRODUCTION

Letter from Susan Hite, CEO and Innovator of PsychoGeometrics®

Dear Leaders,

We are excited to share a simple and effective way to strengthen your leadership by communicating more effectively. Our hope is that you find this course to be extremely impactful to your continuous growth and professional development, especially as you lead and influence others.

By participating in Shapes for Leaders, you will learn more about your leadership strengths, as well as your challenges. You will then learn how to maximize, manage, modify, and leverage your leadership style, while still being your authentic self.

Although leadership is anything but easy, I think you will find PsychoGeometrics, the science of behavior and the art of communication, easy to understand, remember, and apply. What you believe and who you are can remain the same, but after this course, you will find that how you act, interact, relate, and communicate will vary depending upon the situation and the different types of people you lead.

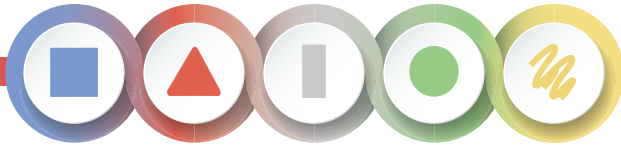
You may also notice a shift in how you see yourself and others. Suddenly, you will understand why you enjoy some aspects of leadership more than others, or why you find some people easier or more challenging to lead.

Understanding is the key to effective leadership. On behalf of our team at PsychoGeometrics, here's to strengthening your leadership by communicating effectively!

Sincerely,

Susan Hite
CEO of PsychoGeometrics





ABOUT PSYCHOGEOMETRICS

PsychoGeometrics was created as a communication system in 1978 by Susan Dellinger, Ph.D. and validated in partnership with Jack Wolf, Ph.D. in the early 2000's. In 2020, Susan Hite updated the original work of Dr. Dellinger and added new content and applications, based on nearly 20 years of using PsychoGeometrics as a Shapes consultant and founder of her own personal growth and professional development company, Hite Resources, Inc. (circa 2001).

Known as the science of behavior (understanding people) and the art of communicating (with them), PsychoGeometrics features five geometric shapes, each representing a specific behavior to describe one of five different communication styles.

Although we are all unique, your communication style typically comes from one or two of the five Shapes, one being your dominant or primary Shape and the other your secondary Shape. In some cases, you may use one Shape (communication style) at home and one Shape (communication style) at work. Or you may use a blend of both. However, it's important to note that while you tend to use your primary and secondary Shapes the most, you have all five Shapes (communication styles) within you, and they do impact the effectiveness, or lack thereof, of your communication style.

Your natural Shape strengths and challenges are determined by taking the Shapes Assessment, powered by PsychoGeometrics. It is a 15-minute assessment consisting of three sections:

1. Traits
2. Behaviors
3. How You Relate to Others

As a result, you will discover your primary and secondary Shapes and understand where each of the five Shapes rank starting with your most preferred Shape for communication to your least preferred. Your most preferred Shapes indicate your natural strengths. Your least preferred Shapes identify skill development opportunities to complement and leverage your strengths.

With awareness, knowledge, and skill, you can maximize your Shape strengths and manage your Shape challenges to be an effective communicator.

Initially written in 1989 by Dr. Susan Dellinger, revised in 1996, and updated in 2008, this is a new edition written by Susan Hite.

It provides a thorough and detailed understanding of PsychoGeometrics, including the following three sections:

Section 1 of the Book

- The Shapes Assessment powered by PsychoGeometrics
- Scoring Guide
- Each Shape in Detail by Chapter

Section 2 of the Book

- The Shape Applications
 - Shape Perception
 - Shape Flexing
 - Shape Motivation
 - Strategic Shaping

Section 3 of the Book

- Special Emphasis on Relationships, at Home and at Work
 - The ideal home
 - What to expect and how to communicate with your life partner
 - Parenting tips for each “Shape child”
 - Managing and resolving conflict with spouse, family, friends, and co-workers
 - What Shapes cause you the most stress
 - How to please your boss
 - Identifying and “selling” to each Shape





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Section 2

WORKSHOP SLIDES & ACTIVITIES

Welcome and Overview



Workshop Agenda



Welcome & Overview

Course Agenda, Objectives, Resources, & Introductions



Modules 1 – 5

Module 1: Introduction to PsychoGeometrics

Module 2: Shape Perception

Module 3: Shape Flexing

Module 4: Shape Motivation

Module 5: Strategic Shaping



Leadership Applications

Building & Shaping Trust

Shaping Your Way through Change

Shapes Awareness Wheel

Leadership Lifeline



Course Objectives

- **Understand** your communication style as a leader, including your strengths and challenges, and the communication style of others.
- **Recognize** the possible positive and negative perceptions of your communication and leadership style, and the communication style of others.
- **Learn** the skill of Shape Flexing to strengthen the effectiveness of your communication, approach, and responsiveness as a leader.
- **Discover** what motivates and demotivates you and others and adjust your communication and leadership approach accordingly.
- **Apply** the Strategic Shaping Model for planning, problem solving, and conflict resolution to strengthen your leadership effectiveness.



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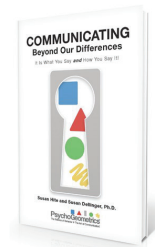


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Know your Resources

In your Shapes for Leaders Toolkit, you will find...

- Shapes Participant Workbook
- **Communicating Beyond Our Differences** Book
- Shapes Card Game
- Written "Scratch Off" Shapes Assessment
- Shapes Guide
- Shape Traits/Communicating with each Shape Card



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The Shapes Card Game

- Share your name.
- Share where you live.
- Read the statement on the card.
- Does it describe you? Why or why not?
- How do the cards you shared impact your leadership style? Give an example.



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Module 1: Introduction to PsychoGeometrics



About PsychoGeometrics

What is it?

- The science of behavior and the art of communication.
- Featuring five geometric Shapes.
- Each Shape represents a different communication style.
- Learn your Shape when you take the Shapes Assessment.
- The Shapes Assessment consists of three parts:

1. Traits
2. Behaviors
3. How you relate to others



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Notes:

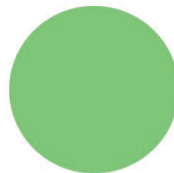
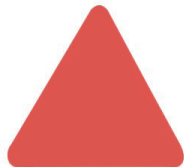
Just by looking at the Shapes:

1. What is your favorite Shape? _____
2. What is your second favorite Shape? _____
3. What is your least favorite Shape? _____

The Shapes Assessment

The Shapes Assessment By Sight

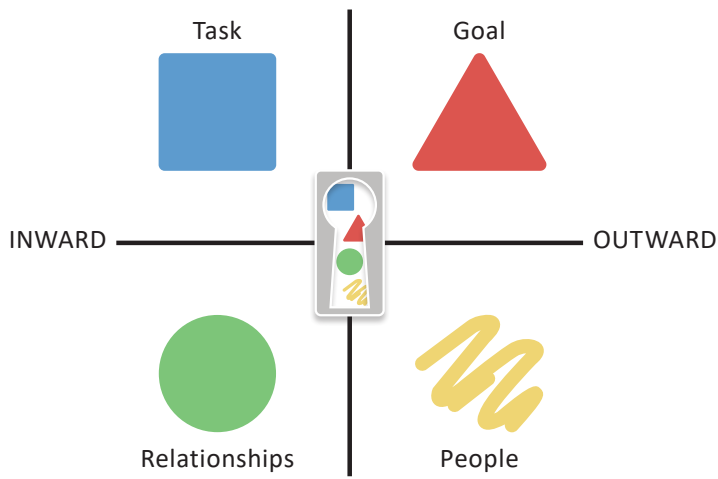
- Choose your favorite Shape.
- Choose your second favorite Shape.
- Choose your least favorite Shape.



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Post Shape Assessment Questions:

1. What is your primary Shape?
What did you score in that Shape?

2. What is your secondary Shape?
What did you score in that Shape?

Notes:

Understanding Your Score

UNDERSTANDING YOUR SCORE	
0-3	LOW – does not mean below average
4-6	MEDIUM – does not mean average
7+	HIGH – does not mean above average

Just because you score “high” in a Shape does not necessarily mean you are good at using that Shape.
It means you have a high percentage of that Shape within you naturally, and you have the potential to be great at using it.

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Understanding Your Scores in each Section – Traits, Behaviors, and Relating to Others

Shape Profile Report Example

- TRAITS
- BEHAVIORS
- RELATING TO OTHERS

Secondary	Primary
<p>BOX 6</p> <p>TRAITS Detail oriented Wise</p> <p>BEHAVIORS I get defensive during conflict or try to avoid it entirely I am a quiet, private person</p> <p>RELATING TO OTHERS I think before speaking I am a very loyal friend</p>	<p>TRIANGLE 2</p> <p>TRAITS None</p> <p>BEHAVIORS I make decisions quickly and decisively</p> <p>RELATING TO OTHERS I have strong opinions and I let it be known</p>
<p>RECTANGLE 2</p> <p>TRAITS None</p> <p>BEHAVIORS I am trusting on my own needs and right now I often change my mind at a moment's notice</p> <p>RELATING TO OTHERS None</p>	<p>CIRCLE 8</p> <p>TRAITS Good listener Empathetic/Caring Humbling Genuine</p> <p>BEHAVIORS I enjoy relaxing at home and doing nothing at all If you ask, I will give you the shirt off my back I treat my co-workers and friends like family</p> <p>RELATING TO OTHERS I like to vacation and talk things over I am great at motivating others</p>
<p>SQUIGGLE 3</p> <p>TRAITS Creative/Innovative</p> <p>BEHAVIORS I love surprises!</p> <p>RELATING TO OTHERS I am great at motivating others</p>	

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The Five Shapes

PsychoGeometrics
The Science of Behavior + The Art of Communication

Left-Brain Logical, Linear, Factual		Right-Brain Creative, Innovative, Emotional		
INFO & STRUCTURE	ACTION & RESULTS	CHANGE & GROWTH	CONNECTION & HARMONY	ENERGY & CREATIVITY

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BOX

"If you want it done right, do it yourself."

Breakout Discussion Questions:

1. Is anyone in your group a primary or secondary Box?
2. Is there someone on your team that you think may be a Box?
3. What does the Box bring to leadership?

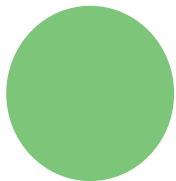


TRIANGLE

"When I want your opinion, I will give you mine."

Breakout Discussion Questions:

1. Is anyone in your group a primary or secondary Triangle?
2. Is there someone on your team that you think may be a Triangle?
3. What does the Triangle bring to leadership?



CIRCLE

"I don't care how much you know until I know how much you care."

Breakout Discussion Questions:

1. Is anyone in your group a primary or secondary Circle?
2. Is there someone on your team that you think may be a Circle?
3. What does the Circle bring to leadership?



SQUIGGLE

"Life is short, eat dessert first."

Breakout Discussion Questions:

1. Is anyone in your group a primary or secondary Squiggle?
2. Is there someone on your team that you think may be a Squiggle?
3. What does the Squiggle bring to leadership?



RECTANGLE

"Please listen to me, then tell me what to do."

Breakout Discussion Questions:

1. Is anyone in your group in a Rectangle transition right now?
2. Is there someone on your team that may be going through a Rectangle phase?
3. What does the Rectangle bring to leadership?



“ _____ ”

Individual Reflection & Group Discussion

Individual Reflection

1. Reflect on one of your favorite leaders and one of your least favorite leaders.
2. What made them your favorite or least favorite? What specific traits or behaviors did you admire or dislike about that leader?
3. Can you connect these traits or behaviors to a Shape(s)? If so, which Shape(s)?

Group Discussion

Discuss your responses from the individual reflection with your group.

Notes:

What's Your Shape?

Understanding More about Yourself and Others – Partner Activity

1. What are your primary & secondary Shapes?
2. What are the 3 traits that best describe you?
3. What is the best way to communicate with you?

SHAPE TRAITS



Information and Structure	Informational, Factual, Detailed, Organized, Rarely Shows Emotion, Needs Time to Make Decisions, Prefers Working Alone, Tends to be a Perfectionist. <i>"If you want a job done right, do it yourself."</i>
Accountability and Results	Ambitious, Competitive, Focused, Decisive, Strong Opinions, Quick to Get to the Point, Big Picture, Bottom Line, Likes Options, Wants to be in Control. <i>"Just make a decision, and right or wrong, work to make it right!"</i>
Change and Growth	Growing, Searching, Exploring, Introspecting, Open, Undecided, Anxious, or Excited. <i>"Please listen to me, then tell me what to do."</i>
Connection and Engagement	Inclusive, Nurturer, Caregiver, Stabilizer, Relationship-Oriented, Sensitive, Emotional, Team Player. <i>"I don't care how much you know, until I know how much you care!"</i>
Energy and Innovation	Creative Intelligence, Free Spirit, High Energy, Spontaneous, Bored Quickly by Routine, Unique, Idea Producers. <i>"Let's go with the flow and have some fun!"</i>

COMMUNICATING WITH EACH SHAPE



Information and Structure	Keep it Professional. 1. Make an appointment, provide information, or an agenda, in advance. 2. Be punctual, prepared, calm, and patient. Boxes need time to think about it. 3. Be logical. Ask for results based on facts; include details, and engage Boxes with words like systems, data, value, process, efficient, or improve.
Accountability and Results	Demonstrate Competence and Confidence. 1. Be assertive, have a controlled sense of urgency, think big picture and bottom line. 2. Be strong, but also show respect. Illustrate your own level of experience, knowledge, or expertise. 3. Think bullet points. Less is best. Offer 2 or 3 options. Engage Triangles when you give them control.
Change and Growth	Be Open, Ask, and Listen. 1. Be open-minded, ask questions, and engage Rectangles when you say, "Tell Me More." 2. Listen for understanding and acceptance, not necessarily agreement or approval. 3. Be supportive and encouraging. Simplify recommendations, or instructions, and reinforce decisions.
Connection and Engagement	Show Care and Emotional Intelligence. 1. Be friendly, sensitive, and aware of body language, facial expressions, and feelings. 2. Acknowledge shared interests, values, special occasions, and teamwork. 3. Engage Circles by promoting inclusion, connectedness, belonging, collaboration, and unity.
Energy and Innovation	Be Enthusiastic, Creative, and Have Fun! 1. Be flexible, encouraging, spontaneous, and transparent. 2. Face challenges with hope, optimism, and innovation. 3. Embrace and promote differences. Highlight and reward the unique. Lighten up, and make it fun!



Self-Reflection Questions:

1. What have you learned or reinforced so far about your communication or leadership style?

2. How do your Shapes impact how you lead?



Module 2: Shape Perception



Shape Perception

What is Perception?

- The way you understand or interpret something.
- A mental Impression.
- As a result of using any of your five senses.
- Through what you see, hear, touch, smell or taste.



How would you describe the picture above?

How are Perceptions formed?

- Perceptions are either **innate (genetic inheritance)** or **learned through our experiences**.
- Factors that can affect perception:
 - Experiences**
 - Culture**
 - Personal interpretation**
 - Past or present environment**
- Evolution of perception – Our perception can change and evolve throughout our life based on our past experiences.



How would you describe this picture?

How might an 18-year-old describe this picture?





How might an 88-year-old describe this picture?

What is Shape Perception?

An opinion about someone's communication style (traits, behaviors, and how they relate to others) based on environment, culture, past experience, or personal interpretation.



Use the chart below for the following Shape Perception Activities.

SHAPE	POSITIVE	NEGATIVE
 Information and Structure		
 Accountability and Results		
 Change and Growth		
 Connection and Engagement		
 Energy and Innovation		

Self-Reflection

- Using the chart above, write down any possible positive and negative perceptions of your primary Shape.
- Write down any possible positive and negative perceptions of your secondary Shape.

Group Activity

- What could be the positive perceptions of each Shape?
- What could be the negative perceptions of each Shape?
- How could positive and negative perceptions of Shapes impact how we “see and hear” a leader?

Partner Discussion

- Do you have a possible bias towards or against some Shapes as leaders? If so, which Shapes?
- Why do you think you have these biases?
 - Innate reaction?
 - Previous experiences?
 - Cultural?
 - Past or present environment?

Self-Reflection Questions:

1. Is there a possible misperception of you that you would like to change?
2. Do you have a possible misperception of someone else on your team?



Module 3: Shape Flexing



Shape Flexing

What is Flexing?

- Identifying and adjusting to communication styles that we are presented with at any given time.
- A skill, talent, or ability to use.
- Conscious or subconscious.

Examples:

- Showing more or less emotion.
- Speaking pace.
- Volume of voice.



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Shape Flexing

Benefits of flexing include:

- Promotes trust.
- Strengthens team loyalty.
- Enhances team member engagement.
- Improves teamwork and productivity.
- Creates better personal and professional relationships.



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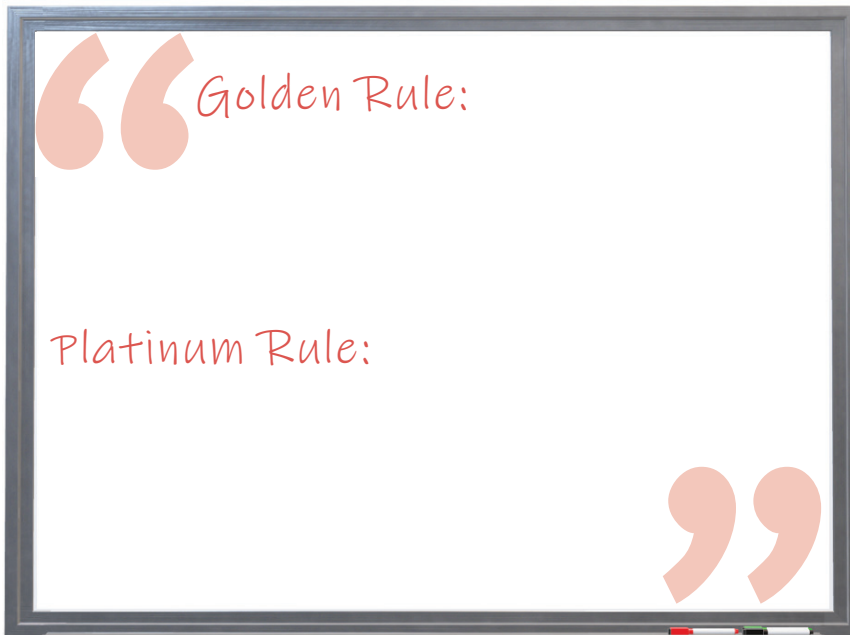
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What is Shape Flexing?

Shape Flexing is the skill set of adding a specific Shape behavior, or combination of Shape behaviors, to strengthen your communication effectiveness.



Notes:



Steps for Shape Flexing

- **Enable your senses** – Identify their Shape through verbal or nonverbal communication. “What do you see?” “What do you hear?” The answers serve as clues and help us make assumptions.
- **Process** – Clarify your assumptions through open-ended questions or statements. “Tell me more.”
- **Connect the dots** – Listen to understand. “What are they looking for?” “What do they need?” “What is their situation?”
- **Flex** – Modify your communication style based on what they reveal about themselves and their situation.

What does Shape Flexing look like for each Shape?



Slow it down.
Give it a heads up.
Stick to the facts.
Keep it steady.
Don't push it.

Reflection Questions:

1. Who on your team do you think might be a primary or secondary Box?
2. What traits or behaviors does this person exhibit that lead you to believe that they might be a primary or secondary Box?
3. What are some specific ways to increase your communication effectiveness when communicating with this Box on your team?

Reflection Questions:

1. Who on your team do you think might be a primary or secondary Triangle?
2. What traits or behaviors does this person exhibit that lead you to believe that they might be a primary or secondary Triangle?
3. What are some specific ways to increase your communication effectiveness when communicating with this Triangle on your team?

Less is more.
Get to the point.
Pick up the pace.
Provide three options.
Don't miss your exit ramp.

Connect.
Be nice and show it!
Be vulnerable and ask for help.
Don't be in a hurry.
Put people first.

Reflection Questions:

1. Who on your team do you think might be a primary or secondary Circle?
2. What traits or behaviors does this person exhibit that lead you to believe that they might be a primary or secondary Circle?
3. What are some specific ways to increase your communication effectiveness when communicating with this Circle on your team?

Reflection Questions:

1. Who on your team do you think might be a primary or secondary Squiggle?
2. What traits or behaviors does this person exhibit that lead you to believe that they might be a primary or secondary Squiggle?
3. What are some specific ways to increase your communication effectiveness when communicating with this Squiggle on your team?

Make it fun!
Bring the energy!
Leave some wiggle room.
Don't be too rigid or controlling.
Be flexible.
Change it up!

Be patient.

Provide clear instructions.

Listen for understanding.

Ask open-ended questions.

Keep Rectangles focused on what's important right now.

Reflection Questions:

1. Who on your team do you think might be going through Rectangle change?
2. What traits or behaviors does this person exhibit that lead you to believe that they might be in a Rectangle phase?
3. What are some specific ways to increase your communication effectiveness when communicating with a person in Rectangle mode?

Shape Flexing Prompts

For each prompt, discuss and identify 3-5 specific actions you would take to Shape Flex. Be prepared to share back with the larger group.



Prompt:
How would you flex to partner with a **Box** on a project?



Prompt:
How would you flex to embrace conflict with a **Triangle**?



Prompt:
How would you flex to give critical feedback to a **Circle**?



Prompt:
How would you flex to engage a **Squiggle** in your full day meeting?



Prompt:
How would you flex to make someone in **Rectangle** mode feel more comfortable through change?



Self-Reflection Questions:

1. What are your top three takeaways from Shape Flexing?

2. How will you Shape Flex to best communicate with the members of your team?



Module 4: Shape Motivation



Shape Motivation

What is Motivation?

- A driving force behind all action.
- An internal state that stimulates and activates your behavior and gives it direction.
- A natural force that can propel you forward.




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Shape Motivation

What is Demotivation?

- An internal state.
- Lack of drive or movement.
- Natural force, but instead of propelling you forward, it can slow you down.
- Can contribute to a lack of energy.



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Shape Motivation

What is Shape Motivation?

- Shape Motivation is specific to each of the five geometric Shapes of PsychoGeometrics.
- It is what specifically motivates each of the Shapes, based on their natural traits, behaviors, and how they relate to others.




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Shape Motivation

What is Shape Demotivation?

- Shape Demotivation is also specific to each of the five geometric Shapes of PsychoGeometrics.
- It is what specifically demotivates each of the Shapes, based on their natural traits, behaviors, and how they relate to others.



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Notes:

What motivates and demotivates?

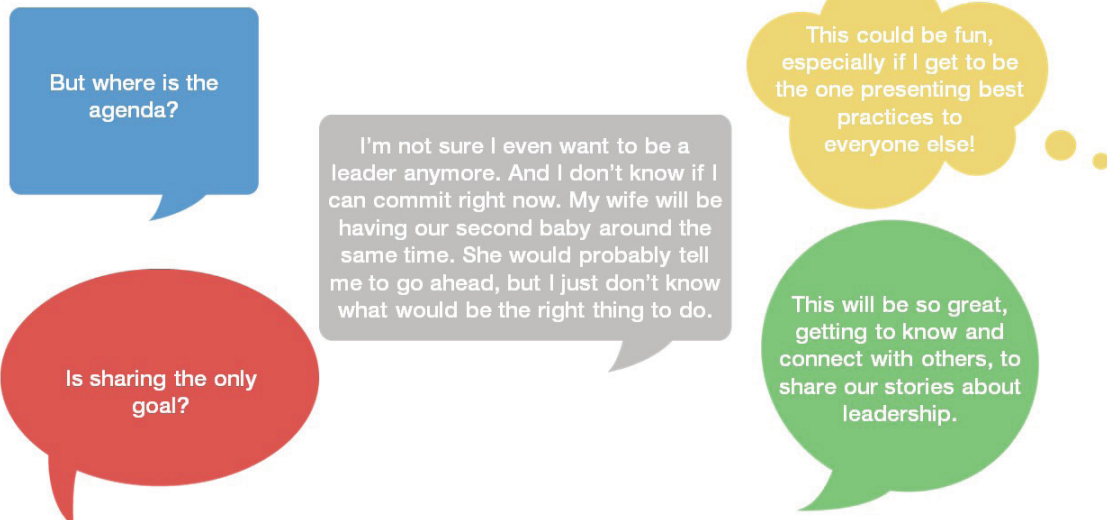
Scenario: The Leadership Retreat at the Beach

You have been invited to an ocean-front, Leadership Retreat on the east coast of North Carolina.

The purpose is to get away from the regular routine of work to connect with other leaders and share best-practices of leadership.

Let's take a look at how each Shape may be motivated or demotivated by this kind of retreat.

What Motivates and Demotivates – The Leadership Retreat at the Beach



Notes:



Box

"I make decisions based on facts, not emotions."



Triangle

"If it's quick and gets results, I am all in!"



Rectangle

"I am in a state of 'I don't know.' I need someone to listen then advise."



Circle






"I value relationships and being in one accord."



Squiggle

"If it's fun, different, and exciting, I'm interested!"

Use the chart below for the following Shape Motivation Activities.

SHAPE	WHAT MOTIVATES	WHAT DEMOTIVATES
 Information and Structure		
 Accountability and Results		
 Change and Growth		
 Connection and Engagement		
 Energy and Innovation		

Self-Reflection

1. Write down what motivates and demotivates your primary Shape.
2. Write down what motivates and demotivates your secondary Shape.

Group Activity

1. What might motivate each Shape?
2. What might demotivate each Shape?

Shape Motivation Application & Discussion

Individual Reflection:

- Reflect on your current team and select one of your team members.
- What specific traits or behaviors motivate this person? Demotivate this person?

Group Discussion:

- Discuss your responses from the individual reflection with your group.

Notes:

Self-Reflection Questions:

1. Are you getting what you need for self-motivation?
2. Is your team getting what it needs for motivation?
3. Could some of your actions be motivating some while demotivating others?

Self-Reflection Responses:

- 1.
- 2.
- 3.

Module 5: Strategic Shaping



Strategic Shaping

What is Strategic Shaping?

The process of using all five Shapes to structure your communication for planning, problem solving, and conflict resolution.



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Notes:



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Notes:








Strategic Shaping – Scenarios

Strategic Shaping Model - Problem Solving



Strategic Shaping Model for Problem Solving
We tend to communicate using just our natural Shape strengths or using our natural Shape strengths first, sometimes without even thinking about it.

For example, when someone comes to you with a problem, your response typically comes from your **primary** or **secondary** Shape, or a blend of both.

 shows compassion	 stays calm	 wants to advise	 is innovative	 wants to understand
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See the five scenarios on the next page.

In your group:

- Discuss the following questions for your group’s assigned scenario:
 - How might you naturally respond using only your primary and secondary Shapes?
 - How might your response look differently using all five Shapes?
- Select one member of your group to share when we return from breakout rooms.



Strategic Shaping Scenario #1

One of your direct reports comes to you requesting additional PTO (Personal Time Off). They have already used all their PTO for the year. Your team has a big deadline coming up and you know you will need their support. Strategically Shape your response.

Strategic Shaping Scenario #2

You have been tasked with a project that requires you to lead a team of 20 people who come from four different departments or regions. The members of your team have very different personalities and communication styles. To meet a tight deadline, you will need everyone to work well together. Strategically Shape how you might “kick off” and structure your first working meeting with the team.

Strategic Shaping Scenario #3

Two of your direct reports are not getting along. It seems like every interaction escalates and ends with anger and frustration. The tension between them is starting to affect the overall group’s morale and productivity. You decide to meet with them to help resolve their latest conflict. How might you use the Strategic Shaping Model to facilitate and guide the conversation?

Strategic Shaping Scenario #4

One of your employees has been struggling lately. They are showing up to work late, missing deadlines, and the quality of their work has declined. You schedule a 1:1 “check-in” to talk and provide feedback. Strategically Shape your approach to effectively communicate with your employee about their performance.

Strategic Shaping Scenario #5






You have received some information about a big change coming soon that will impact how your team operates. As the leader, you can see both “pros and cons” of the change. You are having a team meeting to communicate this change. Strategically Shape your message to your team.

Self-Reflection Question:

1. What part of the Strategic Shaping Model will help you the most as a leader?



Leadership Applications

Building Trust with each Shape	
 Box	Do what you say you will do, and do it well, consistently. Ask me what I know and what I think.
 Triangle	Be confident, take action, and produce results. Follow me.
 Rectangle	Tell me more. Listen to me, be patient with me, support me, and advise me.
 Circle	Show you care about me, my team, and my family first. Appreciate me.
 Squiggle	Just be straight with me. Give me the flexibility to get my job done.

Building and Shaping Trust

Group Discussion

1. How might you build trust with a direct report who is a primary Box? Triangle? Circle? Squiggle?
2. How might you build trust with a direct report who is in Rectangle mode?

Shaping Your Way Through Change

How Shapes Respond to Change

left side thinking
logical, linear, factual



resistant to change that is new, different, or unproven.



uncomfortable with change that lessens control.

a transitional shape



change

right side thinking
creative, innovative, emotional








sensitive to the impact from change and how it makes people feel.



likes change that's fun and promotes freedom, but questions change that is boring, restrictive, or too rigid.

Shaping Your Way Through Change

Embracing, Managing, & Leading through Change

SHAPE	What do you need to embrace change?	What do you need to manage change?	What do you need to lead change?
	the facts.	a routine.	a logical, proven process and plan.
	to be in charge.	options, something I can control.	authority, ownership, or influence.
	tell me more about the change.	a mentor, someone to listen, or advice.	experience or support.
	knowing how the change will impact me, my team, or family.	an opportunity to talk about it or "talk it out" with my team, friends, or family.	a collaborative and unified team.
	believing that the change will lead to more freedom and flexibility.	an opportunity to celebrate milestones along the way.	excitement, fun, inspiration to motivate others, innovation, freedom to operate.

Self-Reflection Questions:

1. What is your natural response to change?

2. What do you need to embrace, manage, and lead change?

Shapes Awareness Wheel

- Identify one trait or behavior from each Shape that you need to be an effective leader. Write that trait or behavior on the spoke of the wheel matching the Shape.
- On a scale from 1–10, evaluate how frequently and consistently you are using, or incorporating, that Shape trait or behavior in your leadership style.

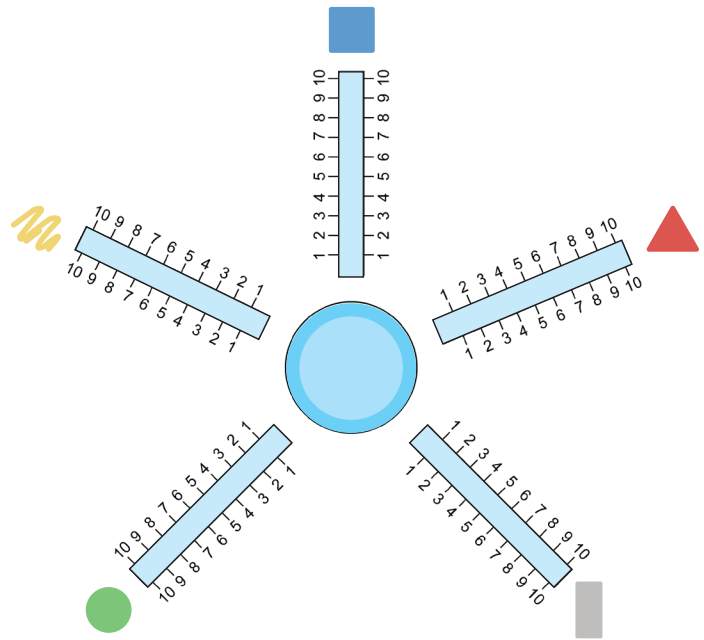
1 - 3: Rarely

4 - 6: Some of the time

7 - 9: Most of the time

10: Nearly always

- Place an “X” on each spoke on the number that best represents your answer, using the above scale.



Partner Discussion

1. Share the five traits or behaviors you chose to be an effective leader. Why did you choose them?
2. Share where you placed an “X” on each spoke.
3. Do you need to raise your level of awareness for using any of the Shapes in your leadership style? If so, which Shape traits or behaviors?

Leadership Lifeline

Identify key events or significant experiences over the course of your life by placing them above the line as a “highlight” or below the line as a “lowlight.”

HIGHLIGHTS

LOWLIGHTS

You will have 5 – 8 minutes to present your Leadership Lifeline. During your presentation, please cover the following:

- Summarize your highlights and lowlights.
- How have the highlights and lowlights in your life helped you prepare for leadership?
- How have they impacted your resiliency, connectedness, and continuous growth as a leader?
- Share how your Shapes played a role in your highlights and lowlights, and how you may have evolved in your “Shapes” because of the building stages and turning points in your life.

Review & Wrap Up



Objectives Recap



- **Do you understand** your communication style as a leader, including strengths and challenges, and the communication style of others?

Did you meet the objectives? Check it off!



- **Can you recognize** the possible positive and negative perceptions of your communication and leadership style, and the communication style of others?



- **Do you know how** to use Shape Flexing to strengthen the effectiveness of your communication approach and responsiveness as a leader?



- **Are you aware of** what motivates and demotivates you and others and can you adjust your communication and leadership approach accordingly, as a result?



- **Will you be able to apply** the Strategic Shaping Model for planning, problem solving, and conflict resolution to strengthen your leadership effectiveness?



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Notes:



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Self-Reflection:

Take a moment to reflect on the workshop.

1. What were your three biggest takeaways?

2. How will you implement what you've learned to your leadership style?



Congratulations!

You are on your way to being a more effective communicator as a Leader.

Section 3

KNOWLEDGE CHECK











Module 1: Introduction to Psychogeometrics



True or False?

1. Every Shape plays a role in effective communication.
True
False
2. Your primary and secondary Shapes are the Shapes in which you score the highest and are considered your communication strengths.
True
False
3. Your primary and secondary Shapes are determined by traits and behaviors that you've learned and developed.
True
False
4. If you score high in a Shape, it means you are good at using that Shape.
True
False
5. If you score low in a Shape, or if a Shape is not one of your primary or secondary Shapes, you won't be very successful at using that Shape for communication effectiveness.
True
False
6. Some Shapes represent your natural communication strengths and others represent a development opportunity to learn a new skill set.
True
False
7. Some Shapes are more valuable than others.
True
False
8. Some Shapes are less powerful than others.
True
False
9. It's typically easier to use your natural Shape strengths in your communication style than a Shape that requires you to learn or develop a new skillset.
True
False
10. The Rectangle is neither a primary or secondary Shape. It is a transitional and temporary Shape. It can be used subconsciously or consciously. Either way, when used as a skill set, it can be the key to strengthening your relationships by communicating effectively.
True
False











Connect each Shape with its appropriate description.

		Nurturers, caregivers, stabilizers, relationship-oriented, team players, collaborative, sensitive, emotional
		Informational, factual, detailed, organized, rarely shows emotion, needs time to make decisions, prefers working alone
		Creative intelligence, innovative, free spirit, high energy, spontaneous, bored quickly by routine, unique, idea producers
		Ambitious, competitive, decisive, strong opinions, quick to get to the point, bottom line, wants to be in control
		Growing, searching, exploring, introspecting, open, undecided

Module 2: Shape Perception



Below are possible positive and negative perceptions of each Shape. Choose the two positive and two negative perceptions that could represent each Shape and fill in the blank spaces in the chart.

Positive	Shape Perception Exercise		Negative
	Positive	Negative	
open-minded			
harmonizer			
objective			
exploring			
creative			
confident			
stabilizer			
energizer			
action-oriented			
consistent			

Module 3: Shape Flexing



Choose an answer for the following:

1. To treat or approach others in the way they like to be treated or approached, you should:

- a. Practice the Golden Rule
- b. Practice the Platinum Rule

2. If you are communicating with a Triangle about an event in two days, what would be the most effective way to approach them?

- a. Be prepared for many questions.
- b. Briefly share a status update, provide three options, and ask for their opinion.
- c. Commend them on one of their achievements and ask them to tell you about it.
- d. Make a one-hour appointment to ensure they have all the details.

3. You recently received some feedback that you need to be “more professional” in your work interactions. What Shape and correlating behavior would best help you communicate more effectively, showing your professionalism with others on your team.

- a. Triangle. Skip the chit chat and get right to the bottom line.
- b. Rectangle. Show up with an open-mind, wanting to learn more.
- c. Box. Be on time, stay on task, respect the rules, remain objective, and think before speaking.

4. You are highly respected at work for your no-nonsense, direct, and to-the-point communication style. And yet your spouse has recently reminded you that your 13-year-old is less than impressed with your accolades at work. What might be the best way to Shape Flex and communicate with your 13-year-old?

- a. Start with your Triangle and Box. After all, it works with your colleagues! Bring your 13-year-old a gift. Tell them you would like to know what’s going on in their life. Invite them to lunch with you. “Does 1pm tomorrow work?”
- b. Start with the Rectangle. Approach your 13-year-old with the only objective of spending time with them, listening, and learning about what’s going on in their life.
- c. Turn into a Squiggle! Plan a really fun, exciting excursion! Tell your 13-year-old they can invite all of their friends!

5. You are finally getting a few days off for a vacation with your family or friends. Your sister has invited you to gather at her mountain home for a long weekend. You haven’t heard any details about when you should arrive, what you should bring, and how to plan for each day. Your natural tendency is to take charge and be prepared. How do you Shape Flex to embrace the moment and “go with the flow?”

- a. Tell yourself you are not the one who is planning it nor are you the one who is responsible for it. Give yourself permission to be the Squiggle and just “let go” and “just be.”
- b. Call your aunt and offer to create an itinerary and distribute to the other family members and friends.
- c. Say nothing and hope it all works out for the best.

Module 4: Shape Motivation



Matching Motivators

Consider what would motivate each of the Shapes and match the Shape with what would motivate that Shape the most.



An opportunity to help others and/or the community by pulling together as a team, even if it means some personal sacrifice.



Clear expectations, a proven process, a budget for resources, and a timeline.



A challenge to overcome barriers and the freedom and flexibility to do it.



Someone who can listen, support, mentor, or advise me; provide information, expertise, or ideas to help me know what to do next.



An achievable goal and tangible reward, even if less than 10% of people have ever attained it.

Selecting Demotivators

Read the following statements and descriptions. Write the name of the Shape that would be the most demotivated under the statement.

1. Anything too rigid, structured or routine

2. Conflict, lack of emotion

3. No advance notice, no agenda

4. Being misunderstood as “wishy-washy”

5. Short-cuts that compromise quality

6. Lack of action, lack of control

7. Negativity, lack of emotion

8. Too many choices, too much information

9. Isolation

10. Lack of confidence

Module 5: Strategic Shaping



Strategic Shaping for Planning, Problem-Solving, and Conflict Resolution

Situation: Someone comes to you with an idea for an improvement and/or to solve a problem.

Response Objective: Because you have privileged knowledge that not everyone else has, you know that regardless of how great the idea is, it is unlikely it will be acted upon anytime soon. However, you want to respond in a positive and strategic manner to keep this person engaged.



Below is a Strategically Shaped-Response to the person who has come to you with an idea for an improvement and/or to solve a problem.

Read each of the five responses and answer the questions to identify the Shape and Shape order for when it would be communicated using the Strategic Shaping Model.

Response: “Your idea requires resources that we do not have at this time.”

What Shape is this? _____ What order should this Shape be used? (1-5)_____

Response: “That’s a good idea. I see and hear you have put a lot of time and thought into this. Thank you for wanting to help.”

What Shape is this? _____ What order should this Shape be used? (1-5)_____

Response: “That sounds interesting. Tell me more about your idea.”

What Shape is this? _____ What order should this Shape be used? (1-5)_____

Response: “What a creative idea! If you can think of a way to implement your idea within these rules, parameters, or boundaries, there’s always the possibility your idea could work.”

What Shape is this? _____ What order should this Shape be used? (1-5)_____

Response: “For the reasons I have shared, we do not have the resources to implement your idea at this time. What do you think next steps should be?” *or* “Although, right now, the answer is ‘no,’ here’s what I can recommend.”

What Shape is this? _____ What order should this Shape be used? (1-5)_____







Knowledge Check Answer Key

Knowledge Check Module 1: Intro to PsychoGeometrics (page 39)

1. True
2. True
3. False
4. False
5. False
6. True
7. False
8. False
9. True
10. True











Knowledge Check Module 1: Intro to PsychoGeometrics (page 40)

Connect each Shape with its appropriate description.
Here are the correct Shapes.

	Nurturers, caregivers, stabilizers, relationship-oriented, team players, collaborative, sensitive, emotional
	Informational, factual, detailed, organized, rarely shows emotion, needs time to make decisions, prefers working alone
	Creative intelligence, innovative, free spirit, high energy, spontaneous, bored quickly by routine, unique, idea producers
	Ambitious, competitive, decisive, strong opinions, quick to get to the point, bottom line, wants to be in control
	Growing, searching, exploring, introspecting, open, undecided
	

Knowledge Check Module 2: Shape Perception (page 40)

These are possible positive and negative perceptions of each Shape.

Shape Perception Exercise	
Positive	Negative
 objective	 apathetic
consistent	inflexible
 confident	 egocentric
action-oriented	intimidating
 open-minded	 confused
exploring	indecisive
 harmonizer	 too nice
stabilizer	too accommodating
 energizer	 impractical
creative	rebellious

[Answer Key](#)

Knowledge Check Answer Key

Knowledge Check Module 3: Shape Flexing (page 41)

The correct responses are:

1. b
2. b
3. c
4. b
5. a



An opportunity to help others and/or the community by pulling together as a team, even if it means some personal sacrifice.



Clear expectations, a proven process, a budget for resources, and a timeline.



A challenge to overcome barriers and the freedom and flexibility to do it.













Someone who can listen, support, mentor, or advise me; provide information, expertise, or ideas to help me know what to do next.



An achievable goal and tangible reward, even if less than 10% of people have ever attained it.

Knowledge Check Module 4: Shape Motivation (page 42)

Here are the correct placements for what demotivates each Shape.

1. Anything too rigid, structured or routine 
2. Conflict, lack of emotion 
3. No advance notice, no agenda 
4. Being misunderstood as “wishy-washy” 
5. Short-cuts that compromise quality 
6. Lack of action, lack of control 
7. Negativity, lack of emotion 
8. Too many choices, too much information 
9. Isolation 
10. Lack of confidence 

Knowledge Check Answer Key

Knowledge Check Module 5: Strategic Shaping (page 43)



1. **Listen**

Response: "That sounds interesting. Tell me more about your idea."

2. **Care**

Response: "That's a good idea. I see and hear you have put a lot of time and thought into this. Thank you for wanting to help."

3. **Inform**

Response: "Your idea requires resources that we do not have at this time."

4. **Create**

Response: "What a creative idea! If you can think of a way to implement your idea within these rules, parameters, or boundaries, there's always the possibility your idea could work."

5. **Act**

Response: "For the reasons I have shared, we do not have the resources to implement your idea at this time."

"What do you think next steps should be?" **or**

"Although, right now, the answer is 'no,' here's what I can recommend."

