

Dyad Exercise

The dyad exercise is an exchange of data between two partners, a thorough, intensive analysis of that data, and a feedback session. It is designed to give you greater skill in inductively analyzing complex data before you write your self-assessment paper.

Preliminary Considerations

Your chosen partner will read your data and give you a preliminary written analysis of it. You will do the same for him or her. Your partner must be a student in the course. Given the importance of the assignment (many later report it to be one of the key experiences in the course), you should have a clarifying session with your partner before you agree to work with each other to discuss these issues:

1. Confidentiality
2. Level of rigor in analysis and time commitment
3. Format of written feedback
4. Timeliness of feedback
5. Level of candor and care in giving feedback
6. Other concerns you may have

You should allow eight to twelve hours of time to work on this assignment. We suggest that you schedule it during your clarifying session.

Schedule some time (one to three hours) with your partner to conduct the feedback session. In giving your feedback, let one person give *all* of his or her analysis *before* you respond or ask for clarification.

The danger is that you will be so defensive or preset in your own analysis that you won't hear what is being said. Use it to learn and to get another perspective on yourself.

Procedure

1. Select someone who is also taking this course or doing a self-assessment.
2. Exchange notebooks. That is, give the person all your data.
3. Each does an assessment of the other person's data, using the methods outlined in the *Self-Assessment and Career Development* text. That is, identify as many supported themes as you can.
4. You need not write up your assessment formally. Instead, simply prepare some charts or exhibits from which you can talk.
5. Meet with your partner and take turns presenting your assessments verbally. Allow at least thirty minutes for each presentation and ten to fifteen minutes for questions afterward.
6. Insert all the materials, exhibits, and notes from your partner's assessment of you in this section.
7. Remember any reactions you may have had in the Feelings Record at the beginning of your workbook.

The written material Steven Taylor and Carrie Baugh received from their dyad partners is shown on pages 189–194. How will this information help them? What different formats can you imagine for giving people feedback on their data?

STEVEN TAYLOR'S DYAD EXERCISE

Here is the feedback Steven received from his dyad partner:

1. Strives to excel; may see success as a means to be accepted.
 - WI - Busted ass on machine job
 - WI - Outstanding student in various schools
 - WI - Had to excel in athletics to compensate for size
 - WI - Hollow feeling after academic mediocrity at Cornell
2. Does not necessarily subscribe to artificial/imaginary boundaries
 - WI - Coffee table/good china
 - WI - Hung out with both freaks and jocks
3. Family is important—you seem to see yourself as a member of this large unit.
4. Needs constant learning stimulation
 - WI - Museums as a child
 - WI - Experimental school
 - WI - Experience at NY Money Center Bank
5. Thrives in an unstructured environment
 - Experimental school
 - Job in San Francisco
6. Does not indicate a tendency to view authority figures as threats
 - Job at New York Money Center Bank
 - Reaction to and method of addressing initial problems at Bloomfield Hills
7. Enjoys external confirmation of accomplishments/abilities
 - Running for various offices (Ski Club, Student Council)
 - Speech after Andover
 - National Merit
 - You tend to work hard for rewards (Money Center Bank, especially)
8. Enjoys change; is adaptable to change
 - Interpersonal style evidence
 - Adaptability after moving
 - "I needed more diversity" (broke up with fiancée)
 - Willing to head west without job
 - Question 4 of WI—Likes to "get on to next project"
 - *Insight: Perhaps new projects are like new towns—CHALLENGES!
9. Needs *some* structure
 - Desire for stabilization after Cornell (training program, fiancée)
 - "balance back into life"
10. Can handle crisis
 - Question 4
 - mother's cancer a NET BENEFIT (This is an impressive outlook.)

Underlying Themes

- Wants to improve/advance. Never fully satisfied with the current product.
 - fitness mentioned several times as a goal
 - wants to play trumpet "someday"
 - wants to teach
- Self-sufficient. Has not looked to external source for livelihood.
 - Graeme and Company—respects that they "make their way on their own, which made all the difference."
 - entrepreneurial satisfaction.

I think you see corporate hierarchy as inherently weak and dependent.

- Strong values—honesty, integrity, two-way commitment, go out of your way to make mate happy.
- Pompous.
- Seeks companionship.
- Don't want to save the world—just make the world a little better for those around you (more deeply, more significant). See a strong sense that your world is small. You do not really concern yourself with all those countless bodies that populate the earth. Your world is the one you see. It extends beyond yourself, but not even as far as all the people you see around you. The opinions of others about whom you do not care one way or the other are not important to you. I do not get the impression that you've agonized too much over what the herds think about you. Evidence, overall impression of WI; "Listens well" is low.
You are a (goes back to pompous) snob, not socially, but, Question 8 #1, not going to Ann Arbor; "Conceited" in Interpersonal Style.

- High degree of willingness to make commitments.
- Does not depend on others for support.
 - low "Needs support"; 4 in Interpersonal Style
- You want to be loved, you want to love.
 - strive for approval of others
 - always have a girlfriend
- Creative problem solver.
 - (The way you dealt with your Money Center Bank job—no (or not many) bad loans)
- Class performance.
- See people as a resource, but clearly separate. You are you. Separate being. Define yourself. Listen to others, but define yourself.
- Want the glory, but need some encouragement to *do the work*. You don't naturally work hard, as in Protestant work ethic. Feelings record.
- Perhaps you don't like large organizations because you know your inherently passive nature will be tolerated. Let's face it, in the corporate world, the MINIMAL extra effort is rewarded and noticed, while in a small environment, you have to make a MEANINGFUL contribution in order to be rewarded.
- Critical of yourself in some respects. You laugh at yourself.

CARRIE BAUGH'S DYAD EXERCISE

<i>Test</i>	<i>This Is A Person Who</i>	<i>Evidence</i>
Figure Test (FT)	Displays a range of motivations and emotions with people Considers a lot of ideas in an ambiguous situation Is action oriented Is very people oriented	Evenness of People responses 42 answers, little direction 40% response, environmental active 50% People responses
Feelings Record (FR)	Feels presentation of material is important Sees value, finds insight in most situations	Done on MAC laserwriter Noted learning from most tests
Card Sort (CS)	Puts marriage and family first Strongly values growth and closeness in relationships Seeks balance Values integrity Does not see friends as important aspect (relative to family) Sees values/priorities changing and evolving	1 and 2 aspects Added to exercise Identity and Professional Fourth-tier aspect Feelings record
FIRO B (FB)	Equally expresses and wants inclusion Rarely expresses control, but occasionally wants control Maybe wants more affection than expresses	
Predisposition Test (PT)	Can adapt to changing environments Is closer to Research Organization for ambiguity Prefers individual challenges vs. team challenges Tends to be alone Is closer to Research Organization than Manufacturing for autonomy and solitude Might work well in a research environment	Average tolerance for ambiguity High preference for autonomy High predisposition for solitude

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Carrie Baugh's Dyad Exercise (continued)

<i>Test</i>	<i>This Is A Person Who</i>	<i>Evidence</i>
Leadership Report (LR)	Might provide more vision, insight, and planning than gaining commitment from people	Feelings record indicated that this test answered as if corporate leader
	May not have had a job where gaining commitment was important	Lower C
Management Style (MS)	Has experience working at setting direction and organizing to achieve that	Equal V and M
	May not see gaining commitment as important as vision and management	Lower C
Interpersonal Style (IS)	Is seen as one who takes the lead	High SD
	May seek recognition in some situations and not in others	
	Is not seen as defensive or conceited	
Report Self	Presents self fairly consistently to others	Very few high SDs
	May be too self-critical	Acquaintance and Desired closer than perceived self
	Sees lots of room for self-improvement	Only meets Desired five times
Daily Diary (DD)	Is very expressive	Great descriptions
	Interacts with just a few people at Darden	Mentions only 2 Dardenites
	Constantly sets objectives and goals	Every weekday entry mentions something to be done in the future
	Is much more involved with people on weekends	More references
	Relaxes more when Mark is around	Weekend, last weekday reference
Strong-(SII)	Shows strong common interests with Arts and Social	Administrative indexes Administrative indexes
	Has high athletic interest	
	Not interested in office routines	
	Is extremely comfortable with academic challenge	
	Extroverted vs. introverted	
Myers-Briggs (MB)	Likes most activities	Administrative indexes Administrative indexes
	Is very open-minded about people	
	Is more extroverted than introverted	
	Relies equally on both perceiving and judging	
	Relies slightly more on sensing than intuition	
Learning Style Inventory (LSI)	Relies slightly more on feeling than thinking	Administrative indexes Administrative indexes
	Learns by doing; likes to experiment	
	Is more interested in results than methods	
Peterson (PET)	Learns from both people and logic	Administrative indexes Administrative indexes
	Is valued as a team player	
	Is driven	
	Can successfully tackle intellectual challenges	
	Is comfortable with technical assignments	
	Is self-motivated	
	Is a careful planner	
	Has not had an opportunity to fully test management and leadership abilities	
Is enthusiastic		

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Carrie Baugh's Dyad Exercise (continued)

<i>Test</i>	<i>This Is A Person Who</i>	<i>Evidence</i>
	Prefers to do the work herself rather than delegate to others	
Life Style	Is creative	Mobile vs. flat sheet of paper
Representation (LSR)	Stresses balance in life Sees balance between family, identity, work, future, and recreation Sees job impacting family	Center Job included on family hanger
Written Interview (WI)	Has family and husband central to her life Needs time to be alone Is excited by, and looks forward to, change Often succeeds through determination Can set very difficult goals and attain them Enjoys music in her life Needs autonomy, independence Enjoys an intellectually challenging professional environment Likes order to things Likes to be surrounded by people Does not like confrontation Transitions fairly easily between task-oriented and people-oriented activities	

CARRIE BAUGH'S DYAD EXERCISE—LIFE THEMES

<i>TEST</i>	<i>THEME</i>	<i>Contradictory</i>
	1. IS COMMITTED TO STRONG LOVING AND NURTURING RELATIONSHIPS WITH MARK AND FAMILY	SCI MB
CS	Marital, Familial, Growth important	
	2. VALUES INDEPENDENCE AND AUTONOMY	WI
FR	"I like group activities, but not all the time."	
CS	"Still think as an individual" #3	
PT	High preference for autonomy	FT
WI	"I felt so free and independent" "... Tom's need to be part of a group" "I also hated the thought of being a groupie"	WI
	3. VALUES CREATIVITY AND LISTENING IN CLOSE RELATIONSHIPS	
	"Dad . . . is a wonderful listener" "Dad was always really creative"	
	4. HAS A HIDDEN PASSION FOR PERFORMING	
	singing, I've got to be me, in a dramatic scene in a play "my friends thought it was so neat that I could play songs they heard on the radio" "Mostly wanting to be an actress or a singer, up there wowing the	

	audience with my dramatic entry . . . ”		
	“I liked being in the spotlight”		
	“People got a kick out of my red silk petticoat . . . ”		
SCI	High interest in Arts	CS	6. FORMS CLOSEST RELATIONSHIPS WITHIN FAMILY; PREFERS A FEW VERY CLOSE FRIENDSHIPS AND LOTS OF ACQUAINTANCES
LSR	Creativity in mobile	WI	Familial, being close to others
	5. HAS BEEN ABLE TO SET DIFFICULT GOALS AND SUCCEED		“ . . . sometimes friendships can be so confining” “I have very few close friends and tons of acquaintances”
DD	Sets goals throughout the day		“(Mom) We sit there like best friends . . . ”
CS	Professional, achieve a goal #4		“(sister) . . . we are very close—probably closer than I am to any other woman”
WI	“trying to master the tough classical songs”		7. LIKES ROUTINE AND PLANNING
	“And I made my goals”		“and got into a steady routine”
	“I felt like all I had worked for, all the focus on school and the discipline . . . paid off”	WI	“And very few people had systems, skills or wanted to implement controls”
	“I had decided to really apply myself to studying—go all out”		
	“The hard focused work paid off . . . ”		