

Definitions and Examples

Behavior Category	Definition	Examples
Proposing	A behavior that puts forward a new suggestion, proposal, or course of action.	<p>"Let's deal with that one tomorrow."</p> <p>"I suggest that we reduce the number of security guards by 15%."</p>
Building	A behavior that usually takes the form of a proposal, but that actually extends or develops a proposal made by another person. Since building is an expansion of someone else's plan or suggestion, it can only occur after a proposal has been presented. It is not possible to build on another person's information-giving.	<p>"... and your plan would be even better if we added a second reporting stage."</p> <p>"You suggest that we should try to raise money to buy now. Let me make some suggestions about how we might raise that money."</p> <p>"If I can take that further, we could also use the system to give us better cost control."</p>
Supporting	A behavior that makes a conscious and direct declaration of agreement with or support for another person, or for their concepts and opinions.	<p>"Yes, I go along with that."</p> <p>"Sounds okay by me."</p> <p>"Fine."</p> <p>"I accept that."</p>
Disagreeing	A behavior that states a direct disagreement or which raises obstacles and objections to another person's concepts or opinions. Disagreeing is about issues.	<p>"No, I don't agree with that."</p> <p>"I don't like the idea one bit."</p> <p>"Your third point just isn't true."</p> <p>"What you're suggesting just won't work."</p>
Defending / Attacking	A behavior that attacks another person, either directly or by defensiveness. Defending / attacking behaviors usually involve value judgments and often contain emotional overtones. They are usually about <i>people</i> , not issues.	<p>"That's stupid."</p> <p>"... and your third point is either stupid or an out-and-out lie!"</p> <p>"Don't blame me, it's not <i>my</i> fault; it's <i>John's</i> responsibility."</p>

Definitions and Examples

Behavior Category	Definition	Examples
Testing Understanding	A behavior that seeks to establish whether or not an earlier contribution has been understood. It differs from seeking information in that it is an attempt to ensure agreement or consensus of some kind, and refers to a prior question or issue.	"Can I just check to be sure we're talking about the same thing here?" "Can I take it that we all now agree on this?"
Summarizing	A behavior that summarizes or restates, in a compact form, the content of previous discussions or events.	"So far, we have agreed (a) to take legal action; (b) to take it before May; and (c) to issue a writ in the chairman's name."
Seeking Information	A behavior that seeks facts, opinions, or clarification from another person.	"What's the time?" "Can anyone tell me which page this is on?" "Have you checked that thoroughly?"
Giving Information	A behavior that offers facts, opinions, or clarification to other people.	"I remember a case like that last year." "There are at least three down there."
Bringing In*	A behavior that invites views or opinions from a member of the group who is not actively participating in the discussion.	"Jane, have you anything to say on this one?" "Al has been very quiet. I wonder whether he has anything he would like to say here."
Shutting Out*	A behavior that excludes another person or persons, or reduces their opportunity to contribute. Interrupting is the most common form of shutting out.	John: "What do you feel, Bob?" Karl: "What I feel is . . ." Karl is shutting out Bob.

* Characteristic of a process behavior.