

Personnel Notebook

For Your Most Important Resource -- The Human Resource

Prepared By:

HUMAN RESOURCE ASSOCIATES

Personnel Consultants

PEOPLE DYNAMICS

Managing The Differences In People May Be The Ultimate Skill

In a survey of over 2,000 CEOs, they stated that 80% of their success was due to people skills and less than 20% was due to technical skills.

It will come as no surprise to most of you that people in today's workforce are changing their values, the way they work and who they will work for. Whether on the job, in the home or on the street, the issues almost always come down to people. People are the problem! People are the solution!

But how can you manage or motivate people when everyone is so different, including you? How come some people are so easy for you to work with while others can't be dealt with at all? Actually many good methods have been developed to answer these questions. Industrial psychologists and human resources professionals agree that management style analysis tools such as the Myers-Briggs test are useful and valuable as a means to determine your personal style of management and those of the people around you. There are, however, serious drawbacks to such tests:

- They are expensive.
- They are time consuming (some tests can take 1 to 3 days).
- They must be administered, evaluated and explained by outside experts to each employee individually.
- You must acquire and use these detailed and lengthy analyses for each employee in order to understand the style differences between you and each employee as well

as between each employee and other employees.

- The entire process and the resulting scores are clinical and complicated.
- Relatively few employers use them because, as valuable as they are, the day-to-day use of such tests is impractical.

With these concerns in mind, industrial psychologists in the 1960s sought to develop a more practical, hands-on method to allow individuals to understand the differences each of us has in our management and relationship styles. One of the best of these was developed by Dr. David Merrill and Roger H. Reid. This process is now widely used and is often referred to as 'PEOPLE DYNAMICS', a practical, easier to use method for day-to-day use. It allows an individual to identify and understand his/her own style of management as well as of those around him, without everyone being tested and having to use complicated scores and manuals.

This is not rocket science, but a practical useful management/relationship tool. This process can be learned and taught. So let's take a look at a condensed version of their findings.

PEOPLE DYNAMICS

By the time we reach 8 to 10 years of age we have each developed a set of standards, judgments and values that we will likely carry with us for the rest of our lives. These are not written philosophies or political statements, but more a style of managing ourselves and our relationships. This

style shows up in our behavior every day. This behavior is noticeable, predictable and manageable.

The goals we are seeking in PEOPLE DYNAMICS are to:

- Recognize and understand your style.
- Recognize and understand the styles of others.
- Know the strengths and weaknesses of each style.
- Know how to balance the differences between each style.
- Manage people of each style the way they need and want to be managed.

These are the 3 steps we need to take to achieve these goals:

- I. OBSERVE BEHAVIOR
- II. PREDICT BEHAVIOR
- III. MANAGE BEHAVIOR

I. OBSERVE BEHAVIOR

We are all individuals and need to be treated as such. Take the time to observe how one specific person behaves in their day-to-day activities. This is not analyzing someone psychologically instead it is observing how they behave.

In observing behavior there are two dimensions we are trying to identify:

1. How ASSERTIVE the person is.
2. The type of PRIORITIES this person focuses on.

1. ASSERTIVENESS

The first observance is to identify how assertive this person's behavior is. Using the following vertical line as a divider between left and right, determine whether this person is NON-ASSERTIVE (left of the line) as opposed to ASSERTIVE (right of the line).

NON-ASSERTIVE

ASSERTIVE

Ask yourself, "As a result of my observations do I feel that this person is more likely to ASK people things (left side) than to TELL people things (right side)?" Place the less assertive person on the left side of the line and the more assertive person on the right side of the line. As a further clue, people on the left side of the line tend to be more patient, even slow in manner. They may even be considered shy, while people to the right of the line tend to be impatient, even fast in manner. They may even be considered bossy.

Let's assume that you have identified Joe Jones' behavior as non-assertive. Therefore, he is to the left of the line.

2. PRIORITIES

The second observance is to determine the type of priorities this person is focused on. Using the following horizontal line as a divider between above the line and below, determine whether this person prioritizes TASKS (above the line), as opposed to prioritizing PEOPLE (below the line).

TASKS

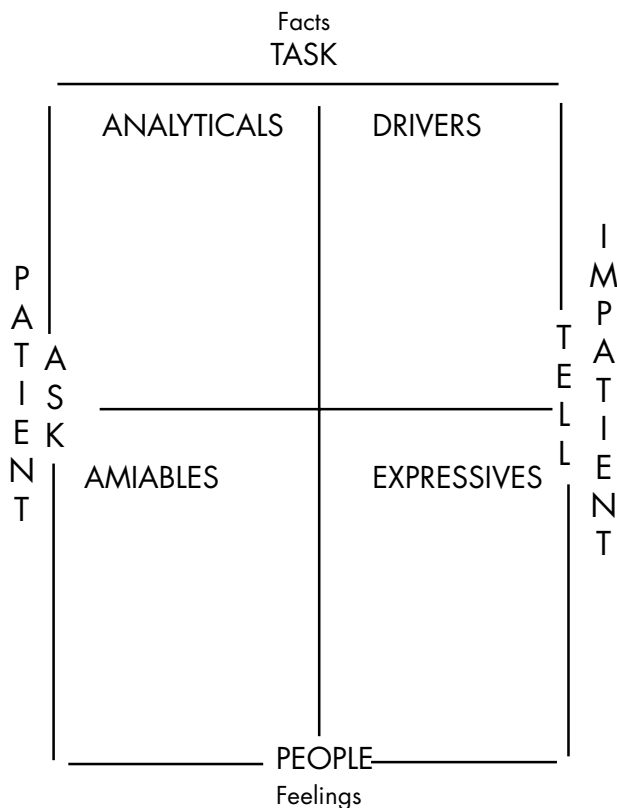
PEOPLE

Ask yourself, "As a result of my observation, do I feel that this person talks about and is centered on TASKS, facts, things, time, numbers, inanimate objects and job goals, (above the line) as opposed to talking about and centering on PEOPLE, feelings, thoughts, relationships, animate objects and people handling, (below the line)?" Place those centered on TASKS above the line and those centered on PEOPLE below the line. As a further clue, people above the line are usually less emotional, under control and may even be considered poker-faced. While people below the line are more emotional, animated and show their feelings with body movements, their speech and with their faces.

Let's assume that you have identified Joe Jones as a people-prioritized person, therefore, he

is below the line.

With our observations and these two steps we have created a quadrant of sections. The following chart reflects the 4 management styles titled, the ANALYTICAL, the DRIVER, the EXPRESSIVE and the AMIABLE.



The person you are observing will now be in one of these quadrants. Our friend, Joe Jones, being left of the first line and below the second line, is therefore in one of the four sections, the AMIABLE.

II. PREDICT BEHAVIOR

Based on what you have observed about an individual's behavior, you now have a reasonable predictor of how they will continue to behave. After 25 years of research, Dr. Merrill and Mr. Reid have developed an immense body of work that identifies characteristics and predictable behaviors of these 4 styles. This issue of "HR University" on their work is highly condensed; the actual material is much more extensive and is presented in seminars that we (Human Resource Associates) and others conduct. The chart on page

4 is a summary of some of the characteristics of each style. As we review them you can use the chart to relate to each.

The ANALYTICAL is a highly self-controlled non-assertive fact gatherer. With a combination of TASK/FACT priorities and an ASK style with determined patience, these people are usually good organizers, planners and problem solvers. They DON'T respond to flip, off-the-wall people very well. They look for credibility and substance. They check facts. Their weakness is that they delay decisions and task completion. The phrase "over-analysis leads to paralysis," was coined for ANALYTICALS. However, when they do make a decision, you can usually take it to the bank!

The DRIVER is self controlled, but may be interested in controlling people as well as the situation. A combination of TASK/FACT priorities and a TELL style with little patience makes them very goal-oriented. They are fast-action, bottom-line people. Their method is assertive control. They like making decisions. They like getting tasks completed. Their weakness is that they don't listen and they make mistakes through impatience. Quality is usually not their top priority and people hesitate to bring ideas to them. *Their major strength is, they get jobs done!*

The EXPRESSIVE is a fun-loving, "in-your-face" kind of style. A combination of PEOPLE/FEELINGS priorities and a TELL style with very little patience makes them very outgoing. They want attention and are always seeking approval. They are usually creative, imaginative and intuitive. They are assertive like the DRIVER but emotions rule their priorities. Emotions rule their priorities. These are the sales people, the promoters. Their weakness is that their decisions and opinions are not based so much on facts as on feelings and what they feel will please others. They concentrate on having a lot of acquaintances as opposed to a few close friends. They shoot from the hip and accuracy is not a priority. But they are action-oriented; people like them and they can inspire others.

The AMIABLE is the truly relationship-oriented person. With a combination of PEOPLE/FEELING priorities and lots of patience, they are supportive

LIVING STYLES
FACTS

TASK

ANALYTICALS

Their Question is...How?

How does it work? What's the process?
Under Control - Detail Oriented - Want activity - Are technical - Ask questions.
"Can you give me more details?"

Weaknesses

Slow in making a decision - Can become immobile looking for information.

Strengths

Accuracy - Organized - The decisions they make are good - Good lawyers, CPAs.
They use time to be accurate.

Mary Matalin Alan Greenspan
Jimmy Carter

Time Reference

Yesterday

DRIVERS

Their Question is...When?

Give me 3 options and go! When can I get it?
Don't give me details - No relationships.
Get to the point! Tells questions instead of asking. Assertive but under control.
Want results. "Just do it!"

Weaknesses

Not good listeners. Jump to conclusions.
People with good ideas are often turned off.
They make mistakes. Short view.

Strengths

They get things done fast. Very clear in what they want. Risk takers. Good production managers, good directors.
They use time to accomplish tasks, all the time.

Richard Nixon General Patton
Judge Judy Hillary Clinton

Time Reference

Now

AMIABLES

Their Question is...Why?

Give me reasons, motivation, understanding.
Build trust and relationships. Supportive - Want attention. Hate conflict - They reduce tension. "What can I do to help?"

Weaknesses

They compromise too much - Slow in making decisions - Not risk takers. Can't stand confrontations.
Procrastinators.

Strengths

Supportive - People like them, they like people. They win in the long run because they build good foundations.
Good personnel executives - team builders.
They use time to build relationships.

Collin Powell James Carvill
Dwight D. Eisenhower Gerald Ford

Time Reference

Tomorrow

EXPRESSIVES

Their Question is...Who?

I want relationships! Who do you know?
I'll be whatever you want me to be. Want to be noticed.
They hate details. Emotional - Charming - Charismatic. "Trust me, it will work!"

Weaknesses

Decisions based on audience approval, not facts.
Many easy relationships - Get bored rapidly Short on discipline. Short fused. Shoot from the hip.
Disorganized. Impatient.

Strengths

Assertive - They motivate people.
Optimistic. Good speakers - Sales oriented.
Risk takers. They use time to meet people.

Bill Clinton Jim Carrey
Ronald Reagan

Time Reference

Now

P
A
T
I
E
N
K

I
M
P
A
T
I
E
N
T

PEOPLE

FEELINGS

and often more interested in the success and well being of others than they are for themselves. They take time with people and want people to take time with them. They are looking for long-term relationships built on trust. They like personal assurances and communications. They expect to win in the long run and usually do because they are persistent and do not give up on long range goals. Their weakness is that they give in and they delay decisions. They avoid confrontations. They don't fight for the goals. Their strength is they instill trust, reduce tensions, are self-sacrificing and they develop others.

Have you identified your style in any of this yet? Do you find that you have elements of more than one style; of all the styles? Maybe this will help.

Now that you have reviewed the characteristics of the four basic styles, can you identify the one that irritates you the most??? The one that you most dislike??? You are probably the style diagonally opposite it. (And if you are married, then you are probably married to your opposite style, but that's another story!)

You will note on the chart other comments that may be helpful. You can see that each style lends itself to certain job types or professions. The following are examples:

- ANALYTICALS: Accountants, Chemists, Engineers, Librarians, Proofreaders, Quality Control
- DRIVERS: Production Managers, Plant Managers, Executives, Supervisors, Project Managers
- EXPRESSIVES: Sales People, Entertainers, Demonstrators, Politicians, Hospitality Hosts, Speakers
- AMIABLES: Personnel Managers, Negotiators, CEOs, Trainers, Counselors

These style/job match examples are good guidelines but do not look at them as absolutes. People who want to succeed in their work will use the styles they have to accomplish the jobs they have to do. A personnel manager who is a DRIVER

may delegate and control the outcome through other people. An ANALYTICAL salesperson may demonstrate and support a sales product with research, data and documents. An AMIABLE plant manager may develop the skills of the production staff and allow them the freedom to perform. In such cases the job will become what the person is and not the other way around. The key to job performance can still be controlled by the individual. But, if you know how the job must be accomplished and the characteristics you want in that job, then selecting the right management style when you hire or promote someone may significantly improve your odds for success.

III. MANAGE BEHAVIOR

By understanding how an individual behaves, you can better manage or balance the relationship and the end result. By being sensitive to the differences in each style, you can manage people the way they need and want to be managed.

The key to all of this, the real value, is in how you use this information. Once you have observed the behavior of others around you, your boss, subordinates, clients, spouse, children, friends and peers, you will see that all will have an identifiable style that can be predicted and managed.

Manage people towards their strengths, not their weaknesses. Manage people the way they want to be managed. If you delegate decision-making to ANALYTICALS, expect delays and avoidance. Instead, delegate research and detail to them. Seek their opinions. For decisions, give them a date and maybe one extension for their decision to be on your desk.

If you assign a DRIVER to a quality inspector's function or a detail-laden job, you will likely have problems. Instead allow him/her to delegate that function if possible, or assign them to decision-making and time-driven functions. If you assign a DRIVER to a position where personal relationships and trust are important, they may become frustrated in their attempt to do it quickly and without personal involvement.

If you assign an EXPRESSIVE to a research

project you will probably not see a reliable result. managed!"
He/she may even have trouble communicating with
Engineers or computer people. Instead, assign them
to promote the project, to inspire or to sell the idea,
or to sway and activate people.

Bill Cook
Human Resource Associates

If you assign an AMIABLE to a time-sensitive project where they will have to confront people and create tension, they will tend to avoid these functions to the point of inaction. Instead, assign them to functions where team building, long-range results and even self sacrifice are called for. Work with them and develop a relationship; be responsive to them. If you take the time to orient them to the big picture and their place in it, you will have half of your problems resolved before the job begins.

Again, when working with people, managing people or communicating with family members, do not force them to always function in their area of weakness. Try to center the activities in their areas of strength. If necessary, adjust your style to accommodate theirs for the period of time required to do so. For instance, if you are going to meet with a DRIVER, get right to the point; don't waste time trying to build a relationship or be chummy when there is work to be done. DRIVERS won't respond well to that. Give them decisions to make, not personal issues to ponder. If your going to meet with an AMIABLE, take a moment to be friendly, even to relax. Orient the AMIABLE to the situation before plunging in.

The use of such management tools as PEOPLE DYNAMICS can resolve much of the tension and misunderstandings that result in people relationships, *particularly* when the management styles are opposite each other.

These guidelines are useful tools. However, highly motivated people with intelligence and skills can make any job or assignment successful. But if the person's individual style matches the job from the beginning, then the likelihood of success is expanded greatly.

In short, manage for success. The old rule was the Golden Rule, "Manage people the way you want to be managed." That no longer applies. The message for today's workforce is the "Platinum Rule", "Manage people the way THEY want to be

HUMAN RESOURCE ASSOCIATES
6050 Greenway Court
Manassas, Virginia 20112-3049
(703) 590-3841
Fax: (703) 590-6437
website: www.consulthra.com
e-mail: hrahtl@consulthra.com