

PERSONNEL NOTEBOOK

For Your Most Important Resource—The Human Resource

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PEOPLE DYNAMICS II

Our previous publication of People Dynamics was meant to be a basic primer that would allow people to use management styles to understand and work with the wide variety of people they encountered in the workforce.

The response to that publication was so strong, requesting that we provide more information on People Dynamics, that we are using this issue to do just that.

It will help you if you review or keep handy that previous issue entitled, "People Dynamics." We will, in any case, review it here and then proceed with "the rest of the story" using the following outline:

- I. Review People Dynamics
- II. Additional characteristics
- III. The effect of stress
- IV. Versatility
- V. Different styles as teams

I. Review People Dynamics

A. Our Objective:

1. To recognize and understand your management style and to recognize the style of others.
2. Understand the strengths and weaknesses of each style.
3. How to manage each style the way they want to be managed.

1 a. Identify the low or high level of assertiveness in the person.

Low Level
Ask

High Level
Tell

Determine whether this person is left of the line (less assertiveness) or right of the line (more assertiveness)

b. Identify whether the person's priorities concentrate on tasks or people (or facts vs. emotions)

TASKS
Poker Faced

PEOPLE
Emotions

Determine whether this person is above the line (task oriented, non-emotional, poker faced) or below the line (people motivated, expressing feelings, animated)

By this two-step division the person you are observing is either left or right of the assertiveness line and above or below the priorities line and, therefore, is within one of the following quadrants:

ANALYTICALS

DRIVERS

AMIABLES

EXPRESSIVES

Each of these styles has general strengths and weaknesses. No style is any better or worse than any other. Each style is truly valuable but

different than the others. Each style fits certain occupations better than other styles. Although being of any style does not prevent you from being successful in occupations favoring other styles, the likelihood of success is stronger when you choose occupations that use your style's strengths, particularly in job assignments. The likelihood of success in an employee performing an assignment can be highly affected by designing the job or selecting the functions that rely on the strengths of that individual's style.

Analyticals tend to over analyze problems and avoid decisions. However, when they make a decision, it has the highest degree of reliability.

Drivers tend to be impatient, non-communicative and make mistakes. However, they are so highly productive that they produce more on-time, valuable work.

Expressives tend to shoot from the hip and are more ruled by their desire to be liked than to be right. But people like them and they are action oriented. They inspire and activate others.

Amiables tend to avoid confrontations and often are late on assignments. However, they are highly supportive, self-sacrificing and loyal. They usually win in the long run.

A recent analysis of these four styles and recent U.S. Presidents show how they match up:

Jimmy Carter Analytical	Richard Nixon Driver
Gerald Ford Amiable	Bill Clinton Expressive

Communicating with and assigning people work in their areas of strength, which is the way they want to work, more assures success of the individual and the work goals.

It is highly recommended that you read the first issue, "People Dynamics" before you proceed to assure a better understanding of this valuable tool and skill.

II. Additional Characteristics

Analyticals:

Positives: precise, systematic
 Negatives: nit-picking, inflexible, slow to reach decision
 Dress: conservative, non-attention getting
 Office decor: functional, formal, conventional
 Leisure activities: solitary, technical
 Voice: impersonal, slow, little variation in pitch
 Gestures: few, non-animated, small, rigid
 Facial expressions: non-animated, serious
 Eye contact: infrequent
 Communication: facts, logic, memos
 Work: industrious, orderly, accurate.

Drivers:

Positives: very objective, determined, goal-oriented
 Negatives: domineering, unfeeling, don't listen well
 Dress: functional
 Office decor: functional, "worked-in," impersonal
 Leisure activities: competitive, sports
 Voice: businesslike, quick, little variation
 Gestures: points, emphatic
 Facial expressions: reserved, poker-faced
 Eye contact: direct
 Communication: results-oriented, telephone, to the point
 Work: independent, productive, decisive, on-time

Expressives:

Positives: enthusiastic, imaginative, crowd gatherers
 Negatives: overbearing, unrealistic, more sizzle than steak

Dress:	bold, striking colors, attention-grabbing accessories
Office decor:	cluttered, disorganized, individualistic, warm, colorful
Leisure activities:	parties, competitive activities with the rich and famous
Voice:	great variations in pitch, etc., flowing, expressive
Gestures:	large, dramatic
Facial expressions:	very animated and expressive
Eye contact:	steady
Communication:	stories, jokes, name dropping, feelings, emotions
Work:	ambitious, enthusiastic, friendly, leadership.

Amiables:

Positives:	supportive, easy-going, builds trust and loyalty
Negatives:	conforming, permissive, delays decisions
Dress:	informal
Office decor:	informal, comfortable, homey
Leisure activities:	unstructured, family, friends
Voice:	great variations, slow, soft, friendly
Gestures:	relaxed, flowing
Facial expressions:	somewhat animated, responsive
Eye contact:	friendly
Communication:	opinions, supportive, solution-oriented, face to face
Work:	dependable, supportive, willing, cooperative, non-demanding.

III. The Effect Of Stress

Not all stress is bad. Most stress is actually good. It's excessive stress or distress, that is so damaging. The effect of stress on management styles is the same.

If you want to assure that you have correctly identified the management style of an individual, you can apply a little stress and you will see their style become more pronounced! Continue to apply even more stress and the management style will openly, clearly, emphatically declare itself!

However, when the level of stress is pushed up to the individual's capacity, he/she will reach the level of distress. That's the danger point. At that point the management style of this individual will completely revert to its opposing style! That is to say that in the quadrant we used, the upper right hand box (Driver) will completely abandon that style and divert to the lower left hand box (Amiable), the opposing style. That is the danger sign. Stop all communication, bring the discussion to a quick close and leave. Nothing of any value will come of this discussion at this time. End it!

What is happening here is that this person is using a life-long set of experiences and values to manage all situations. When they encounter resistance or stress in the use of this style, they reason that they're not using enough of it. So they increase the use of the style. They display it! If that doesn't work, they increase it even more. In a final desperation of stress, they reach a conclusion that their style is ineffective and as an angry move, they instantly try to relieve the stress by using the exact opposite rationale. The opposite management style.

So, the Driver who tells you in ten direct words to do something and sees that you are not doing it, then emphasizes louder, and in six words, to do what he wants. When he sees you are still not responding, he may shout in three words with pointed finger to "Do It Now!" Still seeing no results at this flash point of distress, he will suddenly divert his style to the opposing "Amiable" style, where he takes a deep breath and begins speaking slowly, clearly, and calmly for you to

please do the assignment he has just delegated to you. You have not won this battle! Nothing that goes on from here on will help you. Try to end the conversation quickly.

Each style, when reaching a point of "distress," will then divert to their opposite style.

The Analytical, who in a flat, unemotional voice, tries to convince you that these facts are accurate, will at the distress point become animated, throwing out names of executives or authorities he is going to call in on this matter. He becomes the Expressive.

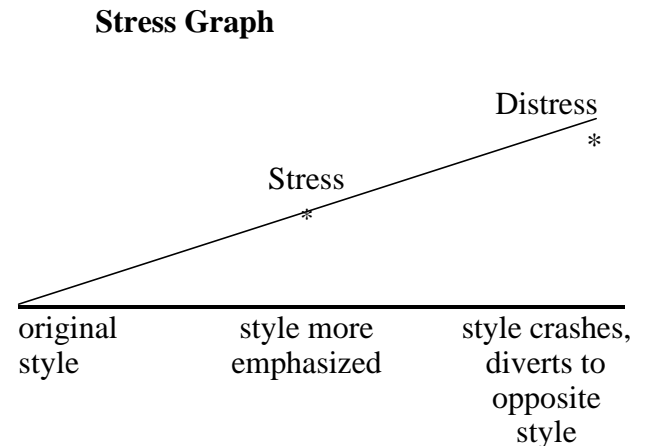
The Driver, as already discussed, becomes the Amiable.

The Expressive, who using animated gestures and telling you to just do it, at the point of distress becomes stone-faced, unemotional and begins ticking off facts, dates, figures, etc.

The Amiable, who calmly asks you to do something with a comfortable smile, when stressed, will begin to get even slower, more calm, more reassuring, still believing that his style is workable but needs to be more noticeable. At the point of distress, he will divert to his Driver style opposite and begin shouting, pointing and demanding. It takes much longer for the Amiable to reach their distress level than any other style. But the bad news is that of all the styles, the Amiable may become physical or violent at that point.

(See Graph No. 1.)

Graph No. 1



If you have been closely following all this, by now you will have realized that you are probably not totally of one style, but in fact share some elements of other styles. That's normal, but one style is still dominant. There are two ways to further identify or lock down your style. 1. Select the style that you least like, the style that may infuriate you, the one you really dislike. You are probably the diagonally opposite style. 2. Use the stress test we just covered.

IV. Versatility

Versatility is the ability to adjust your style to deal with different people and different situations as needed. You need to be versatile enough to maintain your own style but when necessary, to adjust in order to get things accomplished. Not enough versatility is a stubborn resistance that will usually lead to failure. Too much versatility is like a politician who wants to be all things to all people and ultimately becomes ineffective. Be reasonably versatile. How can you do that? Section V will show you how your versatility can be used in dealing with each style.

V. Managing The Differences In Styles

THE ANALYTICAL:

DOs:

Show how you support their principles and thoughtful approach.

- Make an organized contribution to their efforts.
- Stick with specifics and do what you say you can do.
- List pros and cons of any suggestion you make -- build your credibility.
- Take your time, be persistent.
- Draw up a scheduled approach to implementing actions with a step-by-step timetable.
- If you disagree, earn credibility by making an organized, thought-out, systematic presentation of your position.
- Indicate all the things you can and will do to support agreed-upon efforts, then stay within schedule.
- Assure there will be no surprises between the two of you.
- Give them time to verify the reliability of your actions.
- Take time to be accurate, right and realistic.
- Be prepared in advance.
- Show your ability to get accurate facts and provide them according to a predictable schedule.
- Provide solid, tangible, practical, realistic evidence.
- Give evidence that what you say now will also be reasonably valid in the future.
- Indicate guarantees and provide options.
- Be very serious and businesslike in your approach.

DON'Ts:

- Use someone's opinion as evidence.
- Rush the decision-making process.
- Use testimonials from other people.
- Provide special, personal incentives.
- Use gimmicks or clever, quick manipulations.
- Be casual and informal.

THE DRIVER:

DOs:

- Find ways to support their conclusions and actions.
- Ask questions about specifics. Stick with what questions.
- Keep it businesslike -- don't try to build a personal relationship.
- If you disagree, take issue with facts, not with them.
- If you agree, support the results, not them personally.
- Stay on target.
- Be well organized.
- Be efficient.
- Provide them with alternatives and choices (they like to make their own decisions).
- Provide facts and data about probability of success or effectiveness of options.

DON'Ts:

- Personally try to support feelings or relationships.
- Offer them guarantees and assurances.
- Take time to be sociable or try to establish a feeling relationship.
- Waste time with a Driver.

THE EXPRESSIVE:

DOs:

- Plan actions which will provide support for their dreams and intuitions.
- Ask questions about opinions and ideas they have about people.
- Talk about people and their goals.
- Look for opinions they find most stimulating.
- Visit and spend time developing mutually stimulating ideas.
- If you disagree, look for alternative solutions you both can share.
- Summarize and suggest ways to implement the actions. Don't deal with detail -- put them in writing. Need to pin them down.

- Ask them what you can do personally to put their ideas into action.
- Use time to be stimulating in a fun-loving, entertaining, story-telling and fast-moving manner.
- Provide them with testimonials from people that they see as important and prominent.
- Offer special, immediate and extra incentives for their willingness to take risks.

DON'Ts:

- Talk in terms of facts and data.
- Waste time trying to be more accurate.
- Talk in terms of nuts and bolts.

THE AMIABLE:

DOs:

- Orient them to the overall, then the specific work and their place in it.
- Support them in their feelings and in their relationships with others.
- Show sincere interest in this person as a person -- find areas of common involvement.
- Work with them on a joint basis to achieve their personal objectives.
- Be patient and make an effort to draw out personal goals.
- If you agree too easily, look for possible areas of early disagreement or dissatisfaction.
- If you disagree too strongly, look for hurt feelings and a personal reason for disagreement.
- Define clearly (preferably in writing) what you will contribute to the joint effort and what they will contribute.

DON'Ts:

- Offer options and probabilities.
- Offer assurances and guarantees that you can't fulfill.
- Don't debate about facts and data.

- Don't force them to respond quickly to your objectives.

Most people tend to over-emphasize their weaknesses and underutilize their strengths. So when we meet people who are our opposites, we tend to so admire their strengths (which are our over-emphasized weaknesses) that we look up to them, we admire them and yes, we marry them. Most of us are married to our opposite styles.

As mentioned previously, no style is better than another. Each is different. A company with all one style of management will ultimately face serious inadequacies. The best companies have a balanced blend of all the styles. The management job is to try to pull together the strengths of each style.

The skill to understand and use People Dynamics is not hi-tech or rocket science nor is it an absolute. It is a proven management tool that, when used in the right manner, can build teams out of diversity.

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