

## Fostering Intelligent Relationships on the Team.

**Motivating all the players on your team is critical, but how can you do this if you don't understand their different personality types? Allison Mooney shows how to identify your people by observing behaviour and thinking preferences**

It's not uncommon for me to receive emails similar to this one on a weekly basis. *"During the last few years my relationship with my boss has deteriorated. Having recently understood the four personality styles I now understand as to why. My boss, who likes to have his hand in everything that goes on, has recently had to relinquish some responsibility because of restructuring. This has made him nervous. He has a tendency to act quickly, only seeing the big picture, and not ask for the detail and process.*

*I have a different style, want all the information and do my homework around what needs to be done. I don't finish until I get all the information and every stone is unturned. He wants results and outcomes, and wants it done 'now!' There is great frustration in the relationship. My critical skills expressed through my reports over the years have been interpreted as me not being a team player and that I am not supporting him and his ideas. The way I approach things thoroughly makes good business sense to me. I feel undervalued and worn out, and because his drive is to make it happen as quickly as possible, he then turns on me when it doesn't pan out."*

So here we have two people, both valuable on the team, but who see and approach things from a different perspective. So how does one influence them? In each quadrant below there are three descriptive words. Choose the quadrant that best describes you (remember no one is better, just different).

Enthusiastic Talker Outgoing	Loves to take charge Decisive Productive
Balanced Diplomatic	Thoughtful Tidy

Patient	Deliberate
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Now let's see, with a little help, if you can identify your style of influence through your natural strengths and leadership style as described below:

**1. The POWERFUL type.** There are the 'doers', the natural born leaders. They have a familiar feel for being in charge and a sincere ability to achieve. You would describe them as change agents, goal focussed, visionary, decision-makers, and very efficient. They love producing and are very outcome and results driven. They have gut reactions and go with them. Even if they are wrong they will be able to recover somehow.

They view decisions as the choice between two possible outcomes. 'Powerfuls' develop and drive the team through focus and assertion.

LEADERSHIP STYLE = VISIONARY

**2. The PLAYFUL type.** These are 'talkers'. They are very good at inspiring, keeping energy levels up, they're enthusiastic and are strongly inclusive of everyone. Very people oriented, they bring life into lifeless situations.

Playfuls tend to be impulsive and buy in quickly to what has been presented, often without doing their homework. Therefore they can act in haste and then have to find ways of recovering. They are led by their heart and emotions and make decisions intuitively.

Playfuls develop and drive the team through creativity, innovation, encouragement and new ideas.

LEADERSHIP STYLE = INSPIRATIONAL

**3. The PRECISE type.** More 'Thinkers', these people are logical, fact based and great researchers. They have an ability to qualify and quantify everything, therefore fewer mistakes are made. They also feel secure in structure and data – "give me plenty" they say.

It's hard for precise types to accept that others don't look at things the same way. They have a love of analysis – planning and organising well comes naturally to them. They have a passion for scheduling and establishing processes and procedures.

When making decisions, precise types prefer to gather data first, using their critical skills to dig out anything that could possibly go wrong. They will only make decisions based on collective, well researched data that has been tested and tried. They make decisions logically and more with their head than their heart. Commonsense and logic is how they process most things.

Precise types develop and drive the team through strategic planning, setting goals and using critical thinking. This makes them valuable at work.

LEADERSHIP STYLE = STRATEGIC

**4. The PEACEFUL type.** More an 'observer', these people bring order out of chaos and are brilliant listeners.

When making decisions, they prefer to 'let it sit' rather than make a decision on the spot – therefore they can readily put things off for another day if they sense there is going to be any 'bun fights'. They love the processes more than the decision. They like to see first how it all fits together in a systematic and efficient manner and will err to the side of caution when making decisions.

Peacefuls will happily change to please someone too. Sometimes though, if too many changes are required, the peaceful will stop cooperating – particularly if he or she is not included in the discussion of 'why and how' a conclusion came about.

When hearing something second-hand they feel taken advantage of.

Peaceful types are the ultimate mediator and bring clarity to the team because of their ability to observe and listen. They're adaptable and develop and nurture the team (very rarely driving them) through mediation and diplomacy. Well liked, peacefuls love to be part of the team and are people oriented, gracious and restorative.

LEADERSHIP STYLE = DIPLOMATIC

### **We see things differently**

Whatever your style (and yes, we can have a blend of more than one) we need to remind ourselves that there are people that don't see it as we see it. Perhaps if we took the view "treat others as they would like to be treated" we might learn how to get along better with those who are different. By respecting their brilliance, and having better flow in our workplace because we know what to

look for and what to give those that see the world differently, your business will benefit.

As Ron Willingham, founder of Integrity Systems, an international performance improvement company, says: “people are more apt to relate to you (buy from you) if they perceive that you view the world as they view it.”

By this overview you should now have a snapshot of what each personality type needs.

Now that you know what to give them this is where you get traction in your organisation.

This is up there with breathing or oxygen for the different styles – remember:

- Powerfuls – credit for abilities and accomplishments.
- Playfuls – attention, affection, approval and acceptance.
- Precise – space, silence, sensitivity and support.
- Peaceful – respect and value.

Maybe we don't need to look for another job. Maybe by becoming more aware of those people we have on the team, we might look further in how best to relate to them.

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