



**LET'S TALK BIG PICTURE DON'T
BOTHER ME WITH DETAILS**



**CAN WE INCLUDE MY FRIENDS?
LET'S DO IT TOGETHER**

**Getting Through to
PEOPLE**



**SAY NICE THINGS TO ME
LET'S ALL GET ALONG**



**JUST THE DETAILS PLEASE
NO BIG PICTURE STUFF**



INTRODUCTION

by James S. Wittmack

The world has changed and leaders must change with it. Business is going through a major shift in how it is conducted. Leaders must re-imagine the way their companies operate.

As a result of the recent remote requirements of employees working from home, leaders will have to identify who has the best personality to work in the office and the best personality to work in a home office.

Leaders will need to coordinate the home office and in office efforts so they succeed as a team. This is a unique new challenge for leaders.

Leaders ability to identify which personalities work best in which environment will minimize these new challenges. If a leader can't identify the personality styles of their employees how do they build successful teams?

If a leader doesn't understand the different cultures and the best personality fit for each one how do they get them to work together?

With the recent work from home and blended home and work days companies have multiple cultures functioning at the same time.

Knowing how to communicate to different personalities with multiple cultures has never been more important.

COMMUNICATE TO PERSONALITY STYLE

HIRE TO YOUR CULTURE

Page 4

Identifies the four basic personality types. Their strengths, weaknesses and personality style. Once you recognize the make up of their personality you can begin to determine the best way to communicate to them.

Page 5

Breaks the four personalities into sixteen sub personalities. Knowing these variations helps you identify which types of words will be most effective. When you are having difficulty in communications with them you can check these variations. Then you can modify your communication to their specific personality.

Page 6

Illustrates how to motivate them to succeed at their assignments, how to counsel and compliment them so they know you care. They don't care what you know until they know that you care.

Page 7

Illustrates how to adjust your communication to correct them when they make mistakes and delegate things you need them to do so they are glad to do it.

Page 8

One of the most important and overlooked component of hiring and retaining successful employees is matching them to your culture. Page 8 matches personality to culture.

Bottom line profitability increases exponentially with the leaders ability to talk to their staff in a way that inspires them to perform at peak productivity and efficiency.

Leaders will experience a break through in communication when they master the communication puzzle of hiring the right personality to their culture, and communicating to each personality in a way that resonates with them.

Your communication skills will inspire, motivate, compliment, and counsel your team to achieve great things beyond yours or their expectations of themselves.

DRIVER/DIRECTOR

- Theme: Authority & conviction
- Power: control
- Results: now
- Makes decisions based on options
- Influenced by: force of character, persistence, direction, control, competition, strong persuasiveness

Weaknesses

- Pushy
- Severe
- Tough-minded
- Dominating
- Harsh

Strengths

- Determined
- Requiring
- Thorough
- Decisive
- Efficient

STYLE

- Decisive actions and decisions
- Likes control
- Dislikes inaction
- Prefers maximum freedom to manage self and others
- Cool, independent, and competitive with others
- Low tolerance for feelings, attitudes, and advice of others
- Works quickly and impressively alone
- Seeks esteem and self-actualization
- Good administrative skills

EXPRESSIVE/SOCIALIZER

- Theme: Motivation & Inspiration
- Power: People
- Results: Through People
- Influenced by: Enthusiasm, praise, favors, inspiration, reward, personal contact, poise, social capabilities

Weaknesses

- Egotistical
- Manipulative
- Excitable
- Undisciplined
- Reacting
- Promotional

Strengths

- Friendly
- Personable
- Stimulating
- Enthusiastic
- Dramatic
- Gregarious

STYLE

- Spontaneous actions and decisions
- Likes involvement
- Dislikes being alone
- Exaggerates and generalizes
- Tends to dream and get others caught up in their dreams
- Jumps from one activity to another
- Works quickly and excitingly with others
- Seeks esteem and belonging
- Good persuasive skills

AMIABLE/RELATOR

- Theme: Counseling & Supportive
- Power: Being Nice
- Results: Time to cooperate
- Influenced by: Personal relationship, services, suggestion, understanding, friendship & accommodations

Weaknesses

- Conforming
- Retiring
- Ingratiating
- Dependent
- Emotional

Strengths

- Supportive
- Respectful
- Willing
- Dependable
- Agreeable

STYLE

- Slow at taking action and making decisions
- Likes close, personal relationships
- Dislikes interpersonal conflict
- Supports and "actively" listens to others
- Weak at goal-setting and self-direction
- Has excellent ability to gain support from others
- Works slowly and cohesively with others
- Seeks security and belonging
- Good counseling skills

ANALYTICAL/THINKER

- Theme: systems & Analysis
- Power: being right
- Results: time to be right
- Slower to make decisions
- Influenced by: facts, facts, facts
- Logical arguments, example, predetermined manner with specific plan

Weaknesses

- Critical
- Indecisive
- Stuffy
- Exacting
- Moralistic
- Pointless

Strengths

- Industrious
- Persistent
- Serious
- Vigilant
- Orderly
- Process

STYLE

- Cautious actions and decisions
- Likes organization and structure
- Dislikes involvement
- Asks many questions about specific details
- Prefers objective, task oriented, intellectual work environment
- Wants to be right and, therefore, over relies on data collection
- Works slowly and precisely alone
- Seeks security and self actualization
- Good problem – solving skills

DRIVER/DIRECTOR

Takes charge with a vengeance.

Has an almost unstoppable drive to be the top dog, and may move from conquest to conquest in a never-ending quest for victory and power.

Socializing Director

May take short-cuts, but no less enamored of control and power. Leads by charisma. Tends to live fast and possibly to gloss over failure while spotlighting success, which may lead to flawed decisions. May lose sight of the trees while seeing the forest.

Amiable Director

Becomes completely engrossed in work, is competitive, and avoids delegating. Organized plans and follow-through are touchstones of this style. Doesn't like to be told what to do and could benefit by opening up to others in every way: socially, personally, and in decision-making

Thinking Director

Higher standards than most, can be found tinkering with even the basics in an attempt to put their stamp on perfection on everything. They will reach for things others consider impossible, and demand that others do the same. The lofty goals can be their Achilles' heel, doubly task-oriented from being both a Director and a Thinker.

EXPRESSIVE/SOCIALIZER

Inspiring

Someone who craves attention, recognition, and an audience, often to the detriment of work. Warm and well-liked, with his emotions, dreams, and energy running their own course without much direction. Follow-through and carelessness are problems.

Directing Socializer

The most persuasive combination, seeking prestige and status, as well as a loyal coterie of followers. Will tend to enlist team members in lofty projects and be an outspoken proponent of the new order. Shuns routine and isn't particularly interested in the details.

Amiable Socializer

Someone who both listens well and speaks well, natural supporter of others, tends to fit in and get along, avoiding conflict and including everyone. Dependable, confident, and trusting. May depend on others to take charge and take on too much as they try to please them. Tends to be overly sensitive, avoiding conflict rather than dealing with it.

Thinking Socializer

Hates to look bad and will put in extra effort if the stakes are high. Will always make a good impression, when things go wrong, they may show a more vengeful side. Will be well-liked in general, balancing emotional and intellectual sides. Impatient for greater successes and may take on too much, becoming overwhelmed in the end.

AMIABLE/RELATOR

Supportive

The ultimate supporter, slow, methodical, and deferential. Doesn't like to attract attention to and craves the approval and company of others. Reserved, stable, and practical, with admirable follow-through, relies on routine and dislikes change. Hates surprises and under stress may become ineffectual.

Socializing Relater

Most popular of all, craves company but shuns the limelight. People confide in this warm and caring listener, drawn by their understanding and supportive nature. Positive outlook, coupled with an intense dislike for conflict and aggression, may not always square with the reality of the workplace.

Amiable Thinker

Someone who both listens well and speaks well, natural supporter of others, tends to fit in and get along, avoiding conflict and including everyone. Dependable, confident, and trusting. May depend on others to take charge and take on too much as they try to please them. Tends to be overly sensitive, avoiding conflict rather than dealing with it.

Directing Relater

Energetic, take-charge worker, they can be counted on to take a carefully-considered, industrious approach to tasks and to meet the deadline. Tendency to enjoy taking on all the work themselves which can lead to losing sight of the big picture. Spread too thin and under stress, may withdraw

ANALYTICAL/THINKER

Cautious

Detached and inscrutable loner, may at first seem mysterious to others. Soft-spoken and distant, cautious and intense, will organize their world to minimize intrusion, concentrating on work. Logical, precise, informed, not quick to make commitments or decisions; but apt to be right when they do. A classic worrywart.

Socializing Thinker

Opposite tendencies in this mix result in a person who is at once inclined to make friends and yet to crave privacy. Drawn to people, yet may be hyper vigilant and even tense in relationships. Driven to succeed and needs recognition of that success. An intense idea person, may get off on a detour while trying to complete a job.

Amiable Thinker

Someone who both listens well and speaks well, natural supporter of others, tends to fit in and get along, avoiding conflict and including everyone. Dependable, confident, and trusting. May depend on others to take charge and take on too much as they try to please them. Tends to be overly sensitive, avoiding conflict rather than dealing with it.

Directing Thinker

Very guarded by lies midway on the directness scale just below the socializing thinker and relating-director. Wants to control their world and will appear self-controlled, even as they tend to wall themselves off so that they can be autonomous. Independent and analytical, they may slow themselves down, especially under pressure, by being loath to make decisions.



DRIVER/DIRECTOR

MOTIVATE

Show how something will benefit their relationships and strengthen their position with others

COMPLIMENTING

Their teamwork, the way they are regarded by other people, their relationships skills, and their ability to "get along" with others.

COUNSELING

Allow plenty of time to explore their feelings and understand the emotional side of the situation. They express their feelings, but indirectly. Draw them out through questioning and listening techniques. Create a non threatening environment.

AMIABLE/RELATOR

MOTIVATE

Provide them with options and clearly describe the probabilities of success in achieving goals

COMPLIMENTS

Their efficiency, thought processes, organization, persistence and accuracy.

COUNSELING

Describe the process that you plan to follow. Outline how that process will produce the results they seek. Ask questions to help them give you the right information let them show you how much they know.

EXPRESSIVE/SOCIALIZER

MOTIVATE

Offer them incentives and testimonials. Show them how they can look good in the eyes of others.

COMPLIMENTING

Their appearance, creative ideas, persuasiveness, and charisma.

COUNSELING

Allow them plenty of opportunity to talk about things that are bothering them. Listen for facts and feelings. Many times socializers merely need to "get something off their chest" and talking may solve the problem.

ANALYTICAL/THINKER

MOTIVATE

Appeal to their need to be accurate and to their logical approach to things

COMPLIMENTS

Their achievements, upward mobility, and leadership potential.

COUNSELING

Stick to the facts. Draw them out by talking about the desired results. Then discuss their concerns. Focus on tasks more than feelings. Ask them how they would solve the problem.

DRIVER/DIRECTOR

CORRECTING

Show how something will benefit their relationships and strengthen their position with others

DELEGATING

Make a personal appeal to their loyalty. Give them the task, state the deadlines that need to be met and explain why it's important to do it in that specific way.

CORRECTING

Specify the exact behavior that is indicated and outline how you would like to see it changed. Establish checkpoints and times.

AMIABLE/RELATOR

DELEGATING

Take time to answer all their questions about structure and guidance. The more they understand the details, the more likely they will be to complete the task properly. Be sure to establish deadlines.

We strongly recommend you become intimately familiar with your company culture and match the personality styles to your culture. Our blog on "Culture - Does it matter" identifies the company cultures so you can determine your culture. After identifying your teams personality styles and tendencies, and mastering how to communicate in a way that inspires them, we recommend you hire the personality that fits your culture. You may discover the people you have on your team do not match the culture you created. You will have to decide if they can adjust to the culture you desire or you have to replace them with people who are a match.

EXPRESSIVE/SOCIALIZER

CORRECTING

Offer them incentives and testimonials. Show them how they can look good in the eyes of others.

DELEGATING

Make sure you get clear agreement. Establish checkpoints so that there is not a long periods of time between progress reports.

CORRECTING

Describe what results are desired. Show them the gap between actual desired. Suggest clearly the improvement that is needed and establish a time when they will get back to you.

ANALYTICAL/THINKER

DELEGATING

Give them the bottom line and then get out of their way. So that they can be more efficient, give them parameters, guidelines, and deadlines.

DRIVER/DIRECTOR

MERCENARY

- Know what your goals are.
- Communicate clearly your goals and performance measures.
- Hold people accountable for task-fulfillment.
- Talk plainly and bluntly, with no “BS”.
- Simplify processes and procedures.
- Advertise effectively that they are a “winner”.

EXPRESSIVE/SOCIALIZER

COMMUNAL

- You're prepared to put the organization above family and private life.
- You practice what you preach by living the company's values.
- You spend time with your colleagues, talking about work, products, and the competition.
- You clearly identify yourself with the organization.

AMIABLE/RELATOR

NETWORK

- Prefer to use the informal networks, rather than relying on rules, job descriptions, and hierarchies.
- Build relationships that last, rather than being a loner.
- Make time to talk, and not necessarily about the task.
- Keep your door open.
- Take time before coming to conclusions about people.
- Be patient, instead of always expecting immediate action.

ANALYTICAL/THINKER

FRAGMENTED

- You're an introvert.
- You're highly autonomous, with a strong desire to work independently.
- You keep personal relationships from interfering with your evaluations of ideas.
- You manage yourself well, thus encouraging the organization to give you “space”.