



Leading During Challenging Times

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RABINER
RESOURCES

TAKE AN OPEN APPROACH TO PEOPLE

Your ability to interact effectively with others begins with an understanding and acceptance of basic human differences. You and every person you work with has a certain style. You will maximize your ability to be more effective with them (and keep your sanity in the process!) if you understand your style and if you are able to identify, accept, adapt to, and appreciate the dominant styles of others. The good news is that your style and the styles of others are easy to identify and respond predictably and positively to the right approach.

People have been fascinated by individual differences for thousands of years. In ancient Greece, for example, Hippocrates identified four temperaments — Sanguine, Phlegmatic, Melancholic, and Choleric. In 1921, Carl Jung conducted the first scientific studies on personality styles and introduced us to his four behavioral style categories: thinker, feeler, intuitor, and sensor. Since then, psychologists have produced more than a dozen models of behavioral differences, all of which contain a common thread of grouping behavior in four categories.

The version you will learn here is practical and easy to remember. It uses a simple, four-style model that spans all cultures. Distilled to its essence, understanding and using this model equates with respecting and accepting differences to connect positively with others.

"He who laughs, lasts."

— Mary Pettibone Poole, *A Glass Eye At A Keyhole*

Styles Indicator

1. I am more comfortable making a decision at work when:
 - a. The recommendation works for all parties involved
 - b. The recommendation comes with detailed written data and documentation
 - c. The recommendation gets the job done
 - d. The recommendation feels right to me

2. People at work would say I prefer them to be:
 - a. Detail-oriented and accurate
 - b. Focused on results and fast
 - c. Energetic and spontaneous
 - d. Collaborative team players

3. The people who are the most comfortable for me to work with are:
 - a. Businesslike and professional
 - b. Enthusiastic and fun
 - c. Good listeners and easy to get along with
 - d. Thoughtful and logical

4. Recreational activities that appeal to me most are:
 - a. Exciting
 - b. Relaxing
 - c. Well planned
 - d. Competitive

5. On the telephone at work, I tend to be:
 - a. Brief and to the point
 - b. Thorough and complete
 - c. Friendly and helpful
 - d. Lively and talkative

6. During a heated disagreement, I am likely to:
 - a. Become withdrawn and hold my position until I have time to think
 - b. Do what is necessary to turn down the heat
 - c. Focus on getting you to change your mind
 - d. Maintain my position firmly

7. When I am stressed out, you can help me by:
 - a. Assuring me you will take care of things with minimal conflict
 - b. Complimenting me on the work done so far and providing some comic relief
 - c. Reminding me of the goal and showing me that we are making progress
 - d. Acknowledging all of the issues at hand and providing a detailed action plan for resolution

8. I am a satisfied customer when:
 - a. You are fun to work with and can help me get what I want
 - b. You take your time to find out exactly what I want
 - c. You don't waste any time getting me what I want
 - d. You genuinely care about me as a customer and provide hassle-free service

9. Sometimes I rub people the wrong way because I can be:
 - a. Impatient or bossy
 - b. Indecisive or nitpicky
 - c. Wishy-washy or too nice
 - d. Irresponsible or unfocused

Scoring Grid

Scoring Key					
Question #	"a" points	"b" points	"c" points	"d" points	Your points
1.	10	0	1	11	
2.	0	1	11	10	
3.	1	11	10	0	
4.	11	10	0	1	
5.	1	0	10	11	
6.	0	10	11	1	
7.	10	11	1	0	
8.	10	0	1	11	
9.	1	0	10	11	
				Total	

Key:

- ☆ Write out the total score as a two-digit number. (Example: "3" becomes "03")
- ☆ If the first digit of the total score is 0 through 4, put an X in box 3 and another X in box 4.
- ☆ If the first digit is 5 through 9, put an X in box 1 and another X in box 2.
- ☆ If the second digit is 0 through 4, put another X in box 1 and another X in box 3.
- ☆ If the second digit is 5 though 9, put another X in box 2 and another X in box 4.
- ☆ You should have one box with two Xs, two boxes with one X each, and one empty box.
- ☆ Your style preference is the box with two Xs.

1	2
3	4

Tendencies of Personality Styles

Box 1: _____

Box 2: _____

<p>Peacemaker</p> <p>Good listener</p> <p>Involves others</p> <p>Cooperative</p> <p>Likes routine</p>	<p>Avoids conflict</p> <p>Doesn't speak up</p> <p>Can't act alone</p> <p>Can't say no</p> <p>Resists change</p>	<p>Entertainer</p> <p>Creative</p> <p>Energetic</p> <p>Persuasive</p> <p>Fun</p>	<p>Impulsive</p> <p>Weak follow-thru</p> <p>Dislikes routine</p> <p>Poor listener</p> <p>Easily bored</p>
<p>Scholar</p> <p>Detail-oriented</p> <p>Organized</p> <p>Accurate</p> <p>Good follow-thru</p>	<p>Indecisive</p> <p>Nit-picky</p> <p>Inflexible</p> <p>Critical</p> <p>Slow</p>	<p>Achiever</p> <p>Decisive</p> <p>Gets things done</p> <p>Focused</p> <p>Competitive</p>	<p>Steamroller</p> <p>Bossy</p> <p>Impatient</p> <p>Unfriendly</p> <p>Aggressive</p>

Box 3: _____

Box 4: _____

Four Strategies for Leading (and Networking With) with Different People

Golden Rule: Relate to them as they would relate to others.

Working with Box 1 personalities:

1. Create an open relationship.
2. Try to keep things predictable.
3. Use supportive and friendly language.
4. Keep them informed and involved.

Working with Box 2 personalities:

1. Create a fun relationship.
2. Involve them in high-profile projects.
3. Be energetic and use complimentary language.
4. Keep them visible and in the creative process.

Working with Box 3 personalities:

1. Create a respectful relationship.
2. Involve them in work that requires precision and accuracy.
3. Be thorough and logical in your discussions.
4. Give them time to get the job done and praise for precision.

Working with Box 4 personalities:

1. Create a productive relationship.
2. Involve them in work that is challenging and competitive.
3. Be direct and to the point.
4. Give them big, measurable goals.

THE PRINCIPLE OF PRINCIPLES

What are the qualities of peak performing leaders during challenging times?

-
-
-
-

Rely on Principles...and the Rest Will Follow

Strong team leadership does not occur by accident. It happens as a result of a relentless commitment to a common set of principles and values.

A *value* is something that is important to you all by itself (e.g., *health, profit*). A *principle* is something that is important to you because it is a law that connects you to a *value*. In other words, a principle is important to you because of what it gets you (e.g., *exercising, providing customer service*).

1. Principles: Do what works, and have confidence that the rest will follow.
2. Values: If you demonstrate behaviors consistent with a principle long enough, the principle actually becomes a value.
3. Virtues: If a behavior is repeated consistently long enough, it becomes you.

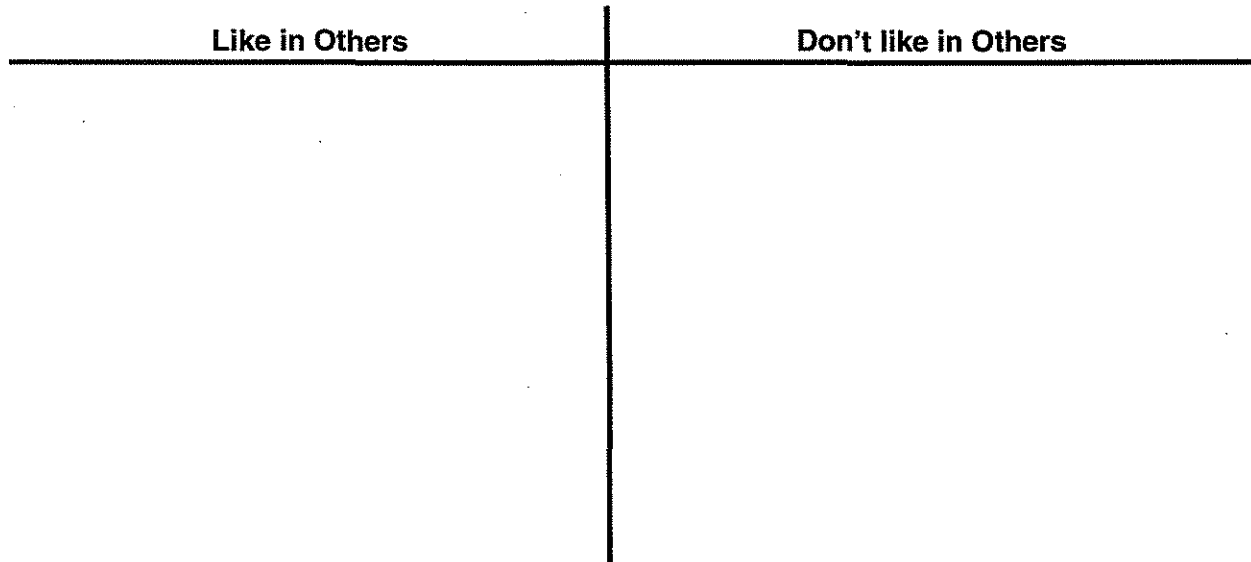
***"We are what we repeatedly do.
Excellence, then, is not an act, but a habit."***

— Aristotle, Greek Philosopher

THE PRINCIPLE OF VALIDATION

Remember Maslow's Hierarchy of Needs?

- We all have a strong need to like and respect ourselves.
- Self-validation helps minimize our fusion to others.
- Validating others works because of their fusion to us.



Whenever we do something for validation and we do NOT get validated, we see it as invalidation.

Whenever we feel we have been invalidated, the easiest way we cope with it is simply to invalidate the invalidator.

We justify our own "right-side" behaviors by making them someone else's fault. Deep inside our stock in ourselves drops.

Whenever we invalidate ourselves by demonstrating "right-side" behaviors, we will turn to someone else to get validated.

***Remember that we're all FUSED.
A key to a "want-to" environment is in the validation.***

MAKING THE MOST OF ONE-ON-ONE COMMUNICATIONS

THE SENDING STEPS

① HAVE AN OBJECTIVE

What do you want as a result?

What do you want in the relationship?

② PLAN

How should you approach this person or this group?

What is your game plan?

What are you going to say?

③ REHEARSE

④ SAY IT

Stick to your plan.

Don't get reactive.

Pick your battles.

⑤ LEARN

If the same thing came up again, what would you do differently?

What will you take away from this?

What was the lesson?

THE RECEIVING STEPS

① BE PRESENT

② LISTEN

Avoid:

- *Waiting for the chance to jump in and take over*
- *Putting what's being said in context for yourself*
- *Rehearsing your response*
- *Judging what's being said*

Instead:

- *Free yourself of distractions including your own thoughts and feelings*
- *Put yourself in the talker's shoes*
- *Notice the feelings behind the words*
- *Notice what is not said*

③ ACKNOWLEDGE

Simply tell them you hear them. Use expressions that show it impacted you.

Play back what they just told you.

Ask questions to clarify what happened.

Ask questions or make statements to clarify what they are feeling.

④ VALIDATE

Make them feel normal.

Make them feel exceptional.

Show appreciation and gratitude. Say thank you.

Show interest. Ask follow-up questions.

⑤ SOLVE (Optional)

Fixing is not always necessary.

Avoid invalidating or making it about you.

Ask questions.

The following resources are some of those we used to assemble the material contained in this program. These are wonderful resources that we recommend you consider as you continue your self-development.

Covey, Stephen R., *The Seven Habits of Highly Effective People*, Simon & Schuster, 1989.

Covey, Stephen R., *The 8th Habit*, Free Press, 2004.

Goleman et al, *Working With Emotional Intelligence*, Harvard Business School Press, 1998.

Heifetz, Ronald & Linsky, Marty, *Leadership on the Line*, Harvard Business School Press, 2002

Best wishes for your continued success,



Box 2

David Rabiner, CSP, is a speaker, trainer, and facilitator based in Portland, Oregon. A graduate of the Edward R. Murrow School of Communications at Washington State University, David began his career in public administration in 1980. His public service included Director of the Bureau of General Services for the City of Portland and Director of Elections for Washington County, Oregon. Since 1993, David worked with 1700 groups in 44 states and 12 countries, including almost 300 county agencies. In 2003, David passed rigorous standards to earn the coveted Certified Speaking Professional designation, the worldwide benchmark for speaking excellence.

Susy Wagner, program consultant and designer, earned her undergraduate degree from the University of Oregon and her MBA from Marylhurst University. Before joining Rabiner Resources, Susy served as Risk Manager for the Cities of Eugene, Oregon and Portland, Oregon and as Vice President at Liberty Northwest, a subsidiary of Liberty Mutual. Susy is a board member emeritus of the Oregon Foundation for Medical Excellence and recipient of an Outstanding Public Service Award from the City of Portland. Email Susy at susy@rabiner.com.



Box 4



Box 1

David Elliott, business development manager, earned his bachelor's degree in literature from UCLA. Prior to joining Rabiner Resources in 2003, he spent 20 years in New York City working in public relations representing such clients as Universal Studios Florida, Alpo Petfoods, The Bahamas Ministry of Tourism, and Polaroid Corporation. More recently he managed a large communications department for Brooklyn, New York-based KeySpan Energy (now National Grid), one of the largest energy companies in the northeast. Email David at elliott@rabiner.com.

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