

INFLUENCER INCORPORATED INSIGHTS



How to Lead to the Four Personalities

A.G. "Pete" Hinojosa



Quest Leadership Dynamics

LEARN • STRETCH • GROW

Influencer Incorporated Insights

By A.G. “Pete” Hinojosa

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Influence

We all possess unique leverage in passing on respect for family history and the importance of ones family's heritage.

You are the product of:

8 great-grandparents

16 great-great-grandparents

32 great-great-great-grandparents

Continue multiplying by two, calculating an average of 25 years between each generation. You'll see that, 500 years ago, there were 1,048,576 people beginning to produce you — that's a heritage!

And somewhere in there, you'll find a lot of influence!

HOW TO LEAD TO THE FOUR PERSONALITIES



Introduction

As a leader you bring your background, viewpoint, emotions, expectations, habits, culture and age-related preferences into your office. You bring your own style. Your team members also bring their own styles. I am probably not, at this point, telling you anything new. What you may not realize, however, is how much your style influences how you relate to your team, and how your team members' styles in turn influence how they relate to you.

If you feel like some of your team members are just "out to get you," you are not alone. It can feel that way. However, in most instances, those individuals are simply operating out of their own styles, without a thought about how those styles may conflict with yours. A quote to keep in mind throughout this book will be, "People don't do things against you, they are normally doing things for themselves." They do these "*things*" to meet a need and they tend to meet that need according to their strongest personality style that is comfortable to them..

Ask yourself how well your leading style fits with each one of your team members. Is there a difference in fit with one individual compared to another? In other words, does your personality fit with some team members and not with others? It is natural for a leader to communicate and get along with team members who are like them. Take a close look at each of your team members. Each one is unique: different from all the rest.

Do you really expect everyone in your office to think and behave like you? As a leader you would never assume that all of your team members are exactly the same, with the same needs, desires, strengths and weaknesses. So why would you treat every individual the same?

As a leader it is important to learn to accept your team members' differences instead of criticizing them. Instead of criticizing or even tolerating them, learn to appreciate and celebrate your team members. No matter how different or how difficult your team members seem to be, you must be the one willing to make the adjustments. In most instances, your team members cannot make, or do not know how to make, adjustments themselves. As you discern what it takes to help each person on your team, you will be able to guide them to make adjustments in their own lives. Studying this material can help you learn to complement and enjoy each individual for who they are.

Dr. Wayne W. Dyers says it nicely:

People, including your spouse, your children, your parents, or anyone else--will never be the way you want them to be. When you find yourself upset with someone else, you are really saying to yourself. "If only you were thinking the way I am thinking right now, then I wouldn't have to be so upset." Or "Why can't you do the things the way I want them to be done?"

As you use this book to learn more about individual personality styles, you will be offered tips on dealing with team members according to both your style and their style. Not only will you be introduced to the ways of identifying various personalities, you will also be given tips for working with them. As a leader you well know that knowledge is power. The area of personality styles is no different. The more you learn about dealing with various personalities, the better you will be able to handle your team members and the better leader you will become.

For an office to experience harmony and unity, you as a

leader must be willing to make some important adjustments in your natural leading style and begin to cater to each team member as an individual. It is important to note that adjusting your leading style does not mean becoming a different person. It does, however, mean that you voluntarily and temporarily adjust your behavior in order to meet your team members' needs. This requires that you, as a leader, understand both your own and your team members' behavior styles and make adjustments to them as you see the need.

Most problems in the office occur from differences in perception, so you need to be able to recognize how your personal perceptions confuse, color or cloud critical people issues. Your needs, values, self-concept, past experiences, prejudices, likes and dislikes will all influence your perceptions about your team members. And yes, your personality style will also influence your perceptions.

Your perceptions can PREVENT you from working effectively with your team members

Your perceptions can INFLUENCE how you view each of your team members

Your perceptions can PREVENT you from seeing obvious differences in your team members.

You may perceive differences in team members as weaknesses, but you can learn to view your team members in terms of their strengths rather than their limitations. The natural tendency for most leaders is just the opposite--to view team members in terms of their limitations. And, because the team member's perceptions and behavior are not like theirs, leaders naturally think their own way is the right way.

Example:

A high I leader may think their high C team member spends too much time asking questions.

A high C leader, who likes to keep their office in perfect order, may be totally exasperated with a high I team member who doesn't seem to care about order "like they should"

These leaders may find themselves constantly frustrated with the same team members, especially those team members that have opposite personality styles.

As you learn more about your team members you will be able adjust your approach and relate to your team members according to their needs, not yours. As you learn what

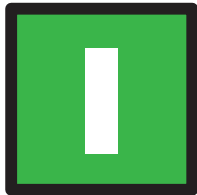
encourages each individual, what motivates them and how to communicate with them you will no longer assume that they should be treated the way you prefer to be treated. Now that you are aware that your team members are unique, it is time to learn how you are unique and special.

Index to Leading Styles

If you already know your personality style use this index to go directly to your pages.
If you don't know your personality style, skip this index and read on.



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The High D Leader

If you find yourself identifying with many of these characteristics and qualities, it is very likely that this is your main style.

Strengths

As a D leader, you have the ability to take action. You are willing to get involved in your office and work hard with your team members. You are an assertive person who meets life's challenges head on. You like to give your team members challenging goals. You are a determined individual and once you make up your mind to do something, you do it. If there is a goal or task that you think will be too difficult for most team members, you find a way to take that challenge head on and lead your team to accomplish this.

As a D leader, you face life and understand that there will be obstacles to overcome in your office. You instill in your team members the knowledge that life in general, and success in sales at Insperity in particular, is tough, but well worth the effort. Your persistence can be an inspiration to your team members. When team members quit, you teach them that quitting is a sign of failure and that you will not let them fail. You have the ability to follow through with multiple tasks and complete an amazing amount of work.

As a D leader, you can be relied upon to get the job done and to the best of your ability. If you make a commitment to your team members then you keep your word, no matter what the cost in effort or time.

As a D leader, even under pressure you will continue to do what you think is right. If that means standing up to other leaders or even team members, you stand firm with your beliefs. Unlike others, you face danger and difficulty. You are willing to risk and stand alone in your decisions, if necessary. You do not waver back and forth because of fear or doubt.

As a D, you have confidence in your abilities. Your team members, as well as others, respond to your confidence by feeling secure around you. You stand up for all team members in your office. Ridicule and fear are not allowed.

You will be a rock that your team can count on to protect them. You have natural leadership abilities. Your team members look at you as the leader of the office. You will often be found taking on roles where you have the ability to take charge and make things happen for the good of your office and the company.

As a D leader, you have the ability to give direction to your actions. Your team will know its purpose because you will be there leading the way, not only with your words, but more importantly, with your actions. You direct your actions toward a goal and a desired result. Your team members understand that you believe that actions have specific consequences and those consequences lead to achieving goals set by you and your team members.

As a D leader, you have the ability to know what results you want to accomplish. No one in your office will believe that they cannot achieve the goals that you have set for them. You find a way to make everyone on your team successful.

As a D leader, you act with a sense of purpose. Your office is orderly and on task. Results are a high priority and underperforming is not tolerated.

As a D leader, you have the ability to withstand hardships and rejection. Even though your team members might fail, you continue to push forward and search for solutions to solve the problem. You are not afraid to keep going even when others would have quit under the same circumstances.

As a D leader, you are honest and up front with the way that you feel. Your team members do not have to guess how you are feeling. You will tell them. Your team members can rely on the fact that what you say is what you mean. If you feel that your team members could have tried harder, you let them know. If you feel that more effort is needed, or the results were not what you expected, then your team members know where you stand.

As a D leader, you have a good sense of what you can do and what your abilities are. You will not be forced into something you are not prepared for. You like to have a challenge, but you do not like to fail before you ever start. You believe in yourself and you know your strengths will make a difference in others' lives.

What you like most about leading

As a D leader you find leading a challenge. Every day is a new challenge just waiting to be tackled head on. While difficult team members can frustrate some leaders, you know that with your personality you can and will handle these team members. You thrive on turning average team members into extraordinary team members. You like the choices that your independence gives you in the office. You like making decisions and having control over how you lead your office.

Struggles

Insensitivity, lack empathy, overbearing, domineering, one-track mind, never slow down and relax, reckless, stubborn, overly independent, inflexible, push too hard, overly competitive, arrogant, scheming, As each one of your strengths makes you unique, so do your weaknesses. As you are willing to easily recognize your strengths, so too should you be willing to work on your struggles. When you realize that your weaknesses are merely your strengths pushed to an extreme and out of control, then you can begin to get your struggles under control.

Let's look at how a D leader would handle each one of the four different personalities in the office

CHAPTER 2



The D Leading Style and the... (D) Team member

Strengths

As long as you and your team member share the same desires and direction, you will experience harmony and will be able to accomplish much as a team. Your mutual goals, admiration and desire to get results can be very positive and affirming to the D team member. You give these team members a challenge and they respond. You draw strength from this type of motivated team member.

Struggles

Power struggles over control are the most frequent source of friction and fighting. A simple misunderstanding can turn into a war. Since both you and your D team member are competitive, you both want to win every battle, no matter the cost. Neither of you will want to give in or give up. You think if you give an inch, this team member will take a mile, and in many cases, you're right. But if you cannot reach a compromise through choices, then your office can become a battleground.

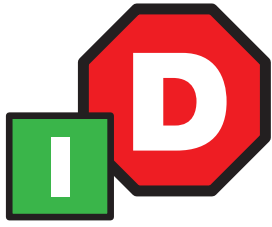
Strategies

- When working with the D team member, don't force issues with them
- Talk straight and to the point. Don't threaten or give ultimatums
- Balance holding a hard line with allowing your team member some areas over which they can have control. Give the D team member choices, whenever possible
- Do not lecture to the D team member. Give direct and clear expectations and focus on outcomes.
- Discuss with your D team members the areas of greatest disruption. Sit down with them, one on one, and set down some working rules and stick to them. This trains the D team member to become responsible and to understand limits
- Don't argue with the D team member. If you do, they have won the battle because they were able to control your emotions and reactions

Helpful phrases for D team members

- You are a determined team member
- You are up front with people
- You have confidence in yourself and your abilities
- Your strong will helps you succeed

CHAPTER 3



The D Leading Style and the... (I) Team member

Strengths

Both of you are confident and enjoy a fast-paced approach to life. Your team member will want to please you so desperately that they will follow (or at least appear to follow) your leadership. Because you are the leader you will be able to control and teach this team member much about self-discipline. Your I team member will also appreciate your desire to set goals and stick to them.

Struggles

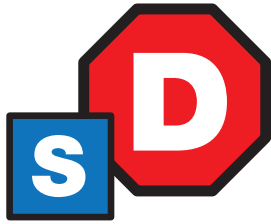
Your desire to accomplish goals and get results can easily be frustrated by the “take-life-as-it-comes” attitude of the I team member. Frequent conflicts may occur when your focus on getting things done clashes with the I team member’s focus on having fun. The I team member will have a very difficult time adapting to giving you short and to the point answers. Also, the I team member’s tendency toward disorganization and not completing tasks can cause you to become very angry.

Strategies

- Realize that the I team member may never have your focus or your goal orientation, but that this does not make them bad
- Make work as fun as possible
- Be able to modify your need for a totally structured environment
- Provide ideas for transforming talk into action
- Write down the details of what you expect, and keep rules simple and easy to follow
- Listen enthusiastically to your I team member’s long stories and tales. This skill of your I team member is to be encouraged
- Give a lot of praise, affection and approval
- Accept the I team member’s feelings and emotions as well as their insistence on facts
- Your strength to stand firm and alone under pressure can provide an excellent role model for this team member whose greatest struggle tends to be succumbing to peer pressure

Helpful phrases for I team members

- You are an inspiring team member
- You are a persuasive team member
- You have a lot of enthusiasm. It is contagious
- You are very gifted in expressing your thoughts



The D Leading Style and the... (S) Team member

Strengths

You like to lead and this team member likes to follow. They will feel secure with you as long as you show controlled, stable behavior. You have the ability to create an environment where this team member feels very safe from ridicule from others. The S team member appreciates your ability to keep a commitment.

Struggles

If you come on too strong, this team member will be easily intimidated and will take it personally. Also, hard charging D leaders often misunderstand the easygoing S team member and mislabel them as “weak.” Although confrontation and a fast pace come easily for you, this only puts undue stress on your S team member. This can easily lead to self-esteem problems for the S team member. Do not yell or be too harsh with the S team member. They will shut down if you overpower them.

Strategies

- Do not expect the S team member to figure out how to accomplish a task. Spell out, step by step, exactly what to do
- They want to please you, so they want to know how you want something done
- Watch how you say things. The S team member is very sensitive and can easily be hurt by spontaneous, off-the-cuff negative comments and anger
- Do not push them into heated competition
- Even though you feel that it will motivate them, never compare the S team member to anyone else. This is demotivating for them and can cause them to give up trying
- S team members need to feel close to their leaders. As difficult as it sounds, to give your team member a sense of belonging and acceptance, you must make a special effort to spend time with the S team member and give them plenty of affection

Helpful phrases for S team members

- You have the ability to form deep, lasting friendships
- You give others the benefit of the doubt
- You are a caring team member
- You don't seem pressured by time



The D Leading Style and the... (C) Team member

Strengths

Since both of you focus on tasks and enjoy working independently, you share some common ground. As a team, with your direction and the team member's attention to detail, you can accomplish a lot. Both of you are very task-oriented. This is a great similarity and will serve you well with the C team member. The C team member appreciates your ability to move forward and make a decision.

Struggles

You tend to jump into a project quickly, whereas the C team member likes to think things through in detail. Remember that your C team members have a difficult time with brevity, that they like to give you all the facts which will, in turn, try your patience and create conflict. You both want results, but the team member wants things done right and you want things done now. This difference in pace is a chief source of conflict. Also, your tendency to control things can be discouraging to this team member who does not want to feel pressured.

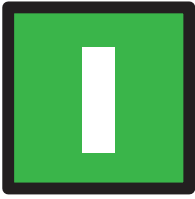
Strategies

- DO NOT become impatient with the C team member
- Don't rush or push them. Give them time to make decisions
- Allow the C team member time to gather all the facts and do things "correctly" as they define "correct"
- Be careful with criticism. While criticism may motivate you, the C team member may internalize criticism deeply and it may seriously damage their self-esteem
- Callous comments or acts of aggression will immobilize the C team member
- Be prepared to answer the team member's "why" questions and patiently provide in-depth explanations. If you move on without answering their questions you may very well lose their respect
- C team members need you to give quality answers to their questions, not just "because" or "I told you so" answers
- Accept and affirm their cautious nature. Do not expect them to be a risk taker like you
- Listen to your C team members
- The reasons for doing what they do are usually thought out thoroughly

Helpful phrases for C team members

- You tend to be an analytical team member
- You enjoy spending time by yourself
- You have high standards
- You are interested in key facts and information

CHAPTER 6



The High I Leader

If you find yourself identifying with many of these characteristics and qualities, it is very likely that this is your main style.

Strengths

As an I leader you are a people person. You like your team members and you want them to like you. You want your team members to accept you for who are --“a great big ball of excitement and energy.” When you are in the front of your team you know it’s time to perform. Your motto is definitely “There’s no business like show business.” You have the ability to make your team members feel at ease. You take the toughest team members and build bridges to them with your laughter.

As an I leader you are a gifted communicator. You never have to worry about what you are going to say because when you are talking your team members are listening. You have the great ability to express your thoughts, opinions, beliefs and ideas through stories. Your stories are unique and exciting and your communication skills help you pass on to your team members the ideas you think are worthwhile.

As an I leader you are a great cheerleader for your team members. You are not found in front of them, or behind them, but right beside them, inspiring them all of the way. You have the great ability to lift the spirits of your team members. When your team members have had a hard day you have the ability to forget about yourself and your problems and help your team members see that things really can work out for the best. You are the ultimate encourager.

As an I leader, you have the gift for talking so that your team members clearly understand what you are saying. When you talk, your team members listen with their imaginations. Not only is your way of speaking expressive, but you also like to use your hands to make a point. You will also use great facial expressions as well as intense emotion and tone of voice to drive home key points. Your expressive style has the ability to help your team members see life so much more fully.

As an I, you have the ability to look on the lighter side of life and you find humor to share with your team members. If

there is a key event in the world you can find the humor in it and share that with your team members. You are so much fun to be around that your team members respond to you by wanting to talk to you after and before work. Your humor also helps your team members relax, especially if they are under pressure.

As an I leader you have a creative and active imagination. Your ability to create is also a great help to other leaders who are looking for new and innovative methods and techniques. Although all leaders can’t be as lively as you, they can still benefit from your great imagination and creativity.

As an I leader you pour yourself into your activities. You live life with a passion and at a fast pace. You like the fact that when the door closes to your office you can, with enthusiasm, make a difference in your team member’s lives. You make a great impact on your team members, helping them look and feel more positive about their job and themselves.

As an I leader, you have the ability to come up with words so that your team members will agree with you. This is a special gift that can be easily abused. Your gift of persuasion enables you to have leadership positions. You can be found on many committees and you are always involved with your company and your community.

As an I leader you look for the best in all of your team members and in all situations. You have a hopeful, positive attitude, even when things don’t look promising. If your team members are struggling with a task or with reaching a goal, you remain positive and work to remedy the situation. You have the ability to inspire your team to do their best instead of settling for mediocrity.

As an I leader you are upbeat and flexible. Whereas other leaders might need to plan, you can simply jump at a moment’s notice and remain spontaneous. You are very rarely disturbed by changes in the office and, as a matter of fact, you are at your best when you can react to a new and ever-

changing environment. You are a unique and special leader.

Let's look at how a I leader would handle each one of the four different personalities in the office

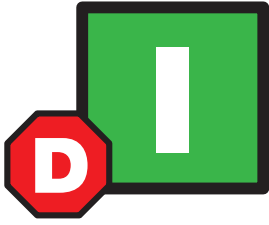
What you like most about leading

As an I leader you find leading exciting and fun. Every day is a new adventure just waiting for you to explore. You love leading because you get to be the star for each one of your team members. You also love leading because, coupled with being the star of your office, is the laughter and admiration that your team members feed you when you are performing. You thrive on turning average team members into extraordinary team members through inspiration. You love making your team members laugh and draw great strength from knowing that you have their approval.

Struggles

Overly dependent on what others think and say about you, give in easily to peer pressure, over commit yourself, talk too much, interrupt while others are talking, smooth talker, poor listener, insincere compliments, tend to exaggerate, not ever serious, use humor to ignore problems, daydreamer, disorganized, overbearing, unrealistic, overly emotional, impulsive. As each one of your strengths makes you unique, so do your weaknesses. As you are willing to easily recognize your strengths, so too should you be willing to work on your struggles. When you realize that your weaknesses are merely your strengths pushed to an extreme and out of control, then you can begin to get your struggles under control.

CHAPTER 7



The I Leading Style and the... (D) Team member

Strengths

As an I leader you will delight in the strengths of your D team member, brag about their accomplishments, and share the spotlight in any honors. You both, leader and team member, possess confident, activity-driven outlooks on life and want to look like winners. Your frequent praise for achievement along with your encouragement is motivating to the D team member, who desires to be admired. The D will appreciate your ability to stay relaxed and have fun. They will also appreciate your ability to easily build relationships.

Struggles

Because you want to be liked by your team members, you have a tendency to become too permissive. Your D team members may come across as confrontational when they think that you are not looking for results. While D team members need some freedom and choices, they must also have well-defined and firmly adhered to boundaries. If the I leader is not careful, the D team member will take control of the office.

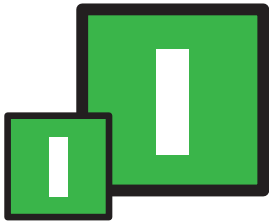
Strategies

- Set clearly defined limits and boundaries and stick to them
- When rules are broken and lines are crossed, you must follow through with previously determined consequences and discipline. The D team member tends to take advantage of any inconsistency or lack of follow-through on your part. They are determined to take over whenever possible
- Do not be afraid of confrontation. Expect it
- When correcting, be brief and to the point
- D team members do not want or need long-winded explanations
- Give them one- or two-word commands and expect them to obey
- Realize that this team member will frequently push you out of your comfort zone and that this may be emotionally draining for you

Helpful phrases for D team members

- You have strong ideas about things
- You aren't easily pushed off task
- You have drive
- You like to get results from your efforts

CHAPTER 8



The I Leading Style and the... (I) Team member

Strengths

Both you and your I team members live life enthusiastically and optimistically. You enjoy being with people, like to have fun, want to impress others, and freely give compliments and praise. In fact, you can become their cheerleader as much as they are yours. When you make mistakes, you both will give a lot of slack and tend to forgive easily. Expect your I team members, because of your outgoing nature and attitude, to really open up with you and the team.

Struggles

Because both leader and team member tend to live life emotionally, you may end up competing to be the center of attention. Do not be offended by the high I team member who tries to upstage you, because they will try. Also, because of your nature you will invite long stories from your I team members. Do not steal their thunder by competing against them for attention. However, because you are not as strict as you could be, be aware that these team members are really going to push your buttons.

Strategies

- Remember to listen to your I team members. They like to talk as much as you do
- Realize that your tendency to be overly permissive may help produce an even greater lack of responsibility in this team member
- Learn to incorporate some of the strengths of both the D and the C leading styles in order to give balance to your natural leading style--especially the control of the D and the cautious, calculating nature of the C
- Realize that this team member dislikes details as much as you dislike details
- When covering important information, make sure you repeat it and you have it written down for the I team member
- Set limits and boundaries and follow through with discipline
- Resist bailing out the I team member when they fail to follow through with an task or don't do their work. Not bailing them out will not be easy, but it is necessary in order for the I team member to grow into a competent, responsible employee

Helpful phrases for I team members

- You like positive friendships
- You have a great sense of humor
- You are a great storyteller
- You are gifted at expressing your thoughts and opinions



The I Leading Style and the... (S) Team member

Strengths

Interactive (I) leaders will appreciate the easygoing, relaxed nature of the S team member. The leader likes to talk and the S team member enjoys listening. They tend to get along very well together.

Struggles

Ironically, most struggles between I leaders and S team members center around differences in pace. The high I leader enjoys a fast-paced, exciting environment and this is exactly what the high S team member wants to avoid. The high I likes noise and confusion; the high S desires quiet. The high I leader thrives on spontaneity, variety and quick changes. The high S team member is slow to change, enjoys routines and dislikes surprises and unplanned changes.

Strategies

- Although it is very difficult to completely slow down, try to have intervals of slower times for your S team members
- Slow down your leading approach
- Let your S team members respond at their own slower pace without trying to fill in their questions, comments or answers for them
- Allow your S team members time to make decisions
- Tone down your enthusiasm
- Don't embarrass your S team members by being overly enthusiastic about their achievements in front of other team members. Provide support and encouragement in private rather than in front of the team
- Be sincere in your praise and appreciation of your S team members without being fake
- Accept their shyness and the fact that they may be slow to warm up to new people and events, especially you and your team
- Whenever possible, give your S team members advance warning as to what and how things may change
- If there are going to be changes, then do not surprise them. Simply tell them ahead of time
- Ask more questions and then listen carefully to your S team member's answers
- Ask for their help in getting tasks accomplished. The S team member loves to feel that their contribution is valued and wanted

Helpful phrases for S team members

- You are an accepting person
- You feel for others when they are hurt or under stress
- You are trusting of others
- You have a calming influence on others



The I Leading Style and the... (C) Team member

Strengths

You can learn much from each other as the strengths of one provide a good balance to the weaknesses of the other. With your help, your C team member can learn not to take things so seriously and have more fun. And, as an I leader, your C team members can help you think things through in a more analytical way.

Struggles

Your differences can lead to frequent misunderstandings. You love to talk and tell stories, but sometimes your C team members need you to give more detail and fewer stories. Also, because you are so verbal, you may miss your C team member's more indirect way of sharing concerns.

Strategies

- Listen to your C team members so that you will better understand them
- Be alert to subtle nuances in what the team member says. They use words sparingly and each word has meaning
- Tone down your emotional reactions and your enthusiasm
- Be more factual and objective, especially in the midst of conflict
- Realize that the team member's drive for perfection is as deeply felt as your need for fun. They cannot simply "lighten up" and "laugh off" mistakes
- Allow your C team members time alone to be disappointed when their work doesn't measure up to their standards
- Don't rush or push them
- Allow them time alone to do quality work
- Be sincere in your praise and appreciation of their work
- Tell them what they did well in specific descriptive terms, rather than simply saying "Great job!" "Terrific!" or "You did a fantastic job!"
- Your C team member's worst fear is criticism of their work. Be gentle when correcting
- Never point out their accomplishments in front of the team without their permission, even if it is good
- Don't expect them to be a risk taker. Accept their cautious nature

Helpful phrases for C team members

- You always do your best work
- You are attentive to what others say and feel
- You are finely tuned to things going on around you
- You have a questioning mind



The High S Leader

If you find yourself identifying with many of these characteristics and qualities, it is very likely that this is your main style.

Strengths

As an S leader, you try to notice things that your team members do or are interested in, without asking them, whether they like sports, read, or are active in a certain group in their community. You talk to them about these things and you take a genuine interest in their lives. You make it a priority to point out books and special events that you know they would be interested in, so that they feel you know what they like.

As an S leader, you have the ability to remain easygoing. When other leaders come to you and need your help with projects or want you to try new ideas, you are ready to help out or try the new ideas. You know that this can make the job more enjoyable, not only for you but also for others around you. You also know that your team will, in turn, benefit because they will have a greater opportunity to learn something new and will have a broader variety of experiences than you could provide them on your own.

As an S leader, in the beginning of your career, you might think you are not experienced enough to give valuable advice or input or be a valuable part of your team. However, as you mature, you realize that you no longer just think about yourself and your abilities but look at the whole team as one working unit. You are willing to do your part, with or without input, to help the team succeed. This attitude not only stretches across your fellow professionals but also into your office.

As an S leader, when there are discussions or decisions to be made, you might feel that others are attacking your ideas because they either don't use or accept them or use someone else's idea when, in fact they are actually trying to use the very best ideas for the betterment of the office or company. You and your ideas are a valuable and necessary part of the success and progress of your team and the company.

As an S leader you have the great ability to tune in to, and listen to, your team members. You can read their body language rather than focusing on what you are doing. You have the ability to focus on your team members' needs and you will find that your team members are more willing to express their feelings to you without being threatened. As an S leader you go by the rules. Whatever the rules are, you can be found following them. You like boundaries and guidelines to follow. When you receive instructions from the company, you don't try to find a hidden meaning or loopholes in the message. You follow the instructions to the letter.

As an S leader you hold back and keep valuable insights to yourself, because you sometimes feel that others are not really interested in what you have to say. With your ability to listen so well you have the ability to hear what others may be missing. You have the ability, where others do not, to recognize hidden agendas.

As an S leader you are able to create a routine for your team members. Your ability to create a steady, serene and supportive environment is very beneficial to your team members. Your team members know what to expect and respect you for this.

As an S leader, you have the ability to take the emphasis off of yourself and put it on other leaders and, most importantly, your team members. You neither want nor need anyone looking at you. You can be counted on to fulfill your duties. If there is a deadline to be met, you meet it. If you have a specific duty to do you do it.

As an S leader, although you do not have to have the lime-light and you don't talk that much, others know that when you do talk you are saying something of great value, so they listen. You are a unique and special leader.

What you like most about leading

As an S leader you find leading rewarding because you can see that others are benefiting from your abilities. Every day there is a new team member that you can support. You love the appreciation your team members show you. You thrive on turning average team members into extraordinary team members through your kindness and appreciation.

Struggles

Too lenient, lazy, unmotivated, lack initiative, overly accommodating, lack assertiveness, gives in too easily, pushover, easily influenced, weak-willed, non-communicative, resist change, inflexible, stubborn, resists compliments from others, discounts own abilities, easily taken advantage of. As each one of your strengths makes you unique, so do your weaknesses. As you are willing to easily recognize your strengths, so too should you be willing to work on your struggles. When you realize that your weaknesses are merely your strengths pushed to an extreme and out of control, then you can begin to get your struggles under control.

Let's look at how an S leader would handle each one of the four different personalities in the office

CHAPTER 12



The S Leading Style and the... (D) Team member

Strengths

You have the ability to provide the encouragement on which this team member thrives as they seek to achieve their goals and exert leadership.

Struggles

Since the team member desires constant control and instant action they can easily exhaust a leader like you, who wants things to stay calm and peaceful. The biggest problem with this combination comes in the area of discipline. You tend to be too lenient, wanting to avoid conflict, and they know it. They can easily take advantage of you. You want peace at all costs, and the long-term result can be an uncontrollable team member.

Strategies

- The D team member needs some areas over which they have control. Just make sure you are not controlled by them, and don't become disheartened when they don't need you for some activity
- They like to do things themselves. Don't take it personally
- Force yourself to take a stand
- Make strong statements and establish your authority
- Be decisive and stick to your decisions
- Realize that you will be tested. It's important that you do not waver
- Understand that being more direct will not be easy for you but it is necessary
- Don't feel you are a failure because your team member is so different from you. They are the way they are because of their design

Helpful phrases for D team members

- You say exactly what you think
- You set your mind on a goal and go for it
- You play hard, to win
- You can make a decision without others' input

CHAPTER 13



The S Leading Style and the... (I) Team member

Strengths

You have the potential to get along well. You love to have a good time and the I team member can provide the entertainment. Both you and your team member provide the praise and appreciation which each of you needs to feel good about yourself.

Struggles

Keeping up with the pace of this team member can be a challenge for you. Your I team member likes change, and moves from activity to activity, like a whirl-wind.

Strategies

- You must be firm and set limits with this team member. Their persuasive, fast talking ability can leave you speechless and wondering why you gave permission for some activity
- Don't overdo for this team member. They tend to dislike work and will let you do everything for them if you are not careful. This can breed irresponsibility into the team member: they'll go through life thinking someone else will take care of them so they can coast along and have fun
- Don't bail your I team member out when they have not been responsible with work or keeping on a schedule. Let them experience the logical consequences of being disorganized or forgetful
- Help them become more organized by writing down how something is to be done in a step-by-step manner
- Give them tips on how to make a "to do" list, but don't be surprised when this team member frequently loses the list

Helpful phrases for I team members

- You notice everything going on around you
- You eagerly participate in many activities
- You share your thoughts and opinions easily
- You easily motivate others



The S Leading Style and the... (S) Team member

Strengths

You have a lot in common and can enjoy being with each other. Both of you appreciate a relaxed, calm, peaceful atmosphere and work to keep things that way. You help each other out.

Struggles

The biggest trouble comes in the area of communication. You both talk indirectly. You both will suggest things, but neither of you will want to make decisions. Also, neither wants to initiate anything that might result in change. If you are too accommodating the S team member may become too dependent upon you. Also, since neither of you wants to upset the other, hurt feelings can be suppressed. Over time this unwillingness to bring up unpleasant issues can become a problem.

Strategies

- Balance doing things for your S team member while encouraging them to do things for themselves
- Initiate more and be more decisive
- Realize that some conflict and change is healthy
- Life changes constantly, so don't overprotect your S team members from this reality
- Draw out how your S team member feels and honestly share how you feel
- Don't sweep hurt or negative feelings under the rug, hoping they will go away

Helpful phrases for S team members

- You like to watch before participating
- You like to check things out before you make a decision
- You are a sensitive person
- You don't like conflict



The S Leading Style and the... (C) Team member

Strengths

Both of you tend to be slower paced, so you can enjoy the C team member in your office without a lot of conversation. Neither of you is pushy and you both prefer to avoid conflict.

Struggles

In this pair the critical nature of your team member can easily result in hurt feelings on your part. You have the tendency to suppress hard feelings rather than talk about them. The team member's inner, intuitive, logical approach to life can at times clash with your more feelings-oriented focus. Also, since you naturally work to develop close relationships you may feel concern about the team member's cool, calculated manner.

Strategies

- Recognize this team member's need for privacy
- If there is a conflict, give them time alone to think, and ask to talk about the problem later
- They need private time to recharge after stress. Do not interpret this as rejection
- Don't push your C team member into closeness
- Choose your sharing time carefully. Talk about how you feel and then listen for understanding when you sense the team member has withdrawn and shut down
- Be prepared to give in-depth explanations in a patient manner
- Allow them time for disappointment when they have not met their own high standards
- Give sincere, descriptive praise and show appreciation for their work
- Don't overreact to their tendency to be critical, but gently guide them to accept shortcomings in themselves and in others

Helpful phrases for C team members

- You like things to be just right
- You think deeply about things
- You like things to be organized
- You do things precisely and accurately



The High C Leader

If you find yourself identifying with many of these characteristics and qualities, it is very likely that this is your main style.

Strengths

As a C leader, you have the ability to see your team members for their strengths and weaknesses. You are a valuable person on any planning committee. While others might give great ideas, you have the ability to look at all of the variables and foresee possible problems. With this skill you save others around you valuable time, money and effort. Your motto could be, “Assume the worst so things turn out for the best.”

As a C leader, you quickly notice possible problem areas of your team members. When something is not working, you will investigate different strategies to help the team member.

As a C leader, you explore and experiment with new technology that your company will be implementing. You like time to work with new technology and practice with it before you ever use it in your office.

As a C leader you think ahead and look at possible scenarios that might arise and, through cautious and detailed planning, you eliminate foreseeable problems.

As a C leader you work hard and strive for excellence in all that you do. You pay particular attention to being your best when you are being evaluated. Your office is orderly and neat. Your team members know what your expectations are, both in and out of the office. In your mind your team members are a reflection of you, so they are expected to follow the rules.

As a C leader, you have the ability to carefully weigh all relevant aspects of a problem. While working with leaders or team members you are able to see and understand all viewpoints, even those which differ from your own.

As a C leader, you have the ability to look beneath the surface of everyday problems and conflicts and other situ-

ations. You can readily point out solutions to others in a logical way. Your team members can count on you to know the in-depth, factual meaning of what they are studying.

As a C leader, you have a plan and are well prepared. Everything is in its place and everything has a place. Very little time, if any, is wasted over searching for resources.

As a C leader you have the ability to take on projects, or say no to projects, depending on the perceived value to you and your team members. If you feel that your team will benefit then you are more likely to agree to the project.

As a C leader, you will go above and beyond the call of minimum expectations. If the company requires a certain production level then you will want to have everyone in your office exceeding the expectations. You try to instill that desire for excellence in your team members.

As a C leader, your standards of excellence are very important to you. You do not settle for less in yourself or your team members. Your motto can be “Careless mistakes are for the careless.” You take pride in all aspects of your profession, from the preparation of assignments to the success of your team members.

What you like most about leading

As a C leader you find leading rewarding. Every day is a new task to complete. You thrive on turning average team members into extraordinary team members by a systematic approach. You thoroughly enjoy researching and presenting what you have learned and mastered.

Let's look at how a C leader would handle each one of the four different personalities in the office

Struggles

Overly critical, overly analytical, nosy, asks too many questions, unsociable, distrustful, worry too much, perfectionist, insensitive, unfeeling, lack of emotional response, can be hard to follow your logic, take too much time completing tasks, rigid, picky. As each one of your strengths makes you unique, so do your weaknesses. As you are willing to easily recognize your strengths, so too should you be willing to work on your struggles. When you realize that your weaknesses are merely your strengths pushed to an extreme and out of control, then you can begin to get your struggles under control.

CHAPTER 17



The C Leading Style and the... (D) Team member

Strengths

Both leader and team member share a similar bent toward accomplishing tasks. As long as they share these goals they can be mutually helpful and very effective as a pair.

Struggles

If leader and team member have opposing goals the C leader will find himself in a hopeless battle. The C leader wants things done “right,” according to their standards. But “right” to a D is seldom as complicated as the C seems to make it. The D team member simply wants to do it their way and get it done. The D team member will tend to make decisions and do things quickly, missing key details that are important to the C leader.

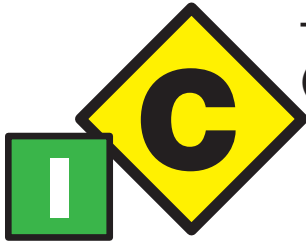
Strategies

- Give your D team members some responsibility, and keep yourself from stepping in to try to make things better. They need to be in charge of something
- Be lavish in affirming the goals and accomplishments of your D team member. This may not come naturally for you since you often see how something can be done just a little bit better
- Recognize that risk taking is important to the D team member. Set limits according to wisdom and safety
- Accept that life with a D team member will be one change and challenge after another
- Recognize the D team member’s need for physical activity
- Try not to argue with them; your reasoning may not be convincing
- Most of all, don’t expect perfection
- Be cautious about setting your standards so high that your D team member feels they will never be able to reach them. Even a D will quit trying if they are constantly criticized for not measuring up

Helpful phrases for D team members

- You are committed and decisive
- You are assertive
- You are independent and capable
- You are quick to respond to new situations

CHAPTER 18



The C Leading Style and the... (I) Team member

Strengths

Your love for detail and doing things right is exactly what this team member needs to be more balanced and successful in life. Your I team member can be a source of freshness and joy to you, because you tend to be more serious.

Struggles

Because you like things at a slower pace while your I team member likes a faster pace, you may find it difficult to understand this team member's persistent, intense need for excitement and fun. Because of your high standards the I team member may not receive the praise and recognition that they need.

Strategies

- You must modify your expectations for the I team member
- Realize that they will never give the same attention to detail that you do
- Be aware of the I team member's hunger for acceptance and approval. Look for strengths and praise them at every opportunity
- Enjoy your I team member for who they are, even though their strengths may be different from yours
- Stop working on your projects and tasks long enough to give your I team members your focused attention
- Listen enthusiastically to their stories and tales. It energizes them to talk and have you listen attentively
- Most of all, don't push for perfection. Don't set your standards so high that your I team member feels they will never reach them

Helpful phrases for I team members

- You are flexible
- You are full of surprises
- You are full of energy
- You really enjoy being with others

CHAPTER 19



The C Leading Style and the... (S) Team member

Strengths

Both the C leader and the S team member take things slowly so you can both enjoy a more reserved, low-key relationship. The C leader will appreciate the S team member's easygoing, agreeable nature.

Struggles

You may be frustrated when the S team member doesn't think through things the way you do, or share your enthusiasm for key details. You also may worry about why you cannot seem to motivate this team member to strive for the same standards of excellence by which you operate.

Strategies

- Be aware of your tendency to focus on critical tasks and doing things correctly
- Balance your interaction by exploring how your S team member feels and what is going on in their world
- Be more open and share your feelings with your S team member
- Draw them out with appreciation
- Take time to explain how you want something done. Do not expect your S team member to figure out all the details by himself
- Show sincere appreciation for any effort, even if it does not come up to your standards
- Be careful with your criticism. Criticism can sound harsh even if you don't intend it to be
- Most of all, don't set your standards so high that your S team member feels they will never be able to live up to them. If you do so the S team member will feel inadequate and not valued and will simply

Helpful phrases for S team members

- You don't rush into decisions
- You are a good listener
- You are compassionate and tender hearted
- You always follow through

CHAPTER 20



The C Leading Style and the... (C) Team member

Strengths

This is a natural combination to produce a team member prodigy. You can enjoy working hard together on some task or project and give full attention to what needs to be done. You both are prone to seriousness. Both leader and team member are dedicated to quality, excellence and doing things the right way.

Struggles

The trouble comes when you and your C team member disagree on whose way is the “right” way. Both of you can quickly shut down and withdraw to plan your next move. Both of you tend to wage a war of indirect communication.

Strategies

- Be open at times if your C team member suggests a different way of doing something
- Be willing to flex on some of your standards to finish a job in a mutually acceptable way
- Be careful when you correct your C team member. You well know that criticism of your work is one of your greatest fears
- Don't overreact when your C team members criticize you
- Show plenty of affection and emotion. Like you, this team member needs to feel loved and valued and they may not be naturally affectionate
- Most of all, don't set your standards so high that your C team member feels they will never be able to reach them

Helpful phrases for C team members

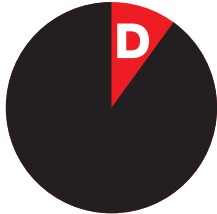
- You like things done in a logical way
- You are a good evaluator
- You are a serious person
- You like to understand all you can before you make a decision

FINAL FOOD FOR THOUGHT

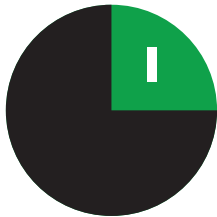
It's time to make you really want to use this information. Look below at the percentages for your office and ask yourself:

Is it important, as a leader, to adapt and adjust my leading style to meet the needs of all of my team members?

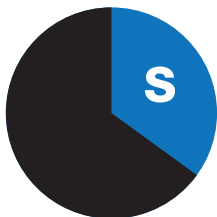
Note : the percentages used below are the percentages found in a typical personality breakdown of the population.



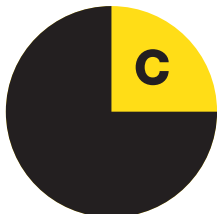
If you are a D leader and only use your D qualities to lead, you will successfully lead to 10% of your team, leaving behind 90% of your team members



If you are an I leader and use only your I qualities to lead, you will successfully lead to 25% of your team, leaving behind 75% of your team members



If your are an S leader and use only your S qualities to lead, you will successfully lead to 30-35% of your team, leaving behind 65-70% of your team members



If your are a C leader and use only your C qualities to lead, you will successfully lead to 25% of your team, leaving behind 75% of your team members

Even if we take the highest percentage of leaders' blended personality, that of S and C and looked at their combined percentage, they would still only lead to 60-65% of their team, leaving behind 35-40% of their team members.

Unfortunately, the team members left behind are your Ds and Is who relate very little to your natural leading style. If you are wondering, these same team members are the ones who consistently give you the most problems. So...before you decide whether or not to use this information, think about the positive impact you can have on all of your team members.

Good luck! You can do it!
You are a unique and special leader!



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