

THE INSIGHT TO ASSESS AND MANAGE PEOPLE



MANAGING STYLES

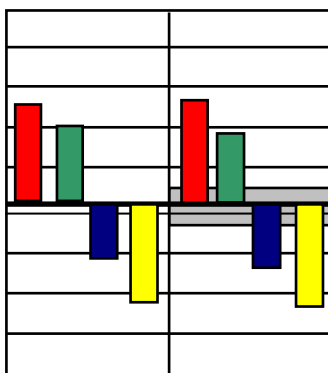
In today's world, the role of Manager is changing. While there is still a strong demand for the natural leader, as technical experts such as Software Engineers and Computer Programmers move into management positions, it is critical that we understand their natural tendencies, the challenges they will face and their training requirements based on their temperament.

Here, we take a look at how people with different profile types handle four separate management functions:

- *Motivating*
- *Delegating*
- *Decision Making*
- *Dealing with Conflict*

As well, we will offer suggestions as to the type of training and coaching that might be required to help them recognize their blind spots and develop a more rounded approach.

The Generalist:



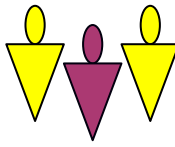
Overview:

The Generalist is a results-oriented manager who recognizes that it takes people to make things happen. She is approachable and works to keep her team on board. Confident and influential, she is at home in fast-paced environments where she has plenty of autonomy.

She is not as comfortable in less-entrepreneurial environments or where a more cautious, analytical approach to decision-making is required.

Motivating:

The Generalist's combination of self-confidence and enthusiasm makes her a tremendously motivating manager who is attuned to the needs of her staff. She is good at selling the vision, getting the team to share her sense of urgency and push themselves toward common goals.



She is a strong proponent of positive feedback, to the point of flattery at times. Although she recognizes the need for constructive criticism, in her desire to remain upbeat, she may postpone it until it is long overdue.

Delegating:

The Generalist will delegate tasks freely and will usually seek buy-in from the person to whom she is delegating, if the situation warrants it. She has a high level of trust in individuals and gives them the personal freedom to choose how they're going to get things done.

At times her confidence in her own abilities may result in unrealistic expectations of her staff, and her neglect of the particulars can translate into ambiguity in the minds of her more detail-oriented team members. Her tendency to leave things to the last moment may create chaos in the workplace.

Decision Making:

The Generalist is a decisive person who is aware of the people impact of her decisions. As a result, she will often consult the team to obtain their input prior to making a decision. However, the Generalist who is much more Dominant than Sociable may see the exercise as an opportunity to convince the team of her approach, rather than significantly change her plans. On the other hand, the Generalist who is much more Sociable than Dominant may try too hard to accommodate the needs of others.

Her high sense of urgency and desire for constant change leads to enthusiasm for new approaches, ideas or projects. As a result, she may neglect on-going projects, potentially leading her staff to the perception of a flavor-of-the-month management style. Similarly, she will prefer to spend her time putting out (or starting) fires and avoiding more mundane duties like planning and administration.

Dealing with Conflict:

The Generalist will approach conflict and difficult issues head-on, before they have a chance to become serious problems. She is not afraid of being challenged but will be sure to balance her natural assertiveness with empathy, seeking a win-win resolution.

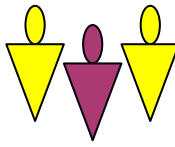
Occasionally, she may get bogged down in the emotional side of the issues, which could distract her from making an objective decision. Additionally, her enthusiasm and desire to get things resolved quickly may result in the presentation of a solution before she fully understands the problem.

Developmental Recommendations:

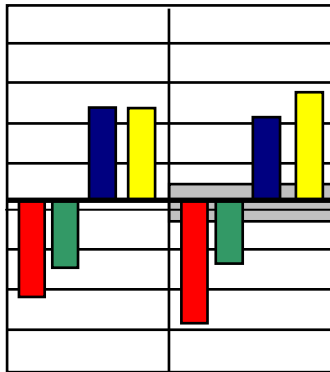
To augment her drive and enthusiasm for new initiatives with a stronger approach to implementation*, she would be well-served by courses in...

- time management, effective meeting management, leading change, effective delegation, project management

Additionally she may benefit from courses in listening skills.



The Specialist:



Overview:

The Specialist often becomes a manager because he is an authority in his field. He is best suited to environments where he can leverage this expertise, focus on concrete issues and exercise prudence when making decisions.

He is less comfortable in fast-paced, rapidly changing environments where decisions must be made with a minimal amount of hard data or where there is significant risk.

Motivating:

The Specialist has a strong task-orientation and will lead by example. This approach earns the respect of his staff and they will rely on him for his technical expertise. He is not afraid to roll up his sleeves to get the job done.

With his analytical nature and low key communication style, it is unlikely that the Specialist will light a fire under his team and he may struggle in environments where keeping his staff “pumped” is essential. He prefers to manage *things* rather than *people*, as he often finds people too unpredictable and emotional.

He will be more successful with a disciplined, mature team that can work under his guidance and utilize his eye for detail and structure to ensure that projects are completed without error. Although relying on his expertise guarantees high quality output, it inhibits him when it comes to visioning – he often doesn’t see the forest for the trees.

Delegating:

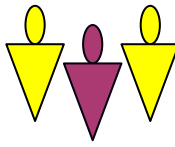
Due to his analytical nature and desire to have everything ‘just so’, the Specialist is reluctant to delegate tasks, especially those within his area of expertise. When he does delegate, however, he will provide very thorough instructions regarding priorities and methods – perhaps a little too thorough for more independent staff members who may feel like they are being micro-managed.

It is unlikely that he will trust someone with a significant project until they have proven themselves. His perfectionism ensures that no corners are cut.

Decision Making:

The Specialist makes rational decisions after careful analysis of the facts and figures at hand. He will avoid the pitfalls of hasty decisions based on gut feeling but may suffer from analysis-paralysis at times. His deliberate approach to decision-making combined with a lack of urgency can be frustrating to his more driving colleagues and direct reports who want it done *now*.

He doesn’t like to take risks, preferring to rely on methods that are tried and true. It is unlikely that a Specialist will excel at out-of-the-box thinking.



Dealing with Conflict:

The Specialist's naturally laid-back style and desire for harmony will make for a stable working environment, but he will be reluctant to challenge the ideas and actions of stronger personalities, especially if there is no past precedent to back his stance.

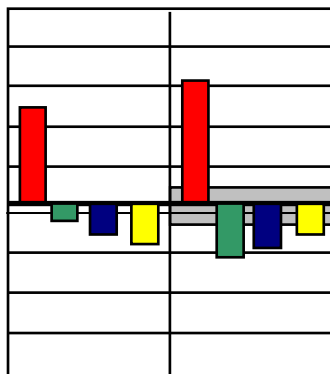
His tendency to keep to himself can result in conflict avoidance, which can be detrimental in the long run. He enjoys resolving problems that deal with numbers and systems, but finds people problems distasteful.

Developmental Recommendations:

To compensate for his generally non-assertive nature and natural inclination to be a doer rather than a leader*, he would be well-served by courses in...

- assertiveness training, presentation skills, delegation, energizing the team, effective meeting management, leading change, conflict resolution

The Pioneer



Overview:

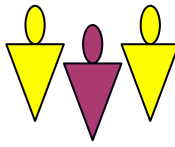
The Pioneer is a direct, results-oriented manager who believes that performance should be measured by the achievement of numeric targets. To achieve these targets she realizes that you can't please everyone all the time and as a result, she excels in "tough" environments where a firm, unyielding approach is required.

She is less comfortable in environments where a great degree of people-orientation is required, for example, where she needs to reach consensus frequently or get buy-in with respect to decisions, or where she has to deal with what she considers "high maintenance" individuals.

Motivating:

The Pioneer is highly focused on numbers and results, a fixation that she will convey to her staff on a regular basis. Over time, the team will share her urgency and bottom-line focus. She will state things very clearly and is not afraid to wield authority to get her team on board, an approach that some of her staff might find intimidating.

She is quick to offer critical commentary but she may not be as comfortable providing positive feedback. Typically, her employees will know where they stand and appreciate the fact that she is forthcoming, but her sometimes blunt approach can leave scars.



Delegating:

The Pioneer will delegate tasks freely, presenting information in a factual, straightforward manner. She may not always pay attention to the subtle responses of the individual that she is delegating to, and, as a result, she may miss signals that the recipient is not completely on side.

Additionally, The Pioneer's self-confidence and high tolerance for ambiguity may result in her providing insufficient detail or time frames that are unrealistic.

Decision Making:

The Pioneer is a decisive individual who will use a logical approach when making decisions. She makes decisions she feels will achieve the best bottom-line results and, realizing that not all decisions are going to be popular ones, she is fully prepared to deal with the fallout that may ensue.

The Pioneer is not particularly interested in past precedence and is not afraid to make out-of-the-box decisions. She seldom sees the need to seek input from others, which may isolate her at times.

Dealing with Conflict:

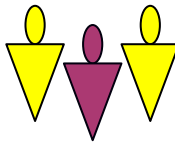
The Pioneer is challenging by nature and will tackle conflict and difficult issues head-on. She is determined to win and will fight for what she believes in.

When resolving conflict among her staff, she is likely to provide a fair solution based on the facts. However, her rational approach to conflict may be somewhat insensitive to the emotional issues involved and result in little attempt to "sell" her resolutions. As a result, all parties may not see her solution as a win-win.

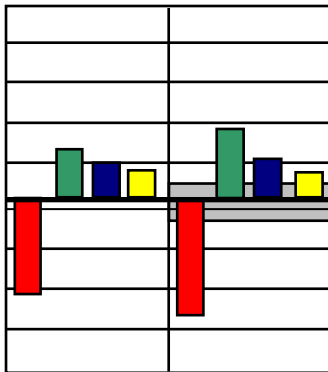
Developmental Recommendations

To develop a more people-oriented approach* she would be well-served by coaching in the following areas...

- relating styles/relationship building, communication skills (especially listening), group dynamics/teambuilding, sensitivity training.



The Cooperator:



Overview:

The Cooperator is a well-liked individual who usually attains his position as a manager by becoming an expert in his field. His responsive, approachable style is well suited to team-oriented environments where the manager is seen as a participative team leader.

He is comfortable in environments where input and consensus are required prior to making major decisions and less comfortable where high-risk or difficult decisions must be made that will have significant fallout (e.g., headcount

reduction).

Motivating:

A highly empathetic manager, The Cooperator will put himself in his employees' shoes and understand their trials and tribulations, providing feedback and encouragement that is well suited for the occasion. His high concern for people usually ensures that the team is working together cohesively and feels good about what they are doing and why they are doing it.

At times his deliberate, exhaustive approach to making decisions may frustrate his less patient team members, who may see his approach as too laid-back.

The Cooperator develops a loyal team that he will gently nudge toward their goals. Because of his easygoing nature, he will be less successful at getting his staff "pumped", putting pressure on to achieve targets, or overcoming resistance from his people.

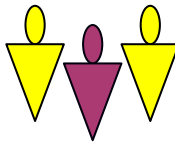
Delegating:

The Cooperator is a structured, methodical individual who, when delegating, will be careful to ensure that timelines are reasonable and the details are clear, assuming that everyone has the same prioritizing approach to tasks as he does.

If the task is a major one, he will get the buy-in of the party involved. The downside to this approach is that he may be overly concerned with inconveniencing people who are already busy. Additionally, he enjoys the details and may be reluctant to hand off projects that he feels passionate about. His desire to get involved in the process and methods used to complete a project may make his more independent staff members feel over-managed.

Decision Making:

Being somewhat risk-averse, The Cooperator will consult past precedent and will get all the details before making big decisions. He will seek input from his team, wanting to ensure that all people concerns are met before moving forward.



But, this style may be inappropriate where quick, spur-of-the-moment decisions need to be made with minimal information. Also, in an effort to please all parties, the final solution may not always be the one with the best bottom-line impact. The Cooperator can be reluctant to make unpopular decisions.

Dealing with Conflict:

With his compromising approach and desire for harmony, head-to-head confrontations with his staff or peers will be rare. Where there is conflict among his staff members, he is a concerned counselor, quietly and patiently working with all parties until a compromise solution can be achieved.

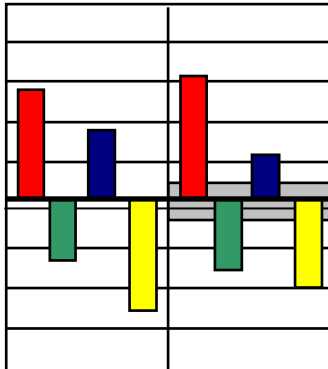
He may be reluctant to challenge the ideas or methods chosen by others and could have difficulties keeping stronger personalities in check. He may delay disciplining non-performers until it is long overdue.

Developmental Recommendations:

To compensate for his generally non-assertive nature and reluctance to make 'tough' decisions*, he would be well-served by courses in...

- assertiveness training, delegation, goal setting, leading change, conflict resolution, performance management.

The Administrator:



Overview:

The Administrator is a competitive, bottom-line oriented manager who takes a factual approach to problem solving. Her competitive nature is not immediately apparent due to her high score on the relaxed scale, resulting in a laid-back and calm demeanor. In today's frantic workplace she differentiates herself by not sharing the "I need it done yesterday" mind-set of many of her peers.

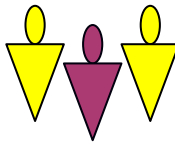
The Administrator does not get easily ruffled and will bring stability and balance to the workplace. She will not put undue pressure on her staff, but at the same time does not respond well to demanding, pressure-cooker environments where there is a high degree of change.

Her staff, peers and manager will find it difficult to get her to move quickly on an issue unless they can move it to the top of her priority list.

Motivating:

The Administrator is highly focused on results and she will convey this orientation to her staff, though they will most likely get the message through observing her actions rather than by feeling pressured. She displays a quiet confidence that the team will achieve the desired goal and will remain composed in the face of setbacks.

She will most likely take a hands-off approach with her employees, giving them the space and time they need to get things done. Her ability to take things in stride is a



definite asset, although in today's fast-paced business environment it may occasionally result in missed opportunities.

Delegating:

The Administrator will delegate tasks freely, presenting information in a factual, straightforward manner. She has confidence in her own abilities and has high expectations of her staff. Her generally methodical nature ensures that when delegating, she will be careful to see that timelines are reasonable.

Decision Making:

The Administrator is an objective decision-maker who will make decisions that have the best bottom-line impact. Her logical approach to decision-making can be a double-edged sword: she is not afraid to make unpopular decisions and can deal with the fall-out; yet, she may overlook important people factors.

She will not rush into decisions and will analyze the facts and figures at hand before moving forward. She will prefer to put off spur-of-the-moment decisions unless she feels that it is absolutely critical to make the decision immediately.

Dealing with Conflict:

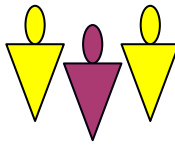
The Administrator will not shy away from conflict and will utilize her calm, reserved nature to ensure that cool heads prevail. Her solutions to conflict among her staff will generally be seen as fair and objective, but she may sometimes underestimate the scope of the crisis because of her unemotional outlook.

She will show persistence and patience, staying with the issue until a decision is reached.

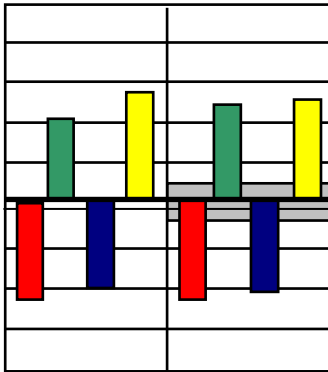
Developmental Recommendations:

Two potential areas for development include adapting to change and developing a more people-oriented approach. She would be well-served by coaching in the following areas...

- leading change, relating styles/relationship building, communication skills (especially listening), group dynamics/teambuilding



The Enthusiast:



Overview:

The Enthusiast is a well-liked, energetic individual who usually attains his position as a manager through his up-beat personality and expertise within a given area. His responsive, enthusiastic style is well suited for fast-paced environments where the manager plays the role of a team leader.

He is comfortable in environments where his key responsibility is to develop a harmonious, cohesive team who

will be part of the decision-making process. He is less comfortable where he will have to take a tough stand with staff or take sole responsibility for high-risk or unpopular decisions.

Motivating:

The Enthusiast is passionate about his work and will share this passion with the team. With his high sense of urgency he will excel at keeping the team pumped but his enthusiasm for new ideas may result in the team's becoming unfocused.

His supportive people-oriented approach, combined with positive feedback, will make the team feel like he is definitely on their side. However, he may be reluctant to provide constructive criticism or deal with problem employees, which, over time, may result in his being taken advantage of.

Delegating:

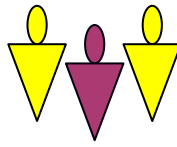
The Enthusiast has a structured, by-the-rules approach to completing tasks and when delegating he will expect the *i*'s dotted and *l*'s crossed. He is reluctant to hand over total authority for a task and will want to keep involved in the day-to-day activities to ensure things are going according to plan.

His empathy, combined with a generally non-assertive nature makes him sensitive to the workloads of others and, if the task is a major one, he will get the buy-in of the person involved. His natural tendency to leave things to the last minute may place undue pressure on his staff, but his enthusiastic approach will generally keep the spirits up.

Dealing with Conflict:

The Enthusiast has a strong desire for harmony and, when dealing with conflict in the workplace, will be attuned to the emotional issues of parties involved. He will seek a compromise that is satisfactory for all concerned.

He has a tendency to get involved in the emotional side of issues and this may become stressful for him at times, hindering his ability to make objective decisions. Additionally, his desire to please, combined with his reluctance to challenge others, may result in difficulties keeping stronger personalities in check.



Decision-Making:

The Enthusiast is empathetic and will always take the people factor into account when making decisions. He is risk-averse and will use past-precedence and team input prior to moving forward on issues. He advocates a “we’re all in this together approach” to decision making.

His high sense of urgency combined with a cautious nature can send mixed messages to his staff and peers: his initial enthusiasm for an idea is often followed by hesitation to take the bold steps needed to push it through. This can lead to the impression of flip-flopping in the eyes of his team.

Developmental Recommendations:

To compensate for his generally non-assertive nature and reluctance to make “tough” decisions*, he would be well-served by courses in...

- assertiveness training, delegation, goal setting, conflict resolution, performance management

*Keep in mind that temperament is established early on in life and changing some traits, especially strong traits, may prove distressful in the long-run.

If you are interested in exploring the Training & Development initiatives outlined throughout this report, our sister company, MICA, provides a broad range of programs in leadership and managing change. You can obtain an outline of MICA’s programs by calling (416) 366-6422 and asking for their course calendar or visit them at www.micaworld.com.

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