

# Personality Styles

## We're all Different, Aren't We?

Consider an orange. We can describe the orange: it is round, dimpled, orange, fleshy, but we're unable to ascertain whether it's sweet, juicy or seed-laden. We're going to talk about people in that same manner. We'll examine observable behaviours, but leave the psyche of inner soul and spirit to the psychologists.

We see a range of behaviours when we are people watching. Some smile frequently, others are quiet, some speak loudly and often, others use gestures, many use eye contact, etc. All of these are objective, observable behaviours not judgments.

The goal is to create a model to use in understanding how people relate to each other by observing behaviour. If we can see ourselves as others see us, and predict the impact that our behavioural style might have on another person, it gives us the opportunity to choose the behaviour that is most appropriate for that circumstance, especially at work..

Since Jung's work in the early 1900's, people have been struggling to understand behaviour. Many models have been created over the years, and most share common themes. I'll quote the work of Dr. Eileen Russo, and reference her jargon. One aspect of our behaviour is our "assertiveness" which is defined as the force we use to influence others. Think of it as a vertical continuum with "Tell" at one end and "Ask" at another. Individuals at the "Tell" end are more talkative, bold, even confrontative. They're louder and faster than their "Ask" brothers. They lean forward, make statements and use direct eye contact. The "Ask" end of the continuum is populated by individuals who tend to question rather than state, who are quieter, softer, who lean back and listen.

A second dimension is "Expressiveness" which is defined as the display of emotion when interacting with others. Picture a horizontal continuum with "Controlled" on one end and "Emotive" on the other. The controlled individual is the stereotypical poker player, who could be holding a straight flush or a bust hand and you'd never know. Observable behaviours indicate formality, self-

discipline, rationality, structure and task-orientation. The voice tends to be more monotone, and content is typically factual. At the other end of our continuum are the "Emotive" behaviours: informality,

and pragmatic. They are focused. What could be wrong with that? Those same achieving behaviours can often appear to Non-Direct people as being autocratic, impatient, opinionated, stubborn loners whose personal reasons are unclear to others and who put results ahead of feelings.

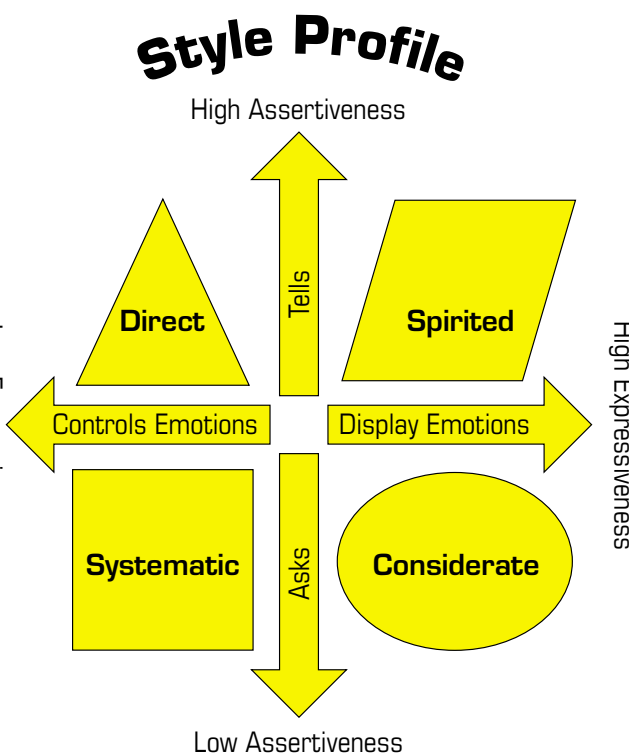
The Spirited Style is enthusiastic and generates excitement. They're persuasive, spontaneous visionaries who work quickly, take risks and multi-task. They're great at starting projects. Their downfall? Their attention span is short, they get bored quickly, they tend to exaggerate, they may not listen to others, they can flare dramatically as they jump from activity to activity and their undisciplined use of time causes them to over-commit and under-deliver.

The Systematic Style is analytical, detail-oriented, calm, rational, precise and disciplined with time. They thirst for detail and make decisions based on the facts they've gathered. Their darker side? Always wanting more detail, they're slow to make decisions, they lose sight of the goal, they put right and wrong ahead of feelings, they fear personal disclosure and when conflict arises, they jump into the rabbit hole.

The Considerate Style works cohesively with others and is a natural counselor who listens actively, is patient, supports others, and mediates for harmony. How could all of this niceness have a negative side? They tend to not push for what they want, accommodating in conflict situations. Considerate Styles hesitate to change what is comfortable, are risk-averse, overemphasize feelings, especially through the eyes of more task-oriented colleagues, and they don't initiate. Needing to be included often stands in the way of making the hard decisions.

So, which is the best style to be? Direct? Spirited? Systematic? Considerate? Yes, Yes, Yes, and Yes.

The strengths of all styles are needed in successful teams. The opportunity is to understand each style and provide them with what is important to them.



- Tell Assertiveness + Controlled Emotions = Direct Style
- Tell Assertiveness + Display Emotions = Spirited Style
- Ask Assertiveness + Controlled Emotions = Systematic Style
- Ask Assertiveness + Display Emotions = Considerate Style

spontaneity, and casualness. These individuals make decisions based on intuition, and they're warm and relationship-oriented. Their content contains stories and opinions and their voice is varied and inflected. Their posture is relaxed and if they're playing in the same poker game, their facial expression is shouting "yea, I've got a full house".

If we superimpose these two dimensions, we'll create a grid or matrix.

All of us are located somewhere on this grid. Some are extremes, others are not, but our behaviours are associated with the dimensions.

At their best, Direct Styles work independently, take charge and like control. They get results, and are competitive, decisive

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**IF YOU WORK WITH A DIRECT STYLE:**

- Be on time and keep within limits agreed
- Move quickly and make sure you don't waste time
- Stay on target
- Provide direct answers
- Keep the relationship businesslike
- Give them options and probabilities and let them pick one
- Be honest

**IF YOU WORK WITH A SPIRITED STYLE:**

- Develop timetables with specific steps and keep deadlines visible
- Engage in brainstorming
- Allow them to share their ideas freely
- Let them win in front of others
- Provide discipline
- Challenge them to move to the practical
- Hit the high points

**IF YOU WORK WITH A SYSTEMATIC STYLE:**

- Focus on facts, not opinions
- Be thorough and organized

- Allow time for analysis
- Be accurate
- Encourage them to be independent
- Be patient while they reflect and check accuracy
- Give them a timeframe to develop ideas and set deadlines

**IF YOU WORK WITH A CONSIDERATE STYLE:**

- Be supportive of their feelings, interests and family
- Maintain a relaxed pace
- Give them time to build trust in you
- Don't overstress new and innovative items
- Challenge them to reach for stretching goals
- Provide reassurance
- Work on one item at a time in detail

The secret to working with others is to know yourself, and where you are in the style matrix. Then apply the Platinum Rule. Unlike the Golden Rule, which is do unto others as you would have them do unto you, practice, "do unto others as they would do unto themselves". That would be the Smart Style.

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cameras and other portable electronic devices," he said. "Consumers are very aware of the environmental impact of throwing away single-use batteries and as a consequence want rechargeable products. The demand by consumer end-users for more portable devices, which are by their nature more power hungry, will increase demand for more lithium-based products," he added, "The challenge for the manufacturing industry is to address the significant trade-off of cost versus run-time. One of the values we offer our retail customers is being able to cover off both branded (UltraLast) and private label merchandising strategies in this important margin segment,"

NABC now offers a new line of NiMH products that offers the same capacities as comparable alkaline models and the distinct advantage of rechargeability, plus the ability to last between 1000 and 1500-cycles. Some products offer a lifetime warranty, an advantage almost unique to the Industry. NABC products are manufactured in their own facilities to assure the highest manufacturing and ecological standards.

## Mobile Dynamics Undertakes Major Expansion



Mobile Dynamics, North America's only Nationally Accredited and provincially licensed training provider to the consumer electronics industry, is preparing to move to a 20,000 square foot facility a mile from its current location in June 2005 to facilitate its expanding training and industry support operations. "Since establishing our core Mobile Electronics program as the industry standard in the early 1990's, we have added several other programs that expand our support of the CE industry" commented Derek Lee, (President) referring to the addition of new courses in Retail Skills (system design and sales), Phase X (advanced fabrication skills for installers), and Sport Tuning (aftermarket vehicle enhancements). The company's Media Dynamics Residential Systems program continues to grow and is becoming the key industry source for new Custom Home Electronics installers specializing in home theater, distributed audio, video, and surveillance.

### MP3 PLAYERS GROWTH AND VOLUME

	12 M.E. Mar'04	12 M.E. Mar'05	GROWTH (%)
UNITS	311,905	1,136,585	264
DOLLARS (000S)	58,680	203,108	246

### SHARE OF TYPES OF MP3 PLAYERS

	UNITS	DOLLARS
HARD DRIVE PLAYERS	20	43
FLASH BASED	80	57

For more information please contact NPD Hardlines Canada at 416.383.0224.

