

# Motivating the Unmotivated\*

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*The implications of labor shortages are numerous and serious, but primary among them is that attracting and retaining talent has escalated to a strategic imperative. As organizations engage in this highly competitive endeavor, it has become indisputably clear that compensation alone is no longer sufficient to either attract or retain talent. Indeed, job seekers are actively avoiding the high stress, out-of-balance, poor quality of life typically attendant to higher paying jobs. They are instead pursuing employment with organizations that offer: (1) flexible work environments, and (2) relationship-savvy management. This article provides specifics to help you achieve both, enhancing your recruitment and retention efforts.*

No matter what source you choose—Department of Labor (DOL), Bureau of Labor Statistics (BLS), Department of Commerce, the U.S. Chamber

of Commerce, and so forth—the U.S. workforce has plummeted. Projections from various sources anticipate growth of only 0.5% per decade to 3% per year through 2032. As of this writing:

- 8.8 million job openings exist now in the U.S., 350,000 of which were added this January alone.
- Only 6.4 million workers are available to fill these positions, leaving 2.4 million jobs unfilled.
- 44 million Americans quit their jobs in 2023.
- 3.4 million Americans quit their jobs this January alone.
- Only one of every nine applications for an H-1B visa<sup>1</sup> is approved.
- Labor force participation rate is projected to fall to 60.4% in 2032.

## FLEXIBLE WORK ENVIRONMENTS

Offering a smorgasbord of work environments that align with various individual preferences helps position organizations to attract and retain talent. Augment at-market compensation with as many of the following as possible:

- **Work Places:** Offer multiple options such as: work from home, hybrid, paid access serviced office centers. Examples include Regus, WeWork, and Huddle
- **Work Hours:** Offer a variety such as: 35-hour work weeks or four-day work weeks, flex-time, job sharing, and sabbaticals.
- **Education:** Possible offerings include: full tuition reimbursement, certification reimbursement, mentoring, coaching, and reimbursed training on software programs.

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- **Professional Development:** Offer instruction on the integration of AI, as well as opportunities for upskilling and career pathing.
- **Professional Services:** Provide free access to legal, financial, and translation services.
- **Personal Services:** Options include concierge services such as dry-cleaning pick-up/delivery.
- **Family Services:** Options include: on-site or paid day care for children, after-school programs, elder care, and shuttle drop off/pick up to/from school for children/adult day care.
- **Benefits:** Possibilities include: cafeteria-style benefits; long-term care (LTC) insurance; a minimum of five weeks of vacation; paid wellness apps; on-site or paid gym, health and recreational memberships; food services; phased retirement plans; temporary/emergency/back-up transportation; and the like.
- **Technology:** Provide state-of-the-art technologies for both on-site and home offices. Employer-

supplied home offices can include equipment, furniture, high-speed Internet, employer-supplied cell phone, productivity enhancing accessories, and so forth.

### RELATIONSHIP-SAVVY MANAGEMENT

Workforce projections reveal an increasingly tough-to-manage age distribution by 2032. Sixty-three percent of the workforce will be comprised, nearly equally, of three age groups: 25–34; 35–44; and 45–54. Each is anticipated to represent between 21%–23% of the workforce. The vastly different 25–34 age group will only represent 21% of the 2032 workforce, primarily due to the substantially reduced birthrates of the 1970s. Those aged 55–64 will represent 15% of the 2032 workforce. Managerial expertise will have to be sufficient to manage *each* group effectively and to ensure the groups work *together* productively. Required will be fluency in demonstrating the personal versatility necessary to retain and motivate others. The one-style-of-management-fits-all must be shed in favor of a comprehensive template of managerial skills including:

- Versatility in communicating effectively with highly

stratified behavior, cultures, and skill levels.

- The ability to engage, motivate, and appreciate employees not just en masse, but as individuals, ensuring employees know they are valued.
- The ability to synthesize seemingly disparate preferences, needs, and opportunities into a blended composite that serves both macro- and micro-level objectives.

Clearly, keen interpersonal acumen simply is not negotiable for those who lead others. But enough about *what* is necessary and *why*. Shift the focus to *how*.

There are seven classic work styles, each of which is motivated differently:

- **Commanders**, who need control.
- **Drifters**, who need flexibility.
- **Attackers**, who need respect.
- **Pleasers**, who need to be liked.
- **Performers**, who need stardom.
- **Avoiders**, who need security.

- **Analyticals**, who need certainty.

The following tips will help supervisors achieve fluency in tailoring their messages to resonate with each individual.

### Commanders

Results-oriented, aloof, bossy, and not terribly tactful, Commanders need to be in a position to take initiative. Delegate substantive assignments to them, and employ a hands-off management style. Results, order, and control: that is what the Commander values. Therefore, your efforts to motivate the Commander toward certain behaviors need to be expressed within the context of one or more of these. Here are some examples. Do you want the Commander to be less bossy? Then ASK the Commander what result one should anticipate if one comes across as being too aggressive. Want the Commander to change their mind about something? Then briefly describe how your preferred method will further enhance order, control, and/or results. Want the Commander to share leadership with another individual? Then establish explicit outcome measures that cannot be achieved unless leadership is shared.

For the Commander who wants to be evaluated based solely on results without con-

sideration for method, clarify that both outcome and method will be weighted equally at assessment time. Here is a more direct approach that is still adequately packaged. "I am delighted that you have competence X; I value the competence because it achieves A, B, and C results for us. However when you over-deploy that strength the impact is . . . , and the impact we are shooting for is actually . . ." Instead of criticizing the Commander's behavior, clarify the difference between the results they achieved and the results desired. Commanders will listen to feedback if it is grounded in improving results, order, and/or control.

As your subordinate, the Commander will be your greatest blessing or your worst nightmare, depending almost entirely upon how you manage them. They are likely to exhibit behavior that, in their view, merely demonstrates initiative and drive, but often feels as if they are attempting to take over your job. They look for opportunities to take initiative and will reach out for more and more responsibility, demonstrating their competence and testing the limits of their authority. Although chastising them for "not knowing their place" may be the natural, human, ordinary, predictable reaction, doing so will cause the

Commander subordinate to go around you, behind you, over you, through you, or out the door—none of which is desirable. If, on the other hand, you want this person in your corner, giving you the best they have to offer on a consistent basis, then instead delegate substantively to your Commander subordinate. That does not mean you give away the store, but it does mean you need to delegate. To effectively manage Commanders, you must first recognize that they are likely competent to handle additional responsibility and would most certainly welcome it. So, delegate to them! Whenever possible, and within reasonable parameters, delegate to the Commander subordinate! Articulate the desired result, and then stand aside and let them figure out the "how to's." Here is why. Commanders need to demonstrate their capabilities. They want to strut their stuff for you—show you how good they are. Depriving them is not the right choice.

Relinquishing a project to them meets their need for control and motivates them to perform at their best.

Commanders most want to be valued and validated for their ability to overcome obstacles, to implement, and to achieve results.

## Drifters

Free-spirited and easy-going, disorganized and impulsive, Drifters are virtually antithetical to Commanders. They have difficulty with structure of any kind, whether it relates to rules, work hours, details, or deadlines. To motivate the Drifter, delegate only short assignments and ensure assignments have lots of variety. Provide as much flexibility as possible, including what they work on, where they work, with whom they work, and the work schedule itself.

Imposing a negative consequence of any kind is ineffective with Drifters. They float through setbacks—in fact they float through *life*—in a near dream-like state, vaguely baffled by the tenseness of others. To the Drifters' way of thinking, life should be a veritable picnic, so when unpleasantness occurs, they simply take an imaginary sojourn until the complainants "recover."

If you become angry, the Drifter will graciously assume you just need some space and will slip away to give you time to recuperate. They will not hold your angry outburst against you. In the minds of Drifters, nothing they did or did not do was at issue; you were just having a bad day, which can happen to anyone, and everything will be OK in a day

or two. When they see you next, it is as though nothing happened.

If you DO impose penalties on the Drifter, realize that this will not change their behavior. They will find a fun way to offset any punishment you devise. There is really only one way to get compliance from a Drifter: the personal appeal. If you make the Drifter aware that their behavior is about to cause negative consequences for *you*, the Drifter will deliver whatever is needed. They may be impervious to the reprimands they have brought upon themselves, but their caring natures prevent them from knowingly getting others in trouble.

The Drifter subordinate further makes you vulnerable by not completing assignments on time, perhaps not even remembering that you gave them an assignment! Other employees, especially those who are more structured, resent the Drifter's behavior and the unconventional methods you use to successfully manage them. Work really does have to be fun for the Drifter, and making it so on a consistent basis may be seem impractical, unrealistic, or too difficult. But take heart! Remember that both Einstein and Edison made their early teachers crazy with their Drifter behaviors!

Keep the work context light-hearted, not heavy and punitive. Emit a sense of enjoyment with the work and establish a sense of collaborative comradeship around the work.

Invite the Drifter to incorporate their personality into the work environment. Articulate, but minimize, any necessary constraints, and let the Drifter add pizzazz to their work area. Allow for the Drifter's own brand of quirkiness. They do not conform to norms, and if you elevate conformance over skills and abilities, it is tantamount to crushing their spirit. As a result, you will not retain the gifts the Drifter has to offer, because, quite simply, you will not retain the Drifter. And remember—sensory overload is bliss to these folks. If your Drifter uses headphones to listen to music while working or has inset news or webcasts on their computer screens while they work in other programs, let them!

Drifters want to be valued and validated for their innovation and creativity, their ability to improvise on a moment's notice, and their out-of-the-box thinking.

## Attackers

Angry and hostile, cynical and grouchy, Attackers are often critical of others in public. They communicate using de-

meaning, condescending tones and biting sarcasm. Attackers view themselves as superior to others, conveying contempt and disgust for others. Caustic and belittling, cynical and accusatory, their permanent scowl and perpetual, palpable hostility combine to make them the most demoralizing influence in the workplace.

Attackers cannot tolerate peace and tranquility. When they sense serenity creeping into their environment, they will deploy their argumentative and defiant natures deliberately, as a technique for re-establishing the more comfortable state of severe discord and to create the omnipresent need to prevail. They see themselves as accomplished warriors; they see life as requiring warriors; and they self-actualize when exhibiting warrior behavior.

Careful not to display their Attacker behaviors in front of the boss, Attackers demonstrate their animosity only toward those who are less powerful and who cannot impose consequences. For example, it is highly gratifying to Attackers to deliver a blistering tirade to a defenseless minimum wage worker. The fact that it is wrong and inappropriate does not even make it onto their radar screen. As your subordinate, Attackers decimate, disable, cripple, and devastate the mo-

rale of the rest of your staff. You can leverage this vulnerability by reassigning work among your other subordinates to minimize the frequency of their interaction with the Attacker. Be vigilant about being aware when the Attacker is particularly irritated. Bring the Attacker into your office, and behind the closed door, ask questions that elicit protracted venting. Get the Attacker to exhaust their aggravation. This will help neutralize the negative impacts of their poisonous heaping onto others, so you can get the business results you need. Having implemented this suggestion, it is still important to equip your subordinates to cope effectively with Attacker behavior, since they are more likely to suffer at the hands of the Attacker than you are. Counsel them, bring in a coach, or consider the alternative of isolating the Attacker so they can work solo.

This advice makes two assumptions. First, that you have already made a positive evaluation of the cost/benefit of keeping the Attacker on board, and second, that you are aware that you have an Attacker on board. Remember, Attackers are not likely to demonstrate their hostile behavior in front of you, their boss. Monitor this by instituting peer reviews.

Rather than directly reprimand

Attacker behavior, try the more effective technique of using “self-convicting questions. Here is how it works. Engineer the conversation such that you can ask the Attacker’s opinion on excellence in leadership, or collaborative teamwork, or employee relations, or so on. For example: *What do you think are the five most important characteristics for good leadership? What are your ideas on effectively motivating others? How can you help me put the heart back into this organization? What management practices increase others’ commitment to success? What is the best way a person can go about getting others to want to help them?* Such questions indirectly reveal the impact of their behavior. Once the Attacker responds, they are more likely to behave in ways that are consistent with their answer, since doing otherwise would impugn their credibility and earn disrespect. Watch your tone of voice here; do not appear to be baiting the Attacker. Self-convicting questions are effective with Attackers for two reasons: first, because in asking their opinion, you are showing respect, and second, because in answering your question, they are the one setting the bar for their own performance—not you.

Value and validate the At-

tacker for their ability to take on the ugly, unpopular assignments no one else wants to touch and for their ability to work for long periods of time in isolation.

## Pleasers

With their comforting, supportive, collaborative behavior, Pleasers humanize the workplace. They lift us up when we are down, they give compliments that always align with what we most want to be recognized for, and they create a sense of belonging by paying attention to the small things. They know the names of our family members, they remember the special occasions in our lives, and they make us feel cared for.

Pleasers personify “safe harbors” where acceptance seems unconditional and where solace and succor are available for our bruised and battered feelings. Indeed, they may be the only people in our lives who do not seem to have expectations of us. Always ready with mitigating perspectives, they help us forgive not only the thoughtless acts of others, but ourselves as well.

Pleasers view their work associates as extended family members and have a high need for socialization at work. Although their congenial disposition makes them very easy

to get along with on a daily basis, Pleasers can be extremely high-maintenance employees. For example, as your subordinates, Pleasers withhold the bad news you need to manage effectively. They will not inform you about something that will get an associate in trouble; instead, they will feign ignorance to protect the other person. With unintentional disregard for the radial impacts on the business, the Pleaser is concerned only about making sure that no one gets upset with them. By convincingly denying all knowledge, neither the associate nor the employer can be angry with the Pleaser. Additionally, without malice or ill-intent, Pleasers will lie about something upsetting in order to buy themselves time to fix it, so that you will never have even needed to know it happened in the first place. Such misplaced priorities are typical of Pleasers; they subordinate what is best for the organization to the maintenance of relationships.

To leverage this vulnerability, you will need to continually stress the concept of the “greater good.” Begin doing so now, as a preemptive step, so that the concept becomes a consideration in the Pleaser’s mind the next time a choice is being made to supply or withhold information. If they understand that by protecting one

person they put numerous others at risk, Pleasers are more likely to keep you informed.

Miscast when required to make controversial decisions and ill-equipped to make the tough calls that may be divisive, Pleasers are physiologically disabled by conflict.

If forced to engage in a hostile environment, they develop migraines, nosebleeds, and stomach problems that justify their disengagement. Their need for harmony prevents Pleasers from criticizing or confronting others, even when they have been badly treated. They will not defend themselves, will not ask the tough questions, and will not complain. Instead, they say only what others want to hear. So pronounced is this need to be liked by others that Pleasers may be disqualified for job duties that involve negotiation, discipline, rejection, disappointment, or candid assessment.

Thin-skinned and tenderhearted, Pleasers have a tough time with criticism and cry easily.

This, coupled with their tendency to commit acts of devotion, can hold you hostage when it is time to conduct performance reviews. An effective management tool is the “sandwich technique,” which re-

quires any critical observation to be sandwiched between two phrases of praise.

Identify or create opportunities for the Pleaser to help others. They derive their greatest satisfaction in life by helping others. Crafting additional opportunities for them to do so is a gift. In assigning other work, clarify specifically how doing whatever it is you ask will be helpful to you and others.

Value and validate Pleasers for the way they humanize the workplace and for their helpful, caring, collaborative work style.

### Performers

Witty and charming, jovial and entertaining, Performers are often the favorite personality in the workplace. Unsurpassed as ambassadors, Performers are charismatic representatives of the organization who excel at establishing relationships—but not at maintaining them.

Although they are the first to volunteer in public venues, they are the last to deliver on their promises. Their interest in and effort toward any initiative is directly linked to the possibility of stardom. If there is “runway” potential, they will be highly motivated and will likely blow the socks off any expectation. Otherwise, they

will offload their responsibilities to the person they have already primed to receive them. This person is the one with whom the Performer shares confidential company information, the one for whom the Performer uses their connections to secure preferential treatment and discounts, and the one whom the Performer somehow features to the organization as being exceptional. In return, this individual is always at the ready, virtually panting to absorb whatever tasks the Performer wants to shed and taking care of all the pesky details so loathed by the Performer.

Walking fast, talking fast, constantly rushing, plus late-night messages, plus numerous meetings, all combine to create the perception of an extremely busy, very important person—which is exactly the perception the Performer wants us to have. In truth, the Performer’s activity merely masquerades as productivity. They are so busy running around promoting themselves that they are not getting the work done. Although a massive amount of work may be underway on the part of the Performer’s subordinates, very little is actually being produced by the Performer. Yet another advantage to their breathless pace is the built-in mitigation it provides for any failure to com-

municate on the Performer’s part. Masters of illusion, their flurried, frenetic profusion of activity and their affable manner combine to blur your memory and make you question yourself. You may have walked into the Performer’s office with the intent of imposing accountability, but you will walk out convinced that you are the one who dropped the ball. Over time, if you are an astute observer, you may come to recognize this “crazy-making” pattern of behavior for exactly what it is: a false impression of productivity artfully created around high-profile projects to inflate perceptions of their status.

Performers can also be self-promoting hustlers who use others as stepping stones on their path to stardom. Teams hold no allure for Performers; indeed they do not make good teammates. With an insatiable need to best their peers, they will pay verbal homage to team agreements and then work behind the scenes to siphon off glory for themselves and enhance their own image. In any discussion about team accomplishments, the Performer cannot recall others’ contributions and bemoans the considerable allowances that had to be made for the alleged youth, inexperience, or lack of expertise of other team members.

Gifted speakers on an ex-

temporaneous basis, Performers can captivate and sway audiences even amid hostilities. Eloquence and humor delivered on demand from Performers comes at a price, however, and that price is favored status. Performers are supremely talented at coercing the largest bonus, wheedling inclusion in activities at the highest levels, justifying the largest empire, and so on. If such rewards are withheld, Performers are overtaken by a sense of entitlement. They complain bitterly to everyone, including board members, become divisive as they rally and manipulate their supporters, and drop well-placed hints about plans to resign. It is standard operating procedure for Performers to distort the truth in order to protect their own image. They will blame others for their mistakes and lie to make themselves look good. If you take action on something the Performer subordinate tells you without first verifying their story, you are likely to have egg on your face. To manage this vulnerability, check the facts before you act. To reduce this frequency and severity of this vulnerability, link incentives and other forms of recognition to improved “teamship.”

Motivate your Performer by using the three P’s: praise, both publicly and privately. Performers need praise—so

do not withhold it! Realize that praise given by you in private is nice but not sufficient. Compliment them in front of key constituents, include their comments in newsletters or other communications, and link recognition and other incentives, such as high-profile assignments, to improved teamship.

Value and validate your Performer for their ability to establish new relationships and for their persuasive and public speaking skills.

### **Avoiders**

Quiet and reserved, Avoiders are the wallflowers of the world. They create warm, cozy, nest-like environments and consistently produce flawless work. Whatever the task, they go to great lengths to ensure it is done right the first time, every time, with meticulous attention to detail. Reliable, predictable, and content with a low profile, Avoiders are low-maintenance employees who do not make waves.

It is the Avoiders’ omnipresent fear of negative consequences that makes their work reliably error-free. They will do precisely what they are told—no more, it is true, but no less. They fear taking initiative and shun increased responsibility because of the attendant visibility and accountability.

That this trait can prevent them from obtaining greater responsibilities is not an unwelcome consequence. They will sacrifice money, position, growth, and new opportunities for the safety of status quo, and they will suffer the lack of job satisfaction for the assurance of a job for life or for an expanded retirement plan. Their organizational loyalty emanates not from a sense of fidelity, but from fear of change and fear of risk. Policies and procedures manuals are absolutely essential to Avoiders. By providing the protection of rules and precedent, these manuals negate any requirement for Avoiders to use their judgment, assuring that they remain blame-proof.

Avoiders tend toward work of a solitary nature in one of two types of careers. They either choose the obscurity of being a cog in a large bureaucracy, or they become “super geeks” in mathematics, science, or technology. Common to both choices is the likelihood of being able to work alone. Even more important to Avoiders about these careers is that they offer the comfort and protection of minimal scrutiny. In a bureaucracy, one can easily become anonymous, and in the stratosphere of “geekdom,” no one understands enough about what is going on to be able to impose scrutiny.

Highly perceptive, gently inquisitive, and attentive listeners, Avoiders will be both engaged and engaging as long as they are not the topic of conversation. This diffidence creates just enough mystery to make them simultaneously alluring yet slightly disconcerting. In fact, what masquerades as wisdom actually conceals a desire to shift the topic to the superficial, for fear that substantive conversation may cause them to inadvertently reveal who they are or what they think, with the result that your opinion of them may be eroded.

If present during the conflicts of others, they are incredibly smooth at flat-lining their emotions and adopting the role of counselor. They do not advise; they synthesize. They do not make suggestions, but they elicit and reframe suggestions made by those involved.

As delegates, Avoiders take copious notes that capture all content, including innuendo, but they commit you to absolutely nothing. They provide comprehensive briefings with fluency and confidence, analyzing all the options, but they do not make recommendations without including the indemnifying preface: “*If you want X, then I recommend . . .*”

Any type of criticism makes Avoiders feel threatened. Even

a mild reproach causes termination to seem imminent, so do not lose patience with or threaten the Avoider. Doing so serves no constructive purpose and renders the Avoider unable to perform. Instead, provide on-going reassurances of the utility of their job function and the security of their position. Follow any criticism by reaffirming their positive traits, by discussing the specific next steps required, and by references to a future that includes the Avoider.

Because it can be immobilizing for Avoiders, do not thrust sudden change on them. Realize that changing a process makes them feel vulnerable to mistakes, and therefore to ridicule, and therefore to termination. Talk about changes far in advance of implementation, walk through all the implications, and provide time for the Avoider to adjust.

Effective management of Avoiders is not about inspiring them or motivating them, but about reassuring them. They do not want to strive for a broader span of control; they just want a safe, secure position. Whatever it is you want the Avoider to do, clarify how doing so will insulate and protect them from unwanted risk, attention, and responsibility. Accept that there

is just no such thing as “enough” affirmation for Avoiders.

Value and validate your Avoider for their reliability, for their meticulous attention to your instructions, and for getting the job done right the first time, every time.

### **Analyticals**

These folks can see 10 steps further out than the rest of us. Not only can they forecast with uncanny accuracy, but they can also calculate the probabilities of various business scenarios and predict the radial impacts of each. They are highly skilled at evaluating risks far enough in advance to enable mitigation and are fluent in both deductive and inductive reasoning.

Unfortunately for them, their enviable ease with cognitive multi-tasking results in poor eye contact and flat intonation, which exacerbates their already considerable social awkwardness and casts them unfairly as dull and boring. Indeed, given the choice of attending a social event or putting their hand on a hot stove, Analyticals would prefer the burn. Contemplative by nature, they just cannot “think light” and are painfully aware of their ineptitude with the frivolity and gayety of social events.

Always preferring to delay

their decisions in favor of obtaining more data, Analyticals will analyze and re-analyze in an endless struggle to eliminate ambiguity. Notorious procrastinators, Analyticals are cautious, precise, and diligent and have great difficulty coming to closure about anything. Their consuming need to be absolutely, positively correct, to achieve unassailable certainty, before taking any action, before choosing a course, before making a recommendation or a decision can incapacitate them in times of urgency. To leverage your vulnerability to the deadline-phobic Analytical subordinate, you will need to randomly vary the use of two different tactics. When asked to extend a deadline, one tactic is to insist that the deadline be met, but offer immunity if your insistence on “now” ultimately reveals that waiting would have been wiser. The other tactic is to assign firm start and end dates for the assignment and then require Analytical subordinates to break the assignment down into multiple components, assigning their own interim deadlines to each. Monitor these to ensure their progress remains on track.

Deliberate, precise, and logical, Analyticals can cause serious bottlenecks. They scrutinize the ideas of others, anticipate all that could go wrong, assign probabilities to

each possible outcome, and identify the likely radial impacts of each possible outcome. By the time they have completed their evaluation, they have choked the life out of the idea and suffocated any enthusiasm others may have had for it. But smothering innovation is not the Analytical’s intent. Instead, their objective is to expose risk, thereby enabling neutralization of risk and enhancing success. It is their failure to edit apparent negativity out of their analyses that results in Analyticals being likened to storm clouds that rain on others’ parades.

Their near compulsive need not just to check but to re-check, not just to verify but to re-verify, can so provoke others that they band together in a veritable underground movement dedicated to circumventing the Analytical. Their slow-as-molasses, iterative, process-laden approach hijacks projects and impedes productivity to the extent that their colleagues blatantly taunt any consequence rather than adhere to requirements for interaction with Analyticals.

Resentful of accusations that they disesteem the bottom line, Analyticals see themselves as its protectors and will not be rushed. Using hype and emotionalism in an effort to expedite the Analytical’s process

only evokes suspicions of recklessness, puts them on high alert, and slows them down. Immune to expressions of exasperation with their methods, Analyticals become indignant when asked to cut short or side-step their standard operating procedures. More important than what is being done is how it is being done, so irrespective of their commitment to goal achievement, the Analytical’s contribution as a leader will be to method, not to vision.

Because “instant replay” functionality cannot be applied to workplace interactions, Analyticals prefer to manage by memo. Prioritizing documentation over conversation insulates their analyses from the unpredictability of human behavior and provides an archive of irrefutable evidence that can be read and re-read. This reticence to engage verbally extends to physical contact. Beyond a handshake, they do not want to be touched in the workplace.

Casually asking them to “say a few words” with no chance to prepare can incapacitate them to the point that they stumble over their words, their discomfort apparent to everyone.

Motivating the Analytical requires that you give them time to complete each task before assigning another and that you

demonstrate and articulate respect for data and for the analytical function. Acknowledge that their commitment to accuracy and their sense of organizational stewardship combine to position them as a trusted colleague.

Value and validate your Analytics for their commitment to accuracy and for their ability to anticipate and evaluate risk far enough in advance to allow risks to be reduced.

### CONCLUSION

In conclusion, realize that just as we do not all take the same shoe size, we are not all motivated by the same stimuli. Money will be the sole motivator for some, insufficient for many, and completely irrelevant for others. The same is true of benefits. Successful recruitment and retention require augmentation of your compensation strategy to include reliable, observable, engaged and engaging supervisory behaviors and communications that value and validate staff in ways that are tailored to each individual. A great way to start is by applying my Four Ps:

- **Pay Attention**, which will allow you to notice...
- **Patterns**, which make one's behavior more...

- **Predictable**, which enables you to...
- **Package your message** to ease and accelerate needed business results.

These recommendations may be viewed by some as over-coddling and pampering. It would, however, be a mistake to delay adoption of these strategies until the marketplace makes it indisputably clear that compensation policies, though essential, are not enough. At that point, proactive competitors will have already recruited the best people. Companies that act now will set the retention standard in their respective industries.

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**NOTES:**

<sup>1</sup>The H-1B visa is a nonimmigrant work visa that allows U.S. employers to hire foreign workers with specialized skills to work in the United States for a specific period of time. Typically, the roles require a bachelor's degree or equivalent. Occupations that qualify for the H-1B visa are typically in fields such as technology, finance, engineering, architecture, or more.