

Sales and Service Excellence

Volume 10 Number 6

The Magazine of Team Leadership

June 2010

MANAGEMENT / MOTIVATION

Motivate People

Learn seven classic work styles.



by Francie Dalton

IF YOU'RE FRUSTRATED IN YOUR efforts to elicit the best from your team members, you may be using the wrong methods. The secret is to package what you want from each individual in a way that makes them want to deliver for you.

There are *seven classic work styles*, and each is motivated differently:

1. Commanders need control: Results-oriented, aloof and bossy, Commanders need to be in a position to take initiative. Delegate tasks to them, and use a hands-off style. Articulate the desired result, and stand aside and let them figure out the *how*. Link *what you want them to do* to *how doing so will improve order, control, or results*. Validate them for their ability to overcome obstacles, execute, and achieve results.

2. Drifters need flexibility: Free-spirited and easy-going, disorganized and impulsive, Drifters have difficulty with any structure, whether it relates to rules, work hours, details or deadlines. To motivate them, delegate only short assignments and ensure variety. Provide flexibility in what they work on, where they work, with whom they work, and the work schedule. Validate them for innovation and creativity.

3. Attackers need respect: Angry and hostile, cynical and grouchy, Attackers can be critical of others and often communicate using *demeaning, condescending tones or biting sarcasm*. Attackers see themselves as superior, conveying con-

tempt and disgust for others. To motivate them, identify what they're good at, and put them in positions of using or imparting that knowledge in ways that don't require much interaction. Validate them for taking on tough assignments and working in isolation.

4. Pleasers need to be liked: Thoughtful, pleasant and helpful, Pleasers are easy to get along with. They view their associates as extended family. They can't say *no* to the requests of others or

"Successful leaders understand that motivating others effectively is a strategic imperative. Productivity, initiative, retention, indeed endless efficacies accrue to those who learn how to motivate not just *en masse*, but individually."

deal with negativity. To motivate them, let them know how *doing whatever you ask will make you happy*. Manage their tendency to subordinate what's best for the company to the maintenance of relationships by stressing the *greater good*. Validate them for the way they humanize the workplace, and for their collaborative style.

5. Performers need recognition: Witty and charming, jovial and entertaining, Performers can be self-promoting hustlers who use others as stepping stones on their path to stardom. They may avoid accountability for negative out-

comes by distorting the truth and blaming others. To motivate them, link recognition and other incentives, such as high-profile assignments, to better teammanship. Validate them for establishing new relationships, and for their persuasive and speaking skills.

6. Avoiders need security: Quiet and reserved, Avoiders create warm, cozy cultures and prefer to work alone. They fear taking initiative, and shun responsibility because of the visibility and accountability. They'll do what they're told—no more, no less. They'll sacrifice money, position, growth, and opportunities for the safety of status quo. To motivate them, validate them for their reliability, attention to instructions, and *for getting the job done right the first time, every time*.

7. Analyticals need certainty: Cautious, precise and diligent, Analyticals are the *personification of procrastination*. They have poor eye contact and flat intonation. They're ill-at-ease socially and prefer written or electronic communications. To motivate them, give them time to complete each task, and show and articulate respect for data. Validate them for their ability to anticipate, evaluate, and mitigate risk.

Customize your methods to access *discretionary energy*—what people are not required to do, but could do, if you use these tips to make them *want to*. **SSE**

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ACTION: Motivate to get discretionary effort.

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