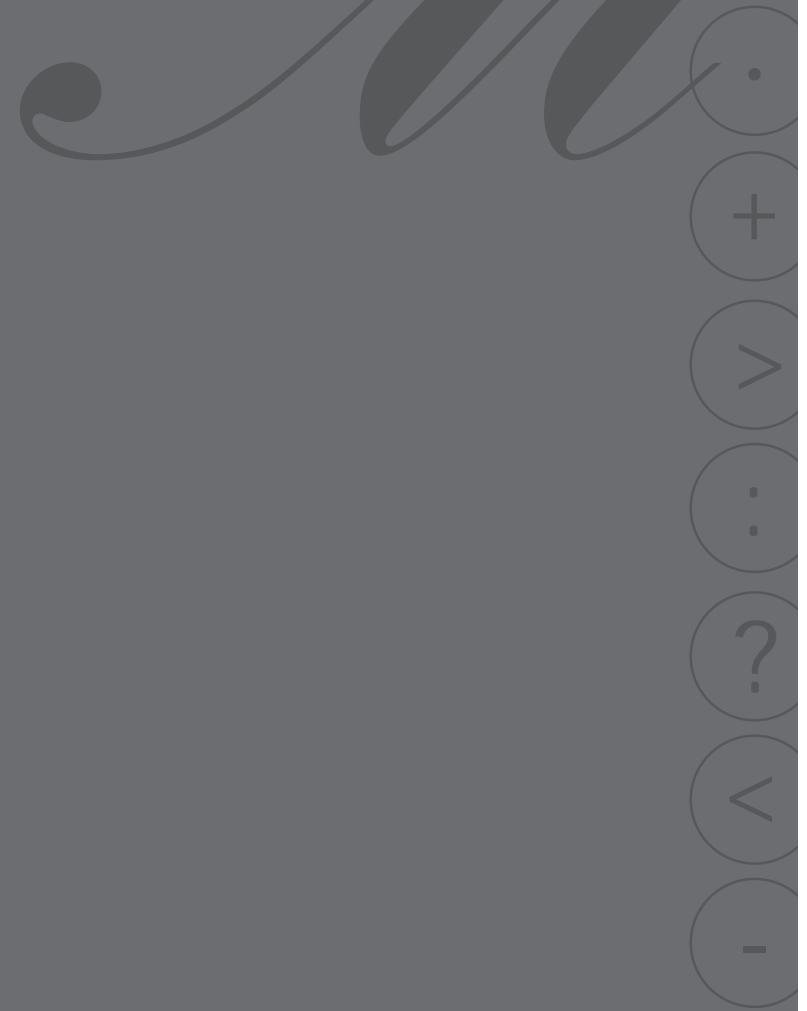
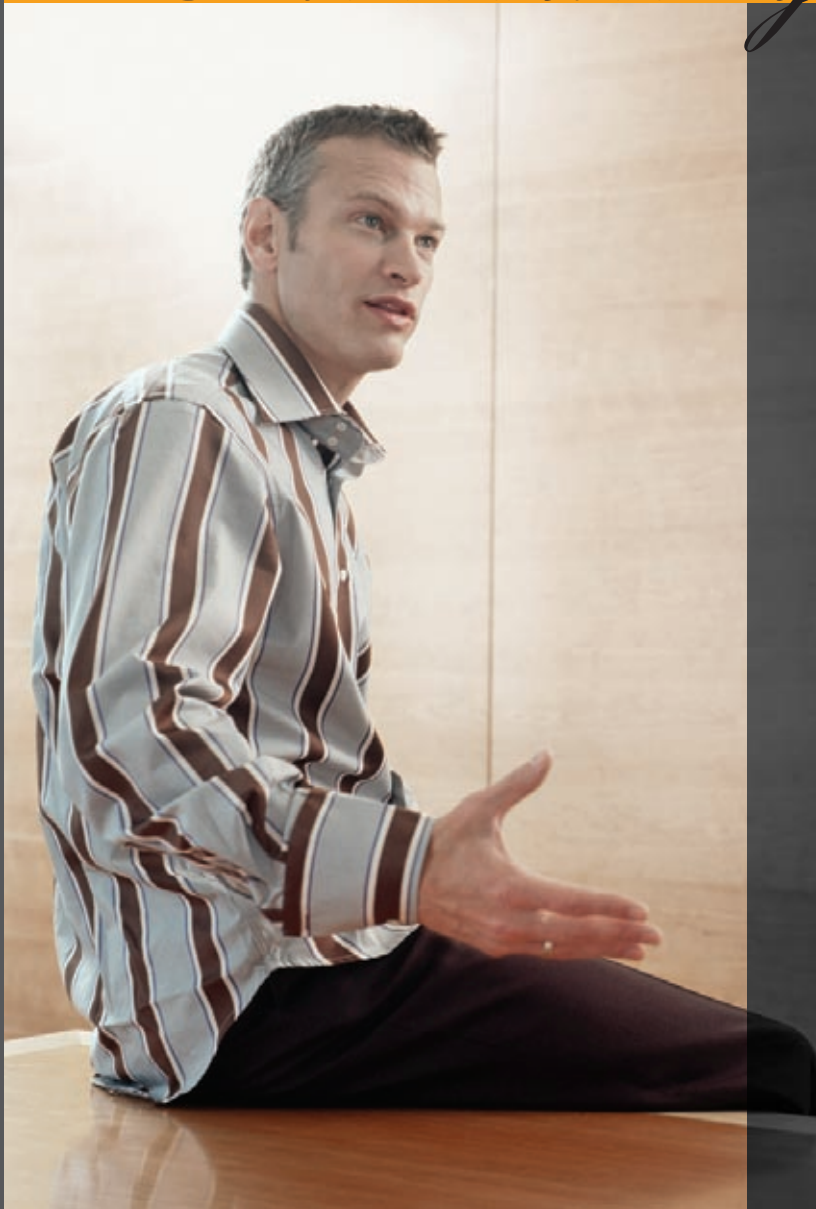


# *Motivating* different personalities



# *Motivating* different personalities



The Perfectionist



The Helper



The Achiever



The Observer



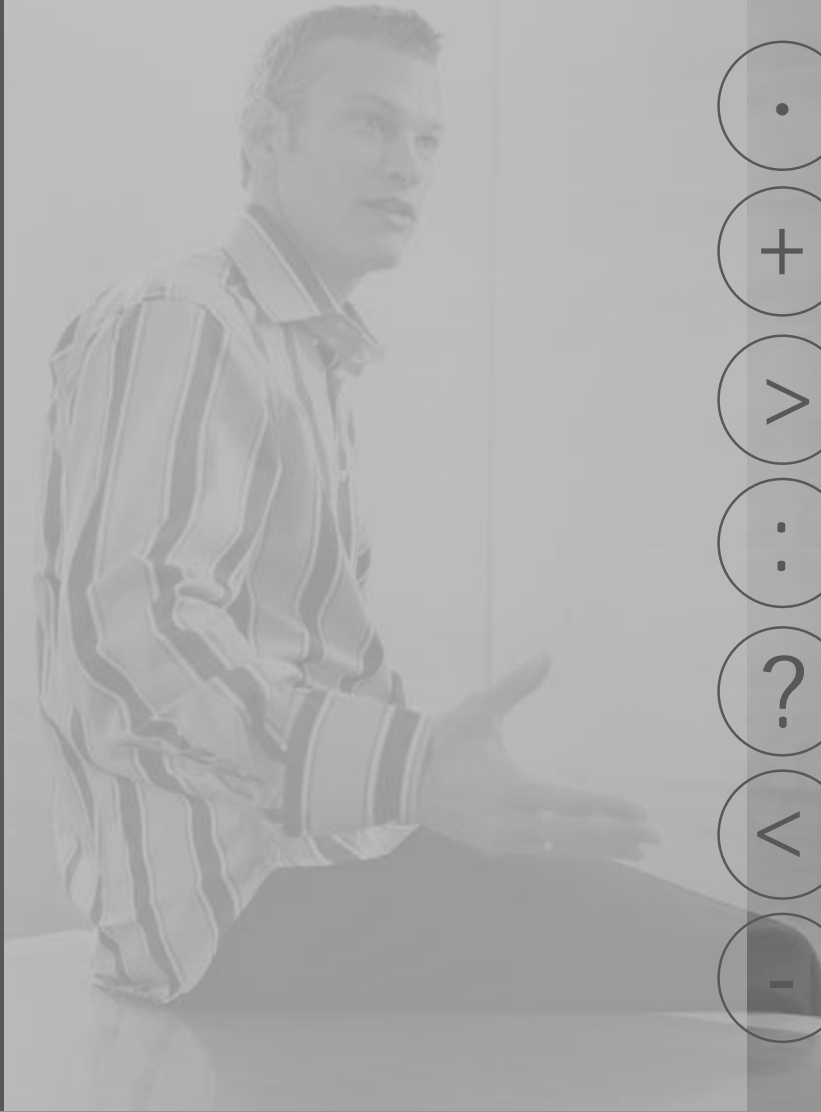
The Questioner



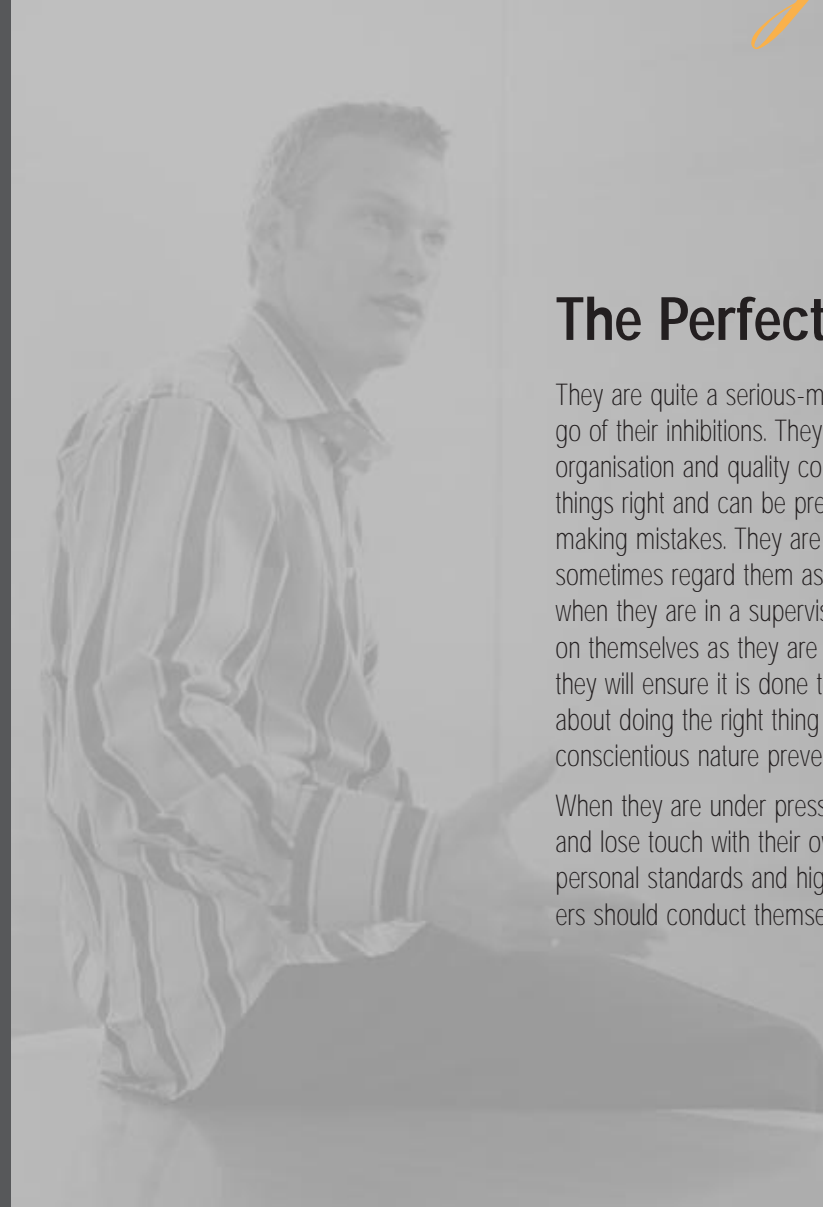
The Asserter



The Peacemaker



# Motivating different personalities



## The Perfectionist

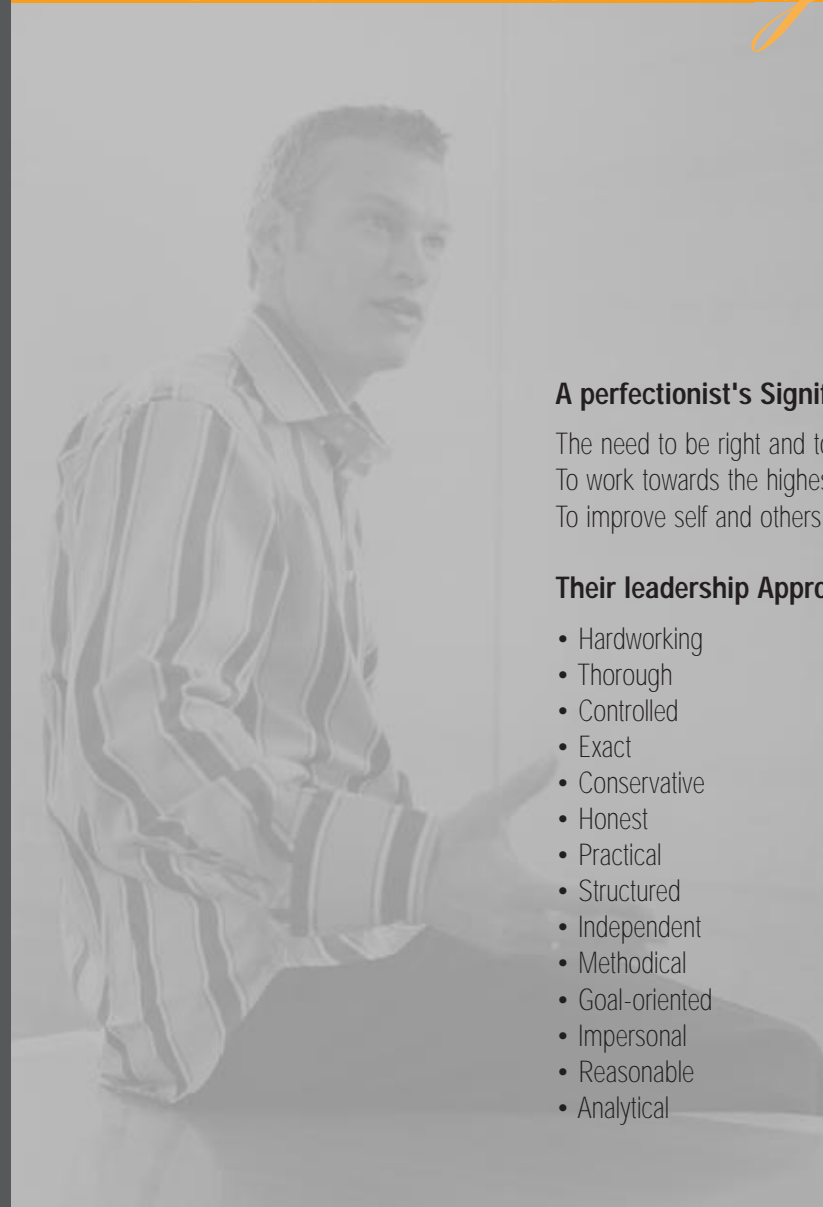
They are quite a serious-minded person and do not readily let go of their inhibitions. They pride themselves on discipline, organisation and quality control. They concentrate on doing things right and can be preoccupied with the importance of not making mistakes. They are able to spot mistakes and people sometimes regard them as overly critical. This is particularly true when they are in a supervisory role, although they are as hard on themselves as they are on others. If they commit to a task they will ensure it is done to the highest standards. They worry about doing the right thing and have a cautious nature. Their conscientious nature prevents the need for close supervision.

When they are under pressure they tend to work even harder and lose touch with their own emotional needs. They have high personal standards and high expectations regarding the way others should conduct themselves in the workplace. They have a

tendency not to delegate as they feel that no-one could do the task as well as they.

They are polite, but are prepared to be direct and can feel a strong sense of righteous anger when people do not do the right thing. Their reaction will be even stronger if it does not seem to concern them. As a general rule though, they don't like to express anger in the workplace. They have a tendency to see things in either black or white, as either right or wrong. They have a strong need to be as close to perfect as they can in anything they do. They can sometimes feel that life is not fair when things are not working out. They are often uncomfortable with rapid change in the workplace and dislike having to make decisions on the run. They like to deal with real issues and others tend to regard them as grounded.

# Motivating different personalities



## **A perfectionist's Significant motivators**

The need to be right and to be seen to be right  
To work towards the highest goals and ideals  
To improve self and others

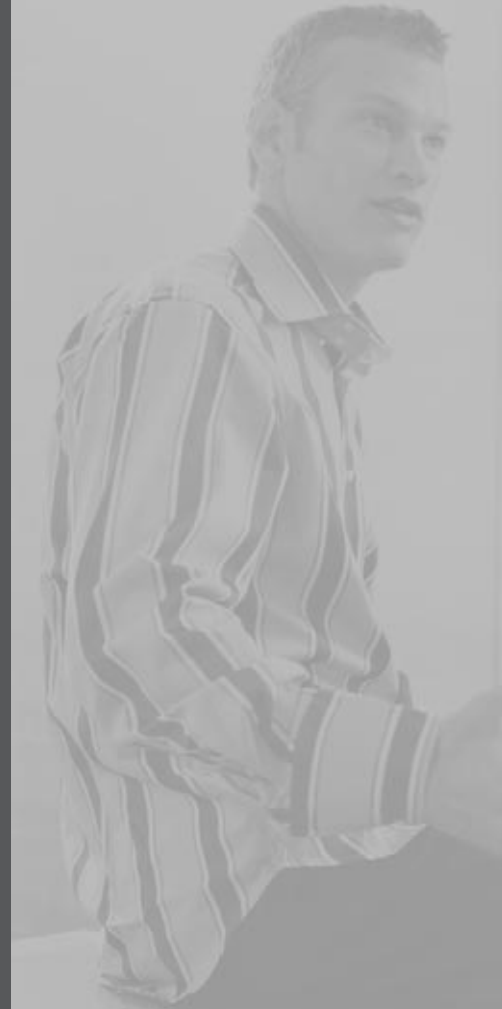
## **Their leadership Approach**

- Hardworking
- Thorough
- Controlled
- Exact
- Conservative
- Honest
- Practical
- Structured
- Independent
- Methodical
- Goal-oriented
- Impersonal
- Reasonable
- Analytical

## **Giving appropriate feedback to the Perfectionist**

- Make sure they seem prepared
- Take a structured and systematic approach
- Be sensitive to the participant's self-critical nature
- Encourage feelings to surface
- Encourage the participant to put themselves in another person's shoes.

# Motivating different personalities



## The Helper

They readily offer to help others and can pick up on people's needs easily, sometimes even before they do. They enjoy being needed by others and it is a source of personal pride and job satisfaction. They dislike working in a role where they are unappreciated or working in isolation. They are action oriented and enjoy taking control of a situation and making others' ideas happen. They play a very positive role in a team as they tend to see the best in others and look out for others. They focus on treating others as they would like to be treated.

They have a tendency to focus on others' needs and to lose their own identity. This makes it difficult for them to be assertive and effectively negotiate for results. The most stressful times in their career are when they experience personal rejection, which may result in feelings of hurt and anger. The most important aspect of work for them is relationships. They are very tuned in to the workplace climate and culture.

They are a people person and are naturally affectionate. At work people may become impatient with them and believe that they can be too focused on the world of feelings. They enjoy interacting with all types of personalities and believe they are able to bring out the best in people who others find challenging.

They generally don't enjoy being the star of the show, although they do like to be appreciated. They will often find themselves playing the part of the indispensable right hand. They admire people who are successful and like to be respected by them. They are a positive person who enjoys encouraging others and suppresses their more negative feelings. They find it hard to accept criticism about themselves as they see such criticism affecting their lifestyle and their reputation, it is important that others see them in a positive light. They are reliable and like to meet their commitments.

The main objectives of the helper are quite simple: personal gain, self preservation, easy living and personal comfort. To achieve these goals, these individuals invariably attempt to manipulate their environment to suit themselves, often at the expense of other people. When we are looking at this type of personality, we generally see an employee who appears (on the outside) to be warm, genuine, and participative. If you are no use to this person, then do not expect to be in their circle of acquaintances.

This type of person is not overly stable emotionally in that their tolerance to frustration can often be below average.



# Motivating different personalities



## Significant motivators

- To be needed by others
- To be appreciated
- To be included

## Their Leadership Approach

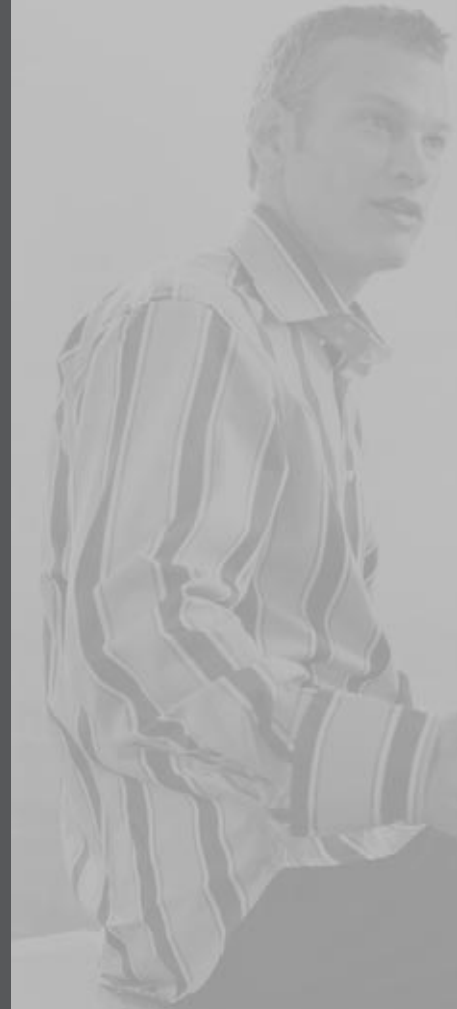
- Relationship focused
- Emotional
- Energetic
- Positive
- Sensitive
- Client focused
- Empathetic
- Sincere
- Generous
- Team focused
- Considerate

## Considerations for giving feedback

- Create a warm rapport at the beginning of the session
- Thank them for participating in the process
- Be tactful when offering feedback which may be perceived as critical
- Explore what could motivate the participant apart from being appreciated by others
- Help the participant focus on their underlying needs
- Explore how much time the participant spends on their own at work
- Reinforce that negative emotions can be used very constructively in the workplace



# Motivating different personalities



## The Achiever

They are goal oriented and go-getters. They are usually working towards many goals at the same time and are exceptionally efficient at achieving them. In fact, they are capable of working like a machine and can expect the same of others. High-profile success is very important and they like to present themselves as being accomplished. Failure is something that they avoid at all costs. It is difficult for them to acknowledge that they have failed. They will work harder if success is under threat and will suspend their feelings and just focus on the task. They avoid a loss of hope and negative feelings by engaging in problem-solving activities. They trust themselves more than anyone else to get things done well. They focus on people responding to them favourably. They know what they think and are prepared to be direct and down to earth. They get on well with a range of people.

They sometimes find themselves volunteering for tasks that they are not really qualified for, but manage to pull them off. This reflects a tendency to overrate their own ability at times. They tend to jump into a task readily and sometimes forge ahead too quickly, ignoring important details. They can pick up an idea and run with it quickly and once they get going they really don't like

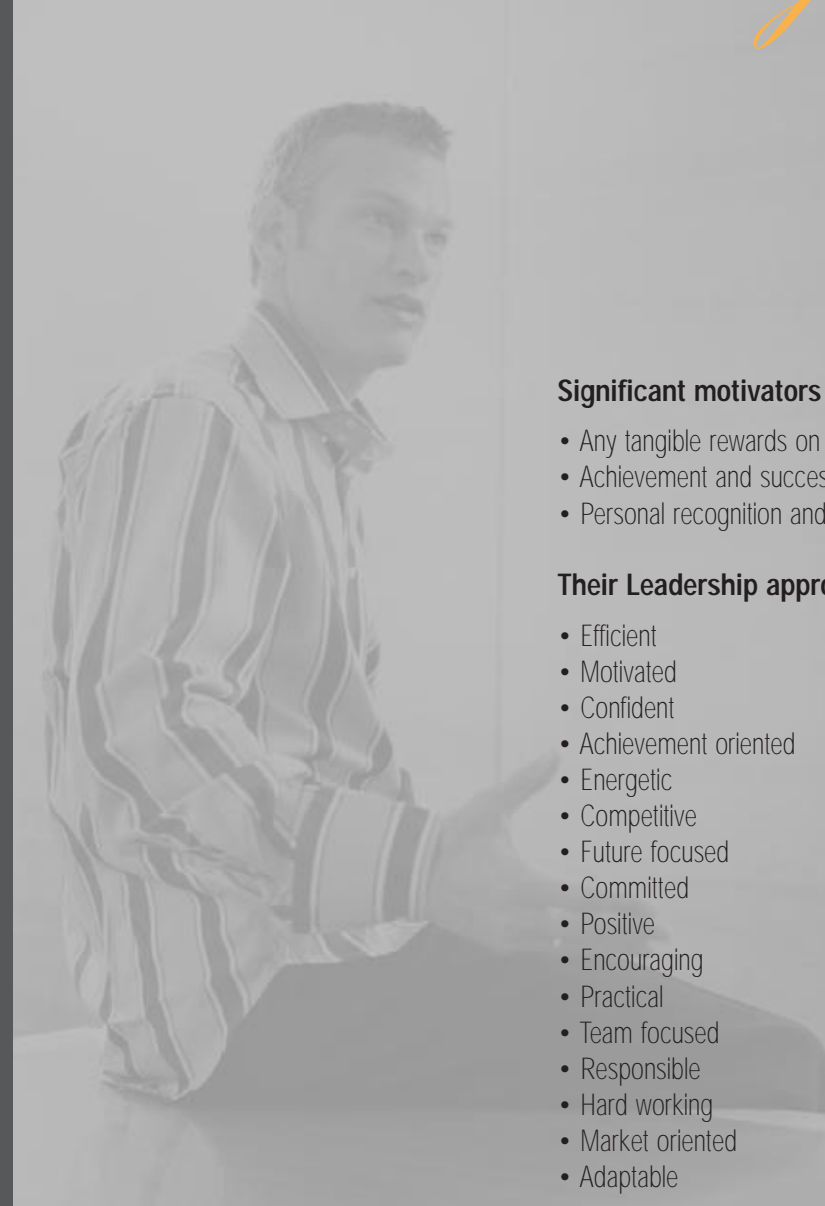
interruptions. They are competitive, even with themselves, and like to win.

They often find themselves in leadership positions and this is their preferred role. They are a good team player if they identify with the team's goals. Picking winning business opportunities is a natural skill. Promoting themselves is something they do with confidence and ease and they are comfortable in a selling role. They can however, be somewhat of a chameleon and adopt a socially desirable image that meets the needs of those they are trying to impress. Being unnoticed is not appealing and they like to impress others.

They are always busy and on the go and don't like a lot of downtime. There is no such thing as ongoing boredom. They worry about job and financial security and work hard to ensure they have both. Being appreciated for their efforts and achievements is more important than being liked. They thrive in a workplace which provides opportunities for advancement and rewards and also can not work in an environment which is devoid of positive feedback. They favour a more creative role, but are prepared to do non-stimulating tasks if it meets a personal goal.



# Motivating different personalities



## Significant motivators

- Any tangible rewards on offer
- Achievement and success
- Personal recognition and affirmation

## Their Leadership approach

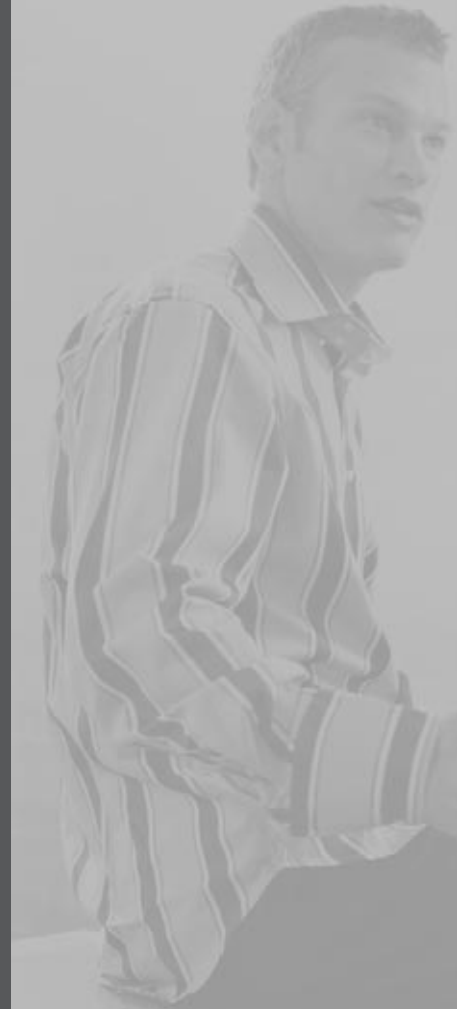
- Efficient
- Motivated
- Confident
- Achievement oriented
- Energetic
- Competitive
- Future focused
- Committed
- Positive
- Encouraging
- Practical
- Team focused
- Responsible
- Hard working
- Market oriented
- Adaptable

## Considerations for giving feedback

- Make sure the participant has actually stopped working and that there will be no interruptions
- Establish a rapport by opening with some positive feedback
- Explore the issue of the importance of achievement
- Be tactful when offering feedback which may be perceived as critical
- Ask them to explore the image they project in the workplace
- Explore how much energy the participant puts into meeting their own needs



# Motivating different personalities



## The Observer

They do not look for attention in the workplace and they prefer to work on their own. Teamwork and open plan work environments are not appealing to them as they disrupt their thinking patterns. They prefer to be given time and space to think things through on their own and do not like having to think on their feet.

They have a natural thirst for knowledge and learning and it is important that they achieve a depth of understanding. Their source of power in the workplace is their knowledge, although they do not offer information readily. They are not interested in the frills and trappings, they can get by as long as they have what they need to continue thinking. They are not a person who indulges in life's excesses.

They do not like to be drawn into other's worlds and they value their independence and privacy. They use their energy to focus on what is important. They do not readily reach out to people at work and they do not enjoy small talk. Sometimes their need for privacy and detachment may be interpreted as arrogance and rejection.

Their favourite occupation is engaging in intellectual pursuits. Living in their mind means that they do not suffer from boredom and loneliness as a rule.

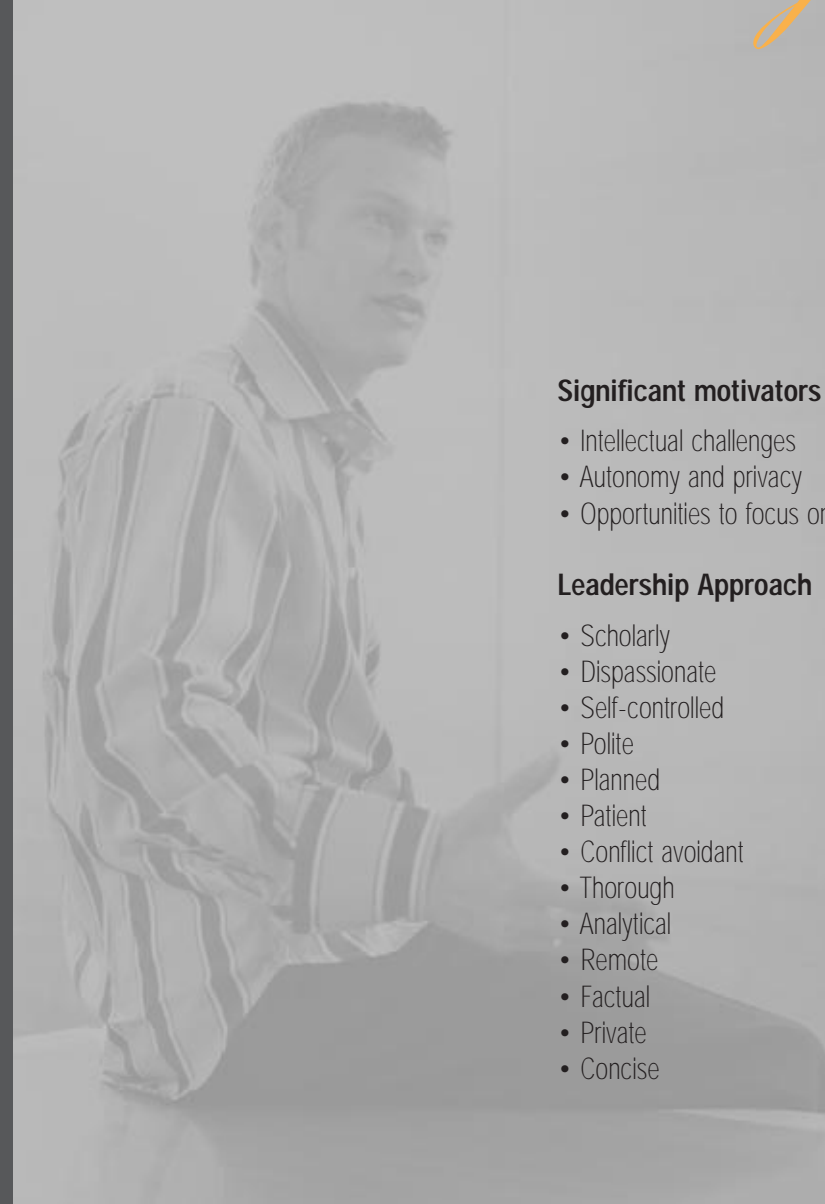
The most stressful times at work are when they feel that they have been drawn into other people's agendas and they are spread too thinly. They value their emotional control, as it does not prevent their rational processes. They may think through their feelings rather than actually feel them.

They try to avoid conflict and are extremely productive when they do not have to work in the spotlight. Once they commit to a project they are a tireless worker, particularly if it is mentally challenging. They are much more comfortable when the focus is on the task and not the people, although they do have an interest in understanding the culture at work. They can become quite fascinated with what are the key values and players in the workplace.

They carve out their own territory at work and want to control what takes place in it. They lead from inside their office and once they have thought things through they are happy to delegate. They will do this in a methodical and structured way. Spending too much time with people during a working day can leave them drained and the only way to recharge is to spend time on their own. Home is their sanctuary, where they are free to privately review what has taken place during the day and prepare for tomorrow.



# Motivating different personalities



## Significant motivators

- Intellectual challenges
- Autonomy and privacy
- Opportunities to focus on task

## Leadership Approach

- Scholarly
- Dispassionate
- Self-controlled
- Polite
- Planned
- Patient
- Conflict avoidant
- Thorough
- Analytical
- Remote
- Factual
- Private
- Concise

## Considerations for giving feedback

- Provide a briefing before the feedback session so the participant can prepare
- Establish their credentials and maintain credibility
- Encourage the participant not to analyse the process, but to simply trust it
- Take a quiet, measured approach
- Don't ask too many open-ended questions. Be precise and concise



# Motivating different personalities



## The Questioner

They like to question things and rarely take them at face value. This sometimes leads people to see them as anti-authoritarian or rebellious. In fact, they can take the opposite side of an argument just for the sake of it. They feel most comfortable when they are questioning things and they are a very good devil's advocate.

They like to know where authority lies in the workplace as this allows them to decide whether they can trust who is in charge or whether they will challenge them. The people they see to be powerful can make them feel powerless. Their response to people in power is therefore either one of compliance and seeking protection for rebellion.

They like to think things through carefully before taking action and the pace of today's workplace can make this difficult for them. People can see them as a procrastinator and blocker because of their need to engage in a private decision-making process. They often have difficulty making up their mind and this is compounded by the fact that they like things to be orderly and predictable. Constant change in the workplace can cause them anxiety and they have a tendency to imagine worst-case scenarios when things are uncertain.

Despite their dislike of change, they can often change quite unpredictably themselves. They set themselves high goals, but

do not enjoy openly competing with others. They do not want their success to be contingent upon another person's failure.

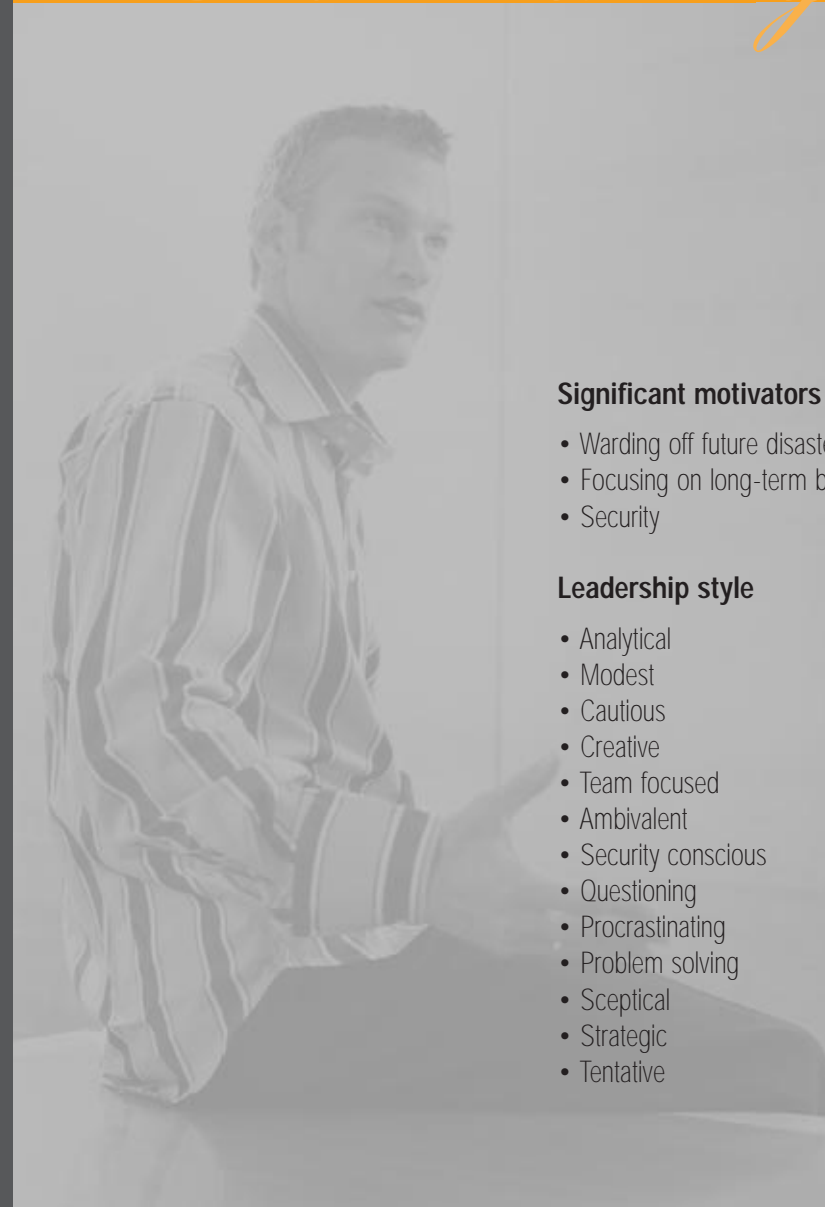
They are not always good at completion. Sometimes this is a result of self-doubt. They are most likely to finish tasks if faced with opposition. They are highly creative and imaginative. It is important to prove themselves to others, although they do not enjoy public recognition. They really enjoy a difficult challenge and this is when their leadership skills can really come to the fore.

Conflict and anger in the workplace can cause them anxiety. They are however, good at asking hard questions, which others may avoid. They can become quite aggressive if they are attacked but this masks their inner doubts. Their capacity to see the flaws makes them a good troubleshooter.

They enjoy interacting with people and it is very important to them that people are treated fairly. They do not trust people readily, but once they do, they are extremely loyal, especially when times get tough. They find it extremely difficult to forgive people who are inconsistent and untruthful. They prefer to work in a team, rather than in isolation. As they can tend to be too tough on themselves, receiving ongoing feedback, particularly from a trusted colleague or mentor, can dispel anxieties they may have about their performance.



# Motivating different personalities



## Significant motivators

- Warding off future disaster
- Focusing on long-term benefits
- Security

## Leadership style

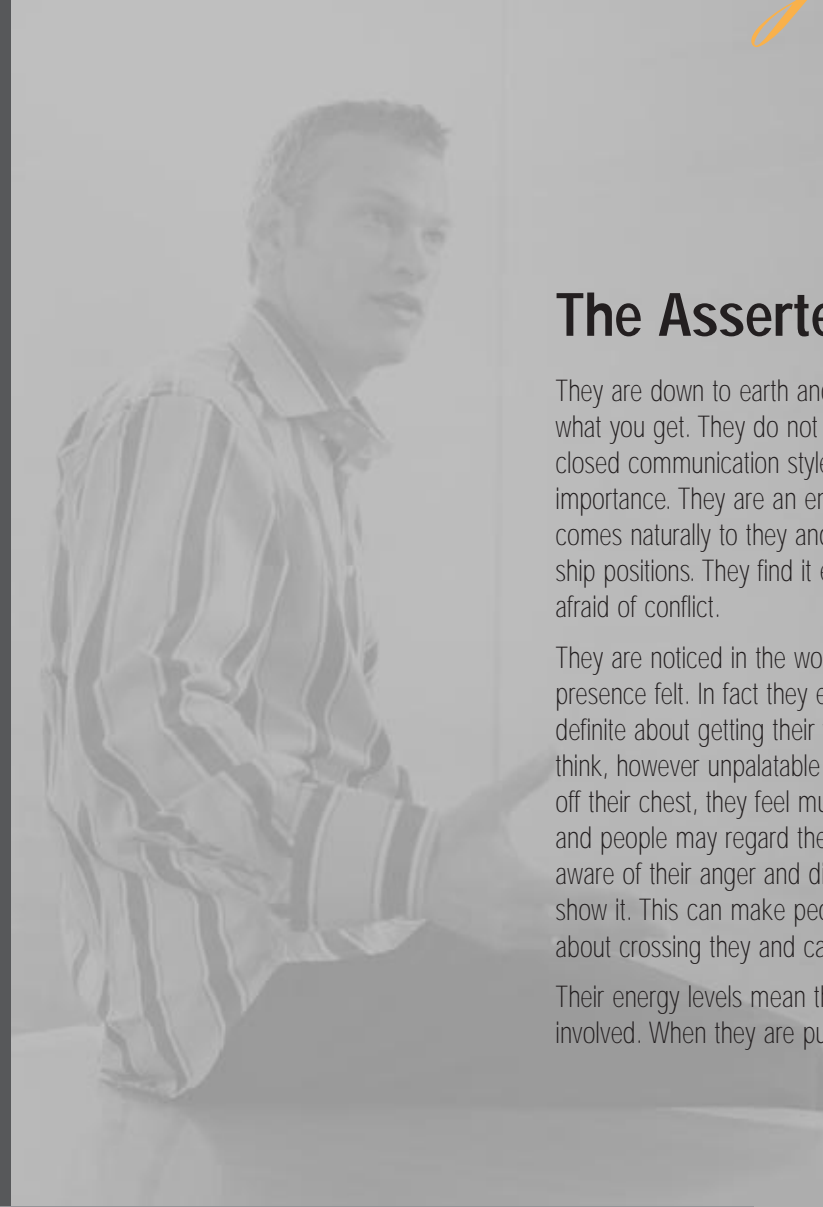
- Analytical
- Modest
- Cautious
- Creative
- Team focused
- Ambivalent
- Security conscious
- Questioning
- Procrastinating
- Problem solving
- Sceptical
- Strategic
- Tentative

## Considerations for giving feedback

- When establishing rapport, bear in mind that the participant may be anxious
- Be careful not to be overly positive
- Look for opportunities to provide reassurance about performance
- Allow the participant to disclose their self-doubts and questions
- Explore the possibility of ongoing feedback and/or a mentor

?

# Motivating different personalities



## The Asserter

They are down to earth and direct with others. What you see is what you get. They do not like dealing with hidden agendas or closed communication styles and honesty is of paramount importance. They are an energetic and strong person. Authority comes naturally to them and they often find themselves in leadership positions. They find it easy to be assertive and they are not afraid of conflict.

They are noticed in the workplace, as their style is to make their presence felt. In fact they enjoy being noticed. They are very definite about getting their way and will always say what they think, however unpalatable it is for others. Once they have things off their chest, they feel much better. They may intimidate others and people may regard them as aggressive. Others will often be aware of their anger and displeasure, even though they try not to show it. This can make people in the workplace concerned about crossing them and can be detrimental to relationships.

Their energy levels mean that they are usually active and involved. When they are pursuing important goals their energy

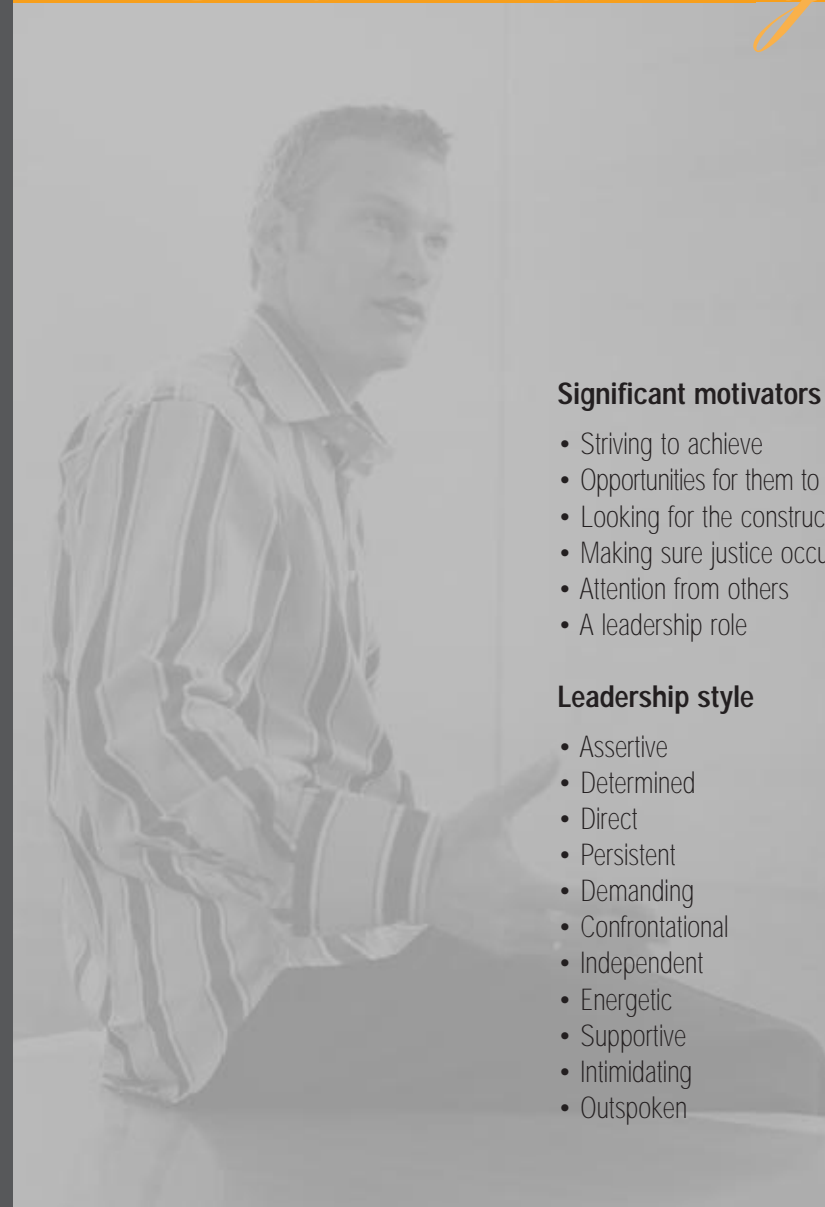
can be excessive. They can readily see what is right and wrong and they will jump into action accordingly. It is difficult for them to see the other side of things as they have very definite views.

They set goals and then set about meeting them as efficiently as possible. They like to work in teams and can be very protective of their friends and those they feel need it, although they do have a tendency to take charge of other people's lives too readily. They like to know what is going on and expect to be consulted.

They do not trust people until they are quite certain that they can. It is important to them that justice takes place at work. They do not like to see power misused or abused. They do not want others to control them. Rules in the workplace may be put to the test if they see them as being overly controlling. Sometimes they find themselves not only making the rules, but also breaking them. They would rather see strong leadership than rules being enforced for the sake of it. They are territorial by nature and are likely to have set up a comfortable, secure working space.



# *Motivating* different personalities



## **Significant motivators**

- Striving to achieve
- Opportunities for them to improve their promotional opportunities
- Looking for the constructive aspects of a particular task
- Making sure justice occurs
- Attention from others
- A leadership role

## **Leadership style**

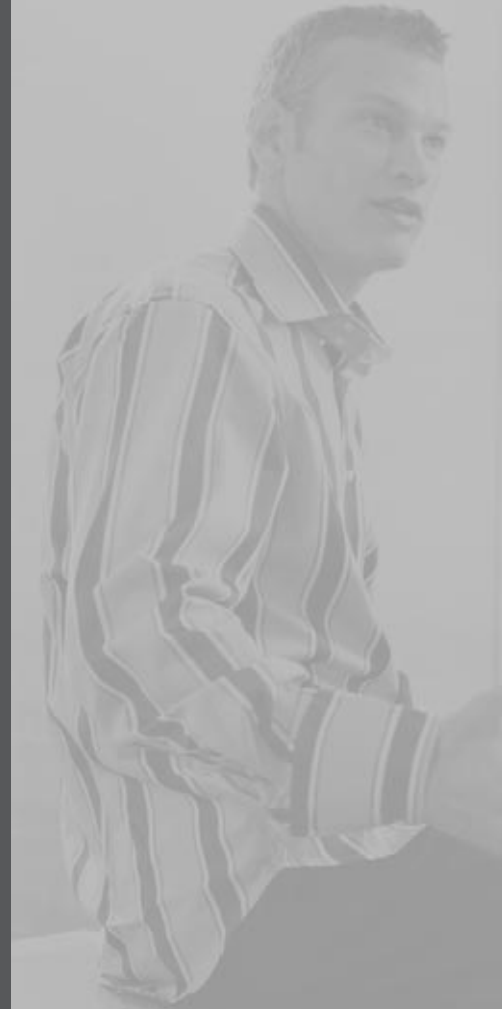
- Assertive
- Determined
- Direct
- Persistent
- Demanding
- Confrontational
- Independent
- Energetic
- Supportive
- Intimidating
- Outspoken

## **Considerations for giving feedback**

- Be clear when outlining the feedback process
- Encourage the participant to reflect slowly on the feedback and avoid hasty conclusions
- Set boundaries and do not give up control of the process
- Explore how they create constructive relationships



# Motivating different personalities



## The Peacemaker

They are an excellent mediators as they are able to see all points of view. People regard them as neutral territory. They feel much more comfortable agreeing with others than disagreeing openly. People often assume they agree with them when they don't, but they usually don't tell them. It can be difficult for them to identify their own feelings as they have a tendency to merge with the feelings of other people. Spontaneous decision making is a challenge.

Ambivalence is part of their makeup and they have a restlessness as to whether they are in the right place. They find personal decisions the most difficult to make. Others may feel uninformed as they ponder their decision. In fact, other's needs seem more important than their own.

They enjoy working in a pleasant and harmonious environment and find conflict very upsetting. Being assertive can be a real challenge and they will often say nothing rather than say no. Most people would describe them as a nice person.

They are valued for their wisdom, positive approach and understanding. One thing to guard against is listening too much to others and spending too much time in consultation rather than action.

They are generally fairly placid and relaxed. However, anger is the emotion that will surface if they are upset. They can also

express their anger in less direct ways, such as through procrastination and avoidance. They can also be stubborn if they are not getting what they want.

They enjoy working in a team and team building are their natural skills. They are genuinely pleased to share and acknowledge team and team member success.

They generally do not like to lead from the front and are much more comfortable behind the scenes. They like to be appreciated, but too much direct attention can be a source of embarrassment. They enjoy positive appraisal, but will never seek it out. Being accepted and liked for themselves is important.

They are not likely to be the instigator of major change in the workplace, but they accept change and do not work against it. They like things to be clear and straightforward and do not like to have multi-faceted options and goals. Once they are clear about their goals, they pursue them with zeal. Under stress, they need to ensure that they are focusing on the important goals and not trivia. They thrive in an environment which is familiar, structured and dynamic. They like goals to be clearly defined and a structured timetable or routine to be laid out. It is also important for reward systems to be clear and structured.



# *Motivating* different personalities



## **Significant motivators**

- Working in a harmonious team
- Clear and structured rewards and goals
- Space and time to make their own decisions

## **Leadership style**

- Calm
- Accommodating
- Responsible
- Non-directive
- Consultative
- Fair
- Cautious
- Indecisive
- Team-focused
- Diplomatic

## **Considerations for giving feedback**

- Encourage the participant to explore their own needs and direction
- Allow time for reflection
- Explore how they deal with conflict and aggression
- Ask if they feel others listen to them

