

TRAINING

THE HUMAN SIDE OF BUSINESS

You Want ToMAYtoes,



I Want ToMAHtoes

Illustration by Carlos Torres

**If rewards and recognition are going
to work, they have to fit the personality
of the workers receiving them.
Here's one way to make the match.**



Recognizing employees' good work is one of the more exasperating tasks that managers face. It's not that rewarding workers is a discomfiting thing to do, like performance appraisals. But in trying to demonstrate their appreciation for a job well done, managers confront a damned-if-you-do, damned-if-you-don't dilemma.

Some employees adore the plaques and pins and other trinkets that are the staples of the typical rewards-and-recognition program. To those workers, plaques are tangible evidence, suitable for showing friends and relatives, that they are valued at work. But others look on them as cheap gewgaws that merely demonstrate that management is too parsimonious to thank employees meaningfully.

As if the situation weren't already complicated enough by employees' radically different notions of what constitutes proper recognition, it's further muddled by the preconceptions of the very people giving the recognition. Most managers probably don't realize they're part of the problem. But what they do wrong, unthinkingly, is to recognize most frequently the behaviors they themselves value. For instance, a risk-averse manager who prides herself on punctuality might give out perfect-attendance pins with all the pomp of a coronation, but ignore risk-taking by employees (especially if the risks failed).

Sure, the whole situation could be cleared up substantially if managers would just ask individuals what sort of recognition they might like should the occasion arise. But that would be time-consuming, and you might end up with quite an astounding wish list.

There is another way. It involves having managers make an educated guess about what kinds of recognition people might appreciate, based on their personality. A tool for understanding personality type is founded on what we call temperament.

We are born with our temperament; it's the core of our personality. Four distinct temperaments have been

observed and described for many centuries. In this century, the most well-known system for describing personality is the Myers-Briggs typing system, which contains 16 personality types.

Working with that system, psychologist David Keirse grouped the 16 types into four after determining that there were four types within the 16 that had more in common with each other than the remaining 12. He called those categories Guardians, Rationalists, Artisans and Idealists. In this article, we are using nicknames two of us devised, which we believe describe the four temperaments more uniformly (see figure on page 58).

We call the four types of personalities Preservers, Strategists, Mavericks and Energizers. For each category, it's useful to know not only what the personality is like and what kinds of recognition each group craves, but also how managers of each persuasion behave.

PRESERVERS

Preservers prefer the concrete over the abstract, order over flexibility, and past experiences over future possibilities. They like making clear-cut decisions rather than mulling multiple options. The Preservers' daily activities are driven by responsibility, obligation and duty—what they "should" do. They endlessly try to ensure that stability prevails.

As the traditionalist, trustee and guardian of the company, the Preserver is willing to follow established business protocol, often without question. Other people may consider it blind compliance to authority, but Preservers view it as their duty to carry out the organization's policies, procedures and plans.





Preservers also tend to focus on present issues and are guided by past experience to solve problems. They may not see the big picture and new alternatives because they focus on the here and now. They avoid taking risks.

Preservers as Managers In the Preservers' quest to maintain the status quo, resentment might surface because some workers may see them as trying to act like an all-knowing parent. For their part, Preservers often view others as not pulling their weight because others do not spend the time Preservers do in maintaining the status quo. Until they understand each temperament's unique skills, Preservers will be unable to judge others fairly.

There is almost an inevitable tension between Preservers, who esteem the status quo, and certain other

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Type and Temperament

Myers-Briggs Personality Type	Temperament Code	David Keirsey Nickname	Good & Hill Nickname
<ul style="list-style-type: none"> ■ ESTJ ■ ESFJ ■ ISTJ ■ ISFJ 	<ul style="list-style-type: none"> ■ SJ 	<ul style="list-style-type: none"> ■ Guardian 	<p>Preservers</p> 
<ul style="list-style-type: none"> ■ ENTJ ■ INTP ■ ENTP ■ INTJ 	<ul style="list-style-type: none"> ■ NT 	<ul style="list-style-type: none"> ■ Rationalist 	<p>Strategists</p> 
<ul style="list-style-type: none"> ■ ESTP ■ ESFP ■ ISTP ■ ESFP 	<ul style="list-style-type: none"> ■ SP 	<ul style="list-style-type: none"> ■ Artisan 	<p>Mavericks</p> 
<ul style="list-style-type: none"> ■ ENFP ■ INFJ ■ ENFJ ■ INFP 	<ul style="list-style-type: none"> ■ NF 	<ul style="list-style-type: none"> ■ Idealist 	<p>Energizers</p> 

personalities who are constantly agitating for change. Consequently, Preservers must keep reminding themselves that people with very different personalities can make valuable contributions. Others might not prize the same qualities Preservers hold dear, but that doesn't mean they're insubordinate.

It's also important to note that a Preserver's decisive nature, while certainly a great strength, becomes a hindrance when it halts discussion or discourages input from others. Preserver

Preservers are driven by responsibility, obligation and duty.

managers should involve others in exploring an issue thoroughly instead of making a quick decision. They must get everyone's opinion of alternatives and be flexible when circumstances change.

There are other ways Preserver managers can become better leaders and enhance the productivity of their teams.

- Preservers should try to lighten up. Work can be productive *and* fun, and the workplace ought to be an enjoyable place to be. Rather than viewing lighthearted moments as slacking off, Preservers must consider that other temperaments may need to have fun to be productive.
- Attention to the bottom line is an important focus for Preservers. They must remember, however, that the other temperaments tend to value the bottom line differently. It's simply not as high on their priority lists.
- Preservers need to learn that the workplace is not black and white. To improve their leadership skills, Preservers need to adopt a more flexible participatory management style, and consciously reward other kinds of strengths. If they can figure out how to nurture the personality assets of others, Preservers can be the instruments for developing well-balanced organizations.

Recognizing Preserver Employees Employees with the Preserver temperament value dependability, responsibility and stability. They want to be recognized for follow-through, adherence to rules and policies, and dedication and loyalty. They respond best

to managers who praise them daily for their industriousness and all the tasks they accomplish. There are a number of ways managers can reward these achievements:

- On a regular basis, write a letter of praise to recognize specific contributions and achievements. Then send a copy to your boss or higher managers in the personnel department.
- Recognize company tenure and loyalty in a big way. For example, engrave on a plaque the names of employees who have reached 10, 15, 20 or more years in service.
- Take time during a quarterly company meeting to acknowledge individual achievements, such as cost-saving measures, productivity increases or thoroughness.
- Use tangible awards such as a company coffee mug, plaque, T-shirt or jacket to mark a project completion or to congratulate workers for a job well done.
- Create a dependability award—most error-free reports, for example.

STRATEGISTS

Strategists are visionaries and architects of change. They are imaginative and analytical, exploring all possibilities inherent in any situation. They like to build systems for the future. While planning for the future is a good thing, it can be a problem if a Strategist ignores today's details while searching for tomorrow's perfection.

Strategists believe very strongly that an organization's daily activities need to be consistent with its mission. They are the first to question the relevance of people's activities and will create sweeping changes if they believe those tasks are not helping the company reach its goals. Strategists typically detest rules for the sake of rules and will challenge or change anything they believe impedes progress.

Strategists relish ideas. They love the work of solving complex theoretical problems that require innovation and creativity. Because Strategists believe that intelligence and competence are inseparable, they often find it difficult to respect people they perceive as unintelligent or who fail to work up to their potential. In contrast, they admire verbally articulate, skilled communicators who are able to analyze problems logically.

Strategists also tend to be visionary, with an ability to figure out what the organization needs to be more effective in the

future. They work tirelessly on change that improves the system. Strategists tinker and revise until they get things just right. With their eyes fixed on the future, it's easy for Strategists to forget that others do not see change in this way. In fact, they may feel as though they've just been flattened by a steamroller.

Strategists as Managers All managers are most effective when they surround themselves with people who have different strengths. This approach appeals particularly to Strategists, who continually strive for perfection in themselves and in others. Care must be taken, however, to give credit where it is due and truly respect the skills of others. Here are other ways a Strategist can become a better leader:

- Strategists' need for perfection often makes them intolerant of anything less. Strategist managers cannot expect others to

Strategists' need for perfection often makes them intolerant of anything less.

share this same workaholic philosophy. They must realize that their work style is different and that other personalities do not place the same emphasis on the value of work.

- For Strategists, delegating work is crucial. They flourish during a design phase, but as a project gives way to day-to-day implementation, they often become bored. To complete the project effectively and efficiently, a Strategist manager should surround himself with individuals who have different temperaments so that others will carry through the implementation—and be glad to have the Strategist out of their hair.

- Strategists dislike situations where there is no opportunity for creativity or self-determination, or when people are focusing exclusively on human issues. They have little patience for meetings devoted to the development of policies and procedures.

The Rules of Recognition

The results of a recent survey of employees by the Council of Communication Management confirm the common wisdom that recognition for good work is the top motivator of employee performance. While money is important, what employees value most today is recognition by their supervisors of a job well done. We also know that the best employee reinforcers are immediate, sincere, specific and positive.

Be immediate. Positive reinforcement is much more ef-

fective when it comes soon after the desired behavior is displayed.

Be sincere. Sure, praise is great, but if it's not sincere, don't bother. You'll only sound manipulative.

Be specific. Avoid generalities and use the details of the achievement. Then employees know specifically what to do again.

Be positive. Sound obvious? Too many managers undercut praise with a concluding note of criticism. When you say something like, "You did a great job on this report, but there were a few typos," the "but" erases all that came before. Save the corrective feedback for another time.

—B. N., L. G., T. H.

Again, if Strategists can delegate the task of attending these types of committee meetings to others, everyone will be happier.

- Lifelong education is a lifetime love of Strategists. Yet they cannot assume that additional training will be seen as a reward by other workers, who may view it as a chore or a comment on the quality of their current work.

Rewarding Strategist Employees Strategist employees respond best to a work environment that allows them to assume enough authority and responsibility to get results, while imposing minimal oversight, structure and constraint.

Because Strategists value autonomy and work better when given this freedom, consider rewarding and recognizing them by:

- Giving them freedom to set their own schedule and work plan.

- Letting them telecommute or work at home on projects if feasible.

- Allowing them to choose their next work assignments.

Because Strategists love to learn, rewards that enhance their education and personal growth will delight them. Ideas to consider include:

- Pay membership dues for a professional organization or buy the person a subscription to a magazine, journal or newsletter of her choice.

- Pay for additional training or college classes of the person's choice and/or allow the Strategist to attend classes during usual work hours.

- Ask the Strategist to assist you with a project that offers a real challenge or to serve on a task force with the president of the company. In many large companies, employees rarely get the chance to see the president, let alone have the opportunity to work with him or her.

MAVERICKS

Mavericks prefer action over reflection, quick response over planning, the concrete over the abstract, and today over the past or the future. They are the ultimate negotiators and troubleshooters. Give them a problem to fix—especially a concrete, hands-on task—and they will swoon. Mavericks are the ones to call to respond to crises.





The most pragmatic of the four temperaments, Mavericks possess a keener sense of current reality than the others. In the workplace, they use their quick sense of the obvious to scan the environment and determine the best way to outmaneuver an adversary.

Mavericks will strive to perfect a particular skill, but once perfection is achieved they may never be interested in doing that again. They are ready to move on to new challenges, perfecting new skills along the way.

Mavericks have a unique picture of reality. Anything is negotiable, and the higher the stakes, the better. Because they value freedom more than possessions or relationships, they are likely to be easily frustrated by people who avoid risks. While they may not believe it is their job to change the views of others, they do want those who confine them to get out of their way and let them do what they need to do.

Mavericks as Managers Mavericks tend to dislike bosses. It makes little sense to place them in traditional management positions that demand directing, structuring, implementing and monitoring—the kinds of things Mavericks don't do well. They like to live life fully and dislike being limited by traditions,

Rewarding the Four Types

	What They Value	What They Need Recognition For	Their Preferred Form of Recognition
Preservers 	<ul style="list-style-type: none"> ■ Dependability ■ Responsibility ■ Stability 	<ul style="list-style-type: none"> ■ Follow-through ■ Adherence to rules and policies ■ Dedication and loyalty 	<ul style="list-style-type: none"> ■ Tangible thanks for steady work
Strategists 	<ul style="list-style-type: none"> ■ Intelligence and innovation ■ Competence ■ Tireless effort 	<ul style="list-style-type: none"> ■ Ideas ■ Knowledge ■ Competence 	<ul style="list-style-type: none"> ■ Freedom to learn or explore a challenge
Mavericks 	<ul style="list-style-type: none"> ■ Superior skills ■ Grace under pressure ■ Risk-taking action 	<ul style="list-style-type: none"> ■ Responsiveness ■ Cleverness ■ Ingenuity 	<ul style="list-style-type: none"> ■ Unusual reward for successful and risky action
Energizers 	<ul style="list-style-type: none"> ■ Commitment and passion ■ Independent thinking ■ Sincerity and kindness 	<ul style="list-style-type: none"> ■ Ideas ■ Uniqueness and personal contributions ■ Championing change 	<ul style="list-style-type: none"> ■ Social recognition

policies and procedures. Mavericks also detest being confined to an office, doing paperwork and attending meetings. Mavericks will be effective managers only when they are in positions that provide ample opportunity to troubleshoot, negotiate or take action. Otherwise, they will quickly become disenchanting and quit. Not surprisingly, Mavericks are often entrepreneurs.

As managers, Mavericks tend to operate in a fraternal style and prefer an informal atmosphere with built-in flexibility whenever possible. While this is reflective of their generally easy-going nature, Mavericks can be very demanding taskmasters when they are passionately involved in a project. They tend to disregard time, family and other obligations when in the middle of something—and expect others to do the same.

Mavericks are the ones to call to respond to crises.

Mavericks usually are good at delegating; however, they must take caution not to delegate too much. In delegating tasks, mavericks may fail to provide the structure and information others need to complete the project. If employees fail to perform tasks as a Maverick sees fit, he will do it himself—making it difficult for people to learn from their mistakes. To Mavericks, this makes sense; they're getting the job done as expeditiously as possible.

Among the things Mavericks can do to be more effective as managers:

- Adopt a "hands-off" policy. Mavericks often believe success is a perfected skill or superior product. If they are not doing the job themselves, they feel unproductive. Their natural instinct is to take action and to do the task, making it difficult to develop employees. Mavericks must learn to let go of tasks they enjoy and grant others the same independence they value.
- Mavericks need to remember that while they thrive on change, others may regard Mavericks' need to upset the status quo as bullheaded and stubborn. Certainly, Mavericks believe that the freedom to act, respond and work in their own way is an inalienable right, but they need to temper their independent

streak if it interferes with gaining cooperation and support from others.

Rewarding Maverick Employees Mavericks respond best to managers who recognize them for their ability to excel in specific ways. Because of their pragmatic nature, Mavericks may prefer rewards involving practical activities or time off.

- Give Mavericks a chance to negotiate what they want for their reward.
- Challenge Mavericks to achieve a goal that seems difficult to reach.
- Provide on-the-spot cash awards in recognition of specific performance.
- Give assignments with specific quality expectations and deadlines. If the Maverick gets the work done before deadline, give her the remainder of the time as free time.
- Grant two-hour lunches or a three-day weekend.

ENERGIZERS

Energizers prefer the big picture over details, fairness over consistency, ideas over policies, and the future over present and past experience. As people pleasers, their first and last concern is always centered on people and relationships. They constantly strive for superior customer service, harmony in the work group, and self-actualization for themselves and others. They deal with people with great enthusiasm and passion. They like to champion people, causes and anything new.

Energizers would rather focus on ideas than on tasks. They have trouble fitting into large, impersonal, bureaucratic organizations where the traditional ways of doing business are the norm. Energizers' idealism and enthusiasm for change may be appreciated more in creative work environments that encourage personal freedom.

Energizers as Managers Energizers seek positions where they have the chance to influence others. They are naturals at getting people involved and committed to the goals of the team. They tend to give praise generously (and seek approval in return), but may need to learn to give and receive constructive feedback without seeing it as personal criticism. They must realize that other personalities may not need as much approval as they do

and they must get better at making objective decisions and giving reprimands.

Energizers also must doff their rose-colored glasses and become more realistic. Energizers cannot simply visualize a better workplace; they must learn to recognize problems, collect practical information, and use concrete data to resolve problems.

Energizers pride themselves on being congenial, and they often avoid disagreement. However, friction plays a valuable role in forming an effective team. Once Energizers accept the role of conflict, they can become skilled mediators or counselors in problem-solving because they are already comfortable dealing with feelings.

The managerial strengths of Energizers can become liabilities if carried to extremes. They are often unable to separate business and personal relationships. They can create anarchy in their pursuit of democratic decision-making, and they often fail to finish tasks or projects that they find routine or boring. For these reasons, it is critical for Energizer managers to surround themselves with—and value—people who have strengths that they do not. Their natural penchant for cooperation, involvement and people development, coupled with the skills of each of the other temperaments, can help form an ideal work team.

Rewarding Energizer Employees Energizers respond best to managers who value them personally for their contributions and provide constructive criticism with sensitivity and tact. Energizers like being rewarded with training that is people-oriented as well as useful, and they prefer to choose what and

Energizers like to champion people, causes and anything new.

where it will be. Other ideas to consider include:

- Use interpersonal (a personal note of thanks) and social forms (public praise) of recognition as much as possible.
- Give Energizers personalized gifts that recognize their contributions.
- Reward superior interpersonal skills, particularly those demonstrated in customer service or teamwork. Award a silver pin or similar prize for positive customer comments. Designate a prime parking space for the customer service Employee of the Month.
- Have top managers meet periodically with selected employees to congratulate them on their hard work and to recognize specific achievements.
- Send Energizers to special seminars, workshops or meetings outside the company on topics they are interested in.

With a little thought, it's not that hard to recognize employees in ways that are meaningful to them. To encourage employees to excel, a manager must remember that not all employees are alike—and especially, that they're not all like the manager himself. Individuals are motivated intrinsically by a variety of factors, all of which are affected by temperament. Leaders must discover how best to motivate each employee and must then provide the recognition and rewards that fit each worker's personality. ■

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