

**Module # 7:
Leadership Through Quality**

*Interact With Impact
Challenging Types of People*

Module Objectives,

- Name the ten classic types of challenging people and their characteristics,
- List the differences of style preferences and what makes them challenges,
- Create an role-play each of the challenging types of people based on specific work-related scenarios.

Module Description

This **Leadership Through Quality** Management Development Module further develops the concept of effective communications. This module uses the Personal Styles and Preferences concepts (ie: Task/People/Direct/Indirect) and applies them to challenges that each style "becomes" as a result of their strengths and weaknesses. Participants will have an opportunity to identify each of the "Ten Classic Types of Challenge People" that they face as they interact with the styles and preferences of others.

Interact With Impact: Some Challenges

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"If you make up your mind that it is impossible to get along with everybody...then you are halfway there to proving yourself correct. You won't get along with everybody!"

"In fact, until you make up your mind that you can get along with everybody...there will always be somebody you will think is difficult, challenging or impossible to get along with."

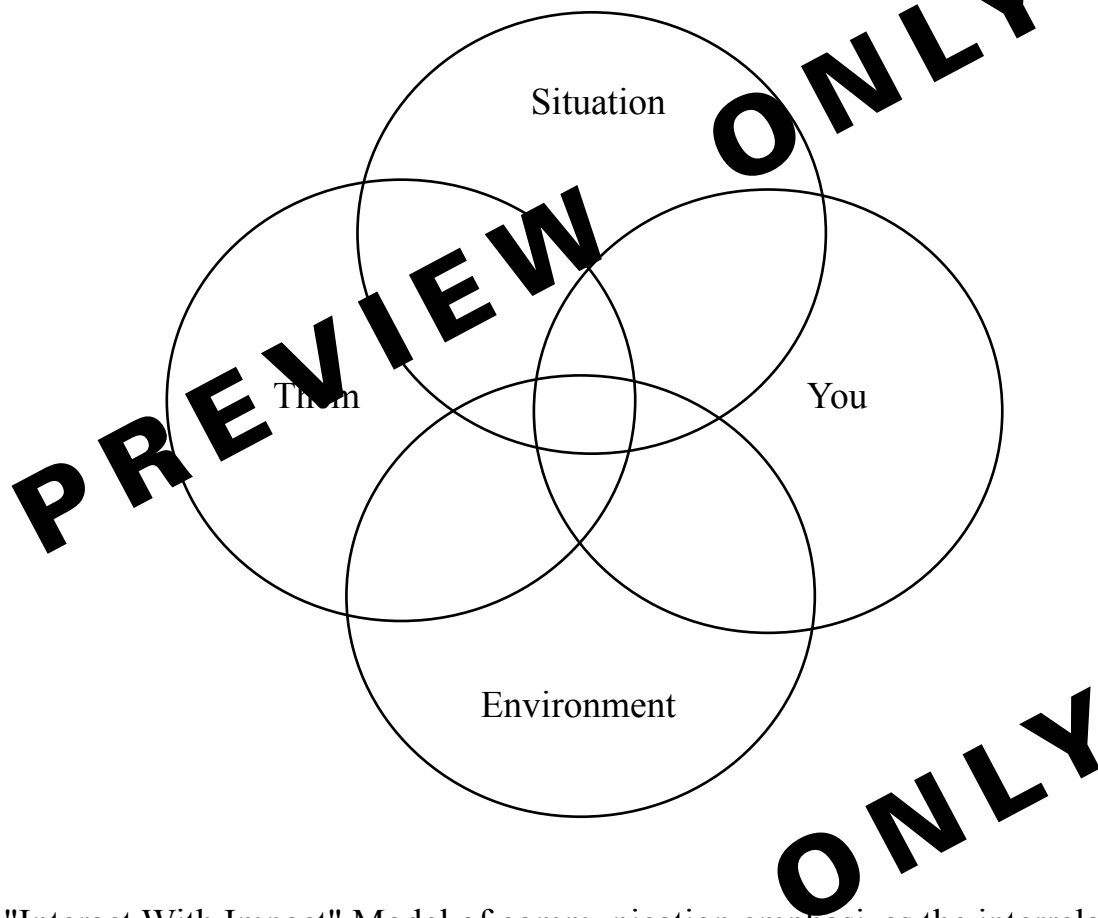
Three areas for determining what makes people challenging are:

- 1. Behavior: Visible, observable actions of individuals.**
- 2. Communication: The strength of an individual's verbal, non-verbal, listening and feedback skills.**
- 3. Focus: An individual's degree of attention to both the task and relationship aspects of interaction.**

In order to relate to an individual's underlying needs, you need to develop *behavioral flexibility* -the ability to adapt your own behavior appropriately to meet the needs of the person you are dealing with.

**The only person you can change is Yourself...
You have two Choices...Change the Situation or...
Change your Perception or Attitude of the Situation.**

Your Degree of Impact = Strength of Relationship
Among Components



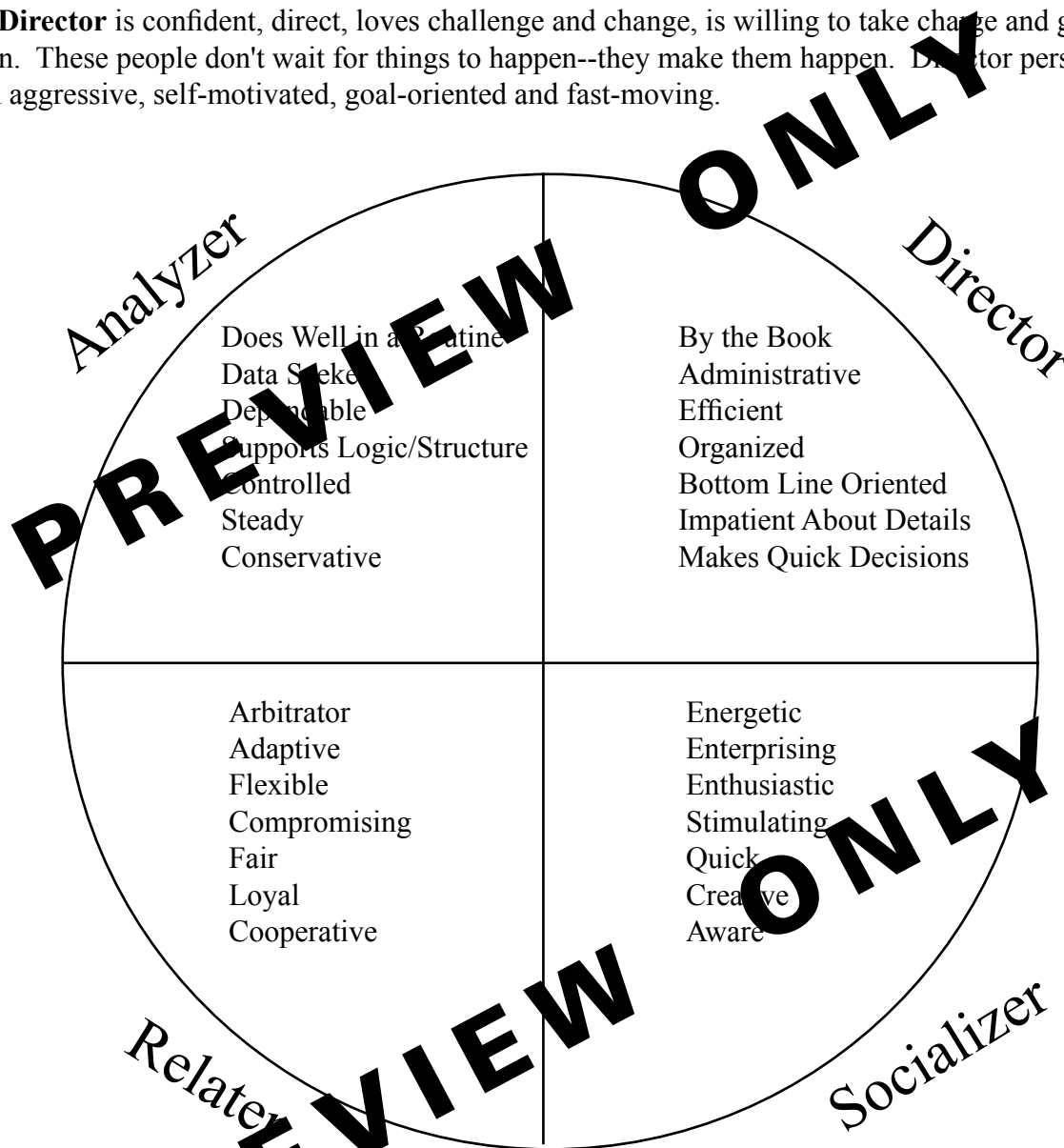
The "Interact With Impact" Model of communication emphasizes the interrelationship among each of the four components (You, Them, Environment and Situation). In addition, the model displays how one's choice of strategy for dealing with the components will impact the nature of the interaction. Your strategy serves as your "focal point of influence" (which is based on the interpretation of an individual's behavior, communication and focus) within any environment, situation or interaction with others.

As you attempt to influence these components...
you are also being influenced by them.

Interact With Impact: Style Preferences

The Analyzer is competent, conservative, correct and conscientious. These are people who follow the rules and regulations. They achieve their goals through planning, education, and persistence. They are the detail people.

The Director is confident, direct, loves challenge and change, is willing to take charge and go for the action. These people don't wait for things to happen--they make them happen. Director personalities are often aggressive, self-motivated, goal-oriented and fast-moving.



The Relater can get the job done and work harmoniously with a wide variety of people. They are good team players and more and more companies are finding that those who succeed in business are Relaters. They are good listeners and prefer one-on-one conversations.

The Socializer is emotional, enthusiastic and tend to be disorganized. They are flexible and playful, and they go with the flow. They are open and outgoing, and enjoy working with people. They excel at motivating people.

Summary Of Behavioral Styles

	RELATER	THINKER	DIRECTOR	SOCIALIZER
BEHAVIOR PATTERN	Open/Indirect	Self-Contained/ Indirect	Self-Contained/ Direct	Open/Direct
APPEARANCE	<ul style="list-style-type: none"> Casual Conforming 	<ul style="list-style-type: none"> Formal Conservative 	<ul style="list-style-type: none"> Businesslike Functional 	<ul style="list-style-type: none"> Fashionable Stylish
WORK -SPACE	<ul style="list-style-type: none"> Personal Relaxed Friendly Informal 	<ul style="list-style-type: none"> Structured Organized Functional Formal 	<ul style="list-style-type: none"> Formal Efficient Structured 	<ul style="list-style-type: none"> Stimulating Personal Cluttered Friendly
PACE	Slow/Easy	Methodical/Systematic	Fast/Decisive	Fast/Spontaneous
PRIORITY	Maintaining relationships	The task: the process	The task: the results	Relationships Interacting
FEARS	Confrontation	Embarrassment	Loss of control	Loss of prestige
UNDER PRESSURE/STRESS/EMOTION WILL	Submit/Acquiesce	Withdraw/Avoid	Dictate/Assert	Attack/Be sarcastic
SEEKS	Attention	Accuracy	Productivity	Recognition
NEEDS TO KNOW (BENEFITS)	<ul style="list-style-type: none"> How it will affect his or her personal circumstances 	<ul style="list-style-type: none"> How to justify the purchase logically How it works 	<ul style="list-style-type: none"> What it does By when What it costs 	<ul style="list-style-type: none"> How it enhances his or her status Who else uses it
GAINS SECURITY BY	Close relationships	Preparation	Control	Flexibility
WANTS TO MAINTAIN	Relationships	Credibility	Success	Status
SUPPORT HIS OR HER	Feelings	Thoughts	Goals	Needs
ACHIEVES ACCEPTANCE BY	<ul style="list-style-type: none"> Conformity Loyalty 	<ul style="list-style-type: none"> Correctness Thoroughness 	<ul style="list-style-type: none"> Leadership Competition 	<ul style="list-style-type: none"> Playfulness Being Entertaining
LIKES YOU TO BE	Pleasant	Precise	To the point	Stimulating
WANTS TO BE	Liked	Correct	In Charge	Admired
IRRITATED BY	<ul style="list-style-type: none"> Insensitivity Impatience 	<ul style="list-style-type: none"> Surprises Unpredictability 	<ul style="list-style-type: none"> Inefficiency Indecision 	<ul style="list-style-type: none"> Inflexibility Routine
MEASURES PERSONAL WORTH BY	<ul style="list-style-type: none"> Compatibility with others Depth of relationships 	<ul style="list-style-type: none"> Precision Accuracy Activity 	<ul style="list-style-type: none"> Results Track record Measurable progress 	<ul style="list-style-type: none"> Acknowledgment Recognition Applause Compliments
DECISIONS ARE	Considered	Deliberate	Definite	Spontaneous