



***How to Succeed, Stay Sane,
and Have Fun At Work***

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RABINER
RESOURCES

MAINTAIN A HEALTHY APPROACH TO PEOPLE

Difficult, or Just Different?

Your ability to interact effectively with others begins with an understanding and acceptance of basic human differences. You and every person you work with has a certain style. You will maximize your ability to be more effective with them (and keep your sanity in the process!) if you understand your style and if you are able to identify, accept, adapt to, and appreciate the dominant styles of others. The good news is that your style and the styles of others are easy to identify and respond predictably and positively to the right approach.

People have been fascinated by individual differences for thousands of years. In ancient Greece, for example, Hippocrates identified four temperaments — Sanguine, Phlegmatic, Melancholic, and Choleric. In 1921, Carl Jung conducted the first scientific studies on personality styles and introduced us to his four behavioral style categories: thinker, feeler, intuitor, and sensor. Since then, psychologists have produced more than a dozen models of behavioral differences, all of which contain a common thread of grouping behavior in four categories.

The version you will learn here is practical and easy to remember. It uses a simple, four-style model that spans all cultures. Distilled to its essence, understanding and using this model equates with respecting and accepting differences to connect positively with others.

“He who laughs, lasts.”

— Mary Pettibone Poole, *A Glass Eye At A Keyhole*

Styles Indicator

1. I am more comfortable making a decision at work when:
 - a. The recommendation works for all parties involved
 - b. The recommendation comes with detailed written data and documentation
 - c. The recommendation gets the job done
 - d. The recommendation feels right to me
2. People at work would say I prefer them to be:
 - a. Detail-oriented and accurate
 - b. Focused on results and fast
 - c. Energetic and spontaneous
 - d. Collaborative team players
3. The people who are the most comfortable for me to work with are:
 - a. Businesslike and professional
 - b. Enthusiastic and fun
 - c. Good listeners and easy to get along with
 - d. Thoughtful and logical
4. Recreational activities that appeal to me most are:
 - a. Exciting
 - b. Relaxing
 - c. Well planned
 - d. Competitive
5. On the telephone at work, I tend to be:
 - a. Brief and to the point
 - b. Thorough and complete
 - c. Friendly and helpful
 - d. Lively and talkative
6. During a heated disagreement, I am likely to:
 - a. Become withdrawn and hold my position until I have time to think
 - b. Do what is necessary to turn down the heat
 - c. Focus on getting you to change your mind
 - d. Maintain my position firmly
7. When I am stressed out, you can help me by:
 - a. Assuring me you will take care of things with minimal conflict
 - b. Complimenting me on the work done so far and providing some comic relief
 - c. Reminding me of the goal and showing me that we are making progress
 - d. Acknowledging all of the issues at hand and providing a detailed action plan for resolution
8. I am a satisfied customer when:
 - a. You are fun to work with and can help me get what I want
 - b. You take your time to find out exactly what I want
 - c. You don't waste any time getting me what I want
 - d. You genuinely care about me as a customer and provide hassle-free service
9. Sometimes I rub people the wrong way because I can be:
 - a. Impatient or bossy
 - b. Indecisive or nitpicky
 - c. Wishy-washy or too nice
 - d. Irresponsible or unfocused

Scoring Grid

Scoring Key					
Question #	"a" points	"b" points	"c" points	"d" points	Your points
1.	10	0	1	11	
2.	0	1	11	10	
3.	1	11	10	0	
4.	11	10	0	1	
5.	1	0	10	11	
6.	0	10	11	1	
7.	10	11	1	0	
8.	10	0	1	11	
9.	1	0	10	11	
				Total	

Key:

- ☆ Write out the total score as a two-digit number. (Example: "3" becomes "03")
- ☆ If the first digit of the total score is 0 through 4, put an X in box 3 and another X in box 4.
- ☆ If the first digit is 5 through 9, put an X in box 1 and another X in box 2.
- ☆ If the second digit is 0 through 4, put another X in box 1 and another X in box 3.
- ☆ If the second digit is 5 through 9, put another X in box 2 and another X in box 4.
- ☆ You should have one box with two Xs, two boxes with one X each, and one empty box.
- ☆ Your style preference is the box with two Xs.

1	2
3	4

Tendencies of Personality Styles

Box 1: _____

Box 2: _____

<p>Peacemaker</p> <p>Good listener</p> <p>Involves others</p> <p>Cooperative</p> <p>Likes routine</p>	<p>Avoids conflict</p> <p>Doesn't speak up</p> <p>Can't act alone</p> <p>Can't say no</p> <p>Resists change</p>	<p>Entertainer</p> <p>Creative</p> <p>Energetic</p> <p>Persuasive</p> <p>Fun</p>	<p>Impulsive</p> <p>Weak follow-thru</p> <p>Dislikes routine</p> <p>Poor listener</p> <p>Easily bored</p>
<p>Scholar</p> <p>Detail-oriented</p> <p>Organized</p> <p>Accurate</p> <p>Good follow-thru</p>	<p>Indecisive</p> <p>Nit-picky</p> <p>Inflexible</p> <p>Critical</p> <p>Slow</p>	<p>Achiever</p> <p>Decisive</p> <p>Gets things done</p> <p>Focused</p> <p>Competitive</p>	<p>Steamroller</p> <p>Bossy</p> <p>Impatient</p> <p>Unfriendly</p> <p>Aggressive</p>

Box 3: _____

Box 4: _____

Four Strategies for Working Effectively with Different People

Golden Rule: Relate to them as they would relate to others.

Working with Box 1 personalities:

1. Create an open relationship.
2. Try to keep things predictable.
3. Use supportive and friendly language.
4. Keep them informed and involved.

Working with Box 2 personalities:

1. Create a fun relationship.
2. Involve them in high-profile projects.
3. Be energetic and use complimentary language.
4. Keep them visible and in the creative process.

Working with Box 3 personalities:

1. Create a respectful relationship.
2. Involve them in work that requires precision and accuracy.
3. Be thorough and logical in your discussions.
4. Give them time to get the job done and praise for precision.

Working with Box 4 personalities:

1. Create a productive relationship.
2. Involve them in work that is challenging and competitive.
3. Be direct and to the point.
4. Give them big, measurable goals.

MANAGE YOURSELF FIRST

Work Within Your Circle of Influence

Imagine drawing a circle around yourself. The things you have direct control over—how you feel, what you think, what you say and do—are within the circle. The things you are concerned about but can't control—how others feel, what others think, what others say and do—are outside your circle of influence.

E _____ + R _____ = O _____

“The law of control simply says we feel good about ourselves to the exact degree to which we feel we are in control of our own lives.”

— Brian Tracy, *The Psychology of Achievement*

Understand the Power of Choice: A C L

A _____ “This is earth.”
“He’s doing the best he can with the skills he has.”
“I’m not the target.”
“It is what it is.”

C _____ Within your circle of influence?

L _____ A legitimate option when necessary.

RELY ON PRINCIPLES...AND THE REST WILL FOLLOW

What are the qualities of people who succeed, stay sane, and have fun at work regardless of what happens around them?

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-
-

The Principle of Principles

Succeeding, staying sane, and having fun does not occur by accident. It happens as a result of a relentless commitment to principles and values.

A *value* is something that is important to you all by itself (e.g., *health, profit*).

A *principle* is something that is important to you because it is a law that connects you to a *value*. In other words, a principle is important to you because of what it gets you (e.g., *exercising, providing customer service*). Principles are, in fact, the natural rules or laws of the universe that generally predict what happens.

The Sequence of Principled Behavior

1. Principles: Do what works, and have confidence that the rest will follow.
2. Values: If you demonstrate behaviors consistent with a principle long enough, the principle actually become a value.
3. Virtues: If a behavior is repeated consistently long enough, it becomes you.

***“We are what we repeatedly do.
Excellence, then, is not an act, but a habit.”***

— Aristotle

The following resources are some of those we used to assemble the material contained in today's program. These are wonderful resources that we recommend you consider as you continue your self-development.

Covey, Stephen R., *The Seven Habits of Highly Effective People*, Simon & Schuster, 1989.

Goleman et al, *Working With Emotional Intelligence*, Harvard Business School Press, 1998.

Best wishes for your continued success,



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