

# How to Manage

## Private & Confidential

### Mr. Thomas Sample

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#### MANAGING

Mr. Sample responds best to an informal leader who emphasises co-operation and co-ordination of effort. The working environment should be procedurally structured but not rule bound. He will seek to develop a personal as well as a working relationship with both his manager and colleagues.

His boss needs to be aware that despite his team-orientation, he needs a significant degree of independence. Consequently, he is normally better suited to roles that allow him to assist and influence the team, rather than become an integral part of it.

Whilst he will look to his boss for direction, he will expect to be given sufficient authority to see a task through from start to finish. However, the opportunity to confer and clarify his position before accepting responsibility, is important if he is to give his full commitment.

#### MOTIVATING

The key to effectively motivating Mr. Sample is the sense of security gained from sincere, frequent appreciation and the freedom to act as an independent member of the team. Basic motivators include security of position, a manager who shows a personal interest, challenging assignments relative to his expertise, clear goals and the opportunity to refer as and when necessary.

Incentives should emphasise co-ordinating the effort of others, co-operation and follow through. Incentive rewards should be practical and prestigious rather than glamorous and where possible, be made publicly. However, care should be taken not to over do the hype. Remuneration should include fringe benefits of a prestigious and practical nature e.g. company car, private health care etc.

#### COMMUNICATING

Participation is the key to effectively communicating with Mr. Sample. If he is involved, he will both listen and respond. Whilst he is normally a good listener, it is important that his manager recognises the need to invite him to put forward his ideas and opinions. Failure to do so will almost certainly result in a loss of attention and interest.

Verbal communication should be even paced, and can be expansive (not detailed) as well as explanatory. Where possible, personalise written communications and ask for a time constrained response. Detailed instructions and terms and conditions should be communicated in writing.

## **DIRECTING**

The most effective way of controlling Mr. Sample is to emphasise his team and colleagues reliance on his co-operation, and the importance of co-ordinated effort.

Despite his friendly demeanour, he will usually continually seek the approval of his colleagues. This can lead to him taking on an excessive workload through a misplaced sense of obligation. His boss therefore needs to monitor this aspect of his behaviour and emphasise the need to stick to priorities. The most effective way of doing this is the provision of control feedback via clear time schedules.

## **SUPPORTING**

Mr. Sample is a self, but not necessarily quick starter. His manager can give effective support through the provision of short-cut start-up methods. He will also normally appreciate being provided with analysed rather than raw data.

His need to gain the approval of his colleagues can interfere with his ability to take harsh or unpopular decisions. His boss can provide support by giving private advice, and overtly backing the decision once it has been made.

## **DELEGATING**

Thorough, informal explanation is the key to effectively delegating to Mr. Sample. It is important that responsibility to act is delegated along with the task. However, it is equally important that he is made aware of the limits to his authority and to whom, and when, he is required to refer.

He tends to enjoy tasks that require him to advise, persuade or organise others for the benefit of the team. Tasks that require rule book authoritarianism or the continual assessment and use of detail should be avoided.

## **DISCIPLINING**

The need to discipline should normally be reduced if Mr. Sample knows he can discuss differences of opinion with his boss without fear of rebuff or arbitrary judgments.

If the need to discipline does arise, a firm but open minded approach should be adopted. This is important because Mr. Sample is justice rather than rule-orientated. An officious, authoritarian approach will often result in him taking a stubborn, defensive stance.

The emphasis of any disciplinary decision should be on sorting out the problem rather than reprimanding. He is unlikely to view leniency as a weakness.

## **DEVELOPING**

Mr. Sample's basic characteristics suggest he should have the ability to lead and organise others in a structured working environment. In addition, he is usually a competent administrator and planner.

Mr. Sample tends to respond well to training that emphasises the development or enhancement of interpersonal, presentation, communication and organisational skills. Assertiveness training should prove worthwhile and mutually beneficial.

While training aimed at improving his ability to deal with raw data and detailed analysis might appear desirable, it is unlikely to have the desired effect.