

Hiring, Managing and Motivating the different personalities

Thank you for taking the time to read our document. This has been cut from our management book which is free on our website. We hope this helps all those who have to hire and fire people for a living. It's a hard job but your job can be made much easier with a little understanding of the different personalities and how they can be managed and motivated.

The key is to hire the right personality types with the right experience for the correct positions. When this happens the department will run smooth and produce. Of course experience and abilities are as important but that is another area. When you find the applicants with the right experience and abilities then it's time to see if they will "fit" in your group and work well.

The Personality Types

The leader - The A-type personality

We all know a certain type of individual that everything they touch turns to gold. If they buy swamp land you or I wouldn't touch, it gets a freeway put through the middle of it with an off ramp at their location. They always seem to have the correct answers and timing.

Why are they so different? The first thing we will see if they take the Personality Profile is they are usually an A-type, very independent, analytical, with a good decision level. The A-types seem to have a sixth sense that allows them to see opportunities most of us miss. They are the entrepreneurs, people with a vision, workaholics.

They come off as the best thing since sliced bread. The fact is, they may be looking for an **opportunity**, not a job, and you can provide a steady income until their ship (opportunity) comes in. You can take advantage of this person if you offer them a piece of the action and total freedom to make things happen. They will be the most loyal, committed **partner** you have ever had, but be prepared to relinquish some power and pride. It's a small price to pay for the rewards.

Be aware, the true A-type is usually stubborn, not very detailed, very patient, very independent and analytical. Most of their traits will be extreme. They will also be very realistic and have a good stress management level.

A-type personality strong traits:

Patience, persistence, leadership capabilities, entrepreneur spirit, decisive, independent.

The A-type personality requires a development of a relationship, rather than a quick, fast relationship. They have a strong sense of loyalty and commitment and will easily turn problems into opportunities. They enjoy the challenge and play to win. Entrepreneurs with vision.

Thinking fast on their feet, they can handle a number of situations without risk of overload. They handle stress well because they are well paced. They respond well to risks and opportunities but will need *incentives* in order to set their goals high. They are decisive and will respond and act on their decisions. Independent and self managed, they see the bigger picture. They do not enjoy hype but rather management by direction. They are excellent in problem solving and on the job, do not require admiration, but respect. They strive for excellence and sooner or later will want a piece of the action. Usually educated because of their need and intrigue for constant learning. Usually skilled in many areas.

Most likely positions:

A-types are most likely found working in high level positions, management, sales and independent contractor type positions. Works well with B, C-type personalities. The majority of presidents and owners are A-types.

Team positions :

Leader, Sales, Implementers

Have personality will travel - B-type personality

Who is that dancing on the table with the lamp shade on their head singing "My Way"? Yes, it's a B-type personality, at a party, filled with energy and good time feelings. Tomorrow, they may not feel too good, but tomorrow is a *long* way off. Besides, they can call in sick. Don't try to tell them any different or they will call you a "party pooper". The B-type needs excitement, like a drug addict needs a fix. They need to feel the power of a hundred people in one room and the energy of a rock and roll band, the thunder of a dozen race cars.

The B-type is impatient, demanding and sometimes quite child like. They love parties, traveling, music and anything to do with a lot of noise and hype. They can make great salespeople, musicians, artists, hairstylists and speakers. They can convince you to go to extremes and always seem to have that extra energy to go on, to do more and the *persuasiveness* to convince you to do it with them.

Don't look at the B-type for an accountant or any other serious position, or a position that entails tedious work, long hours or mundane tasks. When you take out the charts and graphs, you'd better wake them up they're snoring. Instead, look at the B-type personality to do the fun and exciting positions that change from day to day. (Throw in a vacation package as a reward and the B-personality will win every time, and want to take it immediately).

The B-type will talk for hours, about anything. They like the sound of their own voice. If you are a high pressure telemarketing company, the B-type is just what you are looking for. They will need good direction but will produce if you make the position exciting! The B-type gets bored quickly, so be sure to change the scenery often.

B-type personality strong traits:

Creative, artistic, outgoing, talkative, persuasive, people personality

The B-type personalities have a need for a lot of rest since their energy level is high. Usually cheerful and enjoy the hype and fast paced atmosphere. Spontaneous, they need direction to be consistent but if they enjoy the position they will stay consistent. They have child like qualities and get along with most people. The B-types have a need for feedback, to be liked and admired. This trait sometimes affects job performance.

Don't plan on forever with this person. They need constant change in

order to be contented. They are unstoppable, persistent and quick to make decisions. Charming in nature, socially assertive, a go-getter. They talk a great talk, play a great game, but would rather play by the rules. Always looking for a brighter tomorrow. A true networker that is talkative, optimistic, enthusiastic and they are very excitable.

Most likely positions:

B-types are most likely found working in sales, management, advertising, customer support, entertainment, travel positions, food/beverage and hair salons. Works well with an A-type personality. Usually incompatible with C-Type personalities.

Team positions:

Research via telephone or in person. Artistic, Sales, or Public Relations.

The serious one - the C-type personality

The C-type individual takes everything seriously. The world is about to end if the check is late, or the bank book is not balanced to the penny. If you tell a C-type personality that 75% of the population is for change in government, 25% are not for change, and 4% are undecided, the C-type will inform you are full of hot air because the figures don't add up! (They analyze every word)

The C-type will never again believe what you say without analyzing your facts and figures. The C-type personality is very consistent, analytical, detailed and patient. They will spend enormous amounts of time on a simple problem or decision. They want all the facts and figures before making a decision. The C-type is usually a perfectionist.

If you are trying to sell a C-type personality, good luck! You will need an innovative brochure, filled with information, maps, charts, graphs and a month for them to figure it all out and make a decision. Don't push them or you may wait a long time for that decision.

They tend to enjoy non-fiction books, manuals, and educational television programs. They are humanitarians and environmentally conscious. Welcome to the world according to the C-type personality. They make great accountants, computer technicians, lawyers, politicians and anything to do with numbers. Don't give them hype or glitter, but a solid foundation in which to work from. They are very loyal, patient and make excellent employees *if* their conditions are met.

C-type personality strong traits:

Deep and thoughtful, perfectionist, analytical, sensitive, detailed, consistent.

The C-type personality is steady, serious, consistent, patient, and detail conscious. This individual needs purpose. Their motivation is for personal glory and self-gratification. They are sometimes emotional, sensitive, and usually compassionate.

This person needs structure and direction in their day to day routine. They don't strive to be a star but strive for perfection and consistency. Usually low keyed, reliable, cool, methodical, and not very excitable. They desire long term positions and would rather be delegated to rather than lead.

Analytical, strong listeners, their approach to work is patient, systematic and by the book. Well balanced with an even temperament. They have a willingness to please others, tolerating most people (except the B-type personalities).

Most likely positions:

C-types are most likely found working in accounting, engineering, banking, customer service, administrative, computers and secretarial type positions. Works well with A and D-type personalities. Usually incompatible with B-type personalities.

Team Positions

Accounting, analytical research, detailed work, quality control, production, technical.

Happy go lucky - D-type personality

The other personality type we all know is the happy go lucky, not in any hurry, nothing matters much type of individual. We sometimes envy this person because nothing seems to get to them. They are content being where they are and with what they have. We are describing the D-type personality. They seldom want to work more than play, or worry about tomorrow. They seem to float through life, enjoying each day as it comes, come what may.

We need this type of person for the more mundane type of jobs that need to be done. The positions that require pure dedication and boredom that would drive the rest of us crazy are welcome to the D-type. The D-type personality needs a secure environment, steady wages and rules to work by.

The D-type seem to have an inner quality that let's them feel secure in themselves and contented. They don't need to impress you or over-achieve. The D-type has a pleasant personality that lends balance and stability to the workplace. They are not fast paced nor slow paced. They are just evenly paced. They tend to be emotionally stable with a good sense of humor. They are loyal and are all round good employees.

D-type personality strong traits:

Low keyed, charming, competent, calm, patient, compassionate, good listener, all purpose person.

The D-type personality is consistent, calm and patient. They like to be involved in everything but rarely accept responsibility for any of it.

An all purpose person, usually needing a well structured environment. This type personality lacks the high competitive need, drive and aggressiveness of the A-type personality or the need for hype and change of the B-type personality. This individual has no need for fast action, but rather a more firm, quiet, and consistent position. Their energy level and pace is consistent, (not slow or fast) and they are well balanced. They can be persuasive and charming.

D-types set realistic goals and cope well with problem situations but rarely try to solve them. They enjoy being managed by direction, rather than to lead. They are listeners; always consistent and contented with low key positions and environments.

Most likely positions:

D-types are most likely found working in nursing, teaching, customer service, administrative, secretarial, government and retail type positions.

Works well with C-type personalities.

Team Positions

Production, labor, research, quality control, clerical, computer operations, production, technical, Customer support.

When Personalities Clash

The average person has a mixture of traits from all the personality groups. Most everyone has one dominating group and a secondary group. If the dominating group is an A-type and the secondary group is a C-type, you have a clash. These two groups are like night and day. The results are, this individual can be either way when they *want* to be. They will usually be like the dominating trait during normal times, but when the ax falls, may revert to the secondary group for some needed traits.

Some of the best managers, CEO's, and presidents are A-type dominant and C- type secondary. The A group provides the vision and leadership needed to direct the company, and the C group provides the analytical and common sense to overcome problems. Great people have a close score between the dominant and the secondary group scores. The other two groups will be much lower. The score for one of the CEO's of one of the largest corporations in the USA had the following group scores:

A-Type = 38 %
B-Type = 10 %
C-Type = 31 %
D-Type = 21%

As you can see the two top scores are close. The others are far behind. One of the best salespeople tested had this group score: A group = 32%, B group = 40%, C group = 18%, D group = 10%. Make sure you know what you are looking for *before* you hire. The third highest group is more than likely the way the applicant is at *home*.

If you're looking for a salesperson, benchmark the best 2-5 salespeople in the company now. Use this as a guide for new applicants. If new applicants make the grade, administer a Sales Aptitude test. If the applicant meets the grade on both tests, you have exactly what you need. Use the personality profile to help current employees realize their weak areas and help managers/supervisors manage them more effectively.

When two paths cross

You have produced a profile report and the applicant shows a 31% A-type and 30% B-type. Who do you have? At times, you will see the strong A-type appear, and other times you will see the strong B-type appear. We are never 100% in one group.

If the dominating group is A, you will see an A-type most of the time. If the secondary group is B, you will see the B traits some of the time. If you are searching for an accountant and the main group is C and the

secondary group is B, you may have a problem. The two groups are extreme opposite. Opposites attract, if a C-type is married to a B-type, the two parties will pull from each other taking dominating traits along. This means the applicant will be a C-type most of the time and may try to be a B-type in some situations.

The A-types commonly marry a D-type. The B-types commonly marry the C or A-type. Why is that? Sometimes people enjoy a relationship with an opposite personality because it brings out traits that are hidden or simply not there. Although opposite groups marry, they rarely work well together.

Being married to the opposite group, you will pull traits from this group. Therefore, your secondary group may reflect the spouses personality group, although your natural secondary group may be different. This is also true about your parents and family members.

Managing The Different Personalities



Knowing what to do... and when to do it!

As a manager or employer, you try to do the best you can. You do it from **your** prospective. You may be an A-type personality. What works for an A-type is not necessarily good for the other personalities.

It is vital that you know what another personality group wants and needs are which will help your company immensely. One example of a personality clash is an A type interested in results and a C type interested in details. The results person is direct with a bottom line attitude. This personality collides with that of a detail-orientated person who is very analytical and extremely uncomfortable if all steps of a plan are not laid out. When these two employees meet at a table to discuss a project, the results person (A type) complains his co-worker is too picky and prolonging the progress. On the other hand the C-type detail person feels his co-worker is going to mess up the project without a plan, and that the whole project is headed for a disaster. To be successful, the two must recognize that each need the other and they both bring something to the table that will enhance the overall effectiveness of the project. You have to appreciate differences and know that someone different can fill in gaps you cannot to fill. Not resolving conflicts leads to back-stabbing and negative attitudes that are contagious. If untreated, this low morale can result in turnover, a costly process in any business. These situations also affect customers who pick up on the tension and observe the attitudes.

First, you need to have the same type personality groups in the same department. You can then design a promotion, which will reward those that excel. Everyone will be excited about the promotion and the department should do well.

If you have three B-type personalities, and three D-type personalities in the same department, no promotion will work.

The B types will laugh at a D-type promotion and the D types will shun a B-type promotion. You will wind up with 50% production, added expenses and a failed promotion.

If you must have different personality groups in the same division, you

may want to have 2 different types of promotions and allow the employees to sign up for the one they want and design two separate teams to work on different projects or work at different tasks.

Managing the A-type personality

The A-type is your leader, driver type and is usually very independent and stubborn. It's almost impossible to manage the A-type. If you hire an A-type, be sure to give them room to breathe and a general direction in which you want them to go. Don't give them orders or ultimatums but instead ask them how they feel about the issue. Debate the issue as to the pros and cons. You can win only if you allow them to see your side in a positive manner. The A-type is motivated by **money** and **challenge**. They have no room for non-logical thoughts and actions that will not result in a monetary reward. The cheer leading type seminar or meeting is a real turn off.

This individual has a great need to feel like a part of what is happening, a cog in the wheel. One of their greatest fears is being taken advantage of. They want to hear only the bottom line. Don't paint a pretty picture or beat around the bush. Give them the bottom line figures and facts, good or bad. Remember, they thrive on challenge so keep the pace up and throw everything you have at them to keep them from getting bored.

They need to know they can move "up" in the company and there is an opportunity. A-types seldom seek a job, only opportunities. The last thing they want is a boring, mundane type "dead end job". The first time they feel stuck or trapped, they will want to move on. They may threaten your position. To out-smart them, work with them to get yourself promoted so they can have your position. The A-types are good at this and would rather work with you than against you, but be aware, they will steam roll you under if you get in their way.

The A-type is very independent and may not take direction well. You will have to convince them going in your direction is best for *them*. They usually have little compassion traits and most are too busy working to take the time to care about someone else. They typically don't waste time or money. In dealing with the A-type, you will have to let them run the show with little interference.

The A/C is the strongest of the A types followed by the A/B. The A/B will be less of a problem in the direction department but will lack some of the leadership qualities the A/C has. Rarely will you see an A/D.

These two groups are exact opposites. The A-type commonly acts like a D-type when at home relaxing. When they're working and see a D-type at work, they perceive it's like they're not working.

The A-type has a big ego, so avoid reprimanding them in front of others. The A-type can do most anything and loves to learn. They will try most anything if they think they can make money or move into a better position.

POSITIONS: High executive positions, Independent Contractors, Managers, Professional Services, Sales, Marketing, Consulting

MOTIVATORS: Reward by offering more responsibilities / money / challenges

TURNOFFS: Talking too much, routine, non-logical people, demands, wasting time or money, being taken advantage of.

Managing the B-type personality

The B-type is very outgoing and loves excitement and hype. All that glitters is gold to the B-type. They need good direction but will be consistent once they are taught. They hate to read manuals, listen to facts and figures or get complex. They thrive on excitement, change and hype. They tend to be fairly emotional and self-sensitive. They need constant reassurance and rewards in order to give 110%. The B-type loves to talk. This is the area you will have the most problems and rewards with.

This individual has a short attention span and will want to do everything at once, without completing any of it. When dealing with the B-type, you will need to be strong and deal on the emotional side of the issues. Logic rarely enters their minds so facts and figures will not interest or persuade them. Help them finish what they start.

They need constant change. If working in a small area, make sure it has windows and is open. If it is possible, play music or allow a TV to keep things active and changing. The B-type has a problem following rules so make sure they have a good understanding of what you expect before you hire them. Being on time and time management is another area you may have problems with.

Most B-types are fairly flexible when it comes to work. Usually a volunteer, they don't mind doing different tasks or being pulled off one job to do another. They do have a huge ego so be careful in this area. The B-types can be very child like and if you deflate their ego, they will become depressed and will not give 10% never mind 110%. The quickest way to lose a B-type is routine and rejection.

The B-type is a natural salesperson, hair stylist, designer, entertainer or public relations type person. They have a need to be liked and will go out of their way to please someone they care about. If you handle the B-type right, you will have a happy, productive employee.

Make the work as exciting as you can with prizes and trips as a reward. Reassure them they are doing a good job and are a valued part of the team.

Money rarely excites the B-type. Place posters in the work area showing successful employees and the B-type will work very hard to be on the top of the list. They are extremely competitive. A special parking space for the employee of the month works well also. Health

spa memberships, dinners, trips are all ways to motivate the B-type.

A good working relationship requires a daily pep talk and good direction. If you do all this, you will be rewarded with great production, morale and a very loyal employee.

POSITIONS: Hair stylist, Entertainer, Sales, PR work, Trade Shows, Travel, Creative/artistic positions, Sales Trainer

MOTIVATORS: Reinforcement of praise, Prizes, Attention, Excitement

TURNOFFS: Graphs/charts/figures, manuals, routine, rejection, serious people, confinement.

Managing the C-type personality

The C-type personality thrives on perfection, consistency, routine and challenge. This individual is very analytical, serious, detailed and down to earth. When dealing with the C-type, you need to be logical and honest. There is no room for hype in the C-world. Everything has a place and everything must be in its proper place. This includes *you*.

They work well by themselves with little direction. Once placed on a project, they will work until it's completed. Don't try to move them from one project to the next uncompleted. Don't ask them to do it half-right or in a manner that is not by the book.

They need a secure, steady environment in which to work. The same place, time, desk, etc.

They make very loyal, long lasting employees if their conditions are met.

They need clear-cut rules and boundaries to abide by. If you need to change anything about a C-types work, do it gradually and inform them way ahead of time it will happen. They need the time to adjust and reasons why the change is taking place.

The most important aspect in dealing with the C-type is logic. If it makes sense, they're all for it. If it doesn't, you will have problems.

The C-type is usually quiet and reserved. Serious to a fault and does not work well with the B-types. They do like to argue and their worst fear is criticism. If you need to correct something with the C-type, do it in a positive, non-critical way. Saying, "*What do you think of doing it this way?*", approach works best. Debate the pros and cons toward a "logical" conclusion.

The C-types are not the movers and shakers of the world. They are the anchors, the ones who insure all is correct. They tend to spend too much time on details and make mountains out of molehills. They rarely voice their feelings so you will need to be sensitive and aware when dealing with them.

They need their own "space" to work well. Be it a large private office or a closet. If you need to have them work along side other personality types, use room dividers or some other type of partition to give them their own space. They may not work well under a commission

structure, high pressure, threats or crisis management.

POSITIONS: Accountant, Banker, Engineering, Administrative, Professional Services, Customer Support, Technical sales, Technical writer, and Comptrollers.

MOTIVATORS: Money, challenge, titles, awards

TURNOFFS: Fakes, criticism, loud people, hype, commission pay, unsteady workplace, change.

Managing the D-type personality

The D-type thrives on consistency and balance. They want to come to the same place, desk, job, etc. Don't change a thing. A D-type once said he worked at the same bench, doing the same thing, with the same people for 40 years. Welcome to the world of the D-type personality.

Don't expect the D-type to put in overtime or try to climb the corporate ladder. They don't want to work more than play and a few dollars more than they need to pay bills is enough money for them.

They usually don't expect much from you so don't expect a lot from them. They will come into work everyday, on time and do exactly what they were hired to do, nothing more, nothing less.

They are very easy going type people and have no need for hype or excitement. They like team work and get along well with most everyone. If there is an easy way to do it, the D-type will find it. (Many inventors are D-types).

When managing the D-type, remember, nothing is very important nothing needs to be rushed. They work at their own pace (neither fast nor slow) and little you can say or do will change that. You can scream curse, threaten to fire them, it won't work. I once watched a postal worker, (D-type), take his coffee break precisely at 10:00 am and leave 40 or more people standing in line to wait. Rules are rules according to the D- type.

Make sure they know your rules before you hire them. If you have a good understanding at the start, you will have few problems with the D-type.

Most jobs that would drive the other personalities crazy are welcome to the D-type. They need a steady paycheck and working conditions to give 110%. Of all the personality types, the D-type is the easiest to please.

Most have a good patience level and can deal with many conditions other personalities cannot. Their greatest fear is loss of security. They need to feel secure in their place at work and feel they are not threatened. They will not work well under a commission structure, high pressure, threats or crisis management.

The D-type personality is the most common personality type found in the workforce today.

POSITIONS: Production, Labor, Civil service, Administration, Skilled labor, Retail sales, Secretarial, Real-estate sales, Government work and the Insurance industry.

MOTIVATORS: Rewards, recognition, titles, prizes, time off.

TURNOFFS: Aggressive people, hype, unbalance, loss of stability, change.

E/P-type personality (equal personalities)

There are four basic personality groups in which we function on a day to day basis. The fifth personality is composed of equal parts of all the other personalities.

This individual mirrors the person they are with at the moment, changing with the situation. They can be any of the four group personalities at any given time. They usually will do well at most positions, but will become bored very quickly. Try to find out more about past work history and why your company was chosen to apply to. Page 3 of the report has a paragraph which will explain what the dominating personality is and if this person is a true E/P-type personality or has an E-type secondary personality.

These types of personalities are usually very intelligent and have a great deal of energy. You may find some of your best people are E/P- or E type secondary personalities.

Sometimes a person is so close to all four groups that we can't say they are one group or another. They mimic the personality they're with at the moment. We have found in our studies, these types of people are intelligent, have good energy levels and usually do well at most positions. They naturally make people feel comfortable and at ease.

It is very hard to deal with these types of people on a management level. One moment they are the A-type, the next they are a B-type and so on. Some of the best salespeople are this type. The problem is "who are you dealing with now"?

You will need to be a strong personality type yourself with a high confidence level to successfully manage them. Putting on a promotion is like rolling the dice. What worked yesterday may not work today.

We don't want to put you off on this type personality because many very successful people are this way. You will have to throw out the rule book when dealing with them.

When a report shows a *E type they may have a dominating group but the secondary group is E. This means, when they get pushed into an uncomfortable position, you won't know whom you are dealing with. They will act like the dominating group most of the time, until they're pushed.

Customer support is one good area for this type of personality if the traits are there. They can change their personality to deal with customers on their own level. Sales are another good position. Management positions also seem to work for this type of personality. Make sure the traits fit the position.

Only 1 in 500 people are a true E/P personalities. If they have the true E/P personality, they are in a class all of their own.

Mixing Personalities

No one person is just one or two personalities. We are a combination of all four groups in different percentages. If we answered the 60 word profile sheet honestly (except for the E/P personality) there will be a dominating group score. This is the group the individual will act like on a day to day basis. The secondary group score will influence the personality and may cancel or extend other traits of the dominating personality.

Take for example the B/A personality. This personality is very outgoing, decisive and aggressive. The B traits cancel some of the stress management of the A-type and the A traits extend some of the realist qualities of the B-type. What you have is a mixture of both personality types. If the stress management level is below 6, you will have to deal with this person as a B-type personality with a large ego and self-sensitive. The A-type personality will allow this person to achieve most goals and will give them the added benefits of the A personalities strong traits. They will never be as strong as an A/B personality, but will be more people oriented and may be better at dealing with other employees. They will need more recognition than the A/B type to continue giving 110%.

An A/B-type personality with a high time management score will act differently than one with a low score. Knowing what a trait means and how it will effect the personality can make the difference in managing or hiring them for a specific position. If you have read the trait explanations of this book, then you know the time management level is how a person views life. If they look at life in black and white, right or wrong, they see things as they really are. They will be on time for work and will act responsible. If this score is low, they will see things as they want them to be and will most likely be late for work or call in sick more often.

The full report will allow you to know more about the person you are dealing with and how to manage them.

We sometimes see a D-type personality that is very aggressive. This is unusual and shows us that people are very complex and unique.

64% of all people hate their jobs! Do you think if they found work they really enjoyed, their outlook on life, production and morale would improve? You can make a difference in your company and in your own personal life by knowing who you are dealing with and how to make

that relationship work for both of you.

Your worst salesperson could be your best customer support person. Your worst technician could be your best salesperson, your worst secretary could be your best marketing manager. Don't fire them, fire them up by placing them in the right position for their talents and personality traits!

It costs more than triple to hire, then fire and re-hire another employee. Save yourself time and money and place your employees where they really fit.

One good idea may be to have employees wear colored badges to show which type of personality they are. This would allow others to know instantly how to deal with them. Other companies have tried this with great success.

Motivating the different personalities

What turns on the:

A-type : challenge, money, freedom and more money

B-type : recognition, awards, excitement and trips

C-type : challenge, money, recognition and position

D-type : titles, recognition, awards and security

If you plan your next promotion based on the group personality of the department, you will have a winning promotion.

Working Together

The first rule of thumb is each separate department needs the same type of personality to do a good job. That doesn't mean you can't have an A-type manager and D-type employees. It means that each department needs an overall sense of being to work. If you have an B-type personality working next to a D-type in the *same* position, nothing will get accomplished. The B-type will upset the D-type and

the D-type will bring down the B-type. Promotions will not work and production will suffer.

Test employees in each department, make sub-departments if you need to separate personalities. In sales, you may have the A and C-types work on the corporate accounts. Have the D-types work on the "Mom and Pop" companies. Have the B-types telemarket to bring in the prospects for the other types to close. Split the commission. Have the A and B-types work as a team effort. The same goes for the C and D-types. A and D-types rarely work out working together. B and C or B and D-types rarely do well working together.

If you are hiring a manager, make sure they are an A/B-type if the director is an A/C-type. Two A/C-types usually butt heads all the time. If a V.P. is very stubborn and you hire a director that is also very stubborn, you will have a problem. Hopefully, the V.P. is suited for the position and you find a non-stubborn director. (A/ B means A is the dominating group, B is the secondary group).

If everyone of us was the same, the world would be a very empty place. Everyone has his or her own place in the workforce, in life and a job to do. The A-type seem to be the leaders of the world, the B-type seem to be the motivators and entertainers of the world, the C-type seem to be the politicians, the analytical people and the D-type lends a balance to the other three groups with their wit and charm. Most everyone would like to be viewed as a superstar, but we are what we are. You can't teach personality traits although knowing our weak and strong traits we can work on them, strengthen them, and grow as individuals.

Most successful people have found their niche in life. They have found work they enjoy doing and do it well. As someone once said, "Do what you like to do and you will never work a day in your life." Many people have become doctors, lawyers or other professionals because their parents wanted them to and pushed them into it. They would be more successful and happy if they did what they really wanted to. Maybe your accountant would do much better as your head of customer support. Using the Personality Profile, you can test all employees and find out where they *should* fit. If they are in a position they don't like, you won't get 110%. If your company is restructuring, this is an important move. Don't let the best salesperson you have go, just because they are now a secretary.

Use the Team Design reports on your current employees to see where they would best fit in your organization.

Being a good manager

Hiring good people is one thing, managing and keeping good people is another. If you are fortunate enough to find the perfect person for the position, you will need to give them the right type of support and direction they need. The key word here is "**they**". Not the type of support and direction you want or think they need. The major mistake most managers make is treating everyone the same or treating everyone as they themselves would like to be treated.

The differences between the 26 different personalities is enormous. Treating them all the same, you will lose all but one group or you will not receive 110% from any of them. The A/C personality thrives on freedom, challenge and few rules. The D/C personality thrives on being directed and needs a complete set of rules to work by. Treat these two people the same and you're headed for trouble.

Understanding what each of the five basic type personalities need is not difficult and will improve morale and productivity. It's never easy to change your way of dealing with people but if you have a problem with your people not giving 110% or quitting, it is *you* that needs to change.

You must first understand that the business may be your first interest, but not necessarily your employees. You sign checks they collect checks. You look ahead they watch the clock. Not all employees are this way but the ones that are will have a huge effect on your bottom line if you don't handle it correctly.

People need to be motivated in order to want to do better, take on responsibilities or give 110%. Knowing what motivates the different personalities gives you the key to better employees.

Many times dealing with clients, vendors and others, the person I'm dealing with acts like they couldn't care less, does not know the answers to my questions and some didn't even know who the *President* of the company was! Obviously, this person was the wrong personality, not trained properly and wrong for this type of position. Is this the type of person you want representing your company and public response to your company ?

Poor attitudes will convey the wrong message to your customers. The best test is to call your own company acting like a customer and see what happens.

Good employees start with good management. Good management starts at the top.

Learning to adjust !

Sam needed to hire a bookkeeper. The business was growing so fast and Sam wanted to spend more time on sales. After interviewing twenty or so people, Sam hired Mary. Mary had extensive knowledge, experience and good references.

Mary quit three days later. Mary, like most accountants was a C-type personality that needed a well-structured, consistent working environment. The first mistake Sam made was telling Mary how to keep his books and not giving Mary a chance to show him a better way. Mary was hired because she had the experience but Sam assumed his method was just fine and confined Mary to doing it his way.

The C-type personality is a perfectionist and strives on doing a job well. Sam's method of keeping the books was sloppy and inefficient. This upset Mary and her morale fell through the floor. When you hire experts, listen to their advice. The second mistake Sam made was having Mary fill in at the sales counter when the store got busy as well as run errands. Again, the C-type personality needs consistency. Mary was neither a salesperson nor a gofer. Both of these tasks made Mary very uncomfortable and interrupted her main job of keeping the books. It took Sam years to learn the business, however he expected Mary to do it overnight without her input or without giving her any training in product knowledge or sales.

We are not saying Mary, in time couldn't have helped Sam in other areas but only after Mary felt comfortable about her position and what she was hired to do. Sam should have asked Mary for her opinion on the way the books were kept and listened to her suggestions. This would have made Mary feel important and a part of the business and helped Sam get his books in order. Sam should have given Mary at least two or three weeks to get settled in and then asked Mary what she thought about helping him out at the sales counter or making deliveries. Test yourself? What personality is Sam? (A B-type personality).

Starting out on the right foot

Each position needs a certain type of personality and set of character traits. You will need to test and evaluate the best people in that position now to attain a benchmark as to what you need. If a B-type personality is now doing a great job and you are comfortable

managing that type of personality, you need to hire another B-type personality with the **same** traits. Hiring a C-type personality would cause the B-type to lose productivity and morale. The C-type personality rarely works well with the B-type. If you are starting out fresh, you will need to write down the traits needed or not needed for the position. Check the personality chart to see which personality fits best. Set your benchmark file to represent the traits and personalities needed.

We tend to hire people most like ourselves. Is this what you need to get the job done? You're an owner or a manager. Do you need that type of person to do the job? If not, you will need to realize the person for the job may not act, think, talk or be anything like you. You may feel uncomfortable around this person and may not even like them. You are hiring them to do a job, not be your friend. You will have to know how to motivate them to give 110% and try very hard not to let your true feelings show. If you hire someone like yourself to do a job beneath you, will they last or give it 110% ? Remember, it's not their company.

We have all heard the term, "dead end job." Are your positions "dead end jobs"? In reality, every job is a dead end job if the wrong personality is put in the wrong position; even if it is the president's position.

A Final Word On Personalities

Many of us became what we are because our parents wanted us to be like or better than them. We wanted to please someone else and did what they said. Life is too short to go through it doing a job you hate.

The next time an applicant sits in front of you, ask them,
"Why are you a salesperson, secretary, etc."
"Why are you unemployed?"
"If you could do anything, what would it be?"
"If you could have any position in this company, which one would you take?"

You know the reason. They don't like doing what they are trained for and didn't give 110% to their last employer or maybe the employer didn't give them what they needed.

Using the Plus-32 system, you will know the reason and be in a position to make a change for the better.

The Plus-32 system is a tool to help you evaluate an individual's weak and strong points. It will help you make the right decisions to where this person best fits in your company and where you will need to give them direction and training. Hiring the wrong personality for the position doesn't help you or that person and ineffective management adds to your problems.

We sincerely wish you the best of luck effectively placing employees and bettering your business. It is our strong belief the Plus-32 system will help you do so. We will be happy to answer any questions you may have. Our support team is ready to answer all your questions.

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