

Interests	Idealists	Artisans	Guardians	Rationals
Educational	Humanities	Arts & Crafts	Commerce	Science
Preoccupation	Morale	Techniques	Morality	Technology
Vocational	Personnel	Equipment	Materiel	Systems

Table 4.1

INTERESTS OF THE TEMPERAMENTS

Interests of Idealists (NFs)

Idealists are drawn to the humanities, especially to professions that involve communicating ideas using words. They enjoy communicating with people. If they work at it, they usually become very proficient at writing, and many of them become teachers or writers of literature.

The humanities do not just consist of literature, however; many Idealists find themselves drawn to the social sciences, particularly the fields of mental healing, and personal or religious counseling (Keirsey, 1998, p. 130). In fact, the motivation of many NF individuals is to be helpers. They also tend to be strongly interested in *self-actualization*, a term Abraham Maslow used to mean that they are motivated to fully express themselves. To use the slogan heard in many U. S. Army recruitment commercials, self-actualization is to "Be all that you can be."

Idealists are also concerned about morale—with the feelings of worth that others have—that is, with their self-image, their self-respect, self-esteem, and self-confidence. They are concerned that people in teams have high morale and when decisions are made, the NF is likely to weigh very heavily how the decision will affect the feelings of others. It is here that a conflict may exist between the NF and NT, with the NT being more concerned about economic or technical issues, the NF about feelings. In the extreme, the NF may be viewed as a "bleeding heart," and the NT as cold and uncaring. Neither extreme is likely to be true, of course.

When an NF individual finds a job in personnel, you can be sure that the needs of people will be placed high on the priority list. They will be strong advocates for human resource development, for treating people fairly, for eliminating sexual harassment,

Since the Artisans are diagonally across from the Idealists on the Keirsey matrix, we could expect them to have very different interests as well, and they do. In school they tend to head for the arts and crafts and stay away from the humanities and sciences. They are, in fact, often bored by the guardian-oriented tone of school curricula and try to relieve their boredom in ways that teachers often find disruptive. It is these children who are often diagnosed as being hyperactive and placed on drugs to control their behavior. Since they represent about 17 percent of the population, this is a significant number of children.

Interests of Artisans (SPs)

on the job, and for generally helping people find a rewarding home in the workplace. However, many human resource administrators are Guardians (just as many managers are), and while these people are not uncaring, they do not express the same concern for people as do the Idealists. In fact, many employees who go to personnel seeking counseling or some other form of personal help find that they do not receive the caring response that they expected because the guardian administrator simply does not fit the counselor mold as well as the NF does.

Idealists are drawn to the humanities. They communicate ideas using words. They are concerned with the feelings of others.

**Idealists
(NFs)**





Artisans (SPs)

*Artisans are driven to
master techniques.
They head for the arts
and enjoy speech-
making and making
deals.*



In any event, arts and crafts isn't just about painting or sculpting. It also includes athletics; cooking; literary, martial, mechanical, theatrical, and industrial arts; and as Donald Trump has called it, the "art of the deal" in business. Artisans tend to excel in any of these.

Artisans are really driven to master techniques. Note that we are not saying technology, which they may actually avoid. Techniques include playing musical instruments, painting, sculpting, catching, kicking, throwing, and using various instruments. Surfers are a great example. Whether it be speech making, making deals, or woodworking, the SP is drawn to techniques like a fly to honey.

They do love working with all kinds of equipment. They must drive race cars, pilot planes, steer boats, wield scalpels, and so on. Keirsey speculates that in prehistoric times the "Artisans must have been the chief hunters and the finest warriors. The sling, the club, the spear, the bow and arrow; these equipped the SP tribesmen for their deadly art" (Keirsey, 1998, p. 45).

Interests of Rationals (NTs)

Unlike the Idealists and Artisans, who tend to avoid the sciences, the Rationals are drawn to them. However, they avoid the humanities, where the other two temperaments are very attuned to

studied by anthropologists, biologists, ethnologists, psychologists, They are intrigued by machines and organisms. Organisms are may be either engineers or architects.

The Rationals are preoccupied with technology, which can be thought of as the "logic of building," whereas the Artisans are concerned with the "skill of building." The Rationals may design the building, but the Artisans will construct it. In fact, Rationals

Long ago Rationals were the tribal sorcerers, attempting to bend nature to their will; later, in medieval times, they were the alchemists seeking the philosopher's stone. Today, the largely clerical curriculum in most elementary and secondary schools is boring to NTs, simply because it is wrong for them. What arouses their inherent curiosity is the work of science—logical investigation, critical experimentation, mathematical description—and it can engage and absorb them in lifelong study (Keirsey, 1998, pp. 176-177).

He goes on to say, (Keirsey, 1998).

them. Keirsey says that Rationals should work with systems, rather than with material, tools, or personnel

material: military supplies and equipment
material: something used to make items

Rationals are drawn to the sciences and it can engage them in lifelong study.

(NTs)



and sociologists, while machines are studied by engineers of all kinds. The complexity of these organic and machine systems fascinates Rationals.

Interests of Guardians (SJs)

Although the Guardians and Rationals comprise only 50-odd percent of the population, Keirsey believes that they make up about 80 percent of corporate populations. This is interesting because they are diagonally opposite each other in the temperament matrix. The Guardians are cooperative in their use of tools and concrete in their communication, while the Rationals are utilitarian in using tools and abstract in their communication. And naturally, their interests are also diametrically opposite.

The Guardians are very concerned about morality—not morale—the right and wrong way to behave. They are drawn to commerce and may have an aversion to technology. The Rationals are just the opposite, so you can expect friction—indeed significant conflict between these two temperaments—and that is exactly my experience with them. They have difficulty communicating—the Guardian preferring concrete, fact-based statements, while the Rationals are talking in abstract terms about concepts, the big picture, system interactions, and so on. The Guardian wants to see rules observed—especially rules concerning the use of tools (remember, this means anything from a real tool to an automobile), and the Rationals think rules are for mere mortals perhaps, but not for themselves.

Then there is the clash over commerce versus technology. I have worked with NT engineers who have no sense of project budget concerns or deadlines. They are in pursuit of the dream of creating a perfect machine, and damn the schedule! They complain bitterly that insisting on meeting deadlines means that they cannot do a *good* job. They really mean that they can't make it perfect although of course, by definition, perfection is unachievable. They have a very hard time "satisficing"—making it "good enough" for the present, then coming back later to improve it. If you left the release of new products to the perfec-

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not for the Guardians. The clash over commerce versus technology. I remember the first time I met a Guardian who had no sense of project management. He was a very good engineer, but he was not a project manager. They are in pursuit of the dream of perfection, and damn the schedule! They are not interested in meeting deadlines means they are not interested in the real world. They really mean that they can't do it. They are not interested in the real world, by definition, perfection is a very hard time "satisficing"—making something good enough for the present, then coming back later to perfect it. The Guardians are not interested in new products to the perfec-



Guardians (SJs)

Keirsesey says that guardians make up about 80% of corporate populations. The guardians excel in logistics and are natural organizers.



tionist engineers, products would never get released because these engineers could always find a way to make them better.

What the Guardians really excel at is logistics—the handling of materiel, military equipment, and supplies. Here again there is a source of conflict with the Rational, who is a natural strategic thinker, seeing the big picture, the grand game plan, while the Guardian is thinking about the "nitty-gritty" details of "feeding" the troops who must execute this great plan. Interestingly, the Germans learned the hard way during World War II just how important logistics is when they got their troops into Africa and couldn't fight because they had no ammunition and other supplies.

Guardians are the natural organizers. They love occupations that deal with managing materiel, organizing things, scheduling, keeping things running smoothly, and keeping records. They are stabilizers, trying to keep the ship on an even keel, while the NT Rationals want to change the direction of the ship. In fact, visionary leaders often find that the Guardian middle managers may block the very change in procedures that they (the Visionaries) are trying to implement. This is not deliberate sabotage, however. The Guardian was hired to do exactly that—to stabilize things.

MOTIVATION PATTERNS

I have already said that we are motivated to satisfy our needs, and that these fall into five broad categories. It is also true that each person has his or her own way of doing this—by engaging in a certain pattern of activity. Some examples of such patterns include innovation, being an expert, troubleshooting, learning, self-development, helping, organizing, defending, and teaching. It seems natural that each temperament might be drawn to a particular pattern of activity, based on the typical interests that they have.

For example, I would expect that many Guardians would be defenders and organizers. Defenders are those who are very concerned with ensuring that rules, regulations, and procedures are followed. The stereotype is the bureaucrat, and indeed, there is no doubt that many bureaucrats are Guardians.

The NF Idealists are definitely motivated to be helpers. They frequently find careers in the helping professions, which I believe includes being professional diplomats, which is their natural intelligence. They are also drawn to self-development, but of a special type—often involving spiritual pursuits, making themselves better human beings. The NT may also be a writer or teacher. If a writer, they may be innovative in the use of words. As teachers (which may be thought of as a helping profession) they may also be innovative, like Jaime Escalante, which can arouse the indignation of the more traditional SJ teachers (which is what happened to Escalante).

The Artisans love mastering techniques, which can be thought of as self-development, but which could also be thought of as making themselves master craftspersons. They may also enjoy troubleshooting.

The NT Rationals clearly are drawn to innovating. These intuitive thinkers love system design, creating beautiful buildings, and other such pursuits. They may also be experts, reveling in filling their heads full of information, and having people ask questions that they can answer. They tend to be lifelong learners, as stated earlier, studying science and technology.

It is actually fairly easy to determine the pattern of activity that motivates an individual. The reason is that these patterns

are repetitive. That is, we tend to engage in the same pattern of activity every time we are motivated, so the key is to examine situations in which people are motivated and determine what they are doing.

Begin With a Job

To do this, I go through the following procedure. I ask the person to tell me about a time when he (to avoid the awkward construction he or she throughout this, I am going to use he exclusively) was involved in a job that really "turned him on." "It was a job that you really enjoyed, looked forward to doing, perhaps thought about a lot on your way to work," I say. "Do you remember something like that?"

Usually every person can tell me about at least one work experience that was motivating, but if he can't I switch to another category, or I may ask him to describe the ideal job. What would it be like? What would he be doing in it—that is, what part would he play?

As the person tells me about the job experience, I make mental notes. You have to listen very carefully, so you remember almost every detail.

Then Ask About a Hobby or Sport

Then I ask him to tell me about some outside activity he engages in. It must be an activity, not some vegetative thing, like lying on the beach in the sun. That is not a motivator (as an activity) but a mode of relaxation. I'm looking for a hobby or sport. Perhaps golf or tennis or woodworking.

Here you must be specific about what the person does in this activity. For example, I have known individuals who would just as soon play golf alone. I can almost guarantee that such individuals are Artisans, who care only about perfecting their skill (technique) at the game. The social aspect does not interest them whatsoever.

On the other hand, there are those who wouldn't dream of playing golf alone. Golf, for these individuals, is a social thing, and the score isn't as important as the social component. No doubt these

are Extroverts (who draw energy from the outside world) and for whom the pattern of activity may simply be social interaction.

Then there are those who are so highly competitive that they, too, could not play golf alone, because their objective is the destruction of the competitor. For them, it is not "how you play the game" that counts. Winning is everything. Their pattern of activity is proving that they are better than others.

Next, Ask About a Fantasy or Dream

Now I ask the person to tell me about something he has always wanted to do but has never gotten to do. I refer to it as a fantasy or dream—something from his "wish list." Many people tell me they would like to travel. Here again, you must get specific information. "Would you prefer to see four cities in three days or stay in one place for a week? Would you want to spend time living with a local family or just sight-seeing. Do you prefer sight-seeing with an organized tour or strictly on your own?"

I sometimes ask, "What's the big deal? What do you think you would get out of it?" The answers to such questions tell you a lot about what motivates the person.

Now Look for the Pattern

Once you have these three activities, you will find that there is a thread that runs through them. Every single one will contain the same pattern of activity. It is not the *content* of the activity that matters but what the person *does* with the content that counts.

When you are learning to do this, it helps to do it in a group of three. The third person can help you process the data you have obtained from the interviewee. Then you can rotate, so that each of you gets to interview, be interviewed, and be a helper.

You will find that most people do not have entirely pure patterns. For example, I am a helper/innovator. I love to create something new—and if it is something that will help people as well, then I get a double payoff. I also use teaching as my helping profession. I could be a clinical psychologist, and would enjoy it, but I



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can reach far more people through writing and teaching, so that is my approach to helping.

However, I started out as an engineer, and designing communications equipment was my true love. That was the NT component of my personality coming through because I am part T and part F, with F being stronger. So I share some motivation with both temperaments. You probably will find that most people are like this, unless their T-F, J-P, and S-N scores are off the scale in one direction—that is, the person is all T or all F, all J or all P, and so on. You seldom find this, however.

WHAT THIS MEANS FOR PROJECT LEADERS

Project management has been likened to herding cats. Anyone who knows cats can immediately appreciate the irony. Cats don't herd very well. They are very independent creatures. I happen to like cats a lot, and I have firsthand experience that validates this assertion. And it is true that members of project teams seem like a

bunch of cats, each going in his or her own direction, refusing to follow your lead. Why is this?

Well, it could be that you are lucky enough to have a team consisting of all of the temperaments. It is, of course, a mixed blessing. On the one hand, diversity brings strength to any problem-solving team. On the other, that diversity makes it exceedingly hard to reach agreement on anything.

Most importantly, however, it may be that you are not engaging the person in the motivation pattern that fits his or her temperament. If, for example, you try to make an NT do detailed logistics work, you are going to destroy his or her motivation. Remember, the SJ is the logistics person, and the NT is a strategy person.

The Leader's Job

I have said that leadership is the art of getting others to want to do something you want them to do. Keirsey has a nice way of defining the job. He says, "The leader's objective, whatever his or her temperament, is to execute a plan of operations in the pursuit of a specified goal" (Keirsey, 1998, p. 287). He goes on to say that achieving a goal requires a certain kind and degree of intelligence, so that leaders must take into account their own intelligence, as well as that of their followers. Since various facets of a complex project will require different kinds of intelligence, the job for a project manager is to match talent to task.

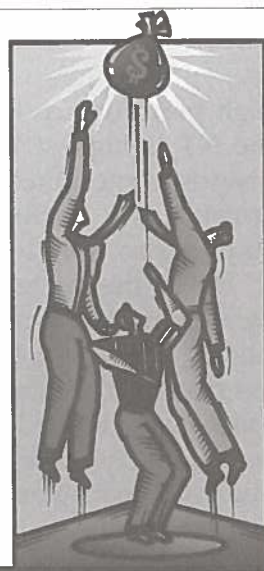
This makes sense so far as task performance is concerned, but there is the motivation aspect as well. As I have said, you are only a leader if you have followers, and you will only have willing followers if you are taking them somewhere that they want to go and if you are helping them meet their needs in the process.

Now one of the strong needs that all human beings have is to be approved of by others—especially their leaders. So one of the acts that is more important to a leader than almost anything is to show followers that they are appreciated.

Are a paycheck and the satisfaction of doing a good job not enough? No. This is not to say that they are unimportant. They



*We want to be appreciated
in proportion to our
contribution, from the
person in charge, in
addition to a paycheck and
job satisfaction.*



just aren't enough. We all want appreciation, and we want it from the person in charge. Furthermore, we want to be appreciated in proportion to our contribution. It also turns out that the big contributors also have the greatest appetite for appreciation. As Keirsey puts it, "Achievement generates appreciation hunger" (Keirsey, 1998, p. 288).

I have often had this discussion with managers who feel that the need to express appreciation to employees is just "touchy-feely" stuff. "They're getting paid to do the work," protest some managers. "Why should I have to tell them I appreciate it?"

These managers are clueless about people. And there are a lot of them, apparently. Many employees have confided to me that their bosses don't seem to appreciate what they do—that they are taken for granted. And you can bet that if you follow those high achievers whose bosses fail to show appreciation for their contributions, sooner or later they will leave the job in search of a place where their work is appreciated.

Now remember that each temperament has high intelligence in one of the four categories: strategy, diplomacy, logistics, or tactics. That means their best performance tends to be in terms of one of these. It also means that leaders must express appreciation for

high performance in that person's intelligence. So, for example, the NT is highest in strategy. He or she will tend to make the greatest contribution in matters dealing with the big picture, with systems, and in creating new products, buildings, or organisms. So they also want to be appreciated for those contributions.

Here's the catch: Leaders have difficulty appreciating the intelligence of temperaments other than their own. The Guardian leader, whose strong suit is logistics, has difficulty appreciating the strategy contribution of the Rational. This is probably one reason why engineers hate being led by non-engineers. The non-engineer is likely to be a Guardian, given that about 55 percent of mid-level managers are of this temperament. And this being the case, the guardian manager does not appreciate the contributions of the rational engineer.

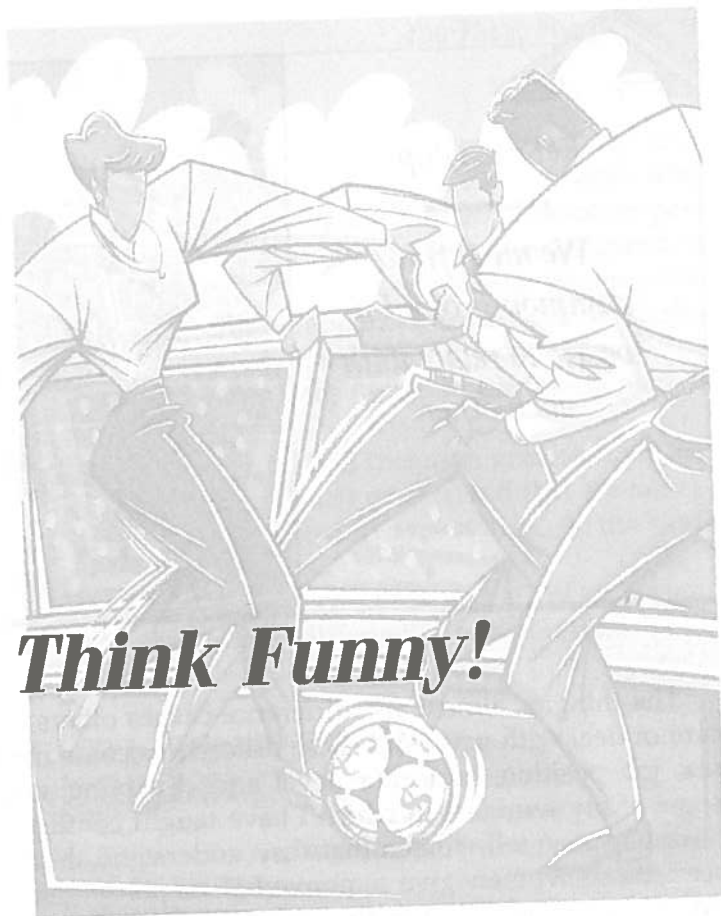
Does this mean that engineers really should be led only by other engineers? No, I don't believe so. What it does mean is that every leader must learn to understand the characteristics of each intelligence and what individuals possessing that intelligence value in terms of appreciation, and they must express that appreciation *sincerely*. I think this is most important. You can't fake appreciation. People sense your lack of sincerity and resent it. So you have a problem. I don't know if you can learn to truly appreciate others if you don't already do so. But perhaps this suggestion will help.

If you recognize that no leader can be a success without the performance of his or her followers, then you recognize that you are totally interdependent as a project team. The team members need your leadership, and you need for them to perform their jobs well. Since your professional success is totally dependent on them, it seems to me that this alone should make you appreciate what they are doing for you. But if you find that you don't really feel any appreciation for your followers, then I have a harsh suggestion: Pursue another career path! You won't be very effective as a leader. Maybe as an administrator, but not as a leader.

Having said that, we now turn to another dimension of people that we must understand to be effective leaders—how people think.

5

You Think Funny!



*A*nother dimension of personal characteristics that every leader must consider is how people think. Those who think differently, behave differently, dress differently—in short, people who are different than ourselves—we tend to see as hard to deal with. That is one reason we are attracted to people similar to ourselves. It is easy to communicate with them. People who are different are more difficult.

This accounts in part for the “generation gap” problems that older people have with younger ones. The kids say, “My parents and teachers just don’t understand me.” And it is often true, they don’t, although generally parents understand their kids far better than the children believe because having been children themselves, parents can empathize with the problems their own kids are going through.

Relationships

*We must find
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each other.*



The thing is, almost any difference causes others to think they cannot deal with you. And those differences come from age, race, sex, job position, education level and discipline, and so on. In some of my seminars in which I have taught conflict resolution, I have had men tell women that they understand them, and I have seen those women give a nonverbal response that says, "You don't have a clue." To use an extreme example, can you imagine a man telling a mother that he understands how she felt delivering her child? No way!

In addition to the gender difference, I have also seen this in situations in which the parties were of different races—especially African-American and Caucasian. When a white person tells a black person, "I understand where you're coming from," the black individual immediately thinks, "Like hell you do!" And rightfully so. It is unlikely that a white person has had the same life experience as an African American. Similarly, unless you have been poor, you can't relate to that experience. Which is why therapists who have never suffered a particular problem cannot truly empathize with their patients, and this in itself makes it more difficult for the therapist to help (which is another story, so we won't go there).

For instance, in spite of the fact that I never grew up in a ghetto, and cannot fully understand the experience of those who did, I have had many problems in my life, and when another person starts telling me about some pain he or she has experienced, if I have suffered from that same pain, I can empathize. We have the basis for a relationship when that happens. I understand what she is going through, and I can at least offer her my shoulder. I may even be able to offer some suggestions for dealing with her pain, if I found one for myself.

So the message is that we must find common ground if we are to relate with each other, and we must understand that we are always more alike than we are different. We must focus on the similarities and discount the differences.

But thinking. That is an entirely different matter. What do you do when someone thinks entirely differently than you do?

THINKING STYLES—THE NED HERRMANN MODEL

At one time, Ned Herrmann was a training manager for General Electric. He had been hearing a lot about the finding that each half of the brain controls different parts of the body and that each side contributes in some way to the way people think. Specifically, the left hemisphere controls (or is the source of) logical thinking, and the right hemisphere is the source of emotion, visualization, and so on.

As he investigated further, Ned decided that this concept was not the entire story. He read more on brain physiology and concluded that a dimension was missing—that of the limbic system and cerebral cortex. With that addition, you have two modes of left-brain thinking and two modes of right-brain thinking. Ned's model is shown in Figure 5.1.

Beginning in quadrant A and going counterclockwise, we have the following general styles. The A quadrant is one in which a person is very logical, analytical, and financially minded. The B quadrant involves an interest in planning and organizing things.

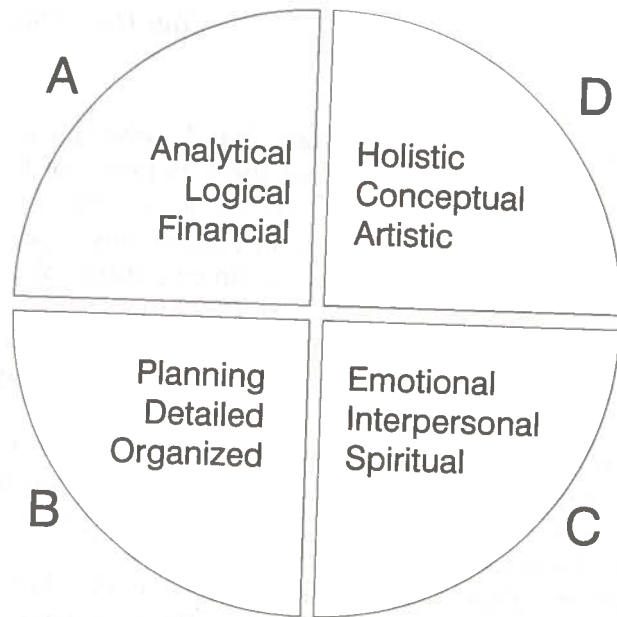


Figure 5.1

The Herrmann thinking model.

This thinking also involves a lot of attention to detail. The financial analysts use A-quadrant thinking, while accountants think in quadrant B. Next, quadrant C involves feeling and emotion, as well as interpersonal thinking and spiritual-mindedness. And finally, quadrant D is holistic, big-picture, conceptual, and artistic in its orientation.

What is important to note is that people have varying degrees of preference for thinking in each of the quadrants, and Ned developed an instrument to measure the strength of a person's preference for thinking in each quadrant. He called this the Herrmann Brain Dominance Instrument (HBDI). As Ned said often, every one of us has a whole brain, but for some reason we don't prefer to use all of it. We *can*, however, so the instrument that Ned developed to measure *preferences* does not measure *ability*. There is a relationship, of course. The stronger one's preference for thinking a certain way, the more one is likely to do so, and that develops skill. So we would expect that, over time, a person will become very proficient at thinking in the preferred quadrants.

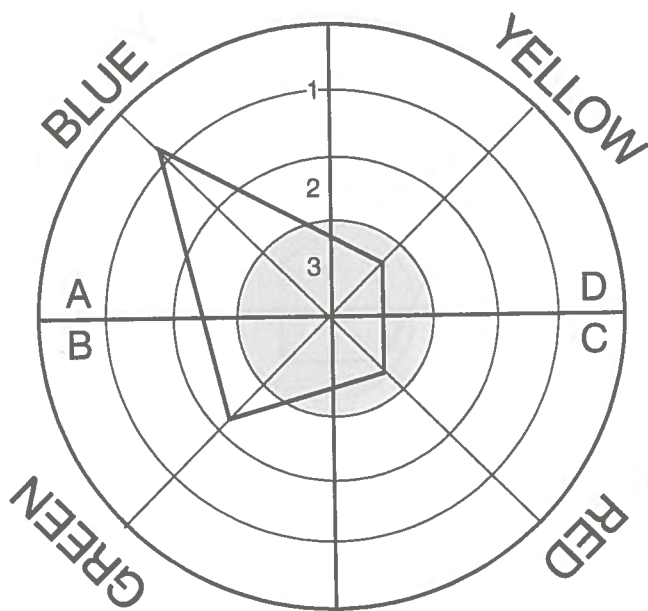


Figure 5.2
HBDI profile of thinking styles.

But how do you indicate strength of preference? Ned began by drawing two axes at 45 degrees to the horizontal. He also placed a scale on each axis. A person's score on the HBDI is then plotted on the scale. Rather than express absolute raw scores, however, Ned decided that it was accurate enough to say that a person scored in the high, medium, or low range on the scale. He did this by drawing concentric circles to place boundaries on each zone. This is shown in Figure 5.2.

You will note that the A quadrant is color-coded blue in Ned's model, the B quadrant is green, C is red, and D is yellow. I have shown a profile on the grid. The person's score in the quadrants is always expressed beginning in quadrant A and rotating counterclockwise, so this profile shows a 1-2-3-3 score. In practice, the hyphens are dropped, so the score would be expressed as 1233.

Figure 5.3 illustrates another profile, this time having a very strong score in quadrant A and weak scores in the other three quadrants. We call this a single-dominant profile, and you will

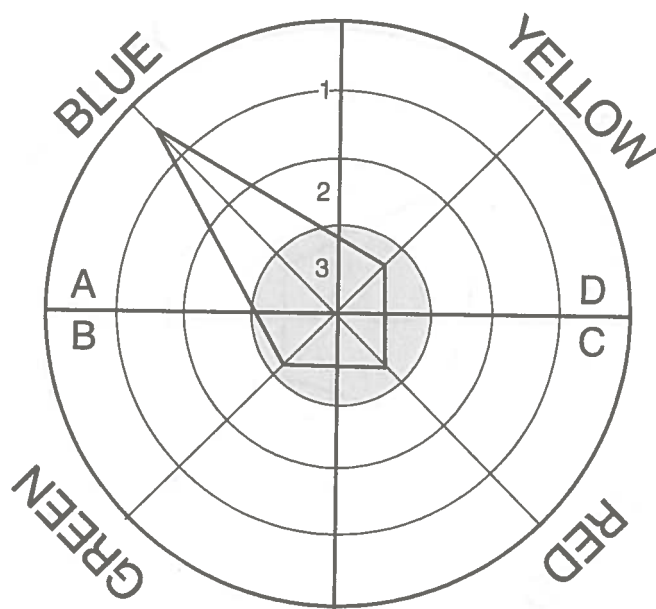


Figure 5.3
Single-dominant profile.

notice that it looks like a kite that you fly on a string, so the generic term for the profile is "kite."

This profile would be labeled 1333. A person having this profile would most likely be strongly analytical in nature—always looking for patterns and meanings in data. She would also probably be seen as somewhat cold since her preference for thinking in the C quadrant is very low. And she would be neither very detailed nor very conceptual. Again, it is not that she *cannot* think in these modes, it is just that she has very little inclination to do so. This means that if you tried to place her in a job requiring such thinking, she would most likely be very unhappy and would probably try to get out of that job as soon as possible. Give her a job requiring analysis, however, and she will be very happy.

Now suppose the person who has a single-dominant A-quadrant profile has to interact with another individual who has an equally strong single-dominant C-quadrant profile—a 3313 profile. What do you suppose will happen? One is strongly analytical and the other is strongly interpersonal.

Well, the A-quadrant person will probably spend a lot of time analyzing the other individual, trying to figure out why she is like she is, and the C-quadrant person will find the A-quadrant individual far too mathematical for her own tastes. There will be very little in common between them, and they would be as likely to form a close friendship as a snowball would have of surviving in a hot oven.

On the other hand, if you put two single-dominant A-quadrant individuals together (or two single-dominant C-quadrant individuals) they would feel *muy simpatico*. For that matter, if you pair a single-dominant person with another person who has strong preference for thinking in that quadrant and all the others, they would still click with each other.

Suppose you saw a profile like the one in Figure 5.4 What prediction would you make about the individual who scored like this? That he is confused? Wishy-washy? Can't make a decision? This profile is called quadruple-dominant. The person has an almost equal preference for thinking in all four quadrants. This means that he would probably develop skill in all four as well.

Such a person would be equally at home talking with other people no matter what quadrant they prefer. Ned Herrmann believed that this is the ideal profile for a CEO, but his research indicates that only a very small percentage of the population has a "square" profile, so you probably won't find too many CEOs with such scores either. The premise is that CEOs must deal with people who have all four thinking preferences, so if he or she feels at home in all four quadrants, then dealing with people of all kinds should be equally easy.

I believe that the ideal profile for a project manager would be a square one for the same reason that it would be good for a CEO, and perhaps even more so. A project manager has little authority and a lot of responsibility in most situations, and in order to get anything done, he or she must use persuasion, influence, and negotiating (begging, even). Most importantly, he or she must deal with people who naturally will fall into all four quadrants, so being able and willing to think in all four of them would be a real asset.

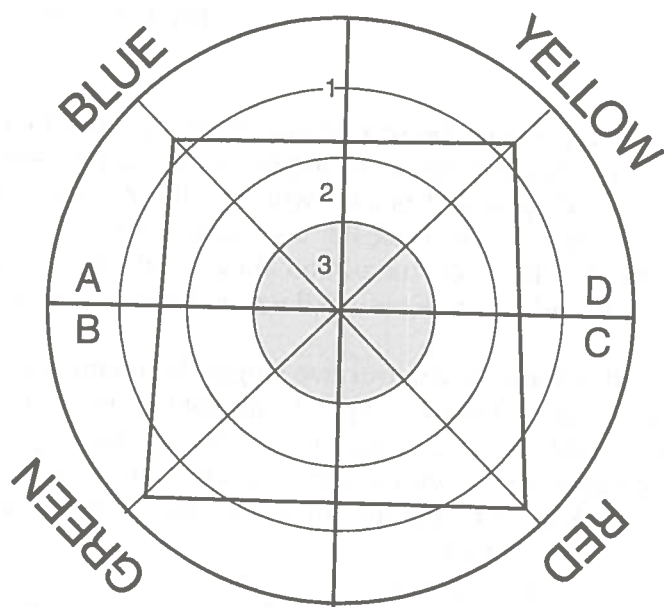


Figure 5.4
Quadruple-dominant profile.

PROJECT TEAMS AND THINKING STYLES

Since complex jobs require all modes of thinking, it seems clear that a team must consist of individuals who can think in all four quadrants. In other words, we want a team that has a "whole brain." Usually with large teams, you will have representation in all four quadrants, but the composite of all the profiles won't necessarily be square, unless it is a *very* large team. As an example, I have seen a composite for a team of technical people that had the shape shown in Figure 5.5. This is a 1131 profile, meaning that, as a team, they have very little inclination to deal with interpersonal things—and this means dealing with "people" issues.

This may be okay on the surface, but if you consider that every team will encounter some interpersonal issues they must deal with, you can bet that this group will have problems, as they have an aversion to thinking interpersonally. So long as they are dealing with technical issues, they will be fine.

Of course, remember that they can think in quadrant C if they choose to do so. This means that if you make them aware of their

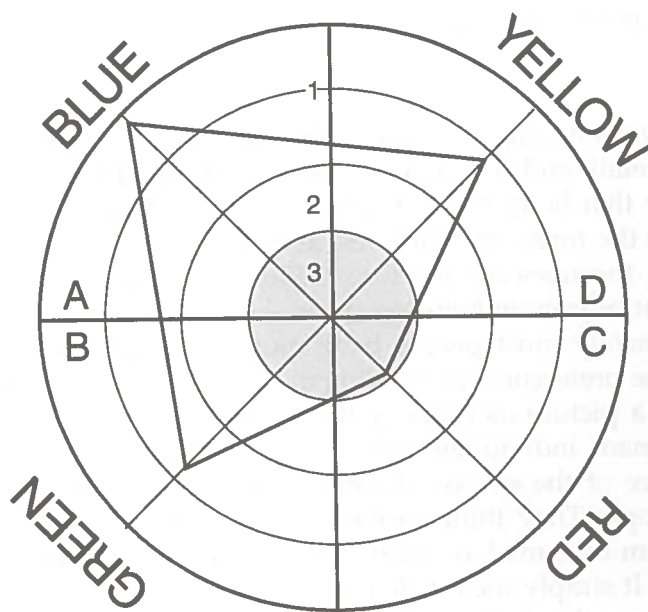


Figure 5.5
A 1131 profile.

tendency to avoid quadrant C, and if you can convince them of the importance of paying attention to that quadrant, then they actually can do it. They may not have the finesse of the single-dominant C-quadrant person we introduced earlier, but they are capable of adequate proficiency.

Problems for the Team

You will remember that I said earlier that differences lead to problems between people. If you are different from me in some way, then I feel that you don't understand me and I don't understand you. This is also true when you "think funny." As I suggested, when I am all quadrant A and you are all quadrant C, we are going to have a tough time communicating.

There is an equally strong conflict between two single-dominant individuals when one is in quadrant B and the other in quadrant D. The D person is a very conceptual, big-picture thinker, while the B person is very detailed, organized, and down-to-earth. The B person will think the D individual is a nut

case, always having his head in the clouds, never paying attention to detail; and the D person will think the B individual is so nit-picky that he or she is totally obnoxious. One says the other can't see the forest for the trees, and the other says his opposite can't see the trees for the forest. Either way, they are likely to have a lot of friction between them.

Fortunately most people have multi-dominant profiles, or at least some preference for thinking in all four quadrants, so it is not as bleak a picture as I have painted for the extreme of two single-dominant individuals interacting. I have done this to make you aware of the source of some of the conflicts we have with other people. They think differently than we do. That does not make them bad, mad, or crazy, although we are inclined to think they are. It simply means they see the world through a different lens than we do. And thank God that this is true. It would be the most boring world if everyone were the same. (Strictly speaking this is a false statement. If everyone were the same, they would never be unhappy about it because none of them would realize that differences could exist.)

Thinking and Temperaments

An obvious question is whether there is any relationship between the Herrmann model and temperaments, and there is. Studies have found that there is a definite correlation between the four quadrants and two of the Jung scales: the T-F scale and the S-N scale. This is shown in Figure 5.6.

From this, we could expect that the NT Rational would have strong scores in the A and C quadrants, and the NF Idealist would score high in C and D. But what about the SJ and SP temperaments? We don't see the J-P scale represented here. We have a two-dimensional figure here, and it may be that the J-P scale is orthogonal (at a right angle) to this figure. There is a theory that judging is a left-brain function and perceiving is a right-brain function, but this is unproven.

Furthermore, it is hard to know precisely how these scales relate. I have a very good friend whose profile is almost exactly congruent with mine. When you print them on a transparency and

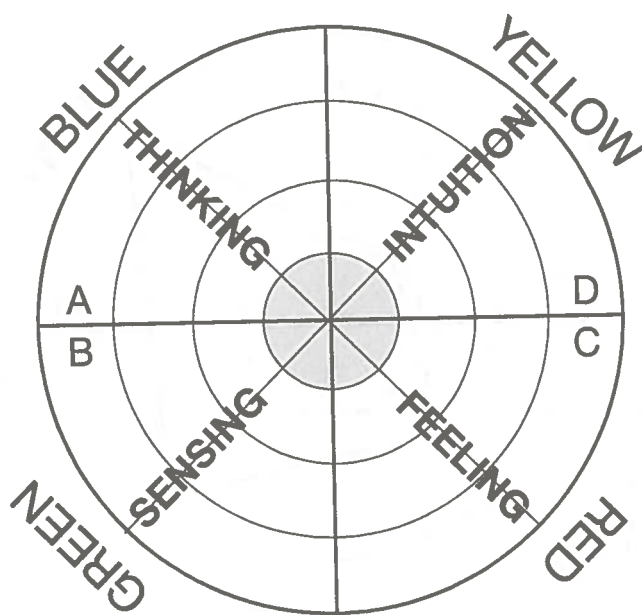


Figure 5.6
HBDI and Jung scales.

lay one on top of the other, you can only see a few points difference on each scale axis. We are both 3211 profiles, as shown in Figure 5.7.

However, in spite of this incredible congruence, he is an NT and I am an NF. As I said earlier, I have enough NT in me to have been an engineer, and it is possible that my thinking preference was stronger back then, but in any event the feeling side of the scale is stronger now. So one of us is an Idealist and the other is a Rational, even though if you judged by the HBDI profiles, you would expect us to be the same.

Part of the explanation lies in how a scale is constructed. The HBDI asks about work preferences and also uses forced-choice word pairs to find which quadrant(s) a person prefers to think in. My friend could have chosen different work items and different words in the pairs and scored the same as I did but have different nuances in his thinking. And that is precisely the truth. We have had many hours of conversation, and while we are more likely to agree than to disagree—especially about significant issues—we certainly are not clones of each other. Nor are all of our interests the same.

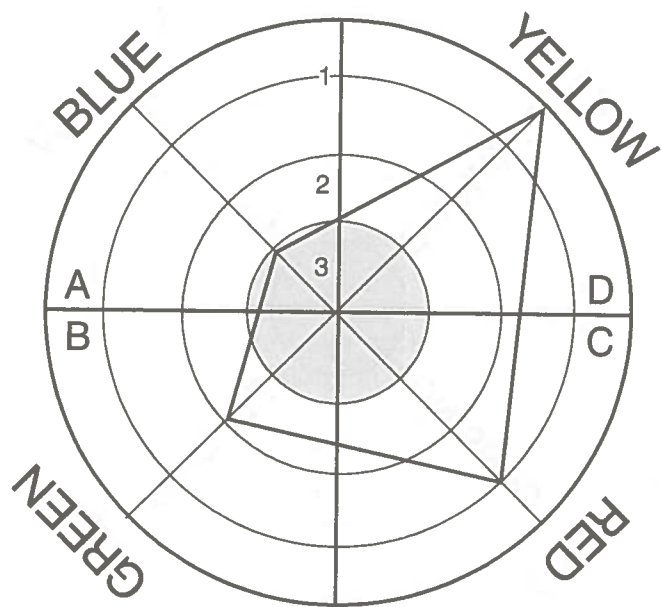


Figure 5.7
HBDI profile for Jim Lewis.

He loves sports—especially soccer—and I am more or less indifferent to them. His political views differ from mine in some instances. He is more strategic in his thinking than I am (the NT Rational being true to form), and I am perhaps more diplomatic in my thinking than he is (the NF Idealist coming through). In spite of these differences, however, we do share an uncanny camaraderie. We “clicked” from our first encounter, being able to communicate almost without words. We feel a bond that is unlike what you feel with people who are very different than yourself.

So, similarity leads to rapport, and rapport is the basis for close personal relationships, for good communication, for feeling that you understand and are being understood, and for cooperation in any endeavor. Lacking rapport, you find it very challenging to deal with another person.

Personality similarities and thinking similarities provide the “common ground” that yields rapport. This is a very important concept for a leader. As I said earlier, Ned Herrmann believed that a square HBDI profile was ideal for a CEO (any leader for that matter) because it would enable the leader to establish that bond, that

*Step outside of the
box of your own
characteristics and
meet people
"where they live."*



rapport, with almost any follower, as the leader could understand and empathize with the thinking of the follower. But what if you don't have a square profile (and the odds are that you don't, since only about 3 percent of the population has this profile)?

The answer is that if you first understand your own temperament and thinking preferences, you can learn to tolerate the differences you encounter, and you can also learn to step outside the box of your own characteristics and meet people "where they live." As a seminar instructor, I have to deal with this all the time. Since my preferred quadrants are C and D, I tend to teach at a very high, conceptual level and emphasize the interpersonal a lot. Those people who prefer to think in quadrants A and B could easily be lost when I do this. They need analysis and detail. They want me to drill down to the "nitty-gritty," instead of staying at the 30,000-foot level. So I have to do this.

I must talk their language. Put another way, I must teach in all four quadrants, and I must teach to all four temperaments. I can't say that I always succeed at doing this, but it is the effort I must make.

What I have found frustrating is that the A and B thinkers don't always understand the concept I am trying to get across.

They are focused on the trees, and I am painting a picture of a forest. Most significantly, they fail to value the C quadrant component—the interpersonal, emotional, humanistic part of the message—and leave me wondering if there is any hope for making the workplace a “kinder, gentler” place to be.

I don’t have to worry about the NF temperaments. They are with me. We have instant rapport. They come up during break or after class and tell me how much they enjoyed the class. And the NT Rationals are fairly well served. It is the SJ Guardians whose mismatch is a little stronger for me. But at least we have one thing in common: We are both cooperative in our use of tools, so that provides the basis of overlap.

It is the SP Artisan with whom I would have the greatest degree of mismatch. Remember, they are diagonally opposite me in the matrix, so we are mismatched in communication and tool use. Fortunately for me, most of the Artisans have left the corporate environment, so I don’t encounter many of them in seminars on project management.

This would be entirely different for a leader of projects involving the population at large. Here you can expect to have the entire spectrum of temperaments and thinking styles, so you definitely must develop skill in dealing with all of them. Projects such as volunteer services, or those run by social groups, church groups, or political parties can be expected to be more diverse than work groups. But even here, if you look at the mix of temperaments in the entry level of an organization, you will notice that there is a fairly high percentage of Artisans, so if your project teams involve people at that level of the company, you can expect to encounter a broad spectrum as well.

The Law of Requisite Variety

Probably some of you who have read my previous books know that I have written about the law of requisite variety in several of them, and you probably think I am in a rut. So be it. This may be the most important principle of systems for any leader to know, so I make no apology for drilling it into your awareness.

The law of requisite variety says that, in any system of humans or machines, the element in the system with the greatest flexibility in its behavior will control the system. Since the job of the leader is to get a group of people to work together to achieve a goal, that means he or she must have some control of the behavior of the team. Not in the command-and-control sense, however, because that seldom works for a project leader, where the people don't feel that they are compelled to follow orders from a project leader. Furthermore, it isn't leadership if they comply because they feel compelled to do so. It is only leadership if they follow willingly.

The Law of Requisite Variety

In any system of humans or machines, the element in the system with the greatest flexibility in its behavior will control the system.

So what this law says is that you must have more flexibility in your behavior than the variation in behavior presented by the team, or you won't have control. Given that this is true, some of you may already have a sinking feeling. How can you possibly have more flexibility than the composite variety presented by a team? It is hard enough to deal with one person and match his or her behavior, much less that of a dozen people. In fact, it is impossible for any of us to match that much variability. We have all learned certain ways of behaving—I call them patterns—and we fall back on these over and over again.

If you don't quite follow what I am saying, watch your favorite weekly TV program, and just pay attention to one character. Watch that person for several weeks in a row and notice how often they use certain gestures. You may not hear them use the same expressions over and over because the scripts are often written by a variety of authors, but good authors know that they should have their key characters use repetitive phrases to help the reader get a sense of the character's identity. Pay attention to your friends, your colleagues, or your spouse, and you will notice the patterns. Then pay attention to yourself, and you will find the same thing.

These patterns are so strongly ingrained in us that deviating from them feels very uncomfortable, and for some people, it is nearly impossible to do. So how are you going to gain flexibility great enough to deal with a team? You probably won't. You can increase your flexibility, no question about it, but there are limits.

So the answer is to reduce the variation in behavior of the team. This is often attempted by imposing rules and regulations on them, but it never really works unless all of them agree with the rule, in which case it wasn't needed to begin with. Those who disagree will always find a way to circumvent the rule.

The way to reduce variation in a team is through good planning. Every team member is pursuing the common goal, and each has his or her component of the plan to guide individual behavior. When this is true, you don't have to worry about variation so

much; it will automatically be minimized, but in a positive way, rather than in the thou-shalt-not negative way.

Just one caution. Remember that the only way to get buy-in for a project plan is to follow the first rule of project

The First Rule of Planning

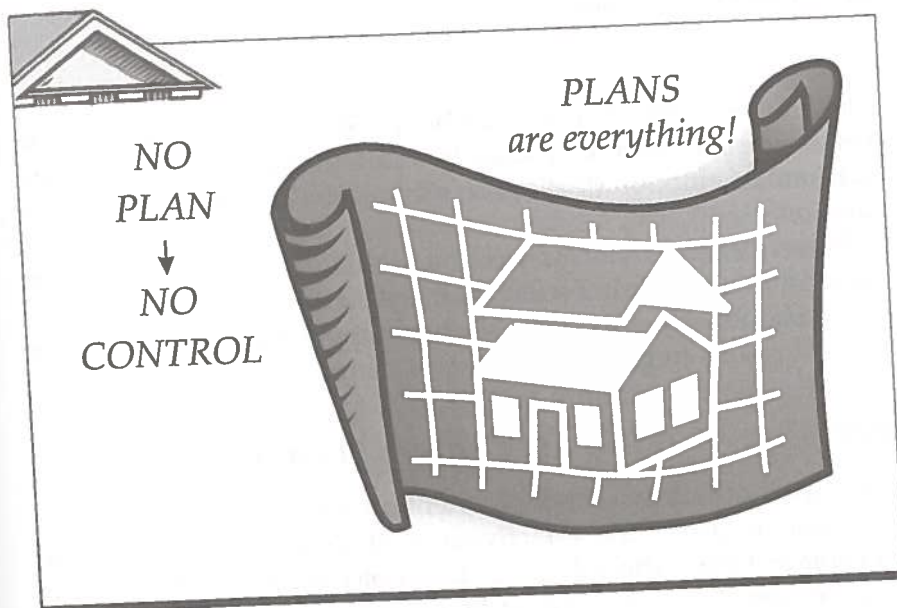
The people who must execute the plan should have participated in creating it!

planning, which says that the people who must execute the plan should have participated in creating it! If you violate this rule, then everything I have said is almost null and void.

Increasing Your Flexibility

I want to be careful here that you don't think all you have to do is good project planning to be effective. You still need as much flexibility as you can muster to be an effective leader because you will constantly be dealing one-on-one with individuals who "think funny," or differ from you in some way.

I think the first step is to develop flexibility in your understanding of people. If you appreciate differences, instead of being threatened by them, then you automatically gain some flexibility. I look at it this way—a different person presents me with the opportunity to learn something. While it is really great to talk with



someone who thinks like I do, I don't learn anything in that situation. I learn when I encounter someone who thinks differently.

In addition, the research on creativity and innovation all shows that you gain the most from diverse teams. In fact, Ned Herrmann did a lot of work on creativity and thinking preferences. Ned was a very talented painter, and he was very interested in the creative process. After many years of experimentation, he concluded that you never get as good task outcomes with single-gender groups as you do with gender-balanced groups. He was a strong advocate for this.

There is, in fact, a slight difference in the population composite profiles for men and women. The composite profile should be square, and for the total population, it comes pretty close. But for men, there is a small "tilt" toward the A quadrant and for women the tilt is toward the C quadrant. That is, men tend to be a bit more analytical than women, and women tend to be a little more interpersonal than men.

In fact, this is the basis of some of the conflicts between men and women—especially in the workplace. Since we tend to have so many executives who are STJs, and very few SFJs, they tend to be put off by the people who attend very much to the C quadrant. These are bleeding hearts to the STJ. If, as we might expect,

a female executive happens to be an SFJ, she will probably be seen as too soft on some issues. In addition, the C quadrant is the quadrant of emotion (feeling) so she may be accused of being too emotional.

Nevertheless, what Ned found was that we need the balance in thinking that can only be obtained with a gender-balanced team, so we should strive to create such groups if we want to achieve the best results in projects.

Decision Making in Project Teams

One aspect of this that deserves attention is decision making. Two components affect the effectiveness of decisions made in the workplace. One is the validity of the choice itself, and the other is whether the choice is accepted by everyone affected by it. In the past, validity was called quality, but I have found that this word is too easily confused with other meanings, so perhaps validity is a better choice.

We say that an effective decision is one that has been made in such a way that it is both valid and accepted by everyone affected by it. Validity has to do with either quantitative or qualitative indexes. For example, if you are trying to choose a course of action that has economic impact to the company, which choice is most valid in terms of cost measures? Or if it were a choice of an engineering approach to a problem, you want to choose the one that will perform best, that is, have technical validity. Finally, as another example, you are going for a job interview and you want to dress in such a way that you will make the best impression on the people interviewing you. This one is qualitative, rather than quantitative, but it certainly is a valid concern.

The acceptance dimension is the one most often neglected in organizations, probably because there are so few managers who have strong preferences for thinking in the C quadrant. They make a decision considering only the quantitative or qualitative aspects, but the people affected by it have intense negative reactions to it, and the manager wonders why everyone is being so difficult.

As an example, companies always try to close their fiscal year looking as profitable as possible. To do this, they look for ways to cut expenses near the end of the year. One way to do so is to furlough people for a couple of weeks, without pay. I have had numerous people tell me that their company had them take off two weeks without pay at the end of the year, which had an obviously serious impact on their projects, and then management wondered why the project had slipped two weeks. Go figure.

To the senior manager making this decision, however, it is an economic consideration that drives his or her thinking. If any consideration is given to whether people accept it, that consideration is minimum. But if you could measure the impact to costs of the effect such decisions have on morale, you may very well find that it was greater than the immediate savings of furloughing people.

So what is this all about? It means that when you make an effective decision, you must engage both quadrants A and C. Otherwise, you will have a decision that looks good in terms of validity, but its implementation may be severely impacted because people do not accept it.

In the next chapter, we will examine the specific ways in which leaders must lead in order to be successful.