

*'Understand yourself and others so you can
be more effective - this book is essential.'*

Mark Stewart, General Manager and HR Director, Airbus

HOW TO GET ON WITH ANYONE

GAIN THE CONFIDENCE AND
CHARISMA TO COMMUNICATE
WITH **ANY** PERSONALITY TYPE

CATHERINE STOTHART

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In this situation, the best tactic for a Navigator is to:

- verbally speed up and use more animated body language (which will build rapport with Mobilisers and Energisers)
- explain how the plan or process will achieve the goal (which will meet the outcome focus of Mobilisers and Synthesisers).

If conflict persists, people react in different ways – they may compete, accommodate, avoid, compromise or collaborate.¹ The Navigator will often adopt the avoid strategy by detaching themselves from the conflict and avoiding further interaction. This can defuse the situation temporarily until it can be dealt with more constructively, or it can lead to the situation stagnating and remaining unresolved.

Remember, you have a choice in how you interact with others. You can adopt a different style and energy pattern if you choose.

*In the case of **Anne-Marie** (see above), she had tended to avoid the conflict with her colleague. She would withdraw from confrontation until she had worked out how to resolve the problem. With a mobiliser style, he probably found this extremely frustrating. She learned to change her conflict avoidance into a more assertive and active response. She acknowledged his urgency and learned to summarise briefly what she was going to do about the problem, even when she hadn't fully thought it all through. She also worked on building a relationship with him so that they had a more positive basis for their interactions.*

Think of a recent conflict you have experienced. How did you react? Did you avoid, accommodate, compete, compromise or collaborate?

Was this effective? What might have been a more effective strategy for managing the conflict?

See Chapter 8 for general tips on dealing with conflict.

Stressful situations

Many situations in life are stressful for most of us, irrespective of our style. There are specific stressors that apply to each style, that can occur when we are not able to fulfil our core drives during interactions. Being aware of these stressors means we are more able to manage them.

For Navigators typical stressors are not knowing what's likely to happen and not seeing movement towards the goal. When stressed, they may withdraw or become uncommunicative.

To help, they can try alternative means to gain clarity in direction, focus on what can be influenced or controlled and make an effort to communicate about what they need from others.

Daniel's wife had a serious illness and he needed to leave work earlier than usual to help at home. His core need to follow a course of action drove him to attempt to fulfil all his usual responsibilities at work, as well as taking on tasks and supporting his family at home. He didn't know what was going to happen and he became stressed. Instead of talking to his manager about the problems at home, he withdrew from communicating and no one at work knew he needed help.

This is a typical stress response for Navigators. We used a coaching session with Daniel to plan how and what to communicate about his domestic problems to his manager, colleagues and team members. He acted on the plan and was able to get the support he needed.

What situations cause you stress and how could you alleviate them?

For strategies for dealing with conflict with people of other styles, see Chapters 9–12 in Part 2. For techniques for managing stress and building resilience, read Chapter 17 in Part 3.


Chapter 5

Mobilisers

*It's worth the risk to go ahead and
act or decide*

Linda Berens

This chapter covers the mobiliser style. Note that I use ‘Mobiliser’ as a shorthand for ‘people with the mobiliser style’.

Initiating role Directing communication Outcome focus 	People with the mobiliser style <i>push for action with results</i> : <ul style="list-style-type: none">• They tend to move briskly, speak quite quickly and appear straightforward and determined.• They mobilise resources (including people) to get an achievable result.• They make quick decisions with confidence.• It tends to come naturally to them to decide, direct, mobilise and execute.• They lead the group to the goal and help to get things accomplished.• They may get stressed when others do not share their urgency, or nothing is being accomplished or if they feel out of control.
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Exploring your style

Outer appearance

Generally, when we are communicating with others, unless the occasion has some significance, we do not think too much about how we come across – how fast or slowly we speak, the expressions on our face or how we move our body. However, each style has some key characteristics and the table below shows some of the behaviours that are part of the communication that people in the mobiliser style transmit to others.

Mobilisers think ‘Let’s get it done now!’	
VOICE	Straightforward and direct tone Fast-paced Pausing feels like a long time Tends to fill a silence
BODY	Heavy-footed Puts things down heavily Moves quickly and directly to the destination Punching and flicking gestures

TALKS ABOUT	Results and actions to be taken Reasons and consequences
MANNER	Straightforward and direct
ENERGY	Determined
APPEARS	Quick-moving, confident and decisive

Adapted from Linda Berens, Susan Nash, Andy Cole

This outward behaviour sends messages to the people you are communicating with, so it is worth spending a little time considering the message you might be sending. For example, if you appear confident and decisive, the receiver of the message could interpret this in different ways – they might see you as managing a situation competently or as arrogant and over-controlling, or any of a whole range of possible interpretations and inferences. Is this the message you want to send?

If not, what message would you like to transmit through your external behaviour? In some circumstances you might want to create a different impression, for example, by showing through your body language and speed and tone of voice that you are really listening to other people (synthesiser style), or that you want to think through how to overcome obstacles (navigator style).

Carrie was at the airport waiting for her flight. A man walked straight up to her and asked where she was going on holiday. It turned out they were going on the same holiday so he introduced himself and suggested they look out for each other at the baggage reclaim. He walked off without engaging in further conversation. His manner was in the mobiliser style – very straightforward, direct, giving instructions, focused on organising people and resources to get a result. He had achieved what he wanted and didn't see the need for further engagement until they met again at the other end. With Carrie's open and approachable synthesiser style, she would have been happier to have had a little more conversation.

What messages might you send by your demeanour?

Inner motivations

Each style is associated with specific aims, drives, beliefs and decision-making, when working with others to make decisions and achieve results. Those of the mobiliser style are shown below.

Mobilisers push for action with results	
AIM	To get an achievable result
DRIVE	Urgent need to accomplish actions
CORE BELIEF	It's worth the risk to go ahead and act or decide
DECISIONS	Quick and expedient
PRIORITY	To mobilise resources to get an achievable result
POTENTIAL TALENTS	Deciding, directing, mobilising, executing
WANTS TO	Lead the group to a goal and help to get things accomplished
STRESSORS	Nothing being accomplished Feeling out of control

Adapted from Linda Berens, Susan Nash

Being aware of your own inner drives, when you are interacting with others, helps you manage the accompanying behaviours and gives you more chance of achieving your aims.

*Carrie meets **Daisy** on her holiday and they go shopping together. On the way to the shops, there was a choice of routes – Daisy (mobiliser style) said they should walk the most direct way. Carrie (synthesiser style) would have walked the most interesting way if left to her own devices.*

Carrie wanted suntan lotion. Inside the shop, both women looked at the shelves. Daisy spotted a suitable product, grabbed it off the shelf and thrust it into Carrie's hand, saying 'Here it is, this is what you need.' Carrie would normally have examined the product, weighed up the information on it and compared it with other products, but she felt the pressure from Daisy to get it done quickly, resisted her normal urge and bought it without further ado.

In what situations do you demonstrate these inner drives and beliefs?