



***Creating a Dream Team at Work:  
The Magic Is in the Mix***

**May 4, 2023**



## WORKING SUCCESSFULLY WITH EVERYONE

### THE MAGIC IS IN THE MIX

Your success working with others begins with your ability to *reach them where they live* and in the most powerful and personal way. You will have the greatest success and influence with them if, in your presence, they feel accepted, respected, and valued.

*Reaching them where they live* means understanding, appreciating, and capitalizing on basic human differences. You and person you work with has a certain style. You will maximize your connection with others if you understand *your* style and if you are able to identify and adapt to *their* styles. The good news is that your style and their styles are easy to identify, and they respond predictably and positively to the right approach.

Research confirms the business value of using the right approach with people. A 2010 study conducted by researchers at MIT, Carnegie Mellon, and Union College showed greater collective intelligence and superior performance from teams whose members were more *socially sensitive*, i.e., skilled at perceiving and responding to each other's emotions.

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

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

***"The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime."***

**— Babe Ruth**

## DIFFICULT OR DIFFERENT?

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

## SCORING GRID

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

Key:

- ☆ Write out the total score as a two-digit number. (Example: "3" becomes "03")
- ☆ If the first digit of the total score is 0 through 4, put X's in box 3 and box 4.
- ☆ If the first digit is 5 through 9, put X's in box 1 and box 2.
- ☆ If the second digit is 0 through 4, put X's in box 1 and box 3.
- ☆ If the second digit is 5 through 9, put X's in box 2 and box 4.
- ☆ Your style preference is the box with two X's.

<b>1</b>	<b>2</b>
<b>3</b>	<b>4</b>

## TENDENCIES OF PERSONALITY STYLES

Box 1: \_\_\_\_\_

Box 2: \_\_\_\_\_

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

Box 3: \_\_\_\_\_

Box 4: \_\_\_\_\_

*"He who laughs, lasts."*

— Mary Pettibone Poole

## STRATEGIES FOR CONNECTING SUCCESSFULLY WITH EACH STYLE

Connecting with Box 1 personalities:

1. Create an *open* relationship. Ask how they are *feeling* about things.
2. Focus on the people side. During unsettling times, talk about the things – core values and relationships – that *won't* be changing.
3. Use supportive and friendly language. Relationships are top priority for Box 1 personalities, so avoid saying things they may interpret as harsh.
4. Keep them informed and involved. If they are overly collaborative, encourage them to take charge and make a decision. Being a team player is super important to Box 1 personalities, so they may not see when they need to step into a leadership role.

Connecting with Box 2 personalities:

1. Create a *fun* relationship. Keep your sense of humor and playfulness.
2. Focus on the high-profile. Box 2 personalities are often very creative and enjoy being center stage, so look for opportunities for them to speak, to be innovative, and to be assigned to important projects.
3. Be energetic and use complimentary language. They love excitement, so unless it's necessary, avoid talking details and other things they may find boring.
4. They may become disorganized or lost in the creative process, so watch for it and get them back on track when necessary.

Connecting with Box 3 personalities:

1. Create a *respectful* relationship. Ask them what they *think* about things.
2. Focus on the details. Give them the time, information, and tools they need to complete the task.
3. Be thorough and logical when talking to them, and praise them for their accuracy and thoroughness.
4. They may become bogged down in details. When they do, ask them about the process and time frame for completion.

Connecting with Box 4 personalities:

1. Create a *productive* relationship. Find out what they think needs to be done.
2. Focus on the challenging and competitive. Give them big goals. Set high standards.
3. Be direct and to the point. They may tune you out if you talk too much.
4. They may come off as impatient or bossy. When they do, show them how a more friendly, fun, or respectful approach will get them better results.



**Box 2**

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David has presented to more than 2,300 groups in 15 countries and 46 states. David is honored to have earned the coveted Certified Speaking Professional (CSP) designation, the worldwide benchmark for speaking excellence. Email David at [david@rabiner.com](mailto:david@rabiner.com).

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Susy is a board member emeritus of the Oregon Foundation for Medical Excellence, served on the board for over a decade and was president of the Oregon Self-Insureds Association, and is recipient of an Outstanding Public Service Award from the City of Portland. Email Susy at [susy@rabiner.com](mailto:susy@rabiner.com).



**Box 4**

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