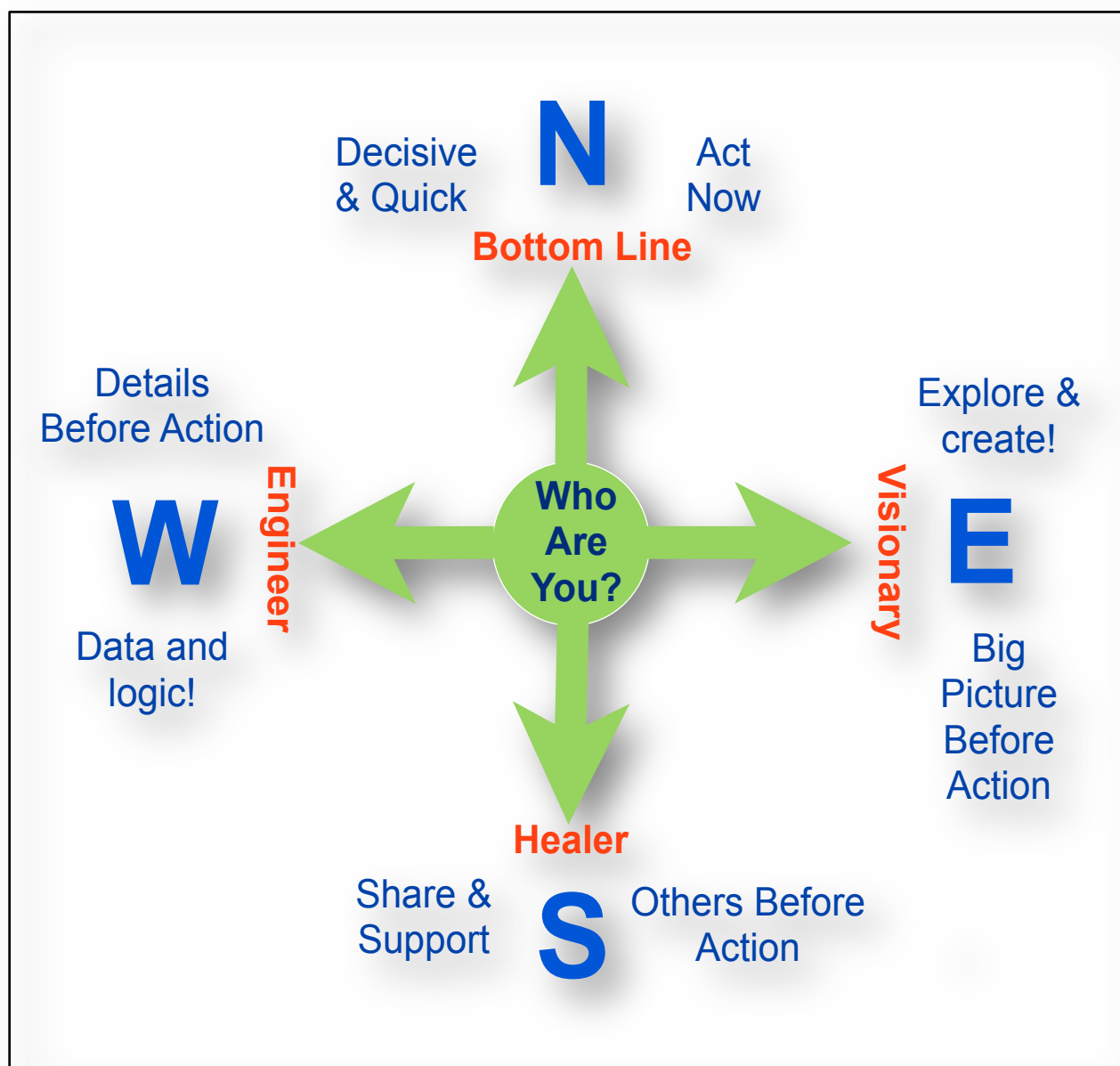


Managing Yourself and Others

We all have personality types and learning styles, which affect others, influence leadership style, effect group dynamics and impact messaging. Understand yourself and understand how to utilize individual strengths to work with boards, community and elected officials and have effective teams, meetings, communications and projects. The following pages provide an overview of the four personality types.



North: The “Get It Done” Person

Approach to Work

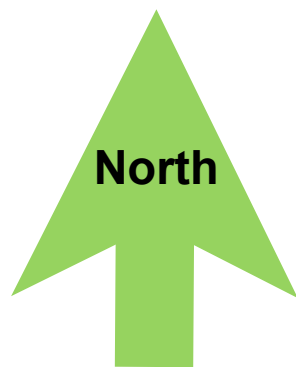
Assertive, Active, Decisive, opinionated
Likes to be in control and determine the course of events
Quick to act, expresses urgency for others to act quickly also
Enjoys challenging people and situations
Thinks in terms of the “bottom line”
Likes a quick pace and the fast track
Courageous, Ambitious, and Confident
Perseveres – Not stopped by “NO”
Goal-centered, ambitious
Hardworking leader who is comfortable being in front
Value Words – “Do it now!” “I’ll do it.”

Best Ways to Work with a North

Present your case quickly, clearly, and with enthusiasm and confidence
Let them know they will be involved – their payoff and their role
Focus on the “challenge” of the task.
Provide them with plenty of autonomy
Establish timelines and stick with them
Give them positive, public recognition
Use them to complete tasks that require motivation, persuasion, and initiative

North In Distress

Decision making not well thought out
Can grow impatient, bored
Can be impulsive, disregard practicalities
Can step on toes, hurt other’s feelings
May have difficulty delegating



Let's Do It!
(Act now, don't get mired in the details)

South: The Healer

Approach to Work

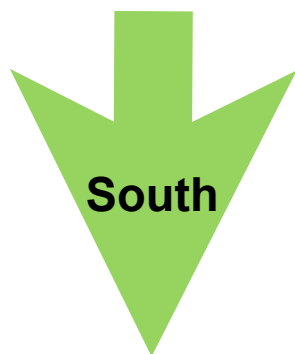
Friendly, Likeable team player
Allows others to feel important
Supportive, nurturing and caring towards colleagues
Willing to trust others' statements at face value
Peace-loving, sympathetic, and helpful
Feelings-based, trusts own emotions and intuition as truth
Able to focus on the present moment
Process-centered
Generous, non-competitive and likes to build on the ideas of others
Value Words: "Right" and "Fair"

Best Ways to Work with a South

Remember process, attention to what is happening with the relationship between you
Justify your decisions around values and ethics
Appeal your relationship with this person and his or her other relationships
Listen hard and allow the expression of feelings and intuition in logical arguments
Be aware that this person may have a hard time saying "NO" and may be easily steamrolled
Provide plenty of positive reassurance and likeability
Let the personal know you like them and appreciate them

South in Distress

May have trouble saying no
Can be taken advantage of easily
Often internalizes anger, assumes blame
Is focused on present, not the big picture
May have difficulty dealing with conflict.



How Are You Feeling?
(Keeping the group happy and functioning)

East: The Visionary

Approach to Work

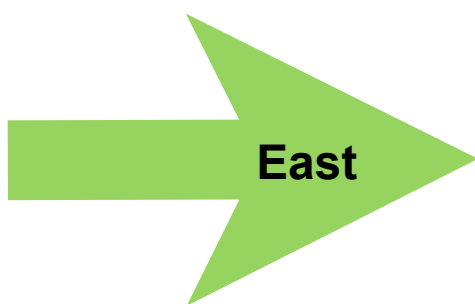
Innovative, Creative and sees the big picture
Very idea oriented, focuses on future thought
Risk-taker, adventurous, spontaneous
Has insight into mission and purpose
Looks for overarching themes and ideas
Appreciates a lot of information
Strong spiritual awareness, free spirited, unconventional
Likes to experiment and explore
Value words: "Option" "Possibility"

Best Ways to Work with an East

Show appreciation and enthusiasm for ideas
Listen and be patient during idea generation
Avoid criticizing or judging ideas
Allow and support divergent thinking
Provide a variety of tasks
Provide help, prioritization and supervision to support detail and project follow through

An East in Distress

Often loses focus
Can have poor follow-through
Lacks attention to detail
Tries to everything at once
Is not bound by time, may miss deadlines
Disappears
Tends to be enthusiastic early on, but may get bored over the long haul.



What's The Big Picture?
(Before we act, what's the big picture?)

West: Give Me the Facts

Approach to Work

Seen as practical, dependable, and thorough

Provide planning and resources to others

Moves carefully, deliberately, and follows procedures and guidelines

Use data to make logical and analytical decisions

Weights all sides of an issue, balanced

Introspective, self-analytical, focused, reserved

Careful, thoroughly examines people's needs in situations

Works well with existing resources – gets the most out of what has been done in the past

Skilled at finding the fatal flaw in an idea or a project

Value Words: "Objective," "Organized" "Quality"

Best Ways to Work with a West

Allow plenty of time for analysis and decision-making

Provide data – objective facts and figures that a West can trust

Know that offering to help may be misinterpreted as suggesting they can't do the job

Minimize the expression of emotion and use logic when possible

Appeal to tradition, a sense of history, and correct procedures

Honor them for a doing a job well

A West in Distress

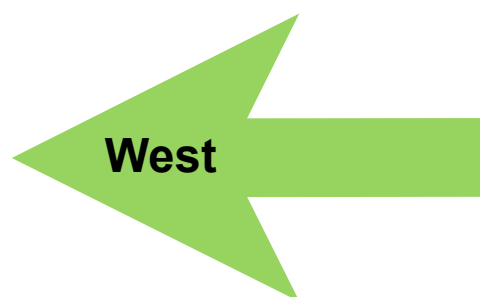
Can become locked into a position

Can be indecisive, slow to take action

Gets mired in details (analysis paralysis)

Can seem withdrawn, distant

May seem to resist change.



**It's All In The Details
(No action until we have
all the information)**

Sources:

The Personality Compass by Diane Turner and Thelma Greco, 1998.