

LEADERSHIP

FOLLOWERS' BRIEFING #4 From chapter 6

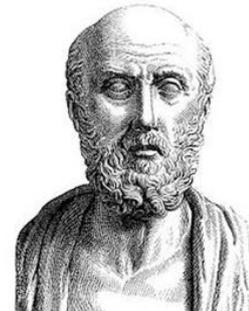
WHAT YOUR FOLLOWERS WANT YOU TO KNOW....

Simply that, if you treat them as individuals, you will get more out of them.

GET TO KNOW EACH OTHER AT A DEEPER LEVEL.

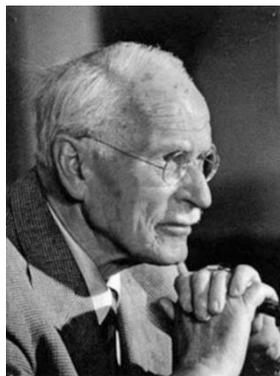
Psychometrics can help. Psychometric literally means “Measuring the Mind” and, when used correctly, can offer insight into people’s differences and similarities.

It was suggested at least as far back as the Ancient Greeks that to ‘Know Thyself’ was a basic and crucial principle of a life well-lived. Of course, once you ‘Know thyself’ you can start to understand others by the same measurements.



HIPPOCRATES

Hippocrates, the philosopher and medicine man originally thought it was our bodily fluids that caused different types of behaviour.



CARL JUNG

But it was the works of such pioneers and Sigmund Freud and Carl Jung who established behavioural psychology’s early parameters,

Carl Jung established a set of theories and principles on which many psychometric instruments are based

At this ‘entry-level’, psychometrics are useful to simply get people identifying that they are different to each other. Someone with an Introverted and ‘Feeling’ style will be engaged, motivated, and influenced in a different way than someone with, perhaps the opposite style – Extraverted and ‘Thinking’.

TEAM EXERCISE

Use the colour model on the next page. Ask each of your followers individually to establish which set of words describes them most accurately... then which is second, third and, finally, the least accurate. They will end up with a colour order (Mine is YRGB).

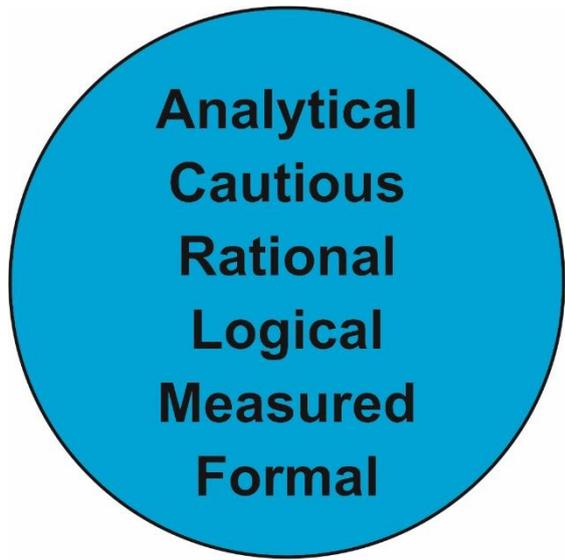
For fine-tuning, use the page I have called ‘Micro Profiles’ to establish some of the behavioural traits of each primary colour. They must do this themselves and must not ask anyone’s opinions – yet!

There is a page of Do’s and Don’ts for working with the colour model. I recommend each member of the team reads this carefully.

Give everyone a copy of the page called ‘Colleague colour guess’. Ask everyone to ‘guess’ what the others’ colour order might be. See if perceptions differ, by how much – and in what ‘types’.

As a matter of principle here, **no one can be ‘WRONG’ in this exercise**. It simply looks at our perceptions of each other. Where someone’s perception of another differs, then (with reference to the material in this document) discuss why each other’s perception is not the same.

Look at the circles below. Decide which set of words describes you most. Which set of words comes second? Third? And which set of words is the least accurate description of you

| | | |
|---|--------------------------------------|--|
|  | T H I N K I N G |  |
| INTROVERT | | EXTRAVERT |
|  | F E E L I N G |  |

Write down your colour order here

| | |
|-----|--|
| 1st | |
| 2nd | |
| 3rd | |
| 4th | |

For the purposes of fine tuning, here are some more details of each primary style

Strengths:
 Detailed & thorough
 Air of competence
 Asks penetrating questions

Possible weaknesses:
 Difficult to get to know at first
 Over-critical
 Overlooks others' feelings
 Focuses on minor details

You need to:
 Explain things logically, give plenty of detail
 Have time to reflect before responding

You need others to:
 Be objective & provide facts and details
 Be rational and logical

You do NOT need or appreciate:
 Too much closeness or physical contact
 Flippancy or haste

Stress might lead you to:
 Require nit-picking detail
 Become aloof and withdrawn
 Expect perfection in all things

Strengths:
 Building deep, long-term relationships
 Listening with sincerity
 Reliability

Possible weaknesses:
 Slow to adapt to change
 Difficulty making an immediate decision
 Avoidance of conflict & stubbornness

You need to:
 To work at your own pace and consider others in your decision making
 Time to reflect before giving an opinion

You need others to:
 Be patient
 Show that they are being supportive
 Take things slowly and steadily

You do NOT need or appreciate:
 Directness
 Being pushed into quick decisions
 Showing too much enthusiasm

Stress might lead you to:
 Silence, withdrawal or dig your heels in
 Worry lots and doubt yourself

Strengths:
 Decisiveness & Determination
 Focus
 Action-orientation

Possible weaknesses:
 Impatience & Pushing too hard
 Not involving others in decisions
 Lack of tact and diplomacy

You need to:
 Know that the conversation is getting somewhere
 Feel in control

You need others to:
 Be direct and preferably brief
 Focus on outcomes

You do NOT need or appreciate:
 Hesitation and procrastination
 Talking about feelings too much
 Someone else taking over

Stress may lead you to:
 Impatience or irritability
 Aggression and make unreasonable demands

Strengths:
 Quick to build relationships
 Friendly and sociable
 Adaptable & Imaginative

Possible weaknesses:
 Lacking focus & too casual for some
 Poor planning and follow up
 Can lose interest easily

You need to:
 Be friendly and sociable
 Have fun
 Enjoy other people's company

You need others to:
 Recognise what you do and who you are
 Be open flexible and friendly

You do NOT need or appreciate:
 Excessive detail, which you find boring
 Routine, which you will find restrictive
 Being left to do things on your own

Stress might lead you to:
 Over-react
 Become petulant
 Be excitable or behave in a frantic way

Do's and Don'ts when working with the colour model...

DO

1. Treat everyone as a unique individual – remembering we are a spread of ALL the colour energies – **not just one**
2. Be mindful of other factors in an individual's life which could affect their choices – take an holistic approach where necessary
3. Identify, and draw attention to, the difference between your opinions or judgements – and facts
4. Keep your input as general as possible – it's too easy to prejudice others' opinions. Better to ask more questions
5. Jung said: "Every individual is an exception to the rule". Understand and allow for this
6. Remember this is a **behavioural** model – it is about preference, not capability. It is not a measure of skill or intelligence. It describes but does not define

DON'T

1. Box anyone in – ever!
2. 'Diagnose' or interpret 'Facts' using the colours. The expert is the individual
3. Make suppositions about a given colour spread
4. Use the colours in a belittling or pejorative way – or 'hide' behind your own colour spread (i.e. just because you have Blue as least preferred, doesn't mean you 'Can't' do a spreadsheet!)
5. Restrict anyone's ability to have transcended their behavioural preferences
6. Say someone is 'wrong' or demean their choice of colour spread (even to someone else) or **tell someone what colour YOU believe they are before they have chosen for themselves**

Colleague Colour Guess

| Name | Primary Colour | 2nd Colour | 3rd | 4th |
|------------------|-----------------------|-------------------|------------|------------|
| Your name | | | | |
| Colleague 1 name | | | | |
| Colleague 2 name | | | | |
| Colleague 3 name | | | | |
| Colleague 4 name | | | | |
| Colleague 5 name | | | | |

Continue overleaf if necessary