

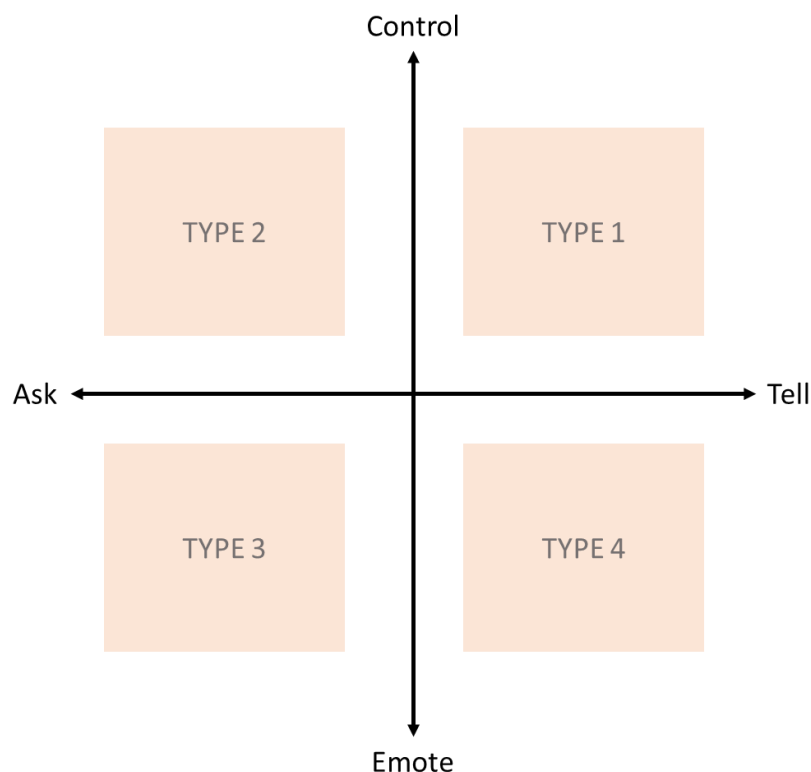
Four types of behavior and how to handle them

Within the working environment, there are different types of personality and behavior that we have to deal, manage, work with. In the past, many of us must have done so many personality tests to see how we can work with different types of personalities. However, personality is harder to understand. This opens a new set of research into “behavior”.

Behavior in the context that we are about to explore refers to what we tend to ‘say’ or ‘do’. We can look at behavior as a pattern of verbal and non-verbal cues that one follows in given situation. Metaphorically, behavior is like a crust of the pie. Though it does not reveal the flavor (personality and who we are) of the pie, it is a predictable pattern that we can be observed with our eyes.

Types of behavior

Years of research by Dr. David Merrill and Roger Reid has developed into “SOCIALSTYLE Model”, a model that this article is aim to convey. Based on the model, there are four major types of behavior that can be roughly categorized. These are behaviors that we commonly observed especially at work. Each type of behavior is measure by two key dimensions. Those two dimensions are the degree that a person tend to ask or tell and the degree that a person emote or control his/her emotions. When these dimensions intersect, it creates 4 key types of behavior: Tell/Control; Ask/Control; Ask/Emote; Tell/Emote.



Type 1: Tell/Control type

People with this type of behavior are those who know exactly what they want. They have little difficulty conveying their conclusions about anything that concerns them. They focus on immediate timeframe with relatively little concern for past and future. They are swift, efficient and to the point. At times, they tend to be impatient with delays. They show less concern for the feelings of others and for personal relationships. They are very efficient and decisive and typically seen as seeking control using power.

They are quick to interact with others, energetic, and eager to get your ideas on the table. Most of the time they come across as forceful and avoiding emotional involvement with others. They are willing to deal with competition.

At work they are result driven, uncommunicative, cool, formal, independent, and competitive. They concern about efficiency and productivity. Co-workers may feel that they do not get to know this type of people as much because they tend to be more reserved. They typically appear pleasant to work with others on their terms and respond well to those who support their conclusions. They respond well when involved in something they regard as important.

For this type of people to make good decision, they will require:

- Facts
- Useful information
- Viable options
- Power to make their own decisions
- Knowledge of the probability of success and effectiveness of each option

Type 2: Ask/Control type

People with this type of behavior are those who focus on the past, live life according to facts, principles, processes, logic, and consistency. They behave in ways which fit into their overall theory and ideas about the world. They are good planners, organizers and problem solvers who work on tasks systematically. However, they can seem lack enthusiasm or appear cold or detached. They are often reluctant to make point of view. They are generally slow to change.

They are slow to response until they have enough information, and they tend to ask detailed questions. They emphasize on taking more time to be sure of their stance than getting off to a fast start. They are comfortable in situation where task is the focus.

At work this type of people might seem uncommunicative, distant, formal, cool, and independent. They are cautious about extending friendships and avoid involving with others with power until they see a system or a predictable pattern in the way power is used. They appreciate those who value their principles/thoughtful approach. For this type of people, being right means everything can be supported by facts and data. They appreciate co-

workers who stick with specifics and do as promised. During disagreements, others need to demonstrate sufficient data to make their case to this type of people.

For this type of people to make good decision, they will require:

- Facts and verifiable data
- Proof with relevant facts
- Tangible evidence
- Time
- Methods
- Notification when deviate from plan

Type 3: Ask/Emote type

People with this type of behavior are those who focus their attention on the present and interpret the world on a personal basis by getting involved in the feelings and relationships between people. They prefer to get things done with and through others. They seek personal motives of others. They seem to have difficulty understanding that some people react to the situation based on the information or the practicality rather than relationships. They are typically good team players as they add joy, warmth, and freshness to the team. However, they tend to stay in the comfort zone, avoid personal risks and conflicts. They are undisciplined in their use of time.

They are extremely sensitive to others' feelings and emotions as well as encourage others to reveal their feeling. Their motivation lies in people's discoveries about them personally. They will always make extra effort to support group efforts and always are helpful to those in need of support.

At work, this type of people prefers collaborating with others rather than competing with them. They achieve objectives with people through understanding and mutual respect. They get along well with co-workers who also support others. They seek advice and receive advice in a friendly manner. They are comfortable with sharing personal info and enjoy building personal connections with others. In heated discussion, they focus on personal opinion/feelings of others rather than facts.

For this type of people to make good decision, they will require:

- Input of others
- Decision that will not ruin personal relationships
- Reassurances by others
- Safety from decision making (least conflict)

Type 4: Tell/Emote style

This type of people focuses his/her attention on the future with intuitive visions and outspoken spontaneity. They are typically imaginative and creative. They make decisions quickly, based on feelings and opinions rather than facts. They are warm and approachable, yet competitive for recognition and involvement in relationship. They behave in stimulating, exciting and fun ways. They sometimes seem to use time in an undisciplined manner.

Typically, this type of people is seen as spontaneous and frequently become the center of attention. Furthermore, they are warm and open. Though they may avoid dealing with details and will act in the way that others will assume that responsibility.

At work, they are communicative, fun, exciting, creative, warm, approachable, and competitive. They are openly share their thoughts and feelings to co-workers. They want others as friends in the roles of followers and supporters. For them, Power and politics are important to enhance recognition. They show little interest in how others plan to achieve outcome and appreciates co-workers who take initiative to handle the details. They like to spend time brainstorming and feel strong need to defend personal position.

For this type of people to make good decision, they will require:

- Opinions of people whom they consider important, prominent, or successful
- Benefits, rewards, and incentives in order to take extra risks

How to deal with each type of boss?

Type 1 boss

One should not be afraid to challenge this person, especially if your suggestion can help achieve objectives. Subordinates should be direct and businesslike, get to the point, and stay on point and on time. You should provide facts and logic as support but keep your main points simple. In other words, you should have the details ready, but do not present them unless requested. Do give this boss choices by suggesting alternative actions for helping him or her achieve the desired outcome. When getting an assignment, make sure you understand the desired outcomes and can do them in a timely, efficient manner.

Type 2 boss

Subordinate of type 2 bosses should take time, be businesslike, and do not rush to this person. You must do your homework so you can be accurate, well-prepared, and organized. It will greatly help when you establish (or maintain) your credibility and the credibility of your work by being prepared to discuss both the pros and cons of issues that matter to your boss. When getting an assignment, make sure you understand the details of what is expected and avoid agreeing to do anything you cannot do precisely as assigned.

Type 3 boss

To handle type 3 bosses, one should take time to engage this boss in conversation about a common area of interest. One should avoid aggressively confronting the boss or other team members but do show that you are sensitive to the feelings of others. Subordinate of this type of bosses should be cautious about making suggestions for actions that carry high risks, avoid pushing your ideas too hard as your boss might acquiesce and then undercut your efforts by not fully supporting you later. When getting an assignment, make sure your boss knows that you will be involving others to make sure all concerned are happy with the results.

Type 4 boss

Handling this type of boss means you should not allow detail to bog down your early conversations. You can start by making a point to mention the need to develop the details then seek to find out what your boss' vision is for the issue at hand, and then, to the possible extent, support him or her in making that vision a reality. It is a must that you do not try to outshine this type of boss. It is okay to press this boss for a decision – but let him or her make it. When getting an assignment, follow-up with an e-mail or other reminder of the details of what you will be doing, and then do what you said you will do in a timely manner.

These types of behavior generalize how each follow a train of reactions to different situations. One thing to note that it is not one size fits all behavior type. People tend to be fluid in their reactions. However, we end up seeing people leaning towards what they are most comfortable in, their types. Learning about the four behaviors help one understand the motivation and drive of people in each type. We can, then, seek ways to collaborate and work better with our team or even bosses in the future.

References

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