| | BOLD | EXPRESSIVE | SYMPATHETIC | TECHNICAL |
|---|---|---|---|---|
| **Communicating Up** | Brief and to the point; few meetings; do not interrupt | Face-to-face; leave lots of time; less data and facts and more concepts and ideas; follow-up with brief summary | Request their input; allow time for a decision | Prefers reports in writing and in detail; do not present problem first thing in the morning; allow time to make a decision |
| **Delegating** | • Tell them the ultimate goal, but let them determine how to accomplish it.<br>• Be clear about deadlines and available resources.<br>• Outline the limits of their authority.<br>• Let them work independently. | • Clearly define the results that you expect.<br>• Set firm deadlines.<br>• Enforce a project schedule.<br>• Help them complete complex tasks by structuring a methodical process for each assignment. | • Offer a step-by-step explanation of what is required.<br>• Be prepared for frequent meetings to evaluate progress and to answer questions.<br>• Clearly outline the resources that are available.<br>• Help them recruit the assistance of other employees. | • Provide a detailed explanation of the task.<br>• Stress standards of quality and accuracy.<br>• Explain the purpose of the assignment and how it will benefit the organization.<br>• Set clear deadlines. |
| **Problem Solving** | • Express confidence in their ability to find a solution.<br>• Encourage them to examine complex problems from all angles.<br>• Define the expected results.<br>• Look for practical, easily implemented solutions. | • Compliment their insight into people and situations.<br>• Emphasize the need to go beyond instinct and analyze the facts.<br>• Divide the process into steps. | • Compliment their methodical problem solving.<br>• Encourage them to use innovation and creativity.<br>• Give time to reflect before asking for a solution.<br>• Help them evaluate the urgency of problems. | • Compliment their analytical abilities.<br>• Offer perspective when they want a "perfect" solution.<br>• Outline alternative problem solving techniques for situations that require immediate decisions. |
| **Giving Feedback** | • Be specific about their current performance and about what you require.<br>• Ask them to create an improvement plan and set up a meeting to discuss it.<br>• Clarify the consequences of unsatisfactory performance and define a time frame for improvement. | • Be direct about the performance problem and its consequences.<br>• Allow enough discussion time, but remain focused.<br>• Commit to a deadline for specific improvement. | • Recognize areas of good performance first.<br>• Define your expectations clearly.<br>• Help them create a detailed plan for improvement.<br>• Provide feedback regularly.<br>• Be warm and reassuring. | • Be prepared for a defensive reaction.<br>• Stick to the facts.<br>• Give them enough time to formulate a plan.<br>• Agree on a formal review process and a timeline. |

# Pitfalls

*No Wonder We Have Problems Communicating!*

- Most of the population is significantly different from you. Not worse. Not better. Just different.

- Yet, we tend to operate from our own frame of reference.

- We are all in the minority

- The ability to "relate well" is a key competency for nearly every position in every organization today

- In one non-profit study on executive derailment, the biggest gap between successful and derailed executives was their ability – or inability to understand other people's perspectives

- Only 25% of "derailed" executives were described as having effective people skills, while 75% of "talented leaders" were described as being skilled in this area