



Getting Results with Different Types of People

IEMA:Organizational Dynamics



Professor Philip Hallinger

Lesson Objectives

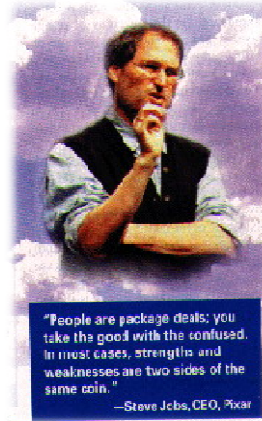
1. To understand the needs and motivators that describe different P-Types.
2. To understand practical strategies for working with and supervising different P-Types.
3. To analyze common managerial problems using the P-Type framework.
4. To develop and apply solutions to common managerial problems using the P-Type framework.





A Practical Theory for Leaders: Ways of Using P-Type at Work

- ◆ Start with self-awareness.
- ◆ Adapt yourself to others.
- ◆ Adapt your leadership style to the work context.
- ◆ Complement your personal capabilities.
- ◆ Balance the composition of work teams.

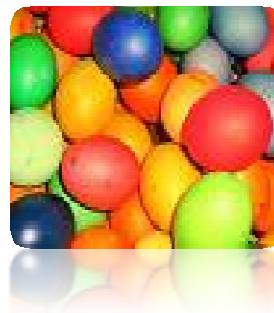


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Working With Others to Achieve Results

- ◆ Effective leaders adapt to the needs of others
- ◆ Different p-type preferences imply different motivators and communication channels
- ◆ The following slides show strategies for working and communicating effectively with different people
- ◆ The video clips will give you a feel for how the various preferences come out at work, **but you don't need to view every clip**



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Working with Extraverts - E

Needs/motivators: activity, talk, interaction, energy

- ◆ Show energy & enthusiasm
- ◆ Ask open-ended questions
- ◆ Respond quickly
- ◆ Allow them to think aloud
- ◆ Communicate openly
- ◆ Focus on people and results
- ◆ Give opportunities for contact with people
- ◆ Let them work in groups

Stew Leonard



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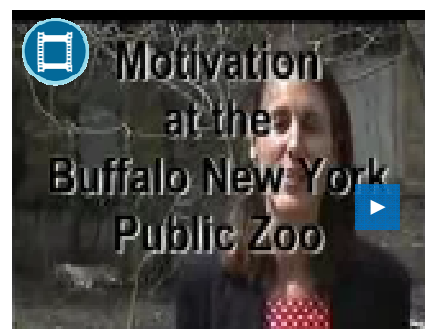
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Working with Introverts – I

Needs/motivators: time to think & trust; private space

- ◆ Give them time to trust
- ◆ Ask "What do you think?"
- ◆ Seek input and opinions
- ◆ Allow time for thinking
- ◆ Send written work ahead
- ◆ Have one-to-one activities
- ◆ Don't mistake lack of active response for lack of interest
- ◆ Let them respond in writing

At the Zoo



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Working with Intuitives - N

Needs/motivators: creative challenge, vision, independent

- ◆ Show ideas in big picture
- ◆ Give main idea first
- ◆ Don't focus on details
- ◆ Identify challenges
- ◆ Show future benefits
- ◆ Show "non-routine" features of tasks
- ◆ They work in bursts
- ◆ Use their creativity



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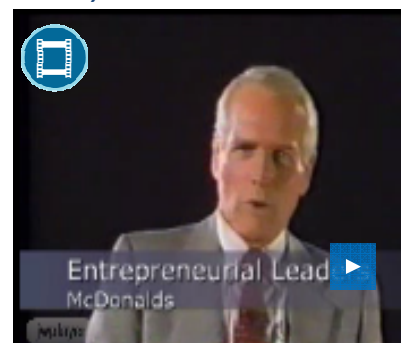
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Working with Sensors - S

Needs/motivators: details, step-by-step, realistic action

- ◆ Show evidence, details
- ◆ Be practical, realistic,
- ◆ Document results
- ◆ Provide detail for new work
- ◆ Be direct, orderly, step-by-step and sequential
- ◆ Relate new plans to current and past work
- ◆ "Try" to let them work on one task or project at a time

Ray Kroc at McDonald's



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Working with Feelers - F

Needs/motivators: relationship, meaning, interest, trust

- ◆ Develop the relationship
- ◆ Be friendly; show a personal interest in them
- ◆ Find common interests
- ◆ Show the value of tasks and projects for people
- ◆ Give criticism carefully
- ◆ Watch non-verbal clues
- ◆ Logic WON'T convince them

Tom Malone



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Working with Thinkers - T

Needs/motivators: data, logic, reasons, calm talk

- ◆ Be calm and reasonable
- ◆ T's value feelings differently from F's
- ◆ Present "emotions as facts"
- ◆ Be brief, logical and to the point
- ◆ List pro's and con's
- ◆ Show data and relate to goals, outcomes, results

Bill Gates



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Working with Judgers - J

Needs/motivators: plans, goals, order, decisions, closure

- ◆ Clarify goals, agendas etc.
- ◆ Set timetable for tasks
- ◆ Allow them time to prepare
- ◆ Show real achievements
- ◆ Be firm in decisions & plans
- ◆ Be sure they take time to fully explore options
- ◆ Bring closure to meetings, decisions, tasks

When Harry Met Sally



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Working with Perceivers - P

Needs/motivators: time, flexibility, freedom, options

- ◆ Be flexible
- ◆ Allow for things to flow
- ◆ Be firm about finishing, but don't set unnecessary timelines
- ◆ Let them bring new info and discuss options
- ◆ Encourage independence
- ◆ Allow flexibility but set limits when needed



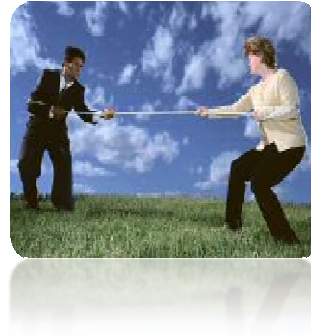
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When to Use P-Type Theory

- ◆ Hiring new staff
- ◆ Forming and leading a team
- ◆ Solving a staff conflict
- ◆ Supervise staff member
- ◆ Coaching others for success
- ◆ Managing yourself
- ◆ Selling an idea, program, product, or proposal



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Summary

- ◆ Both self-awareness and your ability to adapt your leadership style to others will predict your success.
- ◆ Understanding how to interact most effectively will enable you to help support others for success and achieve your own goals.
- ◆ That's a definition of win-win.
- ◆ The Summative Assessments



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END LESSON

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