

RONALD V. MCGUCKIN AND ASSOCIATES

Post Office Box 2126

Bristol, Pennsylvania 19007

215-785-3400 215-785-3401 (FAX)

Childproviderlaw.com (website)

HOW TO DEAL WITH DIFFICULT PEOPLE

DOMINANT

The dominant person needs challenges and to be in command of others or projects (an excellent team leader). The dominant person responds well to structured situations calling for a specific action within a specific time period.

The dominant person has a need for recognition, perhaps as much as the influencer, and is defeated by a lack of interest or an unmanageable situation.

INFLUENCER

The influencer can be a social butterfly or a persuasive salesperson and lots of things in between. At his best, the influencer will inspire others, get the job done and exemplify the best attitude. However, on the other end of the scale, the influencer can de-motivate others and cause complete dissension.

Talented people are often influencers. Influencers are usually found in the creative fields such as communications, as well as, sales and management. On a team, the influencer can help hold the group together in times of difficulty. The influencer can be a great ally for the team leader.

BALANCER

The balancer can be a judge, a mediator or an ally. The balancer is excellent at seeing all sides of an issue, often without much subjectivity. Use the balancer to blend differing opinions in your team. She can see a variety of responses and determine the right answer for all.

While the balancers have this knack for moderating, it is often difficult to get them to take a hard stand on a particular issue. They can be persuaded one way or another, but often prefer to be in the middle.

LOYALIST

The loyalist is the most rigid of people and likes things to stay the same. Though this might seem like a fault, it can be an asset on a team where others are boisterous, talkative, and quick to act. The loyalist is not a balancer, but can provide balance to dominants and influencers simply by being herself.

At her best the loyalist reminds us of things that ought to remain unchanged, and the value of consistency. At her worst, the loyalist is fiercely inflexible.

DOMINANT

Assertive	Hard-Driving	Competitive	Controlled
Demanding	Passionate	Domineering	Visionary
Forceful	Arrogant	Strong	Proud
Decisive	Perfectionist	Focused	Optimistic

INFLUENCER

Outgoing	Convincing	Darling	Animated
Charismatic	Relaxed	Persuasive	Indulgent
Charming	Humorous	Self-centered	Generous
Talkative	Welcoming	Energetic	Affectionate
Sociable	Fastidious	Fun-loving	Excitable

BALANCER

Patient	Restrained	Mediator	Cautious
Accurate	Choosy	Ethical	Hospitable
Advocate	Pitying	Helper	Forgiving
Impartial	Conscientious	Cooperative	Didactic
Even-tempered	Non-judgmental		

LOYALIST

Structured	Honorable	Befriending	Content
Honest	Sentimental	Trustworthy	Dutiful
Other-centered	Systematic	Inflexible	Solemn

Patriotic

Territorial

Humble

Courteous

Respectful

Modest

WHAT KIND OF TEAM LEADER ARE YOU?

Y = Yes S = Sometimes N = No

- | | | | | | |
|-----|---|---|---|---|---|
| 1. | Do you enjoy "running the show?" | Y | S | N | |
| 2. | Generally, do you think it's worth the time and effort to explain the reasons for a decision or policy before putting it into effect? | Y | S | N | |
| 3. | Do you prefer the administrative end of your leadership job - planning, paperwork and so on - to supervising or working directly with your subordinates? | Y | S | N | |
| 4. | A stranger comes into your department and you know he or she is the new employee hired by one of your assistants. When approaching him or her, would you first ask his or her name rather than introducing yourself? | Y | S | N | |
| 5. | Do you keep your people up-to-date on developments affecting the group? | Y | S | N | |
| 6. | Do you find that in giving out assignments you tend to state the goals and leave methods to your subordinates? | Y | S | N | |
| 7. | Do you think it's good common sense for a leader to keep aloof from his or her people because, in the long run, familiarity breeds lessened respect? | | Y | S | N |
| 8. | It's time to decide about a group outing. You've heard that the majority prefer to have it on Wednesday, but you're pretty sure Thursday would be better for all concerned. Would you put the questions to a vote rather than make the decision yourself? | Y | S | N | |
| 9. | If you had your way, would you make running your group a push-button affair, with personal contacts and communication held to a minimum? | Y | S | N | |
| 10. | Do you find it fairly easy to fire someone? | Y | S | N | |
| 11. | Do you feel that the friendlier you are to people, the better you'll be able to lead them? | Y | S | N | |
| 12. | After a considerable time, you suggest a solution to a work problem. You pass it along to an assistant who pokes it full of holes. Would you be annoyed that the problem is still unsolved rather than be angry with the assistant? | Y | S | N | |
| 13. | Do you agree that one of the best ways to avoid discipline problems is to provide adequate punishment for violation of rules? | Y | S | N | |

14. Your way of handling a situation is being criticized. Would you try to sell you viewpoint to your group rather than make it clear, as boss, your decisions are final?

Y S N

Scoring Key: Give yourself 2 points if you answered "YES" to questions 1, 3, 4, 7, 9, 10, and 13; and 1 point for any "SOMETIMES" answer on any question. There is no such thing as a good or bad score. Plot your score on the chart below. A score of 21 indicates you have an autocratic management style, whereas a score of 0 shows you prefer extremely participative management. Each style has strong and weak points in different situations.

Participative Management Decision Matrix

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Circle the number that is your predominant style of decision-making. It is suggested that, as employees become skilled in problem-solving, a manager becomes a facilitator.

How will your decision style affect your company's business?