

## **Chapter 7: Assessing the Style of the Client**

This chapter focuses upon the importance of the Consultant understanding and becoming competent in the application of interpersonal skills, in order to establish rapport and a close working relationship with all those involved in the process of change. In particular, the Chapter focuses primarily upon the Client as the Implementer for persuasion – but the information presented could equally be applied to anyone whom the Consultant is keen to influence. Firstly, we will focus upon enabling a variety of people to change but mainly focus on the ‘Implementers, or the audience we are trying to influence to go on and implement the key ideas in the organization. Then we will focus on influencing the Client and discovering which domain they tend to inhabit, be it that of the Regulator, Visionary, Facilitator or Analyst.

### **Developing Mutual Trust: Change based on Persuasion and Influence rather than Control**

Many internal Consultants rely far too much on control, rather than persuasion and influence, especially with people they are trying to influence who occupy the role of ‘Implementer’ or change target. This is definitely a mistake. Often the Consultant may think the position they hold with their Client is sufficient to ensure that people will comply with their wishes. It may be true in a ‘fear driven’ culture, but in the vast majority of cases the Consultant has to win support on every occasion. The management of successful projects takes more than brute force and strength to achieve best

performance. Today we recognize that 'Control' is no longer perceived as a legitimate means of initiating organizational change. There are a number of factors, which push us to believe that change is more a process of involvement and trust. With this in mind, I would emphasise the importance of the Consultant acquiring the skills of persuasion and influence in order to fulfil their role. We can distinguish the traditional process of managing change as being imposed or driven by 'telling', and generally associate this approach with failure in bringing about long term change.

### **The Old way of Change**

The days are gone when 'changes' were ordered by senior management, where control and unquestioned adherence to authority, personified in the managerial group, was sacrosanct. This way of doing business was unquestioned by those who were the recipients or the Implementers of change. This classical or scientific management view on or how business was thought to be best run was where control was solely the province of the managerial group. This may survive today in many organizations, but is not a approach that I think has any credence. In this type of organization, there is a gulf in terms of 'power, control and influence' between those who manage resources and those who do the majority of the work. In this outmoded managerial world, the managerial prerogative is to dictate and direct people to meet the specific needs of the organization. There regrettably are still many businesses in existence today which portray the worst excesses of over control with minimum empowerment. Things are

changing slowly. Nowadays, the more appropriate Humanistic approach is far more open to examining other forms of relationship between those who manage and those who do the work.

Thankfully, trends in social convention and attitudes have been responsible for changing views on how to motivate people – to enable them to maximise their potential. The more directive ‘telling’ style has been replaced with a style of ‘selling’. We can still see the ‘old’ culture as being ‘alive and kicking’ in some industries and some businesses. The more militaristic style is still prevalent and is characteristic of the ‘fear driven’ culture witnessed in some enterprises. It is clear that the old style of managing is very much based upon the view that the only way to manage people was ‘carrot and stick’ - through reward and the application of sanctions, rather than through influence. Employees today who do not care to be managed in that fashion will consciously seek employment in an organization where the relationship between manager and managed is based more on a solid and committed human relations philosophy.

### **Effective Change**

Change tends to be more effective and long lasting if those involved and affected have a large part to play in the process. So it should be not a surprise to learn that the Consultant needs to be able to influence others to want to become involved in the process – rather than just telling them what to do. Increasingly, this is the most important area in the process of change management: to

establish rapport and a true spirit of teamwork with those driving change.

I believe that there are three key players involved in the change process; the Consultant, the Client and the Implementer. The Consultant, if he or she is to be effective, needs to be able to work closely with all within the team. In order to do this, the change Consultant (internal or external) has to be able not only to develop rapport, but to retain it, even in times where conflicts can arise. At this stage, the Consultant needs to be skilled in working with other people and understanding what action should be taken so as to establish rapport with the Client and Implementer. This involves understanding how people communicate, and their preferences for assessing, accepting and agreeing with you – the Consultant. This means gaining entry into their world of preferences. If you can understand how people process information, and their likely preferences for action then there is a good chance you will be able to influence them.

### **Prerequisite for Driving Change: Inter-personal Skills**

We use an inter-personal skills model to train internal Consultants to understand better the dynamics which exist between the key actors in the consultation process. We take staff through an intensive training program, which takes several days, there follows a good outline of the process here. (Please note, we work on training others in advanced forms of interpersonal influence including Neuro Linguistics) One of the most powerful tools we give our Consultants is the use of a dynamic model of Personality

and Communication. The model of Personality focuses upon the differences which exist between different personality types. If there is a large wide between how people communicate between each other there is more likelihood of conflict. Generally, people like people like themselves. However, in a work environment we encounter a wide diversity of character. We aim to understand how different personalities communicate and any areas for potential conflict. The model<sup>1</sup> is simple to understand. It is based upon just two personality characteristics– those related to how people use Power and how they use Emotion when communicating with others.

Fundamental to this approach is, as stated previously, the belief that ‘people like people like themselves’ and like-minded individuals will tend to find and share a deeper level of rapport with each other. Those who experience wide differences in their style and that of others with whom they have to work, will find it much more difficult to work together – because what they personally value most in how they communicate will be apparently lacking in their colleague. The view that ‘opposites attract’ is best left to the world of Romance – and even these may be only partly true. Generally, we are attracted to others who portray similar characteristics to ourselves. People tend to be attracted to, and work more effectively with, people who share and value similar mindsets and ways of working.

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<sup>1</sup> Personality and Objection Handling Inventory ©Philip Atkinson 1990. Developed from a variety of earlier models – i.e., the Wilson Corporation USA , Thomas International PPA Profile etc.

A great deal of the Training we offer to Consultants progresses through the following process;

1. Identify your own style and fully explore and understand strengths and limitations when you communicate with a variety of people. This requires a level of critical ability to also look at times and occasions when 'displaying own style' will lead to conflict with others who portray the 'opposite style'.
2. Identify the style of 'others' whom you are attempting to influence, and consider the objections they may have to your proposal in advance of presenting it to them. This requires a high degree of conscious competence in being able to quickly 'pick up' the preferences of others – using our recommended model. With coaching and training, the skill of assessing the preferences of others can be quickly discerned to a high degree of accuracy by using a mixture of scanning for and listening to the phrases, the words, tonality and body language of others. Most importantly, there is a requirement for a high degree of 'sensory acuity', which is focused on looking for congruent communication.
3. Re-appraise the purpose and context of the communication in terms of the person you are trying to influence. Rethink – amend and adjust your message to suit their preferences and their world.
4. Deliver the message in the manner and the context in which 'others' prefer to receive it, listen to their response.

The Model is based on four 'pure types': the Regulator, the Visionary, the Facilitator and the Analyst. Of course, I understand there are many more than four types of personality in existence but this model can be extremely useful for dealing with objections prior to communicating formally with those we seek to influence. In this sense I use it as a tool for preventing misunderstanding and gaining more rapport with our Clients, Implementers, and other constituents in the process.

I believe that people intuitively have their own classification system by which they assess others, but it is usually an unspecific and an unconscious process, and therefore difficult to apply consistently. I find that the methodology to be described radically helps to improve assessment of the key characters, and their personalities, in the change arena and therefore aids us in preparing to influence them before the event takes place. In my view, too few people spend time examining their ability to influence, beyond the simple and rational and logical basis of their argument or case.

However, there is some danger in adhering to this model without the important factors of context and flexibility. No one person portrays one style all the time. Although they may have one strong preference when communicating, the context of the communication will shape how they move around from one box or quadrant to another.

Communication Style displayed is based fundamentally on personal preferences as well as context, circumstances, the demands and constraints of the situation. No one stays in one box

or quadrant all the time – we all tend to move about. The key to becoming a better Change Agent is having the sensory acuity resulting in the flexibility to follow, as the person we are trying to influence moves from one style to another. In any interaction, the person with the most flexibility of communication will have more strategies and abilities to influence others and therefore will tend to be in an advantageous situation most of the time.

## Identifying Influencing Style

**Use the simple exercises below too gain a good understanding of the four ‘pure types’ described. This is a simple questionnaire to isolate ‘type’. It is for illustration only. More sophisticated and accurate ‘profiles’ are used to help Consultants identify the style of influence with which others feel most comfortable**

### Instructions

Tick the word in each pair which best represents how you influence others. Total the ticks in just the left hand column of each word pairing and place on the chart below.

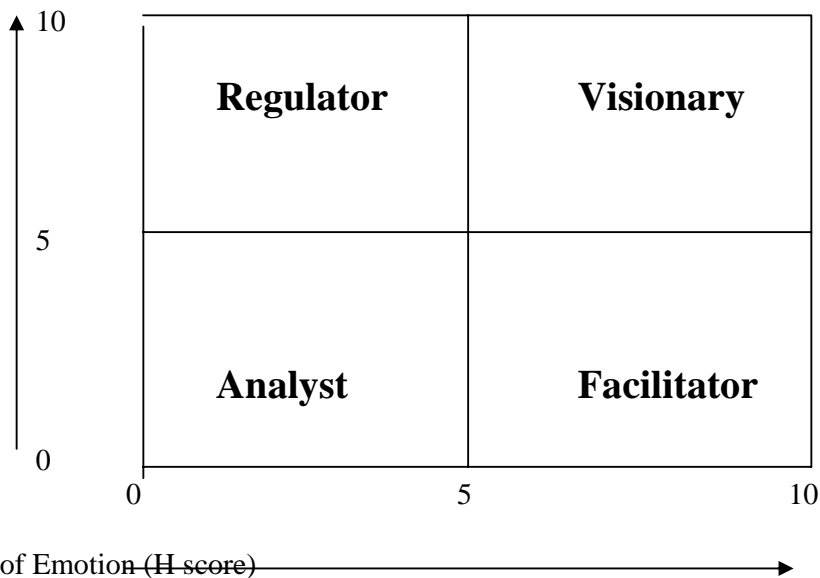
#### Use of Power (V score)

- Active       Steady
- Confronts    Accepts
- Decisive     Studied
- Compete     Co-operate
- Impatient    Relaxed
- Challenge    Receptive
- Direct       Indirect
- Forceful     Thoughtful
- Forthright    Reflective
- Proactive    Reactive

#### Use of Emotion (H score)

- Laid back    Formal
- Lively       Unmoved
- Random      Structured
- Affiliative  Private
- Trusting     Cautious
- Sociable     Distant
- Informal     Formal
- Intuitive    Rational
- Friendly     Reserved
- Casual       Organised

Use of Power (V Score)



## Pen Portraits of the Four 'Types'

The four quadrants are best explained thus;

The 'pure' **Analyst** occupies the bottom left quadrant and tends to demonstrate little in terms of emotion. Tending to introversion, they will not be drawn into major discussions. Being analytical, they will tend to demonstrate a longer attention span and think things through in terms of chains or a sequence of events. They will be focused upon detail, objectivity and technical competence. They will have difficulty working closely with people not like themselves, especially the Visionary. Analytical types will tend to be influenced more readily by people like themselves and their more assertive colleagues, the Regulators.

The 'pure' **Facilitator** occupies the bottom right quadrant and is driven by being very receptive as well as being extrovert. Like the Analyst, they will be receptive to the opinions and views of others and will hear them out. Unlike the Analysts, they will be a team worker and enjoy working in a group in harmony. They will want to be liked and may have difficulty dealing with conflict. Facilitators have some difficulty with Regulators whom they perceive as hard and emotionless, and can align quite well with their more assertive colleague – the Visionary.

The **Visionary** is very assertive and quite extroverted. Driven by a need to work on new creative projects, Visionaries will move quickly from one idea to another. They will want to be recognized for their achievements and will ensure that others are aware of

their success. They are driven by achievement and developing new and unique solutions to problems. They have difficulty working with the Analysts, and will have some understanding with their more receptive colleagues, the Facilitators.

The **Regulator**, characterized by the top left quadrant, is very assertive and lacks the outward signs of emotion. Driven by achieving bottom line results they want very much to be in charge of things. Although they can work on detail, they prefer to move swiftly from A to Z rather than plodding through A, B, C, D....Z etc. The Regulator will have much in common with his less assertive colleague – the Analyst.

These pen portraits give a good understanding of how the Change Agent can use the model. Knowing communication preferences in advance, they will be able to structure events to appeal to a variety of audiences.

In order to do a really good job, all the Change Agent really has to do is learn how to use the model, understand the preference of each of the types, and move around and deal with objections as required. This a great tool for helping improve the effectiveness of internal Consultants. What follows is a little more detail on each of the four 'pure' types.

### **What is a Regulator?**

The pure Regulator is assertive and reserved in outlook. Communication is logical and well structured. The style lacks

emotive overtones. Conversation is not usually punctuated by emotion. The content of any discussion is usually focused on the matter under consideration. Tangential conversation is not displayed or encouraged.

Those on the extreme of the scale can be perceived as lacking warmth, and may be wrongly defined as authoritarian, but this is probably more a reflection of their desire to present and debate topics in an analytic and objective manner. Regulators do not wish emotion to cloud the facts or their judgment. They also like to be, and be seen to be, in control of the situation.

The name Regulator encapsulates the style of the communicator. They regulate and control the flow of resources. The Regulator in their purest form can be a powerful authoritative figure who does not seek the views of others. They, like the Visionary, have their own views, are fairly confident in their abilities, and rely on their own judgment. On the surface, they do not seek the friendship and approval of others. However, they may seek the formalized approval of their results from those in positions senior to them.

The Regulator could be classed as emphasizing achievement, wishing to be recognized for bottom line results, rather than for getting on well with people, or coming up with good ideas. Although governed and measured by results, the Regulator is not drawn into the minutiae of problems. Like the Visionary, he prefers to have a global perspective and would tend to delegate the detailed work to others.

(Boxed Inset)

### **Working with the 'Regulator' as the Client**

The company manufactured micro-wave antenna was US owned and located in the UK. The Operations Director was on assignment from the USA. I would meet with him once a week to discuss progress on a quality improvement drive. I would arrive at 1100am and he would say 'Phil, how are you, and how is the family?' I would reply. "Fine Roy, everything is good. How is your family adapting to the British way of life? He would then say, "Fine, thats good news. Now let us move onto the progress report. Tell me, what projects are working? What are the results for each of the project groups? Are there any areas which need my input? Is anyone dragging their feet? What else can we expect for month end – any cost reductions coming through?" I would reply specifically, wasting no time at all. I would be totally accurate and stay 100% on the subject. He would draw the discussion to a close. "Phil, it is good to see you. Any concerns you have about progress come and see me. If there is nothing else – have a good week. Bye". It would be 1115am when I left his office – never later.

This Client was very much a strong Regulator. He wanted focused discussion. He gave the impression of being interested in my family but was not. The worst thing I could have done was to have 'waxed lyrical' about each of my children and created unnecessary discussion for him. Adapt to the world of your Client! If they move and adopt another style, follow them – but do not lead. Let them determine the flow of discussion and the length of the meeting. For Consultants who have Clients that display strong or even occasional Regulator tendencies, follow this advice to the letter or you'll create doubts the Client's mind about your focus and your ability to stick to the business at hand!

As a reserved person, the Regulator will not be a natural team leader. They will tend to issue instructions rather than sell ideas. As someone expecting action, the last thing on the Regulator's mind is how their ideas may affect his staff. This will only be taken

into account when people problems could affect productivity and bottom line results. The Regulator is impatient and wants to take action now. They do not have time to waste. Once you have won their commitment, you may have to work or operate quickly. Speed is perceived as a positive trait. Slow paced thinking, being overly thoughtful, and an inability to take quick decisive action, will be perceived as weakness.

### **What objections will the Regulator have to your proposals?**

You must prepare your case, proposals or recommendations well in advance. The Regulator demands relevant and accurate answers. If they ask a question they expects a speedy reply. Your credibility will be measured and evaluated by your ability to think on your feet and respond quickly.

The Regulator expects you to get to the point quickly and not introduce subjects of little relevance. They prefer to be directed from start to finish - no tangents or diversions. Ensure that your proposals are watertight. If they cost too much in terms of money, time or resources they may not be interested. The 'pure type' Regulator is not just interested in results tomorrow. Although they are interested in long -term objectives, they are aware that they will be measured by short-term criteria.

If you have changes to implement, ensure that your proposals and recommendations can be closely monitored, evaluated and measured after installation. Your proposals should not concentrate on the features of any likely changes, but rather on

their benefits and advantages. All managers can be resistant to change, but Regulators in particular will be resistant to new proposals if it cannot be shown that an initial investment in money and time will lead to worthwhile results.

### **What is an Analyst?**

The 'pure' Analyst is reserved and does not project much emotion while communicating. They are introverted and tends to build their reputation around technical expertise rather than managerial abilities. They are competent, analytical and methodical by nature. Their approach to examining and solving problems is rational, structured and logical. The 'pure' Analyst is immersed in their technical expertise, whether they are a lawyer, an accountant or technical specialist. The Analyst is formal in their dealings with others and unlike their opposites, the Visionary and the Facilitator, they are not outgoing. They are rather private and cautious and are directive and focused on implementation and technical purity. Their rational manner suggests that they look at problems from a micro perspective. They do not normally concern themselves with the whole picture, but concentrates upon detail. Consequently, when trying to sell an idea or proposal to them, one has to focus firstly, upon the technical feasibility of the suggestions and secondly, the practical aspects of ensuring the proposals will work.

As well as being reserved in their dealings with others, the Analyst is receptive to what others are saying. They will listen for the technical sophistry. They will not dominate the conversation and will listen carefully and assess in detail the validity of what is being

said. They are thoughtful and reflective and will not make too many assumptions; they will listen and then ask questions to test their understanding. They is steadfast and steady and prefer not to confront people.

(Boxed Inset)

### **Working with the 'Analyst' as Client**

Another client was an HR professional who took a keen interest in our approach to culture change. I would visit Richard and always knew things would take longer than planned. He wanted precise detail. He would request that we looked at activities in a Gantt chart format with timeframes clearly legible, expected results and potential measures. Later, he would translate this information onto a 'critical path' on his PC and directly route this to a spreadsheet where he accounted for all budgets that arose from the work undertaken. He would regularly ask for input on improvements and want to express these using time series indexing. He never talked about how the change teams were progressing, except in terms of the processes they applied. Team harmony and morale was secondary to getting the detail precisely right. Once he asked for a description of my 'culture change process' from A-Z. We took some time to go through the detail and he would interject, "Take me back to the ..... I'd like to think through the implications if we changed our focus from a project in materials planning to one on quality assurance."..... Often, the meetings overran well beyond the projected departure time because Richard needed a great deal of attention and concrete data. Although there were times when I became frustrated with Richard I continued giving him what he wanted, or ensured I had anticipated his needs and provided an Appendix in Gantt chart format! The learning points with an Analyst are that as Consultant your credibility is on the line if you cannot demonstrate the same logical approach and go to the same depth of analysis as they require.

They are not spontaneous but is studied in their approach-

although, on the lower extreme of the 'assertiveness' scale, they can be sociable and can work with others. When working with a team, they have difficulty adjusting to the needs of others, but they are generally co-operative. They are steady and stable. For them to be convinced, you have to spend considerable time on the technical feasibility of any proposal. They want to assess its capability and see it work. Analysts have difficulty coping with situations where there is a great deal of information which appears to have little structure and presenting proposals to them, it is necessary to prepare carefully and to structure your ideas in a logical fashion. They are technically proficient or expert and feel secure when they are confident that they have all the available knowledge on a subject. Their need for this security is perhaps a weakness, because many Analysts persist in collecting masses of information to solve problems, rather than being selective. Here you can help the Analyst see their way through a mass of detail. They do not like making decisions based on what they see as insufficient information. An inability to make decisions can often result from an aversion to risk-taking. They prefer situations where risk is calculable and measurable and will not get involved in speculative ventures.

Unlike the Visionary, they have difficulty working with ideas and making them reality. The 'pure' Analyst prefers to work with quantifiable alternatives. The Analyst sets goals which are achievable, and may have a tendency to focus on short-term objectives. They can concentrate too much on detail and pay little attention to the long term or global perspective. When they do become involved in projects that have long-term implications, they

gain their security by meticulously planning and preparing in advance. They can have difficulty relating to the Visionary because their traits are at the opposite end of the spectrum. The Analyst shares the reflective nature of the Facilitator, but does not share the Facilitator's willingness to be expressive, illustrative, open and trusting in his communication.

The Analyst shares the Regulator's reserved stance in communication, but is distinguished from them by their more positive and challenging assertive posture. They have difficulty in understanding proposals in broad general terms. They require to see the proposal 'as it will operate' and then to assess its practical applicability.

### **What is a Facilitator?**

The 'pure' Facilitator is receptive in communication. They listen to what others say and in some ways is similar to the Analyst. They involve others in decisions and discuss proposals at length. They are keen to understand fully the implications of new or innovative suggestions. They are not quick in making up their mind and are ready to accept ideas, but generally pursue the indirect route. They want to look at problems from every angle.

When putting suggestions to the Facilitator they will be found to be steady and patient and will listen fully. They can look well as a member of a team. The 'pure' Facilitator facilitates the introduction of change and new ideas, but only after they have thought through all the key issues.

By nature, the Facilitator is a team player and a people person. They want to know how a proposal will affect their staff. Will they require retraining? What impact will changes have on job satisfaction, motivation, team spirit and morale? They tend towards extroversion and are generally out-going in their manner. Others seek their help and is approachable. Their way of looking at things is different to the Analyst who requires facts, figures and a structured approach to problem solving. The Facilitator tends to be unstructured, and the logic of the Analyst is replaced by intuitive and creative skills.

Creativity and intuition bind Facilitators and Visionaries together and they find it relatively easy to work with each other. Unlike the Visionary, the Facilitator does not feel a need to dominate conversations. They do not share the fast paced and highly demanding objective setting and commitment to achievement of the Visionary or the Regulator.

Regulators and Facilitators can find it difficult to communicate effectively with each other. The 'pure' Facilitator can see the 'pure' Regulator as cold, unapproachable, impatient, and interested only in results. Conversely, the Regulator sees the Facilitator as unstructured, wishy-washy, casual, and uncommitted to achieving results. The result of such perceptions is often conflict rather than co-operation.

The Facilitator can become too committed to people and fail to recognize the importance of results. They have to be convinced that new proposals will not harm people or lead to morale

problems in their team. They are usually strongly affiliation driven, and their popularity with others is the source of their strength and power. Getting them to take ownership of proposals is tantamount to having them implemented. However, the 'pure' Facilitator will put you through immense rigors to ensure that all people problems are resolved prior to implementation. Sometimes they lack focus and require others to help structure their thoughts and actions. Although it is possible to lead and structure a 'pure' Facilitator, progress will be slow.

**(Boxed Inset)**

**Working with the 'Facilitator' as Client**

Driving a project on Leadership in Motor Finance I worked with an HRD person who was extremely sociable. James wanted to know all about what motivated me to run a consultancy business. He explored my values and why I liked working with people, and was particularly keen on exploring my way of working. On the potential Leadership project he wanted to ensure that when I undertook the diagnostic work I would select people to attend any Focus Groups on a 'fair and equitable' basis. I was interested in how I would seek consensus and the sensitivity of undertaking a 'training needs audit' with a selection of staff, new to the business who had experienced problems with a particularly harsh manager who had now moved on. James was totally focused on our working together symbiotically and had to be reassured that we would discuss all training matters before the training program was designed. He was extremely supportive, but had unfortunately, before my arrival, worked with another consultant who had demonstrated a high degree of impatience with James's intense questioning and probing. James wanted to ensure that I was a fellow who had integrity and would consider the people issues at every stage of the assignment as would he.

The learning points here are that Facilitators may consume huge amounts of time, rethinking the people or team issues that relate to a project. Focusing on their concerns, although time consuming, ensures a long-term commitment

to your work as a Consultant because you maintain the same high degree of integrity as was displayed by him, the Client.

A Facilitator with a strong affiliation drive will find it easier to accept proposals from someone to whom they feel close. Being intuitive they tend to trust their instincts. They do not possess the same abilities as the Analyst. They tend to rely on openness and trust which can be a weakness if they let friendships, rather than facts, sway their judgment.

### **What is a Visionary?**

A person projecting a Visionary style of communication is both assertive and responsive to new ideas. They like to tackle new problems and seek innovative and fresh solutions. They are enthusiastic and lively and promotes changes that reflect their concept of how things should be. When discussing your proposals with a Visionary, ask them to explain their ideas, their concepts and their rationale. Do not formally oppose or challenge their vision.

A Visionary seeks praise and recognition for their ideas. They often need some help to make them a reality. A Visionary is often an extrovert and seeks attention and approval from others. Visionaries display a high profile and have a desire to get their ideas noticed and praised. Effective Visionaries are leaders in their fields where they have the 'balance' to put their ideas into practice. Because they are assertive, responsive and extrovert in

nature, they can often become confused with too many ideas, and have difficulty turning them into reality. A Visionary does not enjoy dotting the i's and crossing the t's. They would rather concentrate on the global perspective and the wider issues than getting involved with detail.

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### **Working with the 'Visionary' as Client**

When consulting with a large software developer I worked closely with the Client, an imaginative Visionary who only wanted to commit to the most innovative that would illustrate her vision and energy. Vivian was originally a software developer who had achieved her PhD in Psychology and worked her way into the business and had emerged as Change Management Director. Vivian keenly wanted to implement the very best in quality improvement in the business. She was only interested in what was 'unique' 'new' and 'innovative'. She was definitely not attracted to any approach that was more than a few years old and suggested being 'dated' in time. The Deming, Crosby, EFQM and other approaches to quality improvement were not attractive. Vivian wanted the most challenging and the most esoteric that would demonstrate her drive, flourish and intellect. We worked well together. Meetings were brief and exciting. As Consultant, I had to record all our decisions and feedback immediately on what we had agreed. Her quick tangential thinking, low attention span and her search for the new and exciting could distract us from our agenda. It was great fun working with her but it meant I had to ensure that closure was agreed on set decisions, and at the same time I had to be open to changing what had gone before. Key learning from this client was the ability to follow the degree of spontaneity that was displayed and very quickly identify potential shortfalls or major problems that would arise from almost instantaneous decision making.

Because the Visionary can be highly conceptual, their ideas can often become confused. To communicate effectively with a

Visionary, it is necessary to listen to what is being said, what is not being said, and what cannot be said without help. This should then be reflected back for consideration. A Visionary can come up with lots of good ideas, but, without assistance, these may remain in his head and never be transferred to the work situation. We are all tuned into ideas, proposals and recommendations that reflect our outlook on life. To avoid 'alienating' the Visionary, we may have to rethink our ideas and present them in a different way.

### **Some Thoughts on Using the Four 'Type' Approach'**

All the Clients we work with can prove to be challenging. The Model outlined helps us understand how the Client can view the world. The important point to make is that the Client will move around the matrix of the four pure types each and every day as context and situations change. As Consultant, you have to be aware and observant of the Client moving from one 'Type' to another. The key learning point is being able to identify when Clients are displaying these different behaviours and adapt quickly. Also ensure that you use this approach with others in the Change Team. There will be times when as Consultant you will be running a presentation or a Workshop and you will come across these four types all in the same Workshop! You will quickly have to develop flexibility to respond to them, not as you yourself see the world and the impact and effect of these changes, but as they see it.

### **Summary & Bullet Points**

In summary, the model presented is only a model to help

understand social interaction. I find it helps people to structure their formal and informal presentations and discussions. It forces the influencer, the 'Consultant' to think through their discussions before entering into them. This preparation then enables the Consultant to think through core objections to proposals and helps build a stronger case from the perspective of all 'types of people.'

Finally, a word about those of you who think this approach smacks of manipulation. Of course, this model gives the sender of communication or influencer a stronger position in terms of being able to have more leverage with those whom they would seek to influence. It would be relatively easy to use the model to manipulate people into situations but our purpose in understanding the model is to 'influence with integrity. As long as our purpose is accepted by others as being just and well intentioned, then we can feel free to use the approach to help us push change in the direction which will benefit all. Remember, understanding how others view our proposals forces us to develop more flexible solutions which are geared solely towards win-win solutions.

- As a Consultant first understand your own style before attempting to influence others.
- Before you try to influence people in the Change Team, think through the 'triggers' which turn each of the four pure types 'on or off' a project. Work out in advance how you can handle objections from each of the four types.
- If presenting a proposal to a selection of the four pure types or

styles discussed, ensure that you deal with selling the benefits from each of the perspectives of those attending.

- Present a coherent view of the changes and the benefits that will accrue for each member of the Change Team. For instance, lead with the impact on 'bottom line results', follow with an offer to 'talk through the detail' if it is required. You may then want to discuss how this approach compares to other 'new and existing solutions or ideas' and finish off with the 'people perspective'. Here you have dealt with the four key objections and presented your case from each of the perspectives.
- No one view of personality is more important than the others – just learn to identify the styles which people prefer to use and apply. Learn quickly to move around from one style to another.
- Commit to become extremely competent and flexible in using the model.
- A Consultant who displays flexibility and who can quickly establish rapport will probably achieve much more than the Consultant who relies solely on the technical merits of the proposals presented, or their own preferred style of how to influence others.

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