

Managing and Working with Difficult Personalities

As leaders mature, they...

- Better understand _____ in people.
- Recognize people are _____ by different things.
- Know people _____ to new ideas _____.

Leaders learn personality differences exist, and...

- People should be _____.
- There is _____ in differences.
- Personalities don't fundamentally _____.

When leaders fail to _____ and _____

to different personalities in the organization, problems ensue.

People will forget what you _____.

People will forget what you _____.

But they will never forget how you made them..._____.

-Maya Angelou

Good leaders _____ people and then they

_____ people!

What's your signature?

Personality types help us appreciate _____ .

Ever wonder why...

- People struggle with tasks you find _____ ?
- People get upset when meetings don't start on _____ ?
- Concepts make complete _____ to half the group but the other half seems _____ all the time?
- Some people insist on _____ every thought that enters their brain?

We all approach things differently.

Understand _____ and you can understand _____ .

Discover Your Personality

In each box, put a check beside the words that best describe your personality. Then count how many checks you have in each box. Double that number and write it in the number box.

Important ... only answer for how you are in the WORKPLACE or how you are at HOME. Do not mix the two.

#1: _____	
<input type="checkbox"/> Likes authority	<input type="checkbox"/> Takes charge
<input type="checkbox"/> Confident	<input type="checkbox"/> Determined
<input type="checkbox"/> Firm	<input type="checkbox"/> Enterprising
<input type="checkbox"/> Enjoys challenges	<input type="checkbox"/> Competitive
<input type="checkbox"/> Problem Solver	<input type="checkbox"/> Productive
<input type="checkbox"/> Bold	<input type="checkbox"/> Purposeful
<input type="checkbox"/> Goal driven	<input type="checkbox"/> Adventurous
<input type="checkbox"/> Strong willed	<input type="checkbox"/> Independent
<input type="checkbox"/> Self reliant	<input type="checkbox"/> Controlling
<input type="checkbox"/> Persistent	<input type="checkbox"/> Action oriented
Number: _____	
Let's do it now!	

#2: _____	
<input type="checkbox"/> Enjoys instructions	<input type="checkbox"/> Accurate
<input type="checkbox"/> Consistent	<input type="checkbox"/> Controlled
<input type="checkbox"/> Reserved	<input type="checkbox"/> Predictable
<input type="checkbox"/> Practical	<input type="checkbox"/> Orderly
<input type="checkbox"/> Factual	<input type="checkbox"/> Conscientious
<input type="checkbox"/> Perfectionist	<input type="checkbox"/> Discerning
<input type="checkbox"/> Detailed	<input type="checkbox"/> Analytical
<input type="checkbox"/> Inquisitive	<input type="checkbox"/> Precise
<input type="checkbox"/> Persistent	<input type="checkbox"/> Scheduled
<input type="checkbox"/> Sensitive	<input type="checkbox"/> Deliberate
Number: _____	
How was it done in the past?	

#3: _____	
<input type="checkbox"/> Enthusiastic	<input type="checkbox"/> Takes risks
<input type="checkbox"/> Visionary	<input type="checkbox"/> Motivator
<input type="checkbox"/> Energetic	<input type="checkbox"/> Very verbal
<input type="checkbox"/> Promoter	<input type="checkbox"/> Friendly
<input type="checkbox"/> Mixes easily	<input type="checkbox"/> Enjoys popularity
<input type="checkbox"/> Fun loving	<input type="checkbox"/> Likes variety
<input type="checkbox"/> Spontaneous	<input type="checkbox"/> Enjoys change
<input type="checkbox"/> Creative new ideas	<input type="checkbox"/> Group oriented
<input type="checkbox"/> Optimistic	<input type="checkbox"/> Initiator
<input type="checkbox"/> Infectious laughter	<input type="checkbox"/> Inspirational
Number: _____	
"Trust me! It'll work out!"	

#4: _____	
<input type="checkbox"/> Sensitive feelings	<input type="checkbox"/> Loyal
<input type="checkbox"/> Calm	<input type="checkbox"/> Even keeled
<input type="checkbox"/> Non-demanding	<input type="checkbox"/> Gives in
<input type="checkbox"/> Avoids confrontation	<input type="checkbox"/> Indecisive
<input type="checkbox"/> Enjoys routine	<input type="checkbox"/> Dislikes change
<input type="checkbox"/> Warm & relational	<input type="checkbox"/> Dry humour
<input type="checkbox"/> Adaptable	<input type="checkbox"/> Sympathetic
<input type="checkbox"/> Thoughtful	<input type="checkbox"/> Nurturing
<input type="checkbox"/> Patient	<input type="checkbox"/> Tolerant
<input type="checkbox"/> Good listener	<input type="checkbox"/> Peace maker
Number: _____	
"Let's keep things the way they are."	

You can also take a similar version of this quiz online:

<https://Bit.ly/3t8DdFf>

Can Be Called By Other Names....

Creator	Personality 1	Personality 2	Personality 3	Personality 4
Smalley & Trent	Lion	Beaver	Otter	Retriever
Larry Crabb	Volitional	Rational	Emotional	Personal
Alessandra & Cathcart	Director	Thinker	Socializer	Relator
Merrill-Ried	Driving	Analytical	Expressive	Amiable
Personality Puzzle	Choleric	Melancholy	Sanguine	Phlegmatic
Personality Profiles	Dominance	Cautious	Influencing	Steadiness

Lion _____

- Time Frame: _____
- Works: _____
- Focus: _____
- Threatened By: _____
- Challenges:
 - _____
 - _____
- Growth: "Reformed Lion"
 - Don't _____ strengths but adopt _____ traits



On a Team

- Let them think they're in control
- Stay professional and formal
- Let them know you're working fast
- Let them make decisions
- Offer FEW choices
- Get right to the point
- Threatened by questions

Don't take it personal if they're a "little rude" ... that's their way!

Beaver _____

- Time Frame: _____
- Works: _____
- Focus: _____
- Threatened By: _____
- Challenges: _____
- Growth: Don't rely on the " _____ - _____ " of love



On a Team

- Be patient when they ask questions
- Thorough, detailed, ACCURATE answers
- Stay professional and formal
- Give them time to think

Don't take it personal if they're a "little distant" ... that's their way!

Otter _____

- Time Frame: _____
- Works: _____
- Focus: _____
- Threatened By: _____
- Challenges:
 - _____
 - _____
 - _____
- Growth: Learn to say “ _____ ”.



On a Team

- Respond to their stories/jokes
- Be more informal
- Be cheerful and positive
- Comfort them if they seem annoyed
- Treat them like a VIP

Don't take it personal if they're a "the star of their own show" ... you're their audience!

Retriever _____

- Time Frame: _____
- Works: _____
- Focus: _____
- Threatened By: _____
- Challenges:
 - _____
 - _____
- Growth: Develop “_____ - _____” qualities.



On a Team

- Use a soothing voice
- Be patient, offer reassurance
- Be informal and personable
- Give them time to “feel”
- Empathetic to personal stories

Don't take it personal if they're a "little sensitive" ... that's their way!

Personalities At a Glance

LIONS The Powerful “Do it my way, now!”	BEAVERS The Perfect “Please Understand Me”
OTTERS The Popular “Look at Me”	RETRIEVERS The Peaceful “What differences will it make?”

Personalities Paradox



Connecting with Personalities



Boundaries with Personalities



Introverts

Extroverts

Energy

Enjoy

Work-Environment

Lose Motivation

Process Thoughts

Office vs. TXT

In Meetings

Type of Projects

Growth Opportunity

Growth Opportunity

Growth Opportunity

Growth Opportunity

10 Steps to Building Strong Teams

Step 1: Know Your _____.

You must understand and lead yourself before leading others.

Step 2: Recognize the personality of your _____.

Every organization possesses its own personality and strengths.

Step 3: Learn the different _____ of your team.

Identify the style of each person you work with on your team.

Step 4: Fill team positions by _____.

Match a person's strengths with the task they'll be doing.

Step 5: Cover your _____.

Place team members with strengths where you are weak.

Step 6: Motivate according to _____.

3 Primary Motivators: Achieve a Goal, Be Together, Include a Team

Step 7: Avoid _____ people.

Know the personality that will be displayed in the situation.

Step 8: Teach your team about _____.

You're only as strong as your weakest link. Teach diversity and acceptance.

Step 9: Build project teams with complementary _____.

All committees, special projects, etc... need teams with all personality strengths on them.

Step 10: Lead others from their _____.

Law of Connection: Leaders touch a heart before they ask for a hand.

How can you create a team culture where it's okay to FAIL?

3 Steps to Professional Grace

1. _____ it.
People feel comfortable admitting mistakes.
2. _____ it.
Discuss how to resolve the issue.
3. _____ on!
The past is in the past.

Goal: More lessons, less experiences.

Lesson: _____

Experience: _____

21 Day Challenge

- Make a List of Your Team Members
- 1 Thing You Appreciate About Them
- 1 Thing You Can SINCERELY Praise
 - Key contributions
 - Accomplishments
 - Events that have happened
- Method of Delivery
 - Phone CALL
 - In-Person
 - Handwritten Thank You Note
- Bonus: This will also make you a more positive person and help you grow in humility!!!



LIFENET

RECOGNIZES

for successful completion of the class
Managing & Working with Difficult Personalities
taught on March 12, 2022 at the 9th Annual ARSAR Workshop.



2 Training Hours


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