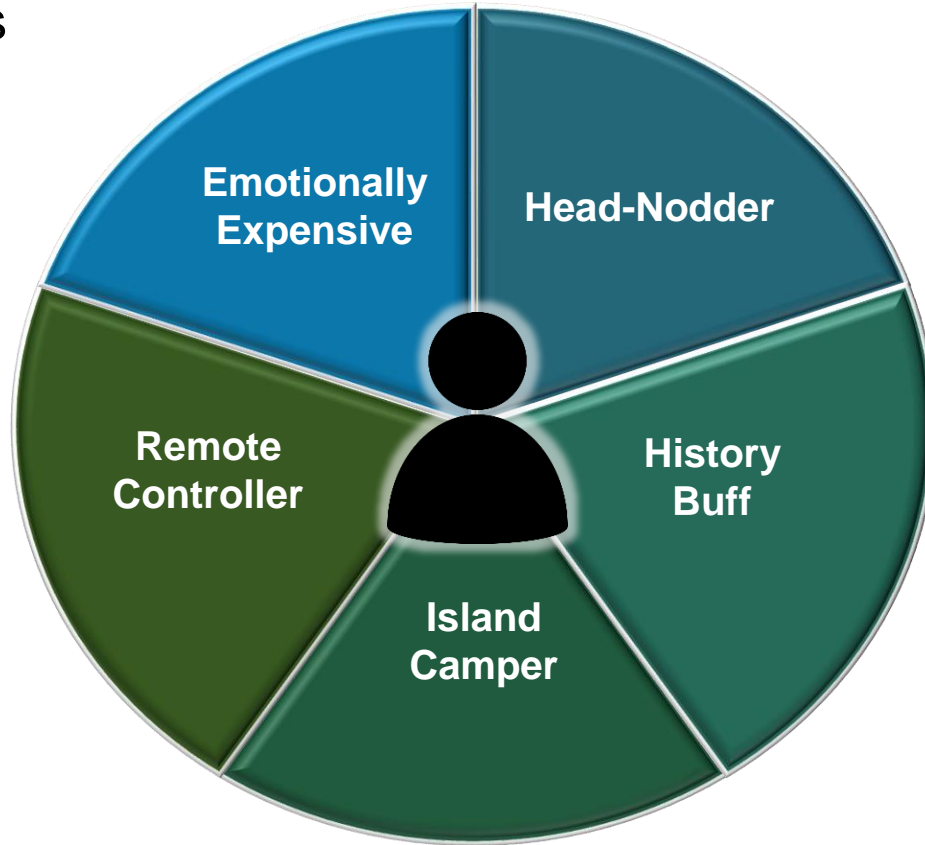



5 Personalities You Will Encounter





Profile

- C-Suite executive
- Lots of power and influence
- Low emotional intelligence
- Often very smart
- Gets a pass from management



“Everyone is dumber than me”

Behavior:

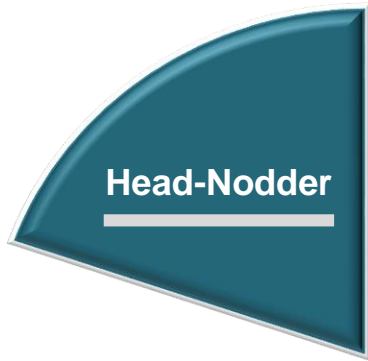
- Says no as a reflex
- Coiled anger
- Abusive language
- Resting frown face
- Tries to get you mad

How People React:

- Take the long way around their office
- Avoid asking questions
- Live in fear
- Slow to ask for support


What You Can Do:

- Know your stuff, stick to the facts
- Understand financials
- Expect tough questions
- Don't take the wiggly worm



Profile

- Often a Peer
- Politically savvy
- Public displays of agreement, even when they don't agree



"I want people to like me no matter what"

Behavior:

- Superficial relationships
- When problems surface, quick to blame
- Not afraid to take credit for someone else's work
- Talk behind people's back

How People React:

- Initially fooled by warm response
- Stop sharing important information
- Raise questions about the head-nodder's performance

What You Can Do:

- Don't overshare (always a good idea)
- Say to them what you would say to anyone
- Hold them accountable by asking for commitment

History Buff

Profile

- Often a peer
- Long-time employee
- Generally operationally focused
- Typically not a strategic thinker



“We tried that
and it never
worked”

Behavior:

- Quick to point out your ideas will fail based on history
- Second guess decisions after they are made
- Anchor forward progress

How People React:

- Avoid getting history buffs involved until the last possible moment
- Complain about the roadblocks they put up
- Spend too much time trying to win them over


What You Can Do:

- Seek support from their managers first on new initiatives
- Ask why didn't initiatives work in the past
- Solicit their ideas on how to overcome past problems



Profile

- Business unit leader
- Responsible for revenue production
- Myopic focus on just their own function
- Siloed behavior is excused by c-suite based upon business unit success



“I represent the business – not you”

Behavior:

- Large ego gets in the way
- Care little about other priorities
- Try to consume company resources

How People React:

- Look for ways to get assigned to a different team
- Complain to their peers
- Spend too much time trying to get them to support initiatives they should support but don't want to

What You Can Do:

- Understand their priorities and strategic goals
- Meet with them regularly and provide updates on initiatives
- Show them the connection to company strategy

Remote Controller

Profile

- C-Suite executive
- Lots of power and influence
- Politically smart & often wealthy
- Works from home as often as possible



“People don’t need to see me to be effective”

Behavior:

- Avoids coming to HQ
- Shows little interest in operational challenges
- Quick to point out mistakes
- Has a “country club” mindset

How People React:

- Complain about the lack of leadership
- Make jokes about the lack of engagement
- Feel frustrated and undervalued

What You Can Do:

- Proactively find ways to connect
- Routinely share business impact of projects
- Ask for strategic advice and guidance
- Communicate problems