

Part III (A) - Personal Style

This section discusses your results on three scales which indicate the style with which you approach your work: the Generalist/Specialist scale, the Extrovert/Introvert scale, and the scale which measures your Time Frame Orientation. Each scale is a continuum, i.e., a series of values starting at one end of the series and ending at the other end.

The scales are constructed as follows:

The **generalist-specialist scale** (specialists at one end, generalists at the other - degrees of each in between).



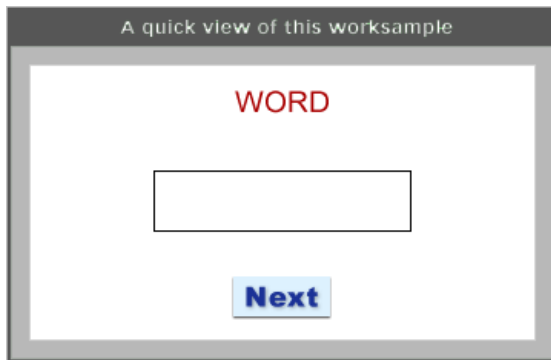
The **extrovert-introvert scale** (extroverts at one end, introverts at the other - degrees of each in between).



The **time-frame orientation scale** (people with the shortest orientations at one end, people with the longest at the other - degrees of each in between).

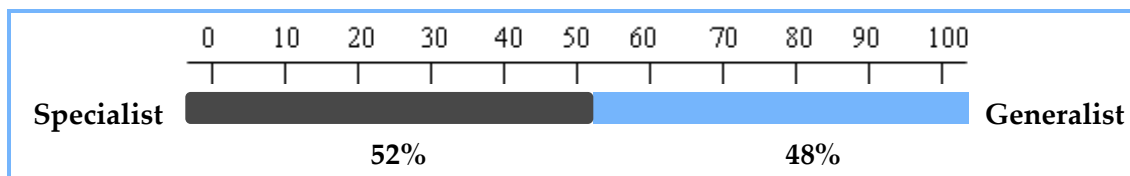


Generalist-Specialist scale:



This scale tells us how people process and take in information, how they communicate with their associates, and how they respond to and manage such group dynamics as consensus-building and loyalty. At one end, Generalists enjoy a variety of interests and projects; at the other end, Specialists like to focus on their own projects and develop their own areas of knowledge.

Your Results



No one is completely a generalist or a specialist - everyone shows some degree of both. Your results indicate that you are in the midrange of the generalist-specialist scale. This means that you can function reasonably comfortably on either side of the scale. It also means that you need to study and understand how both sides function and how to move from one to the other when you need to.

Specialists

- Have a unique, individual way of looking at the world. They see things differently from the majority.
- Have a unique perspective. They do not generally represent the majority view.
- Like to master their own body of knowledge or develop a skill of their own.
- Advance in organizations by taking possession of a particular area of knowledge.
- Accomplish more by working alone and autonomously.

Generalists

- Like to work with and through others. They work best in groups or teams.
- Prefer variety in their work and can move easily from task to task or from problem to problem.
- Think in terms of common goals and help others to achieve them.
- Advance in organizations by encouraging teamwork and interpersonal contact.
- Accomplish more by sharing their ideas and listening to others.

As a leader in the middle of the generalist-specialist scale, you have, in many ways, the best of all worlds. You will be able to contribute by hitting to all fields, in the same way as a switch-hitter in baseball.

Specifically, you can:

- Use your ability to work with others to communicate your special knowledge to anyone who needs it.
- Increase your effectiveness by alternating periods of high energy with periods of withdrawal and solitude.
- Alternate team conferences with one-on-one meetings.
- Make time to continue your research into a product or project that shows promise.
- Teach your subordinates to understand how generalists and specialists can work together efficiently.
- Instruct your subordinates in the best techniques for communicating amongst themselves.
- Keep one part of a project for yourself.
- Be the bridge between the extreme specialists and extreme generalists in your group.
- Take a leadership role that relies on your functioning as liaison.

As a leader who feels the pull of the generalist and of the specialist, you can be very effective in pulling a team together in a common project. You understand how each team member can contribute best, and you will be able to communicate easily with each subordinate by recognizing and responding to his or her personal style.

The following steps may help you to increase your effectiveness as a leader:

- Act decisively to resolve disputes or disagreements between subordinates.
- Don't hesitate to take credit for your ideas.
- Pick out the specialists in your group and encourage them to share their ideas and their knowledge with the others.
- Pick out the generalists in your group and encourage them to lead the way at meetings and discussions.
- Concentrate on developing your special knowledge of a process or project and explain your conclusions in detail to the group.
- Look for, understand and cope with the feelings and frustrations of your associates and subordinates.
- Encourage challenges to the ideas and values of the majority.
- Define the common goals of the team.
- Focus on your special knowledge and explain to your superiors how it may be used to benefit the organization.

Extroversion-Introversion Scale:

A quick view of this worksample

Please answer all of the following questions. Do not spend too much time thinking, just answer to the best of your ability. When you are finished, click Next.

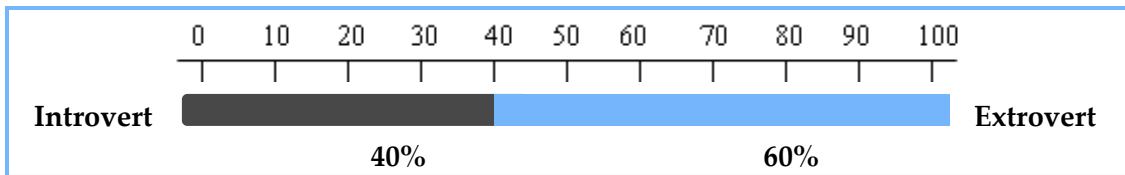
Yes **No**

 1. Do you tend to introduce yourself to others rather than waiting for them to do so?

 2. Are you more likely to have one or two closer friends rather than having many broader ones?

This scale tells us how individuals react to the people around them and with whom they work - which contacts energize them and which are draining. It tells us how people prefer to think through or process new information. Extroverts enjoy working with others; introverts tend to look inward and like structure in their relationships.

Your Results



No one evidences Introversion or Extroversion all of the time; everyone shows some characteristics of both. Your score indicates that you have some characteristics of an Extrovert and some of an Introvert.

Extroverts get energy from being with and talking to others, and they especially like unstructured interactions. Leaders who are extroverts enjoy being highly visible. They tend to wilt when they're forced to spend large chunks of time alone – working on reports, budgets, and presentations. The optimal work environment for the extroverted leader is one that allows for a great deal of interaction with people.

Introverts get their energy by working alone or with small groups. They prefer structure in their interactions with others – they want meetings to be set at regular intervals and at specific meeting times; they contribute best if the meeting agenda is fixed and distributed before the meeting – this gives them time to study the issues.

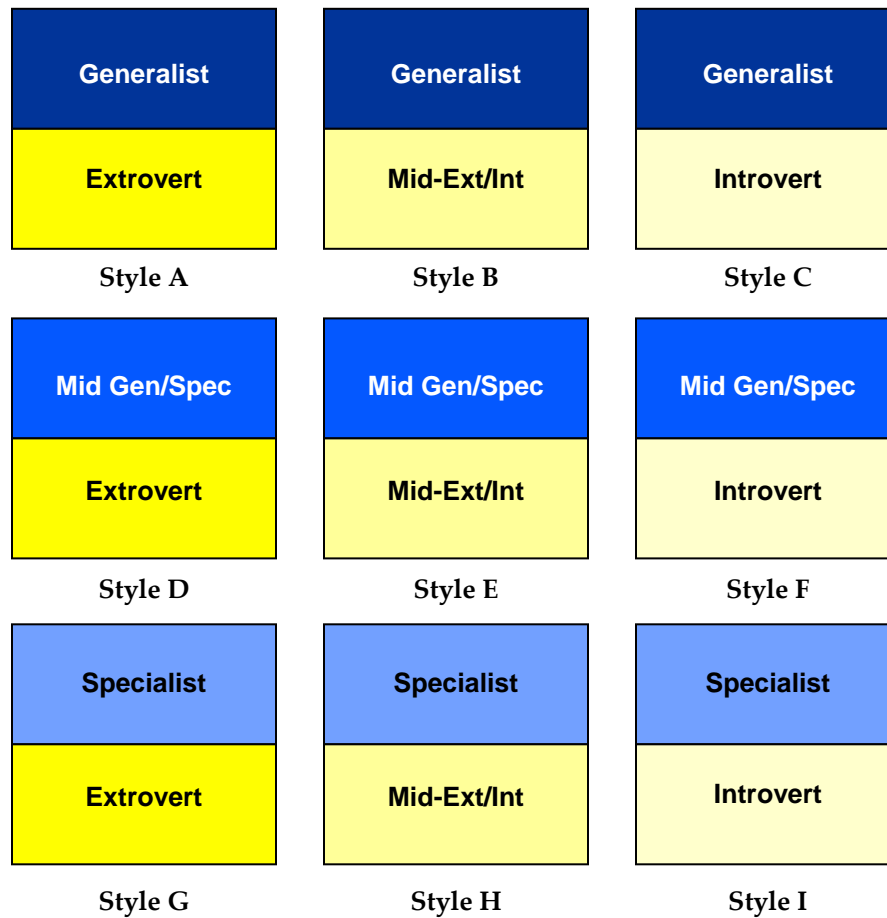
Because you are in the mid-range:

- From your Extrovert side, you get energy from being and working with people; you can become stressed and dissatisfied in jobs that require you to work alone all of the time.
- From your Introvert side, you get energy and renewal from time spent alone; no matter how skillful and sensitive you may be, long periods of interaction with others will leave you drained.
- You can effectively divide your time between work with others and work that requires solitary effort for sustained periods.
- You enjoy interactions with others; on the other hand, you are able to be alone some of the time and you enjoy this as well.
- You may find that you lean more to one style than the other; if so, you may need to structure a good balance between being with others and being by yourself.
- You will probably find it easy to restore any energy imbalance you feel at work through activities after work.

In your capacity as a leader, you should try to:

- Divide your work day between time alone and time with others.
- Learn to identify the Extroverts and the Introverts among your subordinates and adjust your style to theirs when you work with them.
- Use your introversion side to talk one-on-one with the introverts in your group.
- Use your extroversion style when you conduct meetings and conferences.
- Find a sounding board (personal coach, lawyer, executive friend) to share your ideas with.
- Walk away from arguments and controversies with your superiors – tell them you need time to reflect.
- Urge your subordinates to approach you even at times when you seem tense and remote; make it clear that you're always available to them.

Combinations of Personal Style Elements

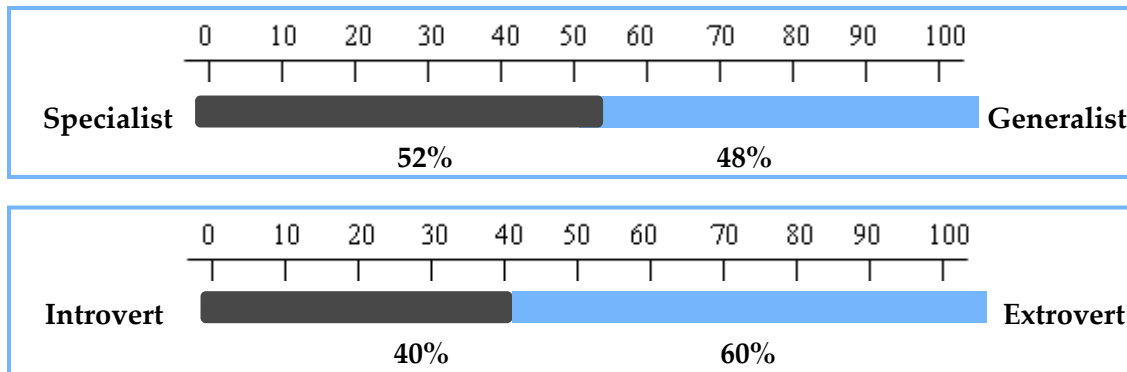


Leaders can easily identify their primary or most natural personal style by measuring each of the nine patterns or combinations on our chart against their normal daily activities. The most natural combination of generalist/specialist and extrovert/introvert elements will be the one that enables them to perform these activities with the greatest satisfaction and energy and with the smallest expenditure of time, effort and stress. Leaders do not all fall into any one pattern any more than other people do, but, as leaders, they will face more situations than other people in which their natural style will require modification and adjustment to another style.

Nothing in a typical leader's profile would suggest an inability to adapt to and perform well in a different style. The process of adapting to a different style becomes a skill that successful leaders learn over time and use often. The best leaders monitor the drain on their natural levels of energy and stamina when using a different style and they learn to adjust in one or both of two ways:

1. They move out of the adopted style pattern and back into their own as soon as possible by finding and working with an associate for whom that style is more natural.
2. They stay in the adopted style for as long as necessary by making adjustments in their other responsibilities and activities in order to maintain their natural levels of energy and stamina.

Your Results



Your results indicate that you are in the mid-range on both the Generalist/Specialist scale and the Extroversion/Introversion scale. You will be most comfortable when you can function in Style E, *i.e.*, as a bridge or connector between one personal style and another.

Mid-range generalist/specialists may find it difficult to identify with any one style. This is because as catalysts, they often need to adjust their style to provide a balance to, or a bridge from, another style which may be stronger or more positive and assertive. Bridges provide a style or perspective which is necessary but underrepresented. They are natural interpreters between extreme generalists and extreme specialists. Again, because they can naturally adapt their style to the other styles, they may feel, and be viewed by others, as not having their own identifiable perspectives.

Your mid-range position on the extrovert/introvert scale indicates that you are able to facilitate and interpret different points of view. You should feel comfortable facilitating in groups, even large ones, or in connecting one-on-one or in groups of 2-4.