

“TEAM MANAGEMENT SKILL”

Lecture5.

MANAGE EFFECTIVELY EMPLOYEES AS PER THEIR WORK STYLES AND PERSONALITIES

Lecturer: Daniel HABİYAMBERE

2 APPLY TEAM LEADING SKILLS

2.1. Manage employees as per their work styles and personalities

2.1.1. Key terms

1) Work style

Your work style is how you prefer to plan your work tasks, communicate professionally with others, and like to get tasks done.

Your work style is how you prefer to organize and complete your work. In a single workplace, there are many different types of workers, all of which thrive in various environments. By discovering your working style, you can recognize the roles and responsibilities that you excel in, allowing you to maximize your own productivity and, therefore, success. It's also helpful to understand your own biases and tendencies because it allows you to work past them in certain situations.

2) Personality

Personality is the characteristic sets of behaviors, cognitions, and emotional patterns that evolve from biological and environmental factors. Is also defined as the combination of characteristics or qualities that form an individual's distinctive character.

2.1.2. Types of work style

In every workplace, there are usually a variety of personalities and working styles. There are times this level of diversity can lead to miscommunication or conflict, but it most often results in the development of solutions that are creative and effective. By learning more about the different types of work styles and discovering your own approach, you can become a better team member and collaborator.

1) Leaders

Leaders are all about inspiring other people to follow their dreams and visions for the future. People want to listen and follow the leader. Each team needs one or more people to work as a leader.

While these individuals excite and inspire a team, they can sometimes be detached. They may not realize what it takes to achieve their vision or how to check in with their team's progress.

2) Doers

A doer is all about getting things done. When there is nothing to do, they may be apathetic, bored, and disinterested. As soon as you give them a goal, they come alive and start checking items off their to-do list.

In most instances, a doer is extremely focused, and work driven. They may sometimes forget to think through their actions before they do something, which can lead to potential mistakes or other problems. Another common issue is when the doer jumps headfirst into the project without communicating with their team.

3) Lovers

Lovers are always important to have on a project because they can transform a group of individuals into a cohesive team. These individuals bring a sense of harmony and consensus to the group. They assist with forming the relationships on the team.

People typically enjoy working with lovers because this type of person is so empathetic and understanding. Unfortunately, they aren't particularly detail-oriented or driven to get things done. Team members feel great around them, but the lover often needs someone else to nudge them into action.

4) Learners

A learner is someone who enjoys gaining new knowledge and looking at all sides of a problem. They are typically disciplined employees who look at the big picture when determining strategies. While they are amazing at researching a problem, they aren't always ready to act on their ideas.

Because they are so deliberate, they need other people to initiate their ideas into action. Without a doer, a learner typically won't achieve their true potential

5) Integrators

This is one of the work styles which tends to seek consensus. These people are diplomatic and prefer to connect people. They are like the glue that keeps the team together.

Having similar characteristics to a lover as mentioned above, integrators are more focused on getting team members to collaborate and work effectively together.

6) Pioneers

This kind of employee is all about taking risks. They are at the forefront of new ideas and love finding different possibilities in life. When these pioneers are in a group, they want to look at the big picture and spark everyone into life.

Because they are high energy and prone to spontaneous decisions, pioneers need support from other team members to do their best. They can get everyone to charge ahead toward a brilliant innovation, but someone else has to lay the foundation for these sometimes elaborate dreams.

7) Drivers

This is one of the types of work styles which performs best on fact-based decisions. They love logic and will rally their research skills to solve a problem. A driver might be good at finding the facts, but they also thrive on achieving the best results to any challenge.

A driver is a goal-oriented person who loves to win. Because of this, they can often feel bored or uninterested when doing routine or tedious tasks. Drivers would much rather take charge and create a new project than maintain an ongoing, repetitive activity.

8) Guardians

When it comes to the workplace, guardians love order and stability. They have a pragmatic attitude toward life and often avoid taking risks. Because of this, they put extra thought into everything they do. Unlike pioneers or drivers, a guardian will rarely push straight ahead.

Instead, guardians will devote more of their time to thinking about doing than actually doing anything. They are great people to have in a group because of their thoughtfulness, but managers will generally need a doer, pioneer, or driver as well to get things going.

2.1.3. Tips on managing different Work Styles

1. Recognize each employee's individuality

Resources often classify employees by work style, dividing them into distinct groups. This doesn't take individual diversity into account. Workers don't fit neatly inside pre-classified boxes. Every person has a unique set of strengths, weaknesses, experiences and viewpoints. Manage the different work styles on your team by evaluating them independently without preconceived notions of how a work style will exhibit itself.

1. Take note of strengths

Focus on your employees' strengths and look for ways you can maximize these. Strength-based management fosters growth in the areas where workers are most talented. Developing strengths offers greater gains than working on weaknesses. Gallup research indicates that when supervisors focus on employee strengths, just 1% are actively disengaged. When a supervisor focuses on weaknesses, disengagement jumps to 22%.

2. Create diverse teams

Diversity is key to workplace success. Create teams with individuals of many different strengths. A team comprised entirely of detail-oriented individuals may get along because they understand one another's viewpoints. However, this group lacks the essential element of big-picture thinking. The team needs someone who is skilled at stepping back and observing how those details come together.

3. Empower workers to manage themselves

Create a flexible workplace so employees can manage their time and activities in ways that suit their individual work styles. Allow workers the option to set their own hours and choose whether they will work from home or in the office. Those whose work style benefits from a social

environment can pursue a situation that provides ample interaction. Employees with a solitary work style can spend more time working remotely.

2.1.4. Employee personality management

Types of personality:

Introversion/Extroversion

This expresses how important and influential other people are to the individual. People who are more introverted than extroverted tend to make decisions somewhat independently of constraints and prodding from the situation, culture, people or things around them. They are quiet, diligent at working alone and socially reserved. They may dislike being interrupted while working and may tend to forget names and faces.

Extroverted people are attuned to the culture, people and things around them, endeavoring to make decisions congruent with demands and expectations. The extrovert is outgoing, socially free, and interested in variety and in working with people. The extrovert may become impatient with long, slow tasks and does not mind being interrupted by people.

Intuition/Sensing

The intuitive person prefers possibilities, theories, gestalts, the overall, invention and the new and becomes bored with nitty-gritty details, the concrete and actual, and facts unrelated to concepts. The intuitive person thinks and discusses in spontaneous leaps of intuition that may leave out or neglect details. Problem solving comes easily for this individual, although there may be a tendency to make errors of fact.

The sensing type prefers the concrete, real, factual, structured, tangible and here-and now. A sensing personality becomes impatient with theory and the abstract, mistrusting intuition. The sensing type thinks with careful, detail-by-detail accuracy, remembering real facts and making few errors of fact, but possibly missing a conception of the overall.

Feeling/Thinking

The feeler makes judgments about life, people, occurrences and things based on empathy, warmth and personal values. Consequently, feelers are more interested in people and feelings than in impersonal logic, analysis and things, and in conciliation and harmony more than in being on top or achieving impersonal goals. The feeler gets along well with people in general.

The thinker makes judgments about life, people, occurrences and things based on logic, analysis and evidence, avoiding the irrationality of making decisions based on feelings and values. As a result, the thinker is more interested in logic, analysis and verifiable conclusions than in empathy, values and personal warmth. The thinker may step on others' feelings and needs without realizing it, neglecting to take into consideration the values of others

Perceiving/Judging

The perceiver is a gatherer of information, always wanting to know more before deciding. Consequently, the perceiver is open, flexible, adaptive, nonjudgmental, able to see and appreciate all sides of issues, and always welcoming of new perspectives and new information about issues. However, perceivers are also difficult to pin down and may be indecisive and noncommittal, becoming involved in so many tasks that do not reach closure that they (and the others around them) may become frustrated at times. Even when they finish tasks, perceivers will tend to look back at them and wonder whether they are satisfactory or could have been done another way. The perceiver wishes to roll with life rather than change it.

The judger is decisive, firm and sure, setting goals and sticking to them. The judger wants to close books, make decisions and get on to the next project. When a project does not yet have closure, judgers will leave it behind and go on to new tasks without looking back.

2.1.5. Tips on Managing different personality types

1. Build a relationship.

To get through to people who don't like to be managed, try building a relationship with them, first. If you are successful at this, you might be surprised at how loyal they become. "Results and relationships are intertwined, even inseparable" Zack writes.

2. Set the bar high.

When people do standard work, they feel mediocre about their jobs, and even praise won't help them get out of this rut. Most workers, especially the ones who don't like being managed, actually feel the way they do because they're independent and creative. Use their skills to your advantage.

3. Know what's most important to them.

For some workers, freedom, flexibility and trust are the most important characteristics of their ideal workspace.

4. Quit taking things personally.

If you're going to properly manage your workers, you need to remember to not take their reluctance to follow your directions too personally. Identify their personality, win over their trust and you will start to see things change for the better.

Reference:

1. National Minority AIDS Council (NMAC), 2009, "LEADERSHIP DEVELOPMENT"
2. How to Manage People With Different Work Styles - Toggl Blog
3. Adu-Oppong, A. A. &Agyin-Birikorang, E. (2014). Communication in the workplace: guidelines for improvingeffectiveness. *Global Journal Commerce & Management Perspective*,Vol.3 (5):208-213.
4. Njambi, c. (2014). Factors influencing employee motivation and its impact on employee performance: a case of AMREF health Africa in Kenya. Unpublished Master's Thesis,United States International University-Africa