

**LEE HECHT
HARRISON**

Enhance your career with increased influence

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Principle types



Traditional

Seek closure

Attend to facts and details

Process inductively

Value duty and responsibility

Appreciate structure and hierarchy

Dependable; reliable; trustworthy



Like experience

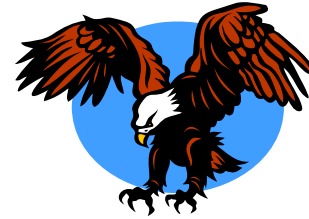
Practical; spontaneous

Free-spirited; live in the present

Doers, not planners

Short-term problem solvers

Unstructured



Conceptual; like the big picture; future oriented

Process deductively; theoretical; strategic

Value competence in themselves and others; achievers

Skilled at seeing flaws

Logical and objective



Idealistic; make decisions based on personal values

Empathetic; personal

Value self-discovery; uniqueness and creativity

Perceptive of feelings

Enthusiastic and persuasive

Worker bees (Guardians)

- Serious, straightforward, consistent
- Formal, polite and respectful; deferential to authority
- Respect boundaries
- Resistant to change
- Dress conservatively
- Communicate using specific examples; avoid theoretical or hypothetical discussions
- Sit up straight and walk deliberately
- Like structure and clarity
- Want to be appreciated for hard work and getting things done efficiently
- Often in business and management
- Hobbies often involve physical activity or using their hands
- Usually involved in community activities



Dolphins (Artisans)

- Spontaneous; playful; free-flowing lifestyle
- Prefer the present; good in a crisis; risk takers
- Value freedom to respond to life; can be impulsive
- Not impressed by authority or rules
- Doers, not planners or deep thinkers; thrive on action and excitement
- Like competition, games and working with their hands
- Easygoing attitude; laugh easily
- Casual appearance; uncomplicated communications
- Like variety and change
- Prefer to be appreciated for skillfulness and capability to get the job done
- Often in sales, law enforcement, firefighting, emergency work, sports and entertainment



Eagles (Rationalists)

- Focus on big picture or strategy; get bored with details
- Focus on the future; motivated by challenge; original and innovative
- Independent; make decisions based on objective logic
- Driven to excel; set high standards for themselves and others
- Comfortable with theory, abstract ideas and complexities; like diagrams and models; use metaphors
- Seek to gain and use power
- Confident; sometimes overly so; can be dismissive or arrogant if challenged
- Good arguers and can take a “devil’s advocate” position
- Love language and learning; can use sophisticated words
- Gravitate to positions such as higher level managers, scientists, lawyers or strategic planners

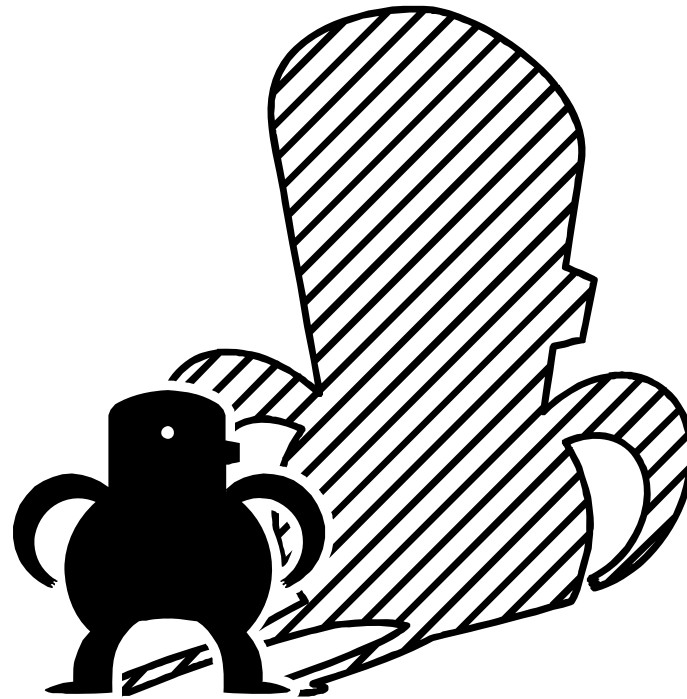


Elephants (Idealists)

- Concerned with “the herd” and the effects of decisions on people
- Decide based on personal values; true to their core, individual beliefs
- Search for meaning and understanding about themselves and others
- Admire uniqueness and originality; attractive to what is different; can be nonconformists or rouges
- Perceptive and sensitive to other’s feelings
- Can be enthusiastic, charismatic and persuasive
- Interested in global concerns that affect people
- Can appear unconventional; not driven by custom
- Can ask personal questions and reveal personal information
- Can be offended when their values are attacked and have long memories
- Need to believe in their work; like to feel appreciated; are often artists, counselors, trainers or in HR



Sometimes the animals morph into other animals



Worker bees can turn into mules

Stubborn, complaining

However, they can carry heavy loads through rough country



Dolphins can turn into seals

Put on a good show; but play, don't work



Eagles can turn into male lions

Eat the food others hunt

Stay in power, intimidate

Take credit and inherit the kingdom



Elephants can turn into kangaroos

Overly protective mentors that never let you out of their pouch



Persuading the types

Guardians

Show how your idea is compatible with what is done currently or with cultural norms

Argue from known facts, not abstract concepts

Describe the practical application of your idea as it would be done on the job

Couch it as the responsible thing to do that brings closure

Artisans

Refer to anything that might be fun in your idea

Describe its practical, physical application

Show it as an immediate solution to an immediate problem

Demonstrate how it can help us be more competitive and “win the game”

Rationalists

Show how your idea fits into the big picture or strategy

Give logical, objective reasons

Show the conceptual complexities, but skip the mundane details

Be prepared to argue your case

Point to what can be achieved

Idealists

Show how your idea will help people

Emphasize any creative aspects

Appeal to their personal preferences

Express enthusiasm

Point out how your solution makes a situation fairer for everyone

Appeal to “higher” values

Exercise



- 1. Which of the four types are you closest to?**
- 2. Which of the four types is your boss closest to?**
- 3. Which type is a co-worker who you need to influence?**
- 4. Which type is someone with whom you've had conflict?**

Exercise



Your type _____

Boss's type _____

1. What might you stop, start or continue doing in light of this?

Type of a co-worker who you need to influence _____

2. What might you stop, start or continue doing in light of this?

Type of someone with whom you've had conflict _____

3. What might you stop, start or continue doing in light of this?