



RELATIONAL DISRUPTERS

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION A: How you may upset others without intending to do so

- You can be direct and straightforward in one-on-one encounters, and this can upset some co-workers who prefer you be more diplomatic
- You are friendly and work well with larger groups, and this may cause you to overlook the fact that some co-workers may respond better if you approach them individually or in smaller groups
- You are a natural authority figure, and you can appear more domineering or threatening to quieter co-workers than you may realize
- You believe that benefits for the team as a whole are more important than individualized incentives, and some of your co-workers may be more competitive than you think
- You are naturally energetic, and therefore you may sometimes be tempted to over-schedule your co-workers
- You think primarily in terms of facts or logic, and this can cause some co-workers to suspect that you are downplaying their feelings

SECTION B: How others may unintentionally annoy you

- You may become impatient with co-workers who find it hard to talk with you directly and frankly
- Remarks from co-workers that imply you are not generally liked can be disturbing to you
- When co-workers fail to follow the rules or observe precedent, you can become annoyed
- You can think that co-workers who prefer to use guidance rather than commands or orders are ineffective at directing others
- You can become annoyed with people who tell you, "Don't worry – there's plenty of time to get the job done"



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- Co-workers who over-complicate decisions or who are indecisive can annoy you

SECTION C: Avoiding "derailers" and becoming more effective

- Give some co-workers a little more time. Identify those associates who can find it hard to be direct with you. Allow them a little more time to feel comfortable in one-on-one sessions with them
- Be realistic about issues of personal popularity. Remember your primary job is to be an effective manager, not to be liked. Accept that co-workers may sometimes want to get together without your being present
- Some people just don't need the detail or the security of precedent that you do. Unless discussion of more detailed matters is vital, let it go for now
- Rein yourself in over authority issues. Learn daily which situations can benefit from asking, "What do the rest of you think?" Learn to be patient with those who find it hard to speak up
- Ask yourself, "Can these co-workers manage without my looking over their shoulders?" If the answer is yes, leave them alone. If that is difficult, take a brisk walk and work off any excess energy
- Hear other people out when a decision has to be made, unless it really has to be made here and now. Don't try and over-simplify issues just for the sake of a quick decision