

them both feedback and a specific goal to shoot for. They would surely go for the club championship.

- Affiliators would prefer team sports or tennis, but might have a hard time fighting for a position or beating a friend. They would have plenty of team spirit and probably be president of the country club.

- **Influencers** would like any team sport if they could be the coach, captain, or manager.

A comparison that can help differentiate the communication styles of these three types is to look at recent American presidents from a motivational standpoint. Can you quickly name *the* presidential Achiever, Affiliator, and Influencer of the last twenty-five years?

Wouldn't you pick John F. Kennedy as the Achiever, Gerald Ford as the Affiliator, and Ronald Reagan as the Influencer?

Now, before we get too rigid, none of us is only one type. As strong as the primary motivation may be, other factors also shape our behavior. We can all find traces, or even large doses, of all three basic motivations in our make-up and behavior.

Therefore, use each motivation category for quick and easy identification, but always with an eye on where there are spillovers from the others. They can help you predict behavior and understand your fellow workers. I will use them as a kind of behavioral shorthand throughout the book.

### Using the Work Types

As you read about these three types, I'm sure you not only looked for and characterized yourself but did an instant search for the people you work with—those above you, your peers, and your subordinates. And didn't it help to explain or give some consistency to the sometimes inexplicable behavior you've seen?

Understanding these personalities—what they want and how they act it out at work—will give you a handle on how to formulate a strategy for dealing with them.

#### *Notice and Recognize*

Watching and connecting clusters of behavior with this new categorized set of insights starts you on the road to developing a menu for