

dealing with your colleagues at work. As you define each type, you'll know whether to choose from Column A, B, or C of your newly gained communication skills and strategies to be most effective with that specifically motivated person.

The next step is harder.

Suspend Judgment

A given type may be vastly different from you but, if you can get past "I hate that" and "What a cold (cruel, bullying, weak, stubborn) way to be," you will be able to move into action that suits *your* needs and solves *your* problems.

The steps after these two are what the rest of the book is about. But before we go on, there is one more issue to discuss:

Most managers in our business world are Achievers.

A Predominance of Achievers

Achieving is the predominant behavioral mode taught at America's business schools; most top management in America's corporations reflects this approach. Since business management teaching had its origins in the engineering schools, it's not surprising that the approach to people is basically task-centered and technical, focusing on the *mechanics* of how to get the job done efficiently and dispassionately, more than on the *people* who do it.

Although the typical executive is an Achiever and this is the accepted mode in a corporate culture, there are Affiliators and Influencers in executive roles, too, as well as in the middle and lower echelons.

A giant step toward developing better communication in the workplace occurs when Achievers (the majority) recognize and accept the skills and behavioral orientations of Affiliators and Influencers (minorities) as being *other* valid ways of doing business and useful *adjuncts* to existing styles, with their own unique strengths.

You must know *all* the keys to play to be the best in your field and at your job. Recognizing, accepting, and learning to deal with all *three* types and their unique drives makes for the most effective communication at work.

This means developing skills and mastering behaviors that may (at first) work *against* your basic instincts and personal style but *with* someone else's. Sounds manipulative? If "manipulative" means choosing