



Managing in five different ways?

Managers may well ask: "Does recognition of the various dynamics and their different processes of learning, communicating and undertaking assignments, mean that in group situations I have to instruct, make presentations or communicate in five different ways? How would that be possible?"

The answer is: "No". Managers benefit in the first place from knowing the distinct processes of the five most frequently encountered personality dynamics because this knowledge enables them to understand *individuals* more exactly, and to more accurately and appreciatively communicate with them, work collaboratively with them, and enable them to utilize their capacities more completely.

To the degree that managers are engaging with people collectively, however- for example, in giving general instructions, or making a presentation, or composing a paper, or facilitating a meeting - they will need to try to accommodate the needs of all of the personality dynamics through a kind of composite approach. The more one has internalized the processes of the different personality dynamics, the more natural it will be to accomplish this. But perhaps the most immediately practical formula in such circumstances is simply to remember to accommodate all three of the fundamental *Principles* - the Mental, the Emotional and the Physical.

Respecting and Accommodating the Mental, Emotional and Physical Principles

Since the three basic principles are in everybody, any human situation in which all three are accommodated will go a long way toward meeting the needs of all of the personality dynamics present.

Indeed, it is a simple and useful practice to ask oneself with regard to evaluating the functioning of any individual, team, or organization, or with regard to assessing the effectiveness of any training program, presentation, meeting or indeed any endeavor of any kind: "Are the Mental, Emotional and Physical Principles all being respected? Are they all equally present, active, and integrated? Are they all being qualitatively expressed? Because if not, something vital will be missing, and remedial measures would be indicated; but if so, the individual or organization is probably functioning admirably, and the situation is being effectively and comprehensively addressed. It is remarkable how informative it can be to ask these simple questions.

Following are the most salient attributes of each of the three principles. The manager who aspires to outstanding performance will ask himself or herself in the first place: "How well do I express these, and what aspects of *myself* must I work on to achieve greater balance and integration?" And in assessing situations, interacting with people individually or collectively, or engaging in activities of any nature: "Are the Mental, Emotional and Physical Principles all being fully taken into account?"

Following are brief accounts of some of the ways in which each of the three Principles might be expressed in effective management.

The Mental Principle

ATTRIBUTES: Vision; Perspective; Purpose/Value; Structure; Logical Thinking; Objectivity
Managers who are expressing the Mental Principle well are able to express clearly the vision for any organizational enterprise in which they are participating. And they know and communicate the value and purpose of any facet of that enterprise for which they themselves have a management responsibility, so that those they are managing know *why* they are undertaking what they are undertaking, and *why*, for example, any individual meeting is being held. Such managers set out clearly and also demonstrate in their own behavior, the principles by which the people they are managing are to function, and also offer clear structures within which they can operate without confusion. What is being done should make *sense* to the participants, whether at the macro level of the enterprise as a whole, or at the micro level of any particular activity within it.



A manager in whom the Mental Principle is functioning well will maintain consistent objectivity.

The Emotional Principle

ATTRIBUTES: Compassion; Valuing of Feelings; Personal Connection; Communication; Innovation and Creativity.

Managers who are expressing the Emotional Principle well will be aware of their colleagues and those they manage as *people* in the first place rather than "employees," cogs in an organizational machine. They will be concerned for their well-being, and they will want others in positions of authority, including their subordinates, to model the same attitude. People's feelings will be taken into account. Effort will be made to connect with them as individuals. Respect will be earned not by the authoritarian exercise of power, but by the twin demonstrations of competence and caring. The goal will be an environment with as little sense of hierarchical distinction as possible, in which every acknowledged and respected, and in which people will feel happy to work.

Good communication will be a prime focus. That means not just a flow of top-down communication, but also bottom-up and side to side. It also means *qualitative* communication; that is, communication that is clear, warm and respectful of those with whom the communication is being made. It means being open to dialogue, to *really* listening, *really* hearing and *really* being responsive. **It** means leaving room for inquiry and discussion. It means encouraging comments and suggestions from any quarter. Then continuous learning can take place, whether on an organizational level, in groups, or between individuals, and an organization can be alive and healthy.

Innovation and creativity will also be encouraged. This means giving people, individually and collectively, the freedom to experiment, to explore, and to make and learn from mistakes. It means finding ways to enable people to solve problems or undertake projects using the processes that are most comfortable, natural and productive for *them* – processes that may not be yours. It means clarifying for people the goals to be achieved, but not necessarily *how* they are to be achieved. There must be a balance between giving directives and ensuring that people have room to use their own initiative. It also means giving up the notion that you need to be seen as "knowing all the answers". Your job as a manager is to facilitate everyone making his or her optimal contribution, and coming up with the best answers together.

Generally speaking, in organizations, in education, in family life, in human affairs of every kind everywhere, it is the development of the Emotional Principle and its appropriate expression that have been by far the most neglected. For any manager, effective exercise of this Principle begins with attention to its development in oneself.

The Physical Principle

ATTRIBUTES: Utility; Actualization; Systemic Thinking; Group Consciousness.

If the Physical Principle is well expressed in situations for which managers have responsibility, their efforts and those of the people they manage will result in effective outcomes. Purposes will be fulfilled, ideas brought to fruition, quotas achieved, goals met. All the thinking and planning, relating and communicating, will have timely, concrete results. At the macro level, the ultimate vision will be realized, or significant steps will have been taken towards its realization; at the micro level, individuals and groups will be productive, training will result in the desired learning, meetings lead to real movement forward. People will feel the satisfaction of evident achievement.

A manager utilizing the Physical Principle will think systemically, understanding how the various elements within his or her operation interact (including the human element). He or she will ponder the systemic causes of any dysfunction, and the effects that any particular decision or initiative might have upon the functioning of the whole. And he or she will encourage such thinking in others.

It will be understood that while it can take but a split-second to *have* an idea, bringing that idea to concrete

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manifestation will take time, concentrated effort and a sufficient attention to detail. Patience and persistence are always required, whether to realize a vision, fulfill a dream, nurture good teamwork or, at the micro end of the scale, put together an effective, convincingly factual and pragmatic presentation!

When the Physical Principle is operational among a group of people of any number, there will be a sense that the members are finding fulfilment not in the realization of their individual goals, but in their identification with the endeavors of the group as a whole, and in their *collective* achievement.