

# Supervision (Interactional) Needs of the Four Styles

Discuss supervision needs with each person and agree on the kind of interaction suited to that person. The following are typical interaction needs of each of the four performance styles. Use them as guidelines for working with different folks in different ways. In each of the following areas, determine with your associates what would work best for them.

STYLE	TASK, GOAL, AND/OR OBJECTIVE	METHOD, PROCESS STRUCTURE AND ORGANISATION	LEVEL AND INTENSITY OF SUPERVISION	FEEDBACK AND STROKES	PAYOFFS AND REWARDS
SP ARTISAN Amiable Troubleshooter	Need specific task descriptions; clearly laid out things to do. A list is helpful.	Provide job structure and accountability. Need clear methods; however they are experts at process, at how things work and are done. Learn best by <u>doing</u> .	They need frequent supervision because of being so flexible and spontaneous. Don't forget them; their world is immediate and now.	They do things to enjoy the experience and to please, so give feedback and strokes frequently. Express appreciation; tell them when you are pleased.	They like immediate, here and now job satisfaction; tangible rewards. "Life's a beach". "Enjoy what you are doing; have fun".
NF IDEALIST Catalyst Express	Need to know the overall goal, without too many details.	Allow room for some creativity. May need so TJ/SJ type organising help. Operate with burst of energy, powered by enthusiasm and interest.	Need <u>personal</u> contact supervision. Personal communications. Stay in touch.	Want warm, personal strokes; to know they are liked and appreciated. Be real and sincere. Appreciate their uniqueness.	Want personal rewards and to see people benefits. "A raise is great, but no substitute for a good pat on the back".
SJ GUARDIAN Driver Traditionalist	Need clear, accurate detail definition or description of task.	Need standard operating procedures and method for getting the job done correctly the first time.	Need little supervision once they know what to do and how to do it. Don't OVER-supervise. They like delegation and being self-responsible.	If it is not right, they want to know, right away. They like knowing they are appreciated for getting things done. Generally need few strokes.	Want major pay-offs; raises, promotions, job importance and job security. Formal awards and official citations.
NT RATIONAL Visionary Analytical	Want to know the big picture of what is to be accomplished and why.	Are good organisers. Dislike being <u>restricted</u> by rules, regulations or excessive procedures.	Can be delegated to and left alone; are task-oriented; achievers.	Need task-strokes, rather than personal. Want logical, objective feedback from a competent source. Like task-recognition. Mind and intelligence strokes.	Goal achievements that make an important contribution. Accomplishments that make a major improvement. Monuments to posterity.