Super Manager… How to Engage and Retain Talented Employees and Staff

The purpose of *Super Manager* is to help you improve the performance and productivity of your employee team and retain valuable employees by aligning them with jobs that best utilize their talents and providing more appropriate personal management that is most responsive to their needs.

Super Manager will enable you to build higher performance by providing you with detailed insights into the motivation, the talents, and the behaviors of each employee, and giving you the management strategy and tactics tailored to each employee's style.

As a manager you control the most important factors influencing employee commitment and effective employee behaviors, which together we call employee engagement. You also exercise great power in retaining talented employees. Management training tends to stereotype much of what managers do and does not generally address the variances in individual styles and needs or the situational dynamics occurring when the personalities of the manager and the employee connect. *Super Manager* is a productivity tool that will help you create the best work environment and management strategy for each employee and ensure that each person has the opportunity to make full use of his or her talents. Together these add up to more active engagement and higher retention.

Your Management Interactions

We are all different. Each person has unique needs and work expectations, and each person brings a personal set of talents to the workplace. Similarly, because of these differences, each of us seeks different rewards from our work experience and responds most positively and productively to specific management behaviors. But personality is complex, and it is difficult for managers to uncover and respond most appropriately to these individual expectations and preferences, which are the foundation blocks of satisfaction and engagement.

Super Manager is a powerful business tool that opens up this opportunity. With this mobile application you will be able to

1. Use the Interaction Styles model to learn how the styles and behaviors of people differ,

2. Diagnose your behaviors and talents, and objectively assess your management style,

3. Determine every employee's motivation, behaviors, and talents, and

4. Implement the strategy and tactics necessary to create a satisfying, motivating work environment for each person, to put each person's talents to full use in their work, and to provide the type individual direction that is most enabling and most beneficial for each person.
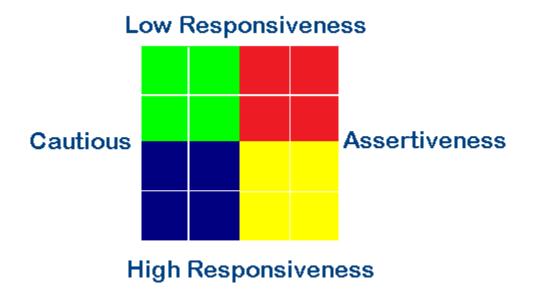
The Interaction Styles Model

This model is the product of combining the two dimensions of behavior - **assertiveness** and **responsiveness** - that appear to have the greatest impact upon interpersonal relationships. By plotting assertiveness on a horizontal axis and responsiveness on a vertical axis, the intersection of the two axes creates a quadrant with four types of interactive behavioral styles. We assign a descriptive name to each of these four representative styles. As the illustration below shows,

1. The combination of high assertiveness and low responsiveness in the *upper right quadrant* creates a driving, results-centered style, - the **Driver**;

2. The combination of low assertiveness (cautiousness) and low responsiveness in the *upper left quadrant* creates an analytical, task-centered style - the **Analytical**;

3. The combination of high assertiveness and high responsiveness in the *lower right quadrant* creates an outwardly expressive, people-centered style - the **Expressive**; and

4. The combination of low assertiveness (cautiousness) and high responsiveness in the *lower left quadrant* creates an accepting, helpful, people-centered style - the **Supportive**.

Drivers… Upper Right Quadrant…

Drivers like to be in control in situations, to get things done quickly, and to get them done in their own way. They are competitive people who are more concerned with producing results and accomplishing objectives than with being popular or "liked" by others. Highly independent in their thinking, Drivers hold strong personal opinions on how things should be done, and are not afraid to take a risk and commit themselves to a course of action.

Expressives… Lower Right Quadrant…

Expressives are open, warm, and easily approachable people who like to be actively involved with others. Being competitive, they both enjoy and excel in situations where they are able to use their verbal and social skills to gain acceptance. Very concerned with the process of relating to others and with the quality of their relationships, being popular and being recognized for their accomplishments are very important.

Supportives… Lower Left Quadrant…

Supportives are friendly, helpful, and cooperative people, tolerant and non-critical in their interactions with others. They try to build solid, stable relationships based upon mutual respect and understanding. Wanting to feel that they belong and that they are accepted, Supportives particularly enjoy working with others in a harmonious manner.

Analyticals… Upper Left Quadrant…

Analyticals are very thorough and careful in the manner in which they analyze situations and approach decisions. They enjoy problems which draw upon their analytical skills and which require them to develop conclusions based upon personal investigation. Skeptical of ideas which conflict with their personal experience, they place more weight on their own views than on those of others. Tangible and practical in their thinking, they structure their work around precise facts and hard data whenever possible.

Sub-quadrants of the Four Styles…

Within each of the four quadrants representing the four Interaction Styles there will be behavioral variations. These variations depend upon a person's individual scores on the two axes of Assertiveness and Responsiveness.

For example, some Drivers are more assertive than others, or some Drivers may show more expressiveness in their behavior than do others. Similarly, some Supportives may exhibit somewhat more of an analytical tendency that do other Supportives.

To illustrate these behavioral differences, each Interaction Styles graph assigns a person's style to a sub-quadrant within each of the major quadrants. **On your Interaction Styles graph, the *white square* will indicate the sub-quadrant into which your basic Interaction Style falls. The black square will show you how you are trying to project yourself (modify your behaviors) at this point in time.** If the white and black squares fall far apart on the graph, that means you may be trying to change yourself too much, and project behaviors that would be almost impossible to sustain. If there is only a white square visible, that means there is virtually no difference between your Interaction Style and your Projected Style.

The four corners of the quadrant contain the most pronounced characteristics of each of the styles. To illustrate, the sub-quadrant in the upper right-hand corner represents the most driving form of Driver behavior (the Driver-Driver); the sub-quadrant in the lower right-hand corner represents the most expressive of the Expressives (the Expressive-Expressive); the sub-quadrant in the lower left-hand corner is the most cautious but responsive Supportive (the Supportive-Supportive); and the sub-quadrant in the upper left-hand corner is the most analytical Analytical (the Analytical-Analytical).

Each sub-quadrant is identified as follows:

Analyticals	*Drivers*
Analytical-Analytical Driving Analytical	*Analytical Driver* *Driver-Driver*
Supportive Analytical Expressive Analytical	*Supportive Driver* *Expressive Driver*
Supportives	***Expressives***
Analytical Supportive Driving Supportive	Analytical Expressive Driving Expressive
Supportive-Supportive Expressive Supportive	Supportive Expressive Expressive-Expressive

The Interaction Styles narrative report reflects the subtle behavioral differences that are apparent within each sub-quadrant of the four major styles. However, it is important to keep in mind that the overall emphasis of each style is most significant in terms of understanding a person's interpersonal behaviors, and the variances within each style are primarily a fine tuning of the description.

Note… *when you create your contact's Interaction Style, it will be presented more simply, as just a Driver, an Expressive, a Supportive, or an Analytical.*

The Instruments in *Super Manager*

In this application you will learn to use the *OMS Questionnaire* to create your own Interaction Style, and the *Interaction Styles Checklist* (*IS Checklist*) to create the Interaction Styles of your contacts.

The OMS Questionnaire is a personality inventory that will produce your Interaction Style graph and reports. When you complete the Questionnaire, which generally takes eight minutes or less, it will be scored and your information will be transmitted to your mobile phone. Your original OMS results should be your most accurate, so once you complete the OMS it should not be necessary to take it again. If you do have some problem when you complete the OMS Questionnaire, or if you want to retake it for some reason, we do allow a second Questionnaire to be completed on your phone. You can review our privacy policy on the *Super Manager* support website.

The IS Checklist is a simple 20 item "either-or" questionnaire, which you will fill in based upon your observations of a person and score on your mobile phone. This questionnaire will take only a couple of minutes to complete. The database of your contacts and their IS information will reside on your phone. You can transfer contact information from your contact manager on the phone to save time, and there is no limit to the number of contact records you can create.

How to Use *Super Manager*

The first thing to do is go to *My Style* where you can create your own Interaction Style by completing the OMS Questionnaire. It is easy to do, and once completed, you will be able to view your OMS graph along with two reports on yourself. One report is a comprehensive description of your Interaction Style and the second is a report on your Management Style. You should carefully review both reports and consider how to apply what you have learned.

You go to *My Contacts* to create Interaction Style graphs and reports on your employees or team members. Once you create a new contact, you can then complete the IS Checklist, which will generate an IS graph and a descriptive report on that person. You can also review a Management Strategy report on that person, which will offer specific guidance on the management and motivational tactics that work best with the person and how you might modify your behavior to offer the most responsive, appealing direction. To assist you in certain interactions, there is also a Question & Answer (Q & A) report that addresses specific issues about managing that person.

Application Support

Support and information about *Super Manager* are available at www.careertalents.com. If you require assistance using this application, please email support@careertalents.com. Tell us which application you need assistance with (this app is *Super Manager*), explain your question or problem in the email, and please provide us with your mobile phone number as well in case we need to speak with you directly.

Thank you for buying *Super Manager*. We believe it can be one of the most valuable tools in your management tool kit, offering tremendous payback on your investment. We want you to have great success with it.

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At The Assessment and Development Group we're about ideas… innovating, experimenting, and developing technology to provide clients and their employees with the practical benefits of valuable decision-making applications and tools.

For more than forty years we have been making corporations more productive and profitable by helping their management teams hire the best people and manage them most effectively and by helping sales people achieve higher personal performance and greater career satisfaction. Our programs and systems have been implemented

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