

Motivating the Unmotivated

Francie Dalton

If you're frustrated in your efforts to elicit the best from each of your subordinates, chances are it's not that they can't be motivated, but that the wrong methods are being used to motivate them.

The secret is to package what you want from each individual in a way that makes them want to deliver for you. There are 7 classic work styles, each of which is motivated differently: *Commanders*, who need control; *Drifters*, who need flexibility; *Attackers* who need respect; *Pleasers* who need to be liked; *Performers*, who need recognition; *Avoiders* who need security; and *Analyticals*, who need certainty. Now here's how to use this knowledge to better motivate your staff.

Commanders: Results oriented, aloof, bossy, and not terribly tactful, Commanders need to be in a position to take initiative. Delegate substantive assignments to them, and employ a hands-off management style. Articulate the desired result, and then stand aside and let them figure out the "how to's." To motivate the Commander, link what you want them to do to how doing so will improve order, control, or results. Most importantly, understand that the Commander wants to be valued and validated for their ability to overcome obstacles, to implement, and to achieve results.

Drifters: Free spirited and easy going, disorganized, and impulsive, Drifters are virtually antithetical to Commanders. They have difficulty with structure of any kind, whether it relates to rules, work hours, details, or deadlines. To motivate the Drifter, delegate only short assignments, and ensure assignments have lots of variety. Provide as much flexibility as possible, including what they work on,

where they work, with whom they work, and the work schedule itself. Drifters want to be valued and validated for their innovation and creativity, their ability to improvise on a moment's notice, and their out-of-the-box thinking.

Attackers: Angry and hostile, cynical, and grouchy, Attackers are often the most demoralizing influence in the workplace. They can be critical of others in public, and often communicate using demeaning, condescending tones or biting sarcasm. Attackers view themselves as superior to others, conveying contempt and disgust for others. Granted, these folks aren't exactly the most loveable of employees, but you do need to be able to motivate them effectively. Start by identifying what they're really good at, and then put them in positions of using or imparting that knowledge in ways that don't require much actual interaction with others. Value and validate the Attacker for their ability to take on the ugly, unpopular assignments no one else wants to touch, and for their ability to work for long periods of time in isolation.

Pleasers: Thoughtful, pleasant and helpful, Pleasers are easy to get along with. They view their work associates as extended family members, and have a high need for socialization at work. Unable to handle conflict, Pleasers can't say "no" to the requests of others, developing instant migraines or stomach problems to escape having to deal with negativity. Motivating Pleasers is pretty simple and direct—just let them know how doing whatever it is you ask will make you happy. The more difficult thing is to manage their tendency to subordinate what's best for the company to the maintenance of relationships. To manage this, you'll need to continually stress the concept of the "greater good." Value and val-

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idate Pleasers for the way they humanize the workplace, and for their helpful, collaborative work style.

Performers: Witty and charming, jovial and entertaining, Performers are often the most favorite personality in the workplace. They're the first to volunteer in public venues, and the last to deliver on their promises. Performers can also be self-promoting hustlers who use others as stepping stones on their path to stardom. They'll also avoid accountability for any negative outcomes by distorting the truth and blaming others. Motivating the Performer requires that you link recognition and other incentives, such as high-profile assignments, to improved "teamship." Value and validate your Performer for their ability to establish new relationships, and for their persuasive and public speaking skills.

Avoiders: Quiet and reserved, Avoiders are the wall-flowers of the world. They create warm, cozy, nest-like environments and prefer to work alone. They fear taking initiative, and shun increased responsibility because of the attendant visibility and accountability. They'll do precisely what they're told—no more, it's true, but no less either. Avoiders will sacrifice money, position, growth, and new opportunities for the safety of status quo.

Motivating the Avoider requires that you always provide detailed instructions, in which the Avoider will find safety, and don't expect to be successful in pushing this fear-based individual toward increased responsibility. Value and validate your Avoider for their reliability, for their meticulous attention to your instructions, and for getting the job

done right the first time, every time.

Analyticals: Cautious, precise, and diligent, Analyticals are the personification of procrastination. This sometimes incapacitates them in times of urgency. Their ability to multi-task mentally results in poor eye contact and flat intonation. They scrutinize the ideas of others, and anticipate all that could go wrong, which creates an inaccurate impression that they're negative. They're ill at ease socially and prefer that all communications be written or electronic, not in person. Motivating the Analytical requires that you give them time to complete each task before assigning another, and that you demonstrate and articulate respect for data and for the analytical function. Value and validate your Analytical for their commitment to accuracy, and for their ability to anticipate and evaluate risk far enough in advance to allow risks to be reduced.

The one-size-fits-all cookie cutter approach to motivating others won't work. Instead, you must customize your methods to each individual you manage. Doing so will allow you to access the discretionary energy of staff—that which they aren't required to, do but could do if use these tips to make them want to.

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United States and Korea Conclude Historic Trade Agreement

The United States and the Republic of Korea on April 1 successfully concluded the United States-Korea Free Trade Agreement (KORUS FTA).

“This is a historic moment for our two countries. The United States-Korea Free Trade Agreement (KORUS FTA) will provide U.S. farmers, ranchers, manufacturers, and service providers exciting new market opportunities in a growing, dynamic country. It will contribute to Korea’s successful transformation to a 21st century economic power,” said U.S. Trade Representative Susan C. Schwab.

“The completion of this landmark agreement is testimony to the industriousness, creativity, and determination of our two peoples. It demonstrates that two countries with large, complex economies and robust public involvement in policy debates can work through great challenges to build stronger trade and investment ties,” Schwab added.

The KORUS-FTA represents the United States’ most commercially significant FTA in over a decade. The Republic of Korea is the world’s tenth largest economy, with a GDP of nearly \$1 trillion. Korea is already the United States seventh largest goods trading partner, with two-way goods trade in 2006 valued at approximately \$72 billion. When implemented, the KORUS FTA will expand trade and investment flows between the two countries across a comprehensive list of sectors.

Historically, Korea has been one of the most protected agricultural markets in the world. According to a U.S. Trade office press release, the KORUS FTA will create highly valuable new export opportunities for American farmers and ranchers by eliminating and phasing out tariffs and quotas on a broad range of products. Under the agreement, over \$1 billion worth of U.S. farm exports to Korea will become duty-free immediately. Most remaining tariffs and quotas will be phased out over the first ten years the agreement is in force.

The KORUS FTA was launched on February 2, 2006, and the first of eight formal negotiating rounds took place in June 2006. Korea was the world’s seventh largest goods exporter (\$284 billion) and importer (\$261 billion) in 2005—the fourth largest in Asia. Korea was also the world’s tenth largest services exporter (\$44 billion) and sixth largest services importer (\$58 billion) in 2004. Over the past ten years, Korea’s real average annual growth rate in trade was two-and-a-half times the pace of its GDP growth.

NOPA Strongly Supports Korea Free Trade Agreement

The National Oilseed Processors Association (NOPA) has praised the United States’ negotiating team for concluding the historic agreement with the Republic of Korea on April 1, 2007. The Korea Free Trade Agreement (KORUS FTA), is the largest since the North America Free Trade Agreement (NAFTA).

According to a statement released by NOPA, the removal of trade barriers between the United States and the Republic of Korea will create greater market access opportunities for U.S. processors, farmers, and livestock producers.

The agreement provides for tariffs on U.S. soybeans for crushing and soybean meal to be eliminated immediately. Korea’s tariffs on refined soybean oil will be phased out over five years, and tariffs on crude soybean oil will be phased out over a ten-year period. U.S. oilseed processors will also benefit from expanded market access for pork, poultry and beef products to Korea.

“Because Korea is a trillion-dollar economy, exports of U.S. oilseed and meat products can be expected to grow significantly as a result of this comprehensive Agreement,” said NOPA President Tom Hammer. “NOPA looks forward to the submission of the Korean Free Trade Agreement to the Hill by the Administration and will work vigorously for congressional approval.”

NOPA, established in 1929, represents the U.S. soybean, sunflower, canola, flaxseed and safflower seed-crushing industries. Its activities focus on the enhancing the competitiveness and profitability of the U.S. oilseed processing industry. NOPA is comprised of 13 member companies who process over 1.6 billion bushels of oilseeds annually at 64 plants in 21 states.

AFL-CIO Opposes Agreement

The AFL-CIO released a statement saying that the Korea-U.S. Free Trade Agreement “will not benefit the working people of the United States or South Korea.” The statement said that the organization will send a powerful message to the U.S. Congress and the Korean Parliament that any trade agreement between the countries must protect the fundamental rights of workers and contribute to the creation of good jobs in both countries.

The AFL-CIO, along with its Korean union counterparts, the Korean Confederation of Trade Unions (KCTU) and the Federation of Korean Trade Unions (FKTU) say that they “strongly oppose any agreement that will hurt working families, farmers, and domestic producers in both countries.” Calling the agreement a “flawed deal,” the AFL’s statement said the deal contains no enforceable protections for core workers’ rights, and it will undermine both governments’ ability to provide affordable and high-quality public and social services, and to protect food safety, the environment, and public health.