

# Personality Performance

## The Inside Scoop on Forming High-performing Teams

These conference materials are intended to accompany  
the live audio program, CD or mp3 of the same title



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## About Merge

Merge Gupta-Sunderji turns managers into leaders. A professional speaker, author, radio commentator, and consultant since 1988, Merge gives people specific and practical tools to help them achieve leadership and communication success. Over 44,000 managers in eight countries have participated in her engaging keynotes and facilitated workshops and obtained and practiced the tools to achieve leadership success.

Merge's client base is broad and varied including numerous professional associations, and mid- to large-sized corporations in the financial, energy and natural resources, and government sectors. Just some of her over 220 satisfied (and in most cases, repeat) clients include Capital One Financial Corporation (worldwide), Shell Oil, Mercer Human Resource Consulting, Certified General Accountants' Association of Canada, QVC Inc., Honeywell, Promotional Product Professionals of Canada, the International Association of Business Communicators, and Meeting Professionals International (MPI). With Meeting Planners International, Merge is one of only 43 people in North America to be recognized as a Platinum Series speaker.

Merge's insights come from first-hand experience. As a leader at one of Canada's premier oil and gas companies for over fourteen years, and a Board leader at a Credit Union for three years, she offers a unique blend of realism and humor that consistently engages and entertains her audiences! For almost two years, she was the well-known voice behind the national CBC radio column *The Softer Side of Business* heard coast to coast across Canada on CBC Radio One. She's an award-winning published author, writing for many well-known organizations and publications, including the very popular *Merge's Monthly Mega Minute*. The second edition of her book titled *Why Does the Lobster Cast Off Its Shell?* was published in July 2009. She has released an entire Leadership Series of educational audio CDs including titles on *Effective Delegation Skills*, *Making the Transition From a Technical to a Leadership Role*, *How to Effectively Manage Off-Site Employees*, *How to Make Your Meetings Useful and Productive*, *How to Give Effective Feedback*, *Having Difficult Conversations With Your Employees & Co-workers*, *Overcoming Negativity in the Workplace*, *How to Coach a Winning Team at Work*, *How to Communicate with Confidence, Clarity and Credibility*, *Motivating Employees Without Spending a Fortune*, *Mastering the Secrets of Persuasive Communication*, *Managing Employees with Lousy Performances*, *Unacceptable Behavior or Rotten Attitudes*, *Juggling Your Workload – Prioritization and time management skills for leaders*, *Emotional Intelligence – The keys to working more effectively with others*, and *Are We Having Fun Yet? – Motivating Your Team and Maximizing Performance*. She is presently working on her latest book, *Power Tools for Leaders: Practical Strategies and Tactics to Build People*, a hands-on practical how-to guide for managers and supervisors.

Merge is a proud professional member of the Global Speakers Federation, and holds her Certified Speaking Professional (CSP) designation. The CSP designation is an international measure of speaking and platform excellence and is awarded only to those accomplished speakers who meet strict criteria and have a proven record of delivering client satisfaction. Less than 10% of the speakers who belong to the worldwide federation hold this professional designation.



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## **Tuckman's stages of group development**

1. Forming
2. Storming
3. Norming
4. Performing

## **The key to high performance ...**

... is \_\_\_\_\_ in thought and action.

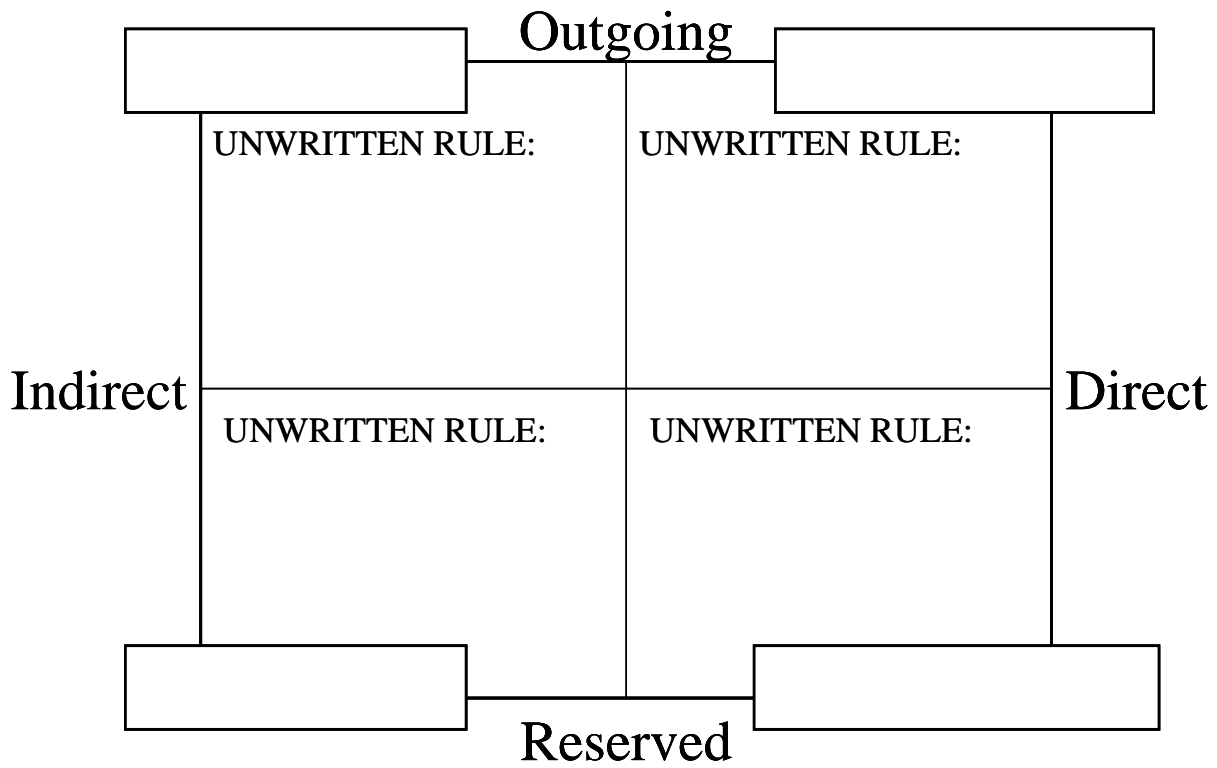
## **But be aware ...**

... it will lead to \_\_\_\_\_ and friction.

## **Ask yourself two questions**

1. Am I more outgoing and relationship-oriented, OR more reserved and task-oriented?
2. Am I more direct, fast-paced and likely to express opinions readily OR more indirect, leisurely-paced and likely to hold back on expressing my opinions?





## More about the styles

<p><b>Harmonizer</b></p> <p>Tends to be:      Practical Nonassertive Agreeable Punctual</p> <p>Fears:              Loss of security Dislikes conflict</p> <p>Motivated by:    Teamwork, cooperation, punctuality, schedules, respect, peaceful environment, harmony, sense of security</p>	<p><b>Persuader</b></p> <p>Tends to be:      Friendly Enthusiastic Persuasive Sensitive</p> <p>Fears:              Loss of friendship and being bored</p> <p>Motivated by:    Fun, friendship, open communication, flexibility, freedom from rules, variety, big picture</p>
<p><b>Cogitator</b></p> <p>Tends to be:      Organized Disciplined Private Perfectionist</p> <p>Fears:              Making mistakes Dislikes change</p> <p>Motivated by:    Quality, rules, structure, consistency, research, details, policies, being correct, time to do things right</p>	<p><b>Ruler</b></p> <p>Tends to be:      Decisive Direct Demanding Abrupt</p> <p>Fears: Loss of control; being taken advantage of</p> <p>Motivated by:    Results, risk, challenge, solving problems, autonomy, feeling in control, bottom line, productivity</p>



## The Abilene Paradox – watch out for “groupthink”

### Three actions you can take to build and support your high-performing team

1. Over time, seek a \_\_\_\_\_ of all four styles on your team.
2. If one style is in short supply, you have to \_\_\_\_\_ (no matter how difficult it is for you).
3. Make conflict \_\_\_\_\_.

