

When People Don't "Click"

How Personal Style Affects Performance

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"Every human being has universal qualities which are common to all other human beings.

Every human being is unique unto himself - physically, emotionally, and mentally.

...Every human being has a mind which functions as a decision-making instrument to align his inner psychic life with the outer world"

(Gregorc, 1982, p. v).

Perceptual Styles

Once you take a concrete feeling and give it an abstract label, it moves from concrete experience to the abstract realm.

Concrete

- Physical World perceived through the senses.
- Pictures
- Sounds
- Feelings
- NO Words

Abstract

- Spirituality
- Intellect
- Aesthetics
- Ideas
- Numbers
- Letters
- Words and Symbols
- Emotions and Concepts

Organizational Styles

Organization is the process used to make sense out of what we want to know and remember

Sequential

- Serial Order
- Hierarchical
- Outline Form
- Linear Thinking

Random/Global

- Association
- Nonlinear
- Overview
- “Big Picture”
- Comprehensive

Concrete Sequential “Practical and Efficient”

“I can’t change the laws of physics ..”
“This was a matter of pride.”

- These people hate to waste time and are good at keeping track of things.
- They like things clarified from the beginning, are deductive and analytical.
- Are cheerleaders for staff and a great help to new employees.
- Resistant to change
- Build teamwork, group pride and loyalty.

Concrete Random/Global “The Facilitator with a Holistic View”

“Risk is our business ...”
“I want another alternative.”

- Take on leadership roles
- Motivated by risk and challenge.
- They function well independently and are inventive and creative.
- Ask probing questions
- Value process over product.
- Enjoy interaction with others.
- Want options and open-ended situations.
- Promote teamwork

Abstract Sequential “The Researcher with a Cool Head”

“I endeavor to be accurate.”

“I am logical and in control of my emotions.”

- These people are great in an emergency.
- Often labeled as “intellectuals”
- Usually clear and concise, well organized.
- Can block out emotional issues
- Rely on logical reasoning skills.
- Motivated by high standards and perfection.
- Don’t like to “wing it.”

Abstract Random/Global Catalyst and Intuitive Reader of ‘Vibes’

“I don’t care what the circumstances indicate, he simply could not have done it!”

- Sensitive, caring, good interpersonal skills.
- Value respect for others and ethical conduct.
- Find it easy to articulate their thoughts.
- Good at multi-tasking
- Are able to change according to organizational needs.
- Motivated by meaning.

Style Determining Instrument

The Gregorc Style Delineator
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