

## How The Four Styles Make Decisions In Groups

The four styles differ in their approach to group work because they tend to make decisions differently.

In a meeting run by **DIRECTORS**, decisions are more likely to be made unilaterally by the **DIRECTOR**, or he or she will call for a vote. **DIRECTORS** like voting because it is clean, quick and decisive. It keeps debating to a minimum. Also, it is harder to argue that a vote is unfair. And closure is clearly attained. Next topic! A problem with voting though the **DIRECTORS** rarely see it as a problem, that is there are winners and losers.

**SOCIALISERS**, being more people-oriented, try to work out compromises that reduce resentment and maybe even fudge over differences. **SOCIALISERS** want to downplay group divisions. So they are not big on voting.

**RELATERS** also prefer decisions by consensus. They would like to see the vast majority of the group be on the bus. So actions tend to be worked and reworked until almost all are in agreement.

**THINKERS** crave 'rational' decisions. Optimally, the decision would not be made as much as it will be dictated by the facts and logic of the situation, including the key players required to make it work. **THINKERS** like to list pros and cons of issues - sometimes even weighing the options numerically - to reach the 'correct' decision. The process, they believe, will make obvious the best course of action.

With the natural differences among the four behavioural types in mind, pretend that you want to give four people 15 - 20 minutes to make three simple decisions:

1. Where the next meeting will take place
2. When it will happen
3. The theme of the meeting

Quite by accident, your group consists of one **RELATER**, one **THINKER**, one **DIRECTOR**, and one **SOCIALISER** who all believe in practicing The Golden Rule. Do you think they will get the job done? Perhaps, or perhaps not, depending on how each responds to one another in handling the simple task. Lets see why this may not work out. As they walk into the room, the **DIRECTOR** typically speaks first. 'Here's my plan...'

The **SOCIALISER** says, 'Hey! Who died and left you boss?'

The **THINKER** says, 'You know there seems to be more here than meets the eye. We might want to consider some other relevant issues and break into sub-committees to explore them.'

The **RELATER** smiles and says, 'We may not get this done if we don't work as a team like we have before.'


If you think that I am stacking the deck, consider putting all four of one behavioral type into the room to make those decisions. They would get the job done, wouldn't they? Not if they follow the Golden Rule verbatim!

What do you call it when you send four **DIRECTORS** into the same room? War! Or four **THINKERS**? Paralysis by analysis! And four **RELATERS**? Nothing! They sit around smiling at each other: 'You go first.' 'No, why don't you go first. By the way, how's the family?' When four **SOCIALISERS** walk out, try asking them if they have gotten the job done. 'Get what done?' They have had a party and instead come out with 10 new jokes and stories.

I may be exaggerating to make a point, but in some cases, not by much. **DIRECTORS** tend to have the assertiveness and leadership initiative to get tasks started. They may then delegate to others for follow-through, enabling the dominant **DIRECTORS** to start still other new projects that interest them more.

**THINKERS** typically are motivated by their planning and organisational tendencies. If we want a task done precisely, find a **THINKER**. Of the four types, they are the most motivated - to be correct, the quality control experts.

**RELATERS** have persistence, people-to-people strengths, that is patience, follow-through and responsiveness. When we have a problem, we may choose to go to a sympathetic appearing steady **RELATER** because he or she listens, empathises and reacts to our feelings.

**SOCIALISERS** are natural entertainers who thrive on involvement with people. They also love to start things but often do not finish them. In fact, they may pick up three balls; throw them in the air, and yell, "Catch!" Emotional, enthusiastic, optimistic, and friendly, **SOCIALISERS** usually pep up an otherwise dull environment. 

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# Blue Chip Candidates

In an increasing complex business environment, competition for high calibre human resource has never been so intense. The need to adapt and change behaviours and attitudes is a fact of life for today's organisations. Thus, to assist you in exploring alternatives, we took the initiative to improve your ability to recruit potential human resource by furnishing you with extracts of the following candidates' profiles shortlisted from our Database.

These profiles have been prepared in good faith, summarised from details provided by the candidates and is supplied in the strictest confidence. All introduction of candidates are subject to our Terms of Business available from our office.


## **MARKETING & CORPORATE COMMUNICATION SPECIALIST (REF. NO. 785)**

Has an MBA and a postgraduate diploma in Marketing (CIM) with 12 years experience in marketing and communication. Experience in enhancing the market and corporate visibility of products and services with the ability to formulate and execute communications plans for customers, employees and shareholders. Other experience includes managing advertising campaign to build brand awareness and recognition in local and regional market and has exposure in the planning, strategising and leading in the participation of trade fairs, events, seminars, conferences, launches and announcements with business partners. Also manages public relations and marketing campaign for pre and post company listing exercise and successfully produced corporate and marketing materials such as press releases, case studies, product brochures, newsletters, announcement, direct mailing and other informative products. Experience in measuring ROI and its success factors of marketing campaigns and able to develop budgets for marketing and communications plans. Other exposure includes carrying out research and conduct comparative analysis on competitors.

## **MIS MANAGER (REF. NO. 768)**

Has a certificate in Computer Engineering and an NCC diploma in Computer Studies with 14 years experience in systems engineering, project management, systems administration and support as well as management. Experience in MRP systems development and was involved in system design, coding, testing, implementation and training. Also led a team for the conversion and migration to AS/400 and has successfully setup ERP systems for a plant in Shanghai and developed the custom and distribution control system in a joint project with China. Other exposure includes providing solutions for AS/400 system recovery, project coordination, ERP application customisation and MRP training for clients in China. Also provided Y2K millennium solutions and was involved in a joint project for an e-commerce software development. Has experience in analysis, design, formulation of strategies and implementation of action plans for clients' organisation merging project and data migration as well as installation of a freight forwarding system software and a custom declaration system.

## **SENIOR IT EXECUTIVE (REF. NO. 758)**


Has a diploma and a professional certificate in Data Processing Management with 7 years experience in IT setup, administration, operation and technical support. Experience in day-to-day IT processes relating to operations and AS/400. Also exposed to new project development and programming, and has successfully setup a new system from scratch which includes responsibilities such as migration of BPCS (AS/400) to ACCPAC. Was involved in the study and strategies, development, implementation, installation and support as well as end user training and preparation of user / training manuals. Other experience includes data warehousing project using SCALA and successful in customising a new database to track government sales taxes. 

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# Overview of Salaries in Malaysia

Information provided in this guide is intended to provide general information on matters of interest only. The user accepts full responsibility for the use of any information provided below. PM Resources Sdn Bhd makes no warranty of any kind as to the completeness or accuracy of the information contained below. Allowances, commissions, stock options, incentive payments and other benefit - in - kind are not included.

## Human Resources

<b>Training Manager</b>	Min. 4 years experience in performance management, training evaluation, career development and management of development programmes with the ability to manage a team of trainers / training staff. Degree / Diploma in HR or Training.	<b>RM 3,000 - 6,000</b>
<b>Training Executive / Officer</b>	Min. 2 years experience in training delivery, conducting training needs analysis, monitoring and implementation of total company training plan with Degree / Diploma in HRM or Training and Development.	<b>RM 1,800 - 2,500</b>
<b>HR Manager / Personnel Manager</b>	Min. 6 years experience heading a HR department and responsible for the full spectrum of Human Resources, that is training, recruitment, salary and benefits control, etc. Degree in HRM or Personnel Management.	<b>RM 4,000 - 8,000</b>
<b>Senior HR / Personnel Officer</b>	Min. 5 years experience in training, recruitment, payroll, benefits and compensation. Supervises support staff, example receptionist, security personnel, despatch, etc with Degree / Diploma in HRM / Personnel Management.	<b>RM 2,500 - 3,500</b>
<b>HR / Personnel Officer</b>	Min. 3 years experience in payroll and handles junior recruitment and staff benefit programmes with SPM / STPM / Diploma / Degree.	<b>RM 1,800 - 2,800</b>
<b>HR / Personnel Assistant</b>	Min. 1 year experience in general HR administration including leave and medical record management, and coordination of interviews with SPM / STPM. 	<b>RM 1,000 - 1,200</b>

# Back to School...

January							February							March						
<b>ASCENDING THE CORPORATE LADDER</b>							<b>SELF AWARENESS &amp; PERSONAL PLANNING</b>													
3 May, 2005							2 June, 2005													
<b>MANAGING DIFFICULT CUSTOMERS</b>							<b>UNDERSTANDING FINANCIAL STATEMENTS</b>													
10 May, 2005							7 June, 2005													
<b>BALANCE SCORECARD</b>							<b>SALES RELATIONSHIP EXCELLENCE</b>													
12 May, 2005							8 June, 2005													
<b>MANAGING PAYROLL</b>							<b>MANAGING FOR PERFORMANCE</b>													
13 May, 2005							14 June, 2005													
<b>STRATEGIC MANAGEMENT FOR MANAGERS</b>							<b>WORKING GROUP SKILLS</b>													
19 May, 2005							16 June, 2005													
<b>WIN IN SELLING</b>							<b>LEADERSHIP SKILLS</b>													
20 May, 2005							21 June, 2005													
<b>CORE MANAGEMENT SKILLS</b>							<b>BUSINESS WRITING SKILLS</b>													
24 May, 2005							24 June, 2005													
<b>SUPERVISORY MANAGEMENT SKILLS</b>							<b>MEETING MANAGEMENT</b>													
26 May, 2005							28 June, 2005													

All trainings will be held at the Tropicana Golf & Country Resort.

For further details, please contact (603) 6156 1686 / 012 - 658 1970 or visit website at [www.mindgrowth.com.my](http://www.mindgrowth.com.my)