

It is well for the world that in most of us, by the age of thirty, the character has set like plaster, and will never soften again.

– William James

By Dr. Travis Bradberry & Lac D. Su

When Personalities Clash

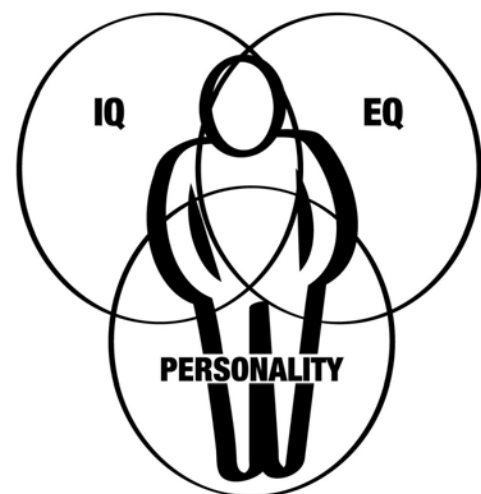
Why do you find some people so difficult to get along with at work? Chances are your personalities are a poor match. Personality is often misunderstood. It defines people's preferences and tendencies for interacting with the world around them. By the time we're adults, this stable set of behaviors defines who we are and will change less than one percent in a lifetime. Personality conflicts among staff are so common that a recent survey by *HR Executive* magazine found that the typical manager spends a full 18 percent of his or her time resolving these. This large chunk of each day could be better spent on the task at hand.

A profession where success is not influenced by the ability to get along with other people is hard to imagine. This ability is needed especially in workplaces today, where teamwork is vital to get things get done. Unfortunately, when you bring a group of people together, conflict is bound to follow. Some clashes are unavoidable, but most are fueled by a simple lack of understanding. Why do our views and intentions often differ so sharply at work? First, our brains are hard wired to assume that other people's motivations are the same as our own. It's natural to assume that our colleagues think as we do. If they do something we don't agree with, we quickly reach the conclusion that their actions are careless, insensitive or just plain wrong.

Too often, we fail to consider the reason for our colleagues' behavior. It's easier to assume weakness or ill-will on their part, than to stop and discover the motivation for their actions. When our colleague's personality type is similar to our own, even if not a perfect match, we are far more likely to react in the same way to things and think along similar lines. As the gap between our personalities widens, our opinions diverge more frequently.

Personality is an important part of the whole picture for understanding any individual. The image below is a useful way of showing how, in the workplace, soft skills (EQ), intellect (IQ), and the stable style each of us has for relating to the world around us (personality), are distinct but interacting. An assessment of emotional intelligence and personality in tandem can provide a well rounded view of a person's skills *and* the inherent traits that drive much of their behavior.

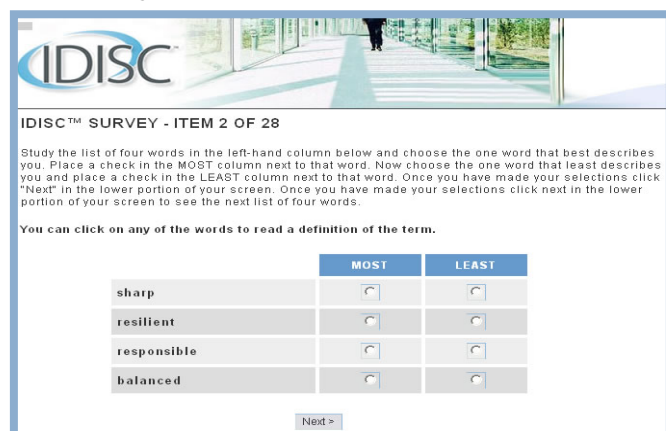
SIZING UP THE WHOLE PERSON



When Personalities Clash

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COACH	INNOVATOR
DETECTIVE	MOTIVATOR
DIPLOMAT	ENTREPRENEUR
MOBILIZER	EXPERT
RESEARCHER	STRATEGIST

The objectivity provided by the online test ensures that you'll learn far more about your personality and those of others than you ever could on your own. This online test just might help your team build the awareness and understanding that fuel optimal performance.



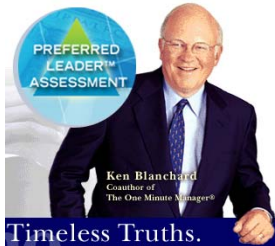
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