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RELATIONSHIP STRATEGIES

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MR. WILLIAM DAVID SMITH: Dr. Tony Alessandra was raised in Hell's Kitchen of New York City as well as Brooklyn and New Jersey. At age 18 he entered Notre Dame to major in mathematics. The university counselors discouraged him because his English skills were so poor; so, he majored in business. Tony received his MBA and PhD in Marketing from the University of Connecticut and Georgia State. Since earning his doctorate in 1976, Tony has coauthored five books including *Non-Manipulative Selling* and *The Art of Managing People*. He has developed and performed in over 50 audio and video programs and has been featured in eight sales and management films produced by Walt Disney, Simon-Schuster and McGraw-Hill, including the award-winning "Power of Listening" film. As a full-time speaker he delivers over one hundred speeches per year. In 1985 Tony received the prestigious CPAE award, the highest honor a speaker can receive from the National Speakers Association.

DR. TONY ALESSANDRA: We're going to talk about relationship strategies or how to deal more effectively with people. Let me begin by asking you a question. How many of you in your dealings with others have ever had a personality conflict? All of us, at one time or another, whether we liked it or not, just have not been able to get on the same wavelength as another person, have not been able to create that all important meeting of the minds. And, of course, all of us have had the opposite happen -- where you have met somebody, maybe a client for the very first time, and in the first five or ten minutes it clicked. It was like you knew them for five or ten years. There was immediate chemistry, immediate rapport.

It is my contention that you can at will create much more chemistry and much less conflict with other people based on how well you practice the Golden Rule. If you practice the Golden Rule appropriately, you're going to create more chemistry and less conflict. If you practice it inappropriately, you're going to create more conflict and less chemistry. The real Golden Rule is: Do Unto Others As You Would Have Them Do Unto You. It is my contention that if you practice that rule verbatim, if you practice that rule according to the letter of the law in all of your dealings with other people, you stand a much greater chance of creating conflict than chemistry.

Let me repeat that. If you practice the Golden Rule verbatim, Do Unto Others As You Would Have Them Do Unto You, you stand a much greater chance of creating conflict than chemistry. Now, I realize a lot of people are thinking I'm crazy. That's not right. That's not what I was taught. That's not what I was brought up on. But the fact of the matter is the way the Golden Rule is stated, not its true meaning, not its intent, not the spirit of it, but the way it

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is stated, Do Unto Others As You Would Have Them Do Unto You, basically says that I should treat you the way I would like to be treated. Do Unto Others As You Would Have Them Do Unto You. Treat other people the way you would like to be treated. That only works if other people want to be treated the same way you do. And the fact is that just isn't the case. People are different. People need to be treated differently. And I'm sure you've found that out in your dealings with the numerous different clients or the numerous different people within a particular client company that you deal with. Some of them want you to go through every specific detail line by line, and explain things and show the documentation. "Where's the proof, the data?" And there are other people that say, "What's the bottom line?" Other people say, "Hey, give me the big picture. I don't even want the bottom line. Don't bog me down in the details. That confuses me."

You've seen all those types. You cannot approach those people and communicate with those people all the same way. It requires a sensitivity to the differences in others.

Let me give you an example of somebody who religiously practices the Golden Rule, and it backfires. It's terrible but it's my mother. I really wish I could show you my mother because she is truly a work of art. My mother is the classic, stereotypical, New York City, Italian mother. Do you have a sense of what that's like? Did you see the movie *Moonstruck*? Well, that's child's play compared to my mother. How many of you have first-hand experience with an Italian New York mother? In addition to the Italian mother, how many of you have experience, first-hand experience, with a Jewish mother? Ah! Because in my opinion Jewish mothers and Italian mothers are exactly the same, other than the fact that one brings you up on guilt and the other on respect. Other than that they're exactly the same.

Well, my mother is an exceptionally people oriented person, very outgoing. In fact, my mother is so outgoing she makes Bruce Willis look like an introvert. About four years ago I was taking her to a fancy restaurant. It's the last time I've taken her out since. Just picture a really fancy restaurant. The maitre d' wears a tuxedo. It's got white tablecloths, the whole ball of wax. Most of the people there were just couples. My mother and I walk in. And as we're being led to our table any poor couple who had the misfortune of making eye contact with her was fair game. The maitre d' did not know what to make of this, nor did the people in this restaurant, but as we were being led to the table my mother stopped at one of the tables, and she said, "Hi, my name is Margie. What's yours?" She doesn't know these people. These people don't know her.

Now, Bob is having dinner here with a woman. My mother says, "Bob, are you here for a special occasion?" "What is the it?" You have to understand my mother. My mother, being a real Italian mother -- any subject, anytime, anyplace, no matter how intimate or personal or private it is, is fair game. My mother doesn't mind people asking her those questions. She will readily and willingly give answers. But, likewise, because she religiously practices the Golden Rule, she asks them of other people, whether they want to answer them or not.

"What is the special occasion?" We're back to the question. "Excuse me? . . . I'm hungry." "What do you do for a living?" I'm actuary. "Is that a religious society or something? And what do you do as an actuary?"

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I calculate rates for insurance companies. "Is it good money? Do you earn good money?" "No? How much?"

Now, see, my mother, definitely asks these questions. But when she asks how much, she's really doing prospecting for my sister. This is the truth. She says to Bob, "Bob, would you introduce me to the young lady you're with?" . . . "Liz? How are you doing, Liz? Liz, as I was speaking to Bob something bothered me. I noticed he had a wedding ring and you didn't. Would one of you like to explain that? I have plenty of time." Now, I mean it doesn't matter how personal or intimate the questions are. She gets into those conversations.

We actually were seated. We got our meal. Another couple was seated next to us. The gentleman from that party was asking the waiter about a particular item on the menu. My mother couldn't help but overhear. She said, "Sir, were you asking the waiter about the veal scaloppine?" She said I ordered it. Let me tell you something; it's good, not as good as I make it, but it's good. But, look, before you decide to order it or not, taste it. And she passes it on her fork. And I swear she made the guy eat it off her fork. Well, anyway, several people in that restaurant now were talking among each other, many of them saying the woman is incredible, one of a kind, a work of art! The rest of the people were wondering who let her loose.

By the way, if you were in that restaurant, and my mother came up to your table and engaged you in the same type of conversation I had with Bob and Liz, how many of you would have enjoyed it? Can I see your hands? All right. Jewish and Italian people there. Easy way to find out what my mix is. How many of you would have been somewhat uncomfortable or put out? Let me see your hands. All right. Quite a few more. The fact of the matter is my mother doesn't care. Whether you like it or not, she's going to come up to your table. And the point is she's going to come up to your table because she religiously practices what? The Golden Rule.

She treats other people the way she is comfortable being treated, even though there are many people, and as we saw here, many more people who would have been somewhat turned off by that. As well meaning as my mother is, as people-oriented as my mother is, and truly as sensitive as my mother is, she often unintentionally steps on other people's feelings. She doesn't mean to, she doesn't want to, but she does.

I think we have to learn to practice the spirit of the Golden Rule, which I call the Platinum Rule. The Platinum Rule very simply stated is Do Unto Others The Way They Want To Be Done Unto. Treat people the way they want to be treated. Get on their wavelength. Do their thing. I guess I can summarize all that with a famous quote by one of today's great philosophers, Archie Bunker. I think Archie really captured the essence of what I've been talking about so far in one of his intimate conversations with Edith. He said, "Edith, let me tell you why we don't communicate. It's because I speak in English and you listen in dingbat." It hit me right then and there that if Archie really wanted to communicate with Edith, what would he have learned to speak? Dingbat.

What I'd like to do in the time we have together is share with you a concept about people, about personality, that is absolutely fascinating. It is simple. It is practical. It is usable. It is entertaining. As we go through the program your life is literally going to pass by your eyes; not just your life in general but the people that you deal with on a day-to-day basis, the people you work

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with, the people you live with, and your clients that you do your consulting for. It's all going to pass by you because you're going to start thinking about their patterns of behavior and how their patterns of behavior differ from your patterns and how that might cause some problems or present some incredible opportunities to improve the relationship.

I've been working on a concept for the last 13 years that basically says although every human being is a unique individual, there are some startling similarities in their behavior. In fact, I am positive that all of you have at least once been exposed to this. But like the second time around with a good book or a good movie, you see things and you hear things that totally escaped you the first time. The same thing's going to happen now. We have found that all people, although they're unique individuals, can be profiled into one of four basic behavioral patterns, by simply understanding two things about their behavior: how open they are, and how direct they are. Let me define those two terms.

Openness. Directness. You and everyone you work with and live with and sell to and consult with, has a particular level of openness and a particular level of directness that they use most of the time with most people when they interact with them. Openness is defined as: The readiness and the willingness of somebody to outwardly share and show their feelings and thoughts. I'm going to soon give you a more in-depth definition in a second. I'm going to ask you to define or at least determine your level of openness.

The other scale is directness. Directness is the way people pace themselves, the way they go about making decisions, their level of outgoingness versus reservedness. That's directness. It's a measure of assertiveness.

Let's find out very quickly how open you are. Picture an openness scale. It's really simple. It's a vertical line. The word open is at the very top. The word *self-contained* is at the very bottom. The numbers 1, 2, 3, 4, from the bottom to the top. Now, all I want to do is define self-contained behavior and then define open behaviors, and you simply match my definitions, my descriptions, to your behavior. Then you're going to choose a number on that scale. If you choose the number 1 or 2, you're basically saying to yourself that you are more self-contained. If you choose the number 3 or 4, you're saying that you are relatively open. A 3 would be somewhat open. A 4 would be very open. By the way, as I'm describing it don't just match the descriptions with your behavior; think of people that you work with on a day-to-day basis. Think of your clients, people you consult with, the people you try to sell your concepts to, and the people you live with. Try to pick two or three of those people and see where they fall on this scale.

Let's start with self-contained people. Self-contained people are the types of individuals that do not have a lot of facial expressions and body language or vocal inflection when they communicate with others. They tend to be lower key in the way of expressing, outwardly expressing, their emotions. They have been described as playing their cards close to the vest. You've heard that description. They are hard to read. Maybe at the extreme they have a poker face. They are the type of people that keep a distance physically and mentally. In other words, they stand further away. They sit further away. They are not touchers. We call them noncontact people. They don't touch you. You don't touch them. It's not to say that they absolutely refuse to be touched. They're just noncontact-oriented. They're a little bit uncomfortable, unless they really know somebody. In fact, it's been said that, once you get to know him

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he's a really great guy. Well, you have to get to know him. You have to break through that little shell, that cautious exterior that they put up. They never ever, ever have said that about my mother.

Now, self-contained people, as I said, keep a distance physically and mentally, even when they meet you for the very first time. When they meet you for the very first time, they'll stand with a fully extended arm, because that gets them further away. They tend to like to focus on the agenda, the issue at hand. They do not digress from the conversation. They like to, when an issue comes up, bring it to closure before moving on to the next issue and so on. They tend to be rather organized in the way they deliver their messages to you. It is not infrequent to have a pause on the part of a self-contained person when you ask them a question, because they're organizing their thoughts. When you get off the subject with a self-contained person they'll say things like, "I'm not quite sure I'm following. Can we summarize what's been discussed so far? What's the bottom line?" Those are the types of things. And when it comes to making decisions, self-contained people make decisions based more on facts, logic, numbers, statistics, history, track record. When it comes to time, their motto is "Time is money." How many of you know somebody who fits that description? Let me see your hands. All right. No pointing. No pointing.

Let's go to the other side. We have the open people. The open people tend to be much more animated. It's been said you can read them like a book. They wear their hearts on their sleeves. These are the people that when they're excited about something you know it. You tell them something exciting and they say, "I can't believe it!" And when they're upset, "When did it happen? don't believe it." And, of course, these are the people they pick for the TV game shows. Right?

I was listening to a radio station the other day. You know how these radio stations have this thousand dollar prize if you call and you're the 10th caller. You win a thousand dollars. And normally when somebody's the 10th caller they say, "Hello?" And the radio person ask their name. "My name is Bob So-And-So." Well, Bob, you're the 10th caller. And if it's an open person, Bob would jump and scream. You don't know they're jumping, but you can hear it. They're hitting the ceiling and you can hear it even over the radio.

The other day they evidently had a 1 on this scale, and the person asked their name. "Liz." Liz, you won \$1000! Liz says, "great." The guy asks Liz if she's there. She says "yes." He tells her she won \$1000. She says, "fantastic." He asks why she isn't excited. She says, "I'm very excited."

See, they just express it a little bit differently. Now, open people, get close physically and mentally. How do they greet others? Hugs and kisses. Right? And they frequently take advantage of the situation. They're physical. They're touchers. They're what we call contact-oriented people. They also in terms of conversation tend to digress a lot from the conversation. It's been said that their thoughts are like gumballs. They just fall to the tongue and roll out. Right? You know people like that. Disjointed thought to disjointed thought. It's not unusual to leave a conversation with a 4 on this scale, and say, "Wow! What did we talk about?"

But anyway, open people make decisions based more on what? Emotion. Feelings. Intuition. That little voice. See, an open person would look at a report, look at a document and say, "I know it looks good on paper, but something

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inside of me is telling me it's not right." Whereas the self-contained person says, "Hey, numbers don't lie. There it is in black and white. The facts speak for themselves." And it causes a lot of friction between open people and self-contained people.

Also, open people are very casual when it comes to time. See, when an open person says he will be home around six, what does a self-contained person hear? He will be home at six. What time does the open person get home? Seven. But then again what is seven -- but around six?

There's no question that open people are sidetracked much more easily than the self-contained people. Even walking from one point to another, if there are things to pull their attention away, it's more likely to happen to an open person as opposed to a self-contained person, who tends to be, more focused and more task-oriented. The open person is more relationship-oriented.

Pick a number that you believe reflects your pattern of behavior most of the time with most people. And, by the way, please, those of you who are self-contained, whole numbers only, please, not a 1.5 or a 2.7. I know we have actuaries here. I saw somebody reaching for a calculator. We're not going to get that precise. All right. There's not going to be a numerical calculation. It's a feeling here. Just pick a number. Ladies and gentlemen, I will tell you that there is a tendency to bias your number higher than it actually is. There is a tendency to rate yourself higher.

How many of you do, in fact, have a different number at work versus at home? Now, we call that schizophrenic. The reality is this, ladies and gentlemen, that most of you, whether you realize it or not, project a different persona, a different side of your personality, at work versus at home. There are many, many explanations for that, but let me give you one, and it's a serious one. It's because we tend to be more flexible with the people we know less and less flexible with the people we know more. And that's kind of unfortunate.

Let's go to the next dimension, the second and final dimension. We're going to do the same thing, except we have a horizontal line -- letters, *A, B, C, D*, from left to right. At the very left we have the word *Indirect*. At the very right we have the word *Direct*. Now, let me make this a little bit quicker, crisper. Indirect people, when it comes to risk, decisions or change tend to approach it slowly and cautiously because they do not like to be wrong.

Indirect people tend to be more reserved, lower key. They tend to be better listeners, more supportive, better team players, loyal, from a positive perspective. A negative perspective? They tend to give the appearance that on decisions they drag their feet. They don't initiate things as much or as quickly as they should. And also they give the impression that they're wishy-washy, at times. That's a negative perspective. I'm not saying that they always do that, but that is one of their negative sides.

We find that the direct people, when it comes to risk, decisions and change, tend to be more decisive, more risk-taking, more spontaneous. The direct people want action, want activity. And as a result they will accept more failure or they will accept a job done at 95% accuracy, as long as they can get two or three of them done in a particular time period. The indirect people will take a job not at 95% accuracy, but at what number? One hundred and one. Ninety-nine. There is absolutely no question that the people to the left want more

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quality and the people to the right want more quantity. It's not to say that the people who want quantity, which are the direct people, don't want quality, too, but we often have a trade-off between the two. You can't always get both. Sometimes you have to say you're going to trade off some level of accuracy to get that much more done, and you know that as well as anybody in your occupation. The people to the left are less willing to trade off percentage points of accuracy to get more done.

So, there's another big problem in the way they work with each other. The people to the left want to do things just right. The people to the right say, "Let's get this show on the road. You're going too slow." People to the left say "I'm collecting the data. I want to make sure that every . . ." "Data! Forget the data! How much data are you going to use? Let's go! Come on!" People you work for, especially your clients, may not understand. "Hey, I can't believe it's taking you so long to do this. What are you going to do with all those documents? I can't believe this. Give me a number." The indirect people will follow the rules according to the letter of the law. The direct people follow the rules according to the spirit of their interpretation . . . which creates another problem, too. It's interesting.

The indirect people follow the rules, and even when there's a gray area, when a rule isn't particularly clearly stated before they ever do anything, they'll go ask somebody else in charge what they should I do. "I'm thinking about doing this. What do you think?" They ask permission. Direct people are just the opposite. For direct people, rules are guidelines. If it says you should do something, they probably will, and if it says you shouldn't do something, they probably won't. But the big difference between the two styles is that direct people, when it comes to those gray areas where rules aren't clearly stated or have not been set yet, call those gray areas their windows of opportunity. See, a window of opportunity for a direct person is where they can do their own thing with little chance of significant repercussions or negative repercussions. When a direct person finds a gray area, a loophole, so to speak, in the rules, they get so excited that before they ever do anything, to capitalize on it, they have to tell somebody, and who's the only person who will listen, but an indirect person. Right? So, they run to an indirect person and say, "Hey, I found a window of opportunity!" And they get so excited about it. What does the indirect person say? "If I were you, I'd go ask permission." What does a direct person say? "Hey, forget it, no way! If I go ask permission, he might say no. Then what do I do? My hands are tied. Hey, when it comes to gray areas, my windows of opportunity, my motto is this: It's easier to beg forgiveness than seek permission." And they kind of go off and do their own thing.

I can go on and on, but let me ask you to choose a letter that you think reflects your pattern of behavior most of the time in most situations. Pick a letter. An *A* would basically be saying that you tend to be very indirect; a *D* very direct; a *B* somewhat indirect; a *C* somewhat direct. Pick a letter. And ask that other person what letter they choose for you. See how close it comes to what you chose for yourself. We now have a grid. The grid shows a blue bottom right quadrant, a red top right quadrant, an organish-yellow top left quadrant, and a green bottom left quadrant. Now, by the way, the colors have some meaning. Ok? But let's find out how this group divides into those four patterns of behavior.

For those of you who chose a 1 or 2 as your number and a *C* or a *D* as your letter -- I will tell you something about yourself. You're going to like it. In

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fact, let me start with the big guns first. In my opinion, if there is such a description as a born leader, you are the born leaders. Let me tell you a couple of other things that you probably already know. People in the bottom right quadrant these are the people whose key desire, key need, is for results. These are the bottom line people. Their motto: I Want It Done Right, I Want It Done Now, And I Want It Done Yesterday: All right. They're in a hurry for everything. We used to call them back in the late 1960s and early 1970s, the fast track people. They are achievement-oriented with strong tendencies towards workaholism, and they are very, very business-oriented. I'm going to tell you more about yourself in a little while.

How about the people in the bottom left -- those of you who chose a 1 or a 2 combined with an A or a B? This is the group that tends to be more of the precise perfectionists. Their motto: Everything In Its Place, And A Place For Everything. The patron saint of these people is Sergeant Joe Friday from "Dragnet." Just the facts, ma'am, just the facts. But nobody is better at problem-solving, planning, organizing and systematizing than these people. If you want a job done well, you give it to them.

Our third group is those of you who chose a 3 or a 4 combined with an A or a B. Now, these people tend to be, of all the groups, the shyest. These are the most supportive people there are. Their key desire, their key need is for relationships, for one-on-one communication. These are by far, without a doubt, there isn't even a close second, the best listeners, the most sensitive listeners. Boy, when people have problems, tell me that they don't go to you with their problems because you listen, you empathize, you get more involved than they are in their problem. You are the best team players, the most loyal, the best at customer service. And if I were hiring salespeople to come into a company and deal with a present customer base and just kind of nurture them, nobody would do it better than these people. What else can I tell you about you? If you give them a job, you know it is going to get done, and you know it's going to get done exactly the way you tell them to do it. They do not deviate from it. When they deviate or if they're going to deviate, they'll ask, they'll check with you first.

Our last group is those of you who chose a 3 or a 4 combined with a C or a D. Well, this came out just perfect because the biggest group was the group in the bottom left, which is what I expected from the Society of Actuaries. I'm going to be speaking in June on the main platform for the Million Dollar Roundtable, and most of them, when I ask them to stand up, there'll be 5,000 of them, will stand up right here in the red category because these are the born salespeople. If you know these people and you have to deal with them, listen to this because it's important. It's going to help you get along better with them. Their key desire, their key need is for recognition. They want pats on the back. And as a result, you probably know, they talk a lot about their favorite subject -- themselves. Now, let me tell you another thing about these people. They have incredible persuasive skills. In fact, they have the ability to get other people more excited about their ideas than even they are themselves. You have really, really good personality and great charisma. And as a result that charisma has helped you get into and out of situations from childhood. Is that not correct? I mean you really have an ability with people. I know that the Society of Actuaries is exploring various issues of what the actuary of the future should be, and one of the issues is communication skills and people skills. And if I can throw my two cents in, it is not a necessary skill for the future -- it is a necessary skill for today. Other than the past group, the people in the upper

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left who are really the most incredible communicators, these are probably the best with people in terms of exciting people, motivating people, inspiring people, selling people; not selling a product but an idea, a concept, a way of doing things. They're visionaries. They're dreamers. They're futurologists, so to speak.

A real big problem for you as opposed to other groups of people, seeing as you're actuaries and work with numbers -- ask the people in the bottom left, the perfectionists, hypothetically, how much money they earn. And they will say, "Well, this year or last year?" This year! "Do you want gross or net?" Gross! They may say, and I'm going to pick a number off the top of my head, "\$33,455.00 a year." All right. Ask you people how much money you earn and without missing a beat you will say around 50 thou a year, even though you earn \$33,455.00. You people round off in what direction? Up. By the way, we got very frustrated talking with these people because they're doing so incredibly well. Remember they round up. Just divide by two to get a more accurate picture of what they're doing. But anyway, this is the red group.

I'm going to give a name to each of the groups. The last group -- the born salespeople -- are the socializers. The first group -- the born leaders -- are the directors. The perfectionists -- the great problem-solvers -- are the thinkers. The great communicators -- the real people people. . . the great listeners -- are the relators.

Now, let me make this become a little more real to you. I took several famous people, and put a number and a letter on their behavior. You may not like all these people for other reasons. But the fact of the matter is, if you look at your quadrant and you don't like everybody in the quadrant, it has nothing to do with their behavior. Maybe it's other things you don't like about them. Maybe it's their intelligence. Maybe it's their values. Whatever it is, there are other things other than personality patterns that contribute to a person's total structure. But relators are depicted by Vanna White, Jimmy Stewart, John Denver, Marcus Welby, M.D., Mary Tyler Moore from the "Mary Tyler Moore Show," Father Mulcahey from "M*A*S*H," those types, very friendly people. Do you have a feel for what they're like? The mother and father on Family Ties, are relators.

Their son on "Family Ties," Alex Keaton, bottom right, is a director. "Hawaii directors are Barbara Walters, Lee Iacocca, Margaret Thatcher, Patton, Jack Lord from 5-0," Clint Eastwood, Rambo, Harry Truman and all of those people. Most of the presidents of the United States, most of the leaders of the world have been, are, and will be directors, and there's a reason for that. Directors are what we call driven people. Their drive to achieve, to accomplish, are equalled by none. As a result, directors will trade off other aspects of their life in order to achieve even higher levels in their occupation or vocation. For instance, two major areas that they trade off in their life are relationships and health. Directors, in terms of relationships, have a high divorce rate and very few intimate friends, not because they can't make friends but because they don't take the time to develop intimate friendships. They're always working. Their children call them Uncle Daddy or Aunt Mommy; they're never around. Again, being driven people, they really work themselves into the grave. They have a high incidence of heart attacks. That's the bad news. Good news is they are, of all the four groups, the most likely to survive a heart attack once they get it. I don't know if that's good, but can we put that in our actuarial tables? Directors don't get ulcers. They're carriers. They give ulcers to the relators.

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I had a couple of friends. They were married 14 years. She was a relator. He was a director. And, oh, what a tumultuous relationship they had. (But, see, relators are very interesting. Even when you hurt them, and, by the way, they bruise very, very easily, but they don't let you know it, but when you bruise a relator, they walk away. You don't even know you hurt them. They walk away, and they pull out their little book, and they turn to the page with your name on it and put another checkmark.) For 14 years this went on. Finally, he comes home from work. She's packing. And in his own director way he says, "Hey, what are you doing? We're not going on vacation." Well, she filled up that page with checkmarks. So, she was now ready to take him on. She says, "Yeah, we never do." He said, "Yeah, what about three years ago? We were on vacation for a week." She said, "You call that a vacation? We stayed home the whole week, and you took work home. That's all you did at home." So, they're yelling, they're screaming, they're accusing, they're pointing. I mean it's just unbelievable. Finally, in the middle of all this, he stops, and he says, "Wait, wait. Now, I see the writing on the wall. Is there another man?" And she must have thought of this all day because her answer was, "My God! There just has to be."

We talked about the thinkers; Spock, Newhart, Joyce Brothers. Who would other thinkers be? Sergeant Joe Friday from "Dragnet," Sherlock Holmes, Barnaby Jones. Remember him? Buddy Epsen, Barnaby Jones from Barnaby Jones.

There are so many socializers too numerous to mention. Bruce Willis, Sally Field, Eddie Murphy, Willard Scott, the weatherman. Now, he is a classic one. I mean I watch that guy. He is a show. You know what they say about socializers? Generally speaking, they're generally speaking. Could you imagine Bruce Willis working side-by-side, day-by-day, with Mr. Spock? Do you see a probability of a toxic relationship there?

Chelle is the one who brought me here for better or worse. She's the one I had contact with. Chelle, let's make believe that next year in planning this meeting you want to get some input from the members. You pick four of them, and you tell them all you want them to do is answer three questions. (1) Where should our next meeting be? (2) When should it be? And, (3) What should the theme be? But by accident, you pick one relator, one thinker, one director and one socializer and send them in a room. And they all practice the Golden Rule. Do you think they're going to get it done? Probably not. Now, just visualize this like it happened. They walk in the room, the door closes. Who's the first person to speak? The director. Right? The director says, "All right, here's my plan." The socializer says, "Hey, who died and left you boss?" The thinker says, "There's more to this than meets the eye, and maybe we should break into subgroups." Right? And the relator says, "Hey, we're not going to get this done unless we pull together and work as a team."

What if we put all four of one style together? They're not going to get that done for Chelle. No way. Probably worse. What do you call it when you put four directors in the same room? War. Four thinkers? A paper explosion. Paralysis by analysis. Four relators in the same room practicing the Golden Rule -- what do we get? Nothing. They're smiling at each other. "You first." "No, you." "No, you were here first." For socializers, 20 minutes, 30 minutes, 40 minutes pass, nobody's out. So, Chelle walks in and says, "Hey, did you get it done?" They say, "Get what done?"

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It's interesting that a lot of marriages are what I would call, from a behavioral perspective, mixed marriages. Right? You know that old saying -- opposites attract? You have a relator and a director and you've got some problems. You have a socializer and a thinker and you've got some problems. I think the worst, by the way, is a socializer and a director. When I say the worst, it's because it's such a volatile relationship. They're both very assertive. When a director's angry and under stress during an argument, he becomes very autocratic and dictatorial. They force things to come out their way. "We'll see. We'll see who wins. We'll see who has the last word." Whereas the socializer, becomes emotionally assertive. He says, "Yeah, well, so is your mother."

There is absolutely no question that when you practice the Golden Rule, no matter what the combination is, you have a high tendency of having tension, conflict. I personally believe that the most creative teams, the most synergistic teams, the most productive teams, the best marriages, especially from a child's perspective, are opposites, are two different styles, as long as you appreciate and pump up the differences that the other style has from you. But it requires understanding that the differences in people are not bad. The differences in people are very good because the strengths of one person compensates for the weaknesses of another.

Let's talk about personal relationships. You know opposites attract. Do you remember when you first started dating somebody? The infatuation period is a drug-induced state. It really is. The brain secretes a chemical that literally produces an effect similar to being drugged. And, infatuation lasts a maximum of two years and a minimum of several minutes. But during the infatuation period what do we do? We look at other people and those differences through rose-colored glasses. We say, "Boy, you're so creative. You're so spontaneous. You have that." And then as soon as the infatuation wears off we start saying, "You're such a pig. You're sloppy. You throw everything around. You don't think things out." They are the same behaviors but are simply seen from a different perspective. Start appreciating the differences. Strengths, in the relators are the communication skills; the thinkers have the problem-solving skills; the socializers have the persuasive skills; and the directors have the leadership skills.

Let me move onto this. I told you just a couple of the weaknesses. Let me reiterate. The oversensitivity, the bruising easily of the relators is a problem. The thinkers sometimes have tunnel vision. They only see one way to solve a problem. You know the old saying, the means justify the end or the end justifies the means. For thinkers, one of the problem areas is that they believe that the means justify the end. They tend to focus so much on the process and not as much on the end result. Whereas for directors, and here's a real conflict point between directors and thinkers, the end justifies the means. So, their attitude is that there's a hundred different ways to skin a cat. There's a variety of ways to do something and some of them are shortcuts. So, there's a big point, a bone of contention between directors and thinkers. Thinkers want to focus more on the means. Directors want to focus more on the end. Directors, by the way, as high achievement-oriented as you are and with as much leadership potential as you have, one of the biggest areas for improvement is if you could learn to compliment others more frequently. I find that directors of all styles are loath to compliment. There was a saying that was born maybe about five years ago catch people doing something right and praise them for it. I think directors need to do that a little bit more frequently. Catch people doing something right. I believe that you do catch people doing things right,

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but your attitude is that they should be doing it right. So, why do you have to tell them something nice about it? In fact, one of the few times you hear a director say "Well done" is when they order a steak.

Socializers have a tendency, as I said earlier, to round up, and when it comes to decision making they have a tendency to leap before they look, which creates havoc with the thinkers. Socializers say, "This is it. No questions. This is it." More data comes in, and they say, "Well . . . this is it. Absolutely this is it." It seems that the battle cry of a socializer, when it comes to decision making, is ready, fire, aim.

There's no question that people gravitate toward certain vocations. The relators gravitate toward the helping professions; the thinkers, toward the exact sciences, of which being an actuary is one of those. The directors gravitate toward leadership positions such as a top executive, a small business owner, an independent consultant, a newspaper editor, a stockbroker. Usually they enter fields where there's high competition and a lot of pressure and a lot of dead-lines. Socializers are mostly in sales and entertainment.

Just based on what I've told you so far, let's see how much you've learned. Just based on what I've told you about the four styles so far, do you think that they would purchase different types of products? There is no question about it. One of the products that you always see a thinker with is a calculator. But the irony is, you almost always see socializers with a calculator. The difference is the socializer's calculator plays video games and music. They want all the gadgets on it. How about a vehicle? Do you think they prefer different vehicles? What would be the ideal vehicle for the socializer that says that's you? Ferrari, Porsche. What color? Red.

And how about song? If each style had their theme song, what would the only song be for the directors? "My Way." We did a survey. Ninety-six percent of all directors chose "My Way" as their theme song and the other 4% chose "Hail To The Chief." The thinkers usually choose classical music or patriotic music. The relators usually choose "You've Got A Friend," "We Are The World," "People" or anything by Barry Manilow or Lionel Richie. They're into love, and relationships and feelings. "Feelings." And, by the way, relators. I'm going to give you an incredible compliment. In terms of quality these are the best lovers. All right. I notice a couple of people writing down names. We want this a PG rating. For socializers, their song is anything upbeat, "Celebration," "Don't Rain On My Parade," "Take This Job And Shove I," "If You Can't Be With The One You Love," any of those types of song.

Socializers are in a tie for first place as best lovers -- but in terms of quantity. I wish you could see this. The thinkers are saying, "What about us?" Well, let me tell you something. There's a very interesting benefit in making love with thinkers. They do it until they get it right. Now, directors, your mind is always on work, so the only time a director will have sex is when it's on his to-do list for the day. But that's not the problem. The problem is when they're finished they go back to the list and cross it off.

Understand that people are different, and as a result they have different needs and they seek different feelings and emotions and behaviors and interactions from people. Understand that whenever you're dealing with a relator they seek approval but even more so, acceptance. They want to feel part of a team, part of the crowd, part of the group, one of the in-crowd; whereas the thinkers seek

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order. They do not like things that are kind of messed up or out of order. They like to know that everything is in a particular procedure, process, order. The directors seek control. And the socializers seek recognition or acknowledgement or approval, pats on the back. If that is the case, and you really want to work better with different styles, I really believe that this is as applicable, if not more so, in the home environment. I would say that if you're dealing with relators, and you want to get a better feel, a better chemistry with them, than create a personal, one-on-one, communicative, trust-related environment. And with the thinkers, create a serious environment; a businesslike, no-nonsense, bottom line environment for the directors; and an enthusiastic, upbeat, playful environment for the socializers. Remember that socializers get bored very quickly. So, they need an environment that is upbeat, challenging, changing, etc.

Understand that relators and thinkers are relationship-oriented. The relators are going to want to have one-on-one communication, but they're going to be doing a lot more of the listening. Whereas the socializers, in fact, this is one of the ways they get along, want one-on-one or one-on-several. They like a group of people, and they want to be the center of attention. But the fact is that the two people at the top want contact with others. They're much more likely, the two people at the top, to be on the telephone more frequently, for no apparent reason. They call up, and they're opening line is, "What's up?" That's all they want to know. "Nothing in mind. I just wanted to call and say hi." Remember the two people at the bottom, the thinkers and directors, are task-oriented individuals. Go in, start talking about the weather, the sports. "Hey, let's get to know each other." They don't want that. They want to get right down to the task at hand. Time permitting, maybe they'll get onto some of that other stuff. But, hey, they've got a job to do. People to the left, the relators and the thinkers are slower paced and more methodical. Don't rush them. People to the right are faster paced. You're showing a presentation to one of your clients. The client's a director, and you have it in a three-ring binder. You're going through it, but you're not going fast enough. What do they do? They start turning the pages for you. You're not going fast enough. They pick it up very quickly. See, whereas a thinker may want you to go A, B, C, C1, C2, C3, the director wants A, Z. "If I have any other questions, I'll ask you." The relators are casual and communicative in terms of pace and priority. The thinkers are methodical and process-oriented. The directors are decisive and results oriented. The socializers are quick and interactive.

With relators, whatever you do, whether it is at work, whether it's with your clients in a consulting arrangement, whether it is at home with your family, with your spouse, with your children, whenever you are dealing with relators, do it with warmth. Whenever you're dealing with thinkers do it with accuracy, precision, well-planned and well-thought out data and documentation in hand. With directors, do it with conviction. In other words, know what you're talking about and state it forcefully. And with socializers, do it with flair. Make it upbeat. Make it fun. Make it different. Make it exciting.

There's absolutely no question in my mind that when we look at the nature of the future of actuaries, there's a lot of education that must take place. You're in a very technical field. I think a lot of people outside of your field probably don't appreciate what you do and certainly don't understand a lot of what you do. And there's a lot of technical education. I mean the tests that you have to go through require a lot of study. It's complex, etc. But please don't become a one-sided person. You are not in a world where you're just working with

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numbers and working with tables. You're working with people, too. And there has to be a good blend of technical expertise and people skills. And I think that those individuals who have a good balance of technical expertise and people skills are the ones that very quickly rise to the top. And you can have both. One is not self-exclusive of the other. You can have both. It will help you solve the people puzzle a little bit better than you've been doing it so far.

Let me end with one story that will finally drive home the difference between the four styles. Many years ago, in the days of King Arthur, four of the knights committed a very serious crime and were put on trial. During the trial the knights protested vigorously of their innocence, but to no avail; they were convicted and sentenced to death by none other than the guillotine. On that fateful day of execution they were brought up to the platform. Each of them knelt down at that guillotine. A special guillotine was built with four indentations so all four of them could be beheaded at the same time. The executioner wearing the black hood holding the ax waited for words from King Arthur. And upon getting word he cut that rope. And that glistening blade, sharp as can be jammed just as it touched the tops of their necks. It didn't even break the skin. Well, it was seen by King Arthur as a sign from above that the knights were truly innocent as they had protested during their trial. So, he let them go. But as he let them go, each of those four knights, one a director and one a socializer, all expressed their delight and appreciation in very different ways and very much according to style. The first knight to get up was the director. The director looked at everybody and said, "I told you guys I was innocent. Now maybe the next time you're going to listen to me because when I'm right, I'm right. And, Arthur, let me tell you something, I'm suing." The second person up was the relator. The relator went right up to the executioner and said, "Look, I know this wasn't your fault. Would you like to come over for dinner on Sunday?" He's always the nice guy. The third person up was the socializer. Do you know what the socializer said. He looked at everybody and said, "Let's party!" Of course, the last person up was the thinker. And as the thinker was getting up he looked up at the guillotine and said, "Hey, hey, I see the problem."