

---

# JOURNAL of COMPENSATION and BENEFITS

---

JULY /  
AUGUST  
2007  
VOL. 23/No. 4

---

## MOTIVATING THE UNMOTIVATED

5

Francie Dalton

*The implications of labor shortages are numerous and serious, but primary among them is that retaining talent is now a top strategic priority. As businesses engage in this highly competitive endeavor, it is crucial to recognize that compensation alone is no longer sufficient either to woo or to keep employees and that work environments are an integral part of the compensation and benefits strategy. Indeed, job seekers are actively avoiding the high stress, out-of-balance, poor quality of life typically attendant to higher paying jobs and are instead pursuing employment with organizations that offer (1) flexible work environments and (2) relationship-savvy management. This article will discuss how to achieve both, enhancing your recruitment and retention efforts.*

---

## CONTENDING WITH CAREGIVER ABSENCES: INTEGRATING WORK-LIFE AND FMLA PROCESSES KEEPS CAREGIVERS PRESENT

13

Roxanne Szczypkowski

*Employees' caregiving responsibilities continue to increase in frequency and complexity. More employees are part of the Sandwich Generation, caring for both children and elders; there is an increase in employees tasked with providing long distance care for elders; and emergency backup care providers, for both children and elders, is on the wane. This article looks at a work-life benefit strategy to allow employees to remain focused on work while taking care of their children and parents.*

---

## PENSION PROTECTION ACT: SOME EMERGING ISSUES

22

Scott J. Macey

*Now that the federal agencies are issuing guidance regarding some key Pension Protection Act provisions, the future of defined benefit plans will be shaped by how some PPA provisions will ultimately be interpreted and applied. These new interpretations, along with implementation of new FASB rules regarding the expensing of defined benefit obligations and the outcome of several significant legal cases, are being closely watched by sponsors of defined benefit and defined contribution plans.*

---

## UNDERSTANDING MINIMUM WAGE: RELATIONSHIPS WITH COMPENSATION AND BENEFITS

27

Robert R. Trumble, Ph.D. and M. Caitlin O'Rourke, MBA

*On January 10, 2007, the United States House of Representatives passed a measure with a 315 to 116 vote to raise the federal minimum wage to \$7.25 an hour, a 40 percent increase over the current wage of \$5.15 an hour. Multiple factors need to be taken into consideration when hashing out the benefits and costs of a minimum wage hike. Looking to the states, counties, cities, and companies that have self-imposed higher wages is a good place to start when looking for evidence of the benefits and costs of higher wages. The vast majority of localities and entities that have chosen to increase the wage floor have found no negative effect of wage hikes. In fact, many have reported returns beyond what was forecasted.*

---

## MANAGING SPECIALTY DRUG COSTS AND ENCOURAGING COMPLIANCE IN BOTH EMPLOYEE AND RETIREE POPULATIONS

33

Edmund Pezalla, M.D., M.P.H., Vice President, Medical Director for Prescription Solutions

*Employers today are facing a confluence of events that makes managing employee benefits more challenging than ever. This is primarily the result of three converging socio-economic factors: a rapidly aging workforce; a steadily rising medical cost index; and biotechnology advances that are enabling workers to stay active and on the job longer than ever before. This brings a surge of new and complex health and benefits challenges for employers and union trusts. Foremost among these challenges will be the management of pharmacy costs and benefits—in particular specialty drug benefits. This article provides useful strategies in dealing with those challenges.*

**MANAGING  
EDITOR'S VIEW**

Michael B. Snyder, J.D.

3

**HEALTH CARE**

Randall K. Abbott

16

**REAL WORLD BENEFITS**

James V. D'Amico

39

**OUR TURN**

Michael B. Snyder, J.D.

42

# MOTIVATING THE UNMOTIVATED

Francie Dalton

No matter what source you choose, Department of Labor, Bureau of Labor Statistics, Department of Commerce, etc., the outlook is the same for the United States:

- By 2010, there will be 10 million more jobs than workers;
- By 2013, there will be a shortage of 6 million de-greed workers;
- By 2020, the shortage of workers will be 14 million.

And these numbers are *net* of the talent we import and the jobs we export!

The implications of these shortages are numerous and serious, but primary among them is that retaining talent is now a top strategic priority. As companies engage in this highly competitive endeavor, it is crucial to recognize that compensation alone is no longer sufficient

---

*Francie Dalton is founder and president of Dalton Alliances, Inc., a premier business consultancy specializing in the communication, management, and behavioral sciences. For more information, please see [www.daltonalliances.com](http://www.daltonalliances.com).*

either to woo or to keep employees; a strategy formerly considered a human resources strategy of work-life now must be considered as part of the overall compensation and benefits strategy. Indeed, job seekers are actively avoiding the high stress, out-of-balance, poor quality of life typically attendant to higher paying jobs and are instead pursuing employment with organizations that offer (1) flexible work environments and (2) relationship-savvy management. This article will discuss how to achieve both, enhancing your recruitment and retention efforts.

## **FLEXIBLE WORK ENVIRONMENTS**

Offering a smorgasbord of work environments that align with various individual preferences helps position organizations to attract and retain talent. Augment at-market compensation with as many of the following as possible.

- **Work Hours:** 35-hour work-weeks; flex-time; telecommuting; job sharing; sabbaticals

- **Education:** full tuition reimbursement; mentoring; coaching; corporate universities and certification programs

- **Professional Services:** legal; mortgage and other financial; medical

- **Personal Services:** concierge and personal assistant services

- **Family Services:** on-site or paid day care for children; after school programs; elder care

- **Facilities:** on-site or paid gym; health and recreational facilities; food services; personalized work stations; employer-supplied home offices

- **Benefits:** cafeteria style; temporary/emergency/back-up transportation; child and elder care; phased retirement plans; long term care insurance; minimum of 5 weeks vacation

- **Technology:** state of the art equipment; home offices paid for by employers

- **Multi-lingual services**

## RELATIONSHIP-SAVVY MANAGEMENT

Workforce projections reveal a significant and tough-to-manage gap in the ages of 2010 and beyond workers: many who are under 30 and over 49, but very few workers who are between ages 30 and 49. Managerial expertise will have to be sufficient to manage *each* group effectively and to get the groups to work *together* productively. Required will be fluency in demonstrating the personal versatility necessary to retain and motivate others. The “one-style-of-management-fits-all” approach must be shed in favor of a comprehensive template of managerial skills including:

- Versatility in communicating effectively with numerous behavior styles, cultures, and skill levels;
- The ability to engage, motivate, and appreciate employees not just en masse, but as individuals, ensuring employees know they are valued;
- The ability to synthesize seemingly disparate preferences, needs, and opportunities into a blended composite that serves both macro- and micro-level objectives.

There are seven classic work styles, each of which is motivated differently: Commanders, who need control; Drifters, who need flexibility; Attackers who need respect; Pleasers who need to be liked; Performers, who need recognition; Avoiders who need security; and Analyticals, who need certainty. The following tips will help managers achieve fluency in “packaging techniques” to better motivate staff.

### Commanders

Results oriented, aloof, bossy and not terribly tactful, Command-

ers need to be in a position to take initiative. Delegate substantive assignments to them, and employ a hands-off management style. Results—order—and control: that is what the Commander values. Therefore, your efforts to motivate the Commander toward certain behaviors need to be expressed within the context of one or more of these. Here are some examples. Do you want the Commander to be less bossy? Then ASK the Commander what result one should anticipate if one comes across as being too aggressive. Want the Commander to change their mind about something? Then briefly describe how your preferred method will further enhance order, control and/or results. Want the Commander to share leadership with another individual? Then establish explicit outcome measures that cannot be achieved unless leadership is shared.

For the Commander who wants to be evaluated based solely on results without consideration for method, clarify that both outcome and method will be weighted equally at assessment time. Here is a more direct approach that is still adequately packaged. “I am delighted that you have competence X; I value the competence because it achieves A, B, and C results for us. However when you over-deploy that strength the impact is . . . , and the impact we are shooting for is actually. . . .” Instead of criticizing the Commander’s behavior, clarify the difference between the results they achieved and the results desired. Commanders will listen to feedback if it is grounded in improving results, order, and/or control.

As your subordinate, the commander will be your greatest blessing or your worst nightmare depending almost entirely upon how you manage them. They are likely to exhibit behavior that in their

view merely demonstrates initiative and drive, but often feels as if they are attempting to take over your job. They look for opportunities to take initiative and will reach out for more and more responsibility, demonstrating their competence and testing the limits of their authority. Although chastising them for “not knowing their place” may be the natural, human, ordinary, predictable reaction, doing so will cause the Commander subordinate to go around you, behind you, over you, through you, or out the door, none of which is desirable. If, on the other hand, you want this person in your corner, giving you the best they have to offer on a consistent basis, then instead, delegate substantively to your Commander subordinate. That does not mean you give away the store, but it does mean you need to delegate. To effectively manage Commanders, you must first recognize that they are likely competent to handle additional responsibility and would most certainly welcome it. So, delegate to them! Whenever possible, and within reasonable parameters, delegate to the Commander subordinate! Articulate the desired result, and then stand aside and let them figure out the “how to’s.” Here is why. Commanders need to demonstrate their capabilities. They want to strut their stuff for you—show you how good they are. Depriving them is not the right choice. Relinquishing a project to them meets their need for control and motivates them to perform at their best.

Commanders most want to be valued and validated for their ability to overcome obstacles, to implement, and to achieve results.

## Drifters

Free spirited and easy going, disorganized and impulsive, Drifters are virtually antithetical to Commanders. They have difficulty with structure of any kind, whether it relates to rules, work hours, details or deadlines. To motivate the Drifter, delegate only short assignments and ensure assignments have lots of variety. Provide as much flexibility as possible, including what they work on, where they work, with whom they work, and the work schedule itself.

Imposing a negative consequence of any kind is ineffective with Drifters. They float through setbacks—in fact they float through *life*—in a near dreamlike state, vaguely baffled by the tenseness of others. To the Drifters' way of thinking, life should be a veritable picnic, so when unpleasantness occurs, they simply take an imaginary sojourn until the complainants "recover."

If you become angry, the Drifter will graciously assume you just need some space and will slip away to give you time to recuperate. They will not hold your angry outburst against you. In the minds of Drifters, nothing they did or did not do was at issue; you were just having a bad day, which can happen to anyone, and everything will be OK in a day or two. When they see you next, it is as though nothing happened.

If you DO impose penalties on the Drifter, realize that this will not change their behavior. They will find a fun way to offset any punishment you devise. There is really only one way to get compliance from a Drifter: the personal appeal. If you make the Drifter aware that their behavior is about to cause negative consequences for *you*, the Drifter will deliver whatever is needed. They may be impervious to the reprimands they

have brought upon themselves, but their caring natures prevent them from knowingly getting others in trouble.

The Drifter subordinate further makes you vulnerable by not completing assignments on time, perhaps not even remembering that you gave them an assignment! Other employees, especially those who are more structured, resent the Drifter's behavior and the unconventional methods you use to successfully manage him/her. Work really does have to be fun for the Drifter, and making it so on a consistent basis may seem impractical, unrealistic, or too difficult. But take heart! Remember that both Einstein and Edison made their early teachers crazy with their Drifter behaviors!

Keep the work context light-hearted, not heavy and punitive. Emit a sense of enjoyment with the work, and establish a sense of collaborative comradeship around the work.

Invite the Drifter to incorporate his/her personality into the work environment. Articulate, but minimize, any necessary constraints, and let the Drifter add pizzazz to their work area. Allow for the Drifter's own brand of quirkiness. They do not conform to norms, and if you elevate conformance over skills and abilities, it is tantamount to crushing their spirit. As a result, you will not retain the gifts the Drifter has to offer, because, quite simply, you will not retain the Drifter. And remember—sensory overload is bliss to these folks. If your Drifter uses headphones to listen to music while working or has inset news or webcasts on their computer screens while they work in other programs, let them!

Drifters want to be valued and validated for their innovation and creativity, their ability to impro-

vis on a moment's notice, and their out-of-the-box thinking.

## Attackers

Angry and hostile, cynical and grouchy, Attackers are often critical of others in public. They communicate using demeaning, condescending tones and biting sarcasm. Attackers view themselves as superior to others, conveying contempt and disgust for others. Caustic and belittling, cynical and accusatory, their permanent scowl and perpetual, palpable hostility combine to make them the most demoralizing influence in the workplace.

Attackers cannot tolerate peace and tranquility. When they sense serenity creeping into their environment, they will deploy their argumentative and defiant natures deliberately, as a technique for re-establishing the more comfortable state of severe discord, and to create the omnipresent need to prevail. They see themselves as accomplished warriors; they see life as requiring warriors, and they self-actualize when exhibiting warrior behavior.

Careful not to display their Attacker behaviors in front of the boss, Attackers demonstrate their animosity only toward those who are less powerful and who cannot impose consequences. For example, it is highly gratifying to Attackers to deliver a blistering tirade to a defenseless minimum wage worker. The fact that it is wrong and inappropriate does not even make it onto their radar screen. As your subordinate, Attackers decimate, disable, cripple and devastate the morale of the rest of your staff. You can leverage this vulnerability by reassigning work among your other subordinates to minimize the frequency of their interaction with the Attacker. Be vigilant about being aware when the Attacker is particularly irritated. Bring the At-

tacker into your office, and behind the closed door ask questions that elicit protracted venting. Get the Attacker to exhaust his/her aggravation. This will help neutralize the negative impacts of their poisonous heaping onto others, so you can get the business results you need. Having implemented this suggestion, it is still important to equip your subordinates to cope effectively with Attacker behavior, since they are more likely to suffer at the hands of the Attacker than you are. Counsel them, bring in a coach, or consider the alternative of isolating the Attacker so s/he can work solo.

This advice makes two assumptions. First, that you have already made a positive evaluation of the cost/benefit of keeping the Attacker on board, and second, that you are aware that you have an Attacker on board. Remember, Attackers are not likely to demonstrate their hostile behavior in front of you, their boss. Monitor this by instituting peer reviews.

Rather than directly reprimanding Attacker behavior, try the more effective technique of using “self convicting questions. Here is how it works. Engineer the conversation such that you can ask the Attacker’s opinion on excellence in leadership, or collaborative teamwork, or employee relations, etc. For example: *What do you think are the five most important characteristics for good leadership? What are your ideas on effectively motivating others? How can you help me put the heart back into this organization? What management practices increase others’ commitment to success? What is the best way a person can go about getting others to want to help them?* Such questions indirectly reveal the impact of their behavior. Once the Attacker responds, s/he is more likely to behave in ways

that are consistent with their answer, since doing otherwise would impugn their credibility and earn disrespect. Watch your tone of voice here; do not appear to be baiting the Attacker. Self-convicting questions are effective with Attackers for two reasons: first, because in asking their opinion, you are showing respect and second, because in answering your question, they are the one setting the bar for their own performance—not you.

Value and validate the Attacker for their ability to take on the ugly, unpopular assignments no one else wants to touch and for their ability to work for long periods of time in isolation.

### **Pleasers**

With their comforting, supportive, collaborative behavior, Pleasers humanize the workplace. They lift us up when we are down, they give compliments that always align with what we most want to be recognized for, and they create a sense of belonging by paying attention to the small things. They know the names of our family members, they remember the special occasions in our lives, and they make us feel cared for.

Pleasers personify “safe harbors” where acceptance seems unconditional and where solace and succor are available for our bruised and battered feelings. Indeed, they may be the only people in our lives who do not seem to have expectations of us. Always ready with mitigating perspectives, they help us forgive not only the thoughtless acts of others, but ourselves as well.

Pleasers view their work associates as extended family members and have a high need for socialization at work. Although their congenial disposition makes them very easy to get along with on a daily ba-

sis, Pleasers can be extremely high maintenance employees. For example, as your subordinates, Pleasers withhold the bad news you need to manage effectively. They will not inform you about something that will get an associate in trouble; instead, they will feign ignorance to protect the other person. With unintentional disregard for the radial impacts on the business, the Pleaser is concerned only about making sure that no one gets upset with him/her. By convincingly denying all knowledge, neither the associate nor the employer can be angry with the Pleaser. Additionally, without malice or ill-intent, Pleasers will lie about something upsetting in order to buy themselves time to fix it, so that you will never have even needed to know it happened in the first place. Such misplaced priorities are typical of Pleasers; they subordinate what is best for the organization to the maintenance of relationships.

To leverage this vulnerability, you will need to continually stress the concept of the “greater good.” Begin doing so now, as a preemptive step, so that the concept becomes a consideration in the Pleaser’s mind the next time a choice is being made to supply or withhold information. If they understand that by protecting one person they put numerous others at risk, Pleasers are more likely to keep you informed.

Miscast when required to make controversial decisions, and ill equipped to make the tough calls that may be divisive, Pleasers are physiologically disabled by conflict.

If forced to engage in a hostile environment, they develop migraines, nosebleeds, and stomach problems that justify their disengagement. Their need for harmony prevents Pleasers from criticizing or confronting others, even when they have been badly treated. They will not defend them-

selves, will not ask the tough questions, and will not complain. Instead, they say only what others want to hear. So pronounced is this need to be liked by others that Pleasers may be disqualified for job duties that involve negotiation, discipline, rejection, disappointment, or candid assessment.

Thin-skinned and tenderhearted, Pleasers have a tough time with criticism and cry easily.

This, coupled with their tendency to commit acts of devotion, can hold you hostage when it is time to conduct performance reviews. An effective management tool is the “sandwich technique,” which requires any critical observation to be sandwiched between two phrases of praise.

Identify or create opportunities for the Pleaser to help others. They derive their greatest satisfaction in life by helping others. Crafting additional opportunities for them to do so is a gift. In assigning other work, clarify specifically how doing whatever it is you ask will be helpful to you and others.

Value and validate Pleasers for the way they humanize the workplace and for their helpful, caring, collaborative work style.

### **Performers**

Witty and charming, jovial and entertaining, Performers are often the favorite personality in the workplace. Unsurpassed as ambassadors, Performers are charismatic representatives of the organization who excel at establishing relationships—but not at maintaining them.

Although they are the first to volunteer in public venues, they are the last to deliver on their promises. Their interest in and effort toward any initiative is directly linked to the possibility of stardom. If there is “runway” potential, they will be highly motivated

and will likely blow the socks off any expectation. Otherwise, they will offload their responsibilities to the person they have already primed to receive them. This person is the one with whom the Performer shares confidential company information; the one for whom the Performer uses his/her connections to secure preferential treatment and discounts; the one who the Performer somehow features to the organization as being exceptional. In return, this individual is always at the ready, virtually panting to absorb whatever tasks the Performer wants to shed and taking care of all the pesky details so loathed by the Performer.

Walking fast, talking fast, constantly rushing, plus late night messages, plus numerous meetings all combine to create the perception of an extremely busy, very important person—which is exactly the perception the Performer wants us to have. In truth, the Performer’s activity merely masquerades as productivity. They are so busy running around promoting themselves that they are not getting the work done. Although a massive amount of work may be underway on the part of the Performer’s subordinates, very little is actually being produced by the Performer. Yet another advantage to their breathless pace is the built-in mitigation it provides for any failure to communicate on the Performer’s part. Masters of illusion, their flurried, frenetic profusion of activity and their affable manner combine to blur your memory and make you question yourself. You may have walked into the Performer’s office with the intent of imposing accountability, but you will walk out convinced that you are the one who dropped the ball. Over time, if you are an astute observer, you may

come to recognize this “crazy-making” pattern of behavior for exactly what it is: a false impression of productivity artfully created around high-profile projects to inflate perceptions of their status.

Performers can also be self-promoting hustlers who use others as stepping-stones on their path to stardom. Teams hold no allure for Performers, and indeed they do not make good teammates. With an insatiable need to best their peers, they will pay verbal homage to team agreements and then work behind the scenes to siphon off glory for themselves and enhance their own image. In any discussion about team accomplishments, the Performer cannot recall others’ contributions and bemoans the considerable allowances that had to be made for the alleged youth, inexperience, or lack of expertise of other team members.

Gifted speakers on an extemporaneous basis, Performers can captivate and sway audiences even amid hostilities. Eloquence and humor delivered on demand from Performers comes at a price, however, and that price is favored status. Performers are supremely talented at coercing the largest bonus, wheedling inclusion in activities at the highest levels, justifying the largest empire, etc. If such rewards are withheld, Performers are overtaken by a sense of entitlement. They complain bitterly to everyone, including board members, become divisive as they rally and manipulate their supporters, and drop well placed hints about plans to resign. It is standard operating procedure for Performers to distort the truth in order to protect their own image. They will blame others for their mistakes and lie to make themselves look good. If you take action on something the Performer subordinate tells you with-

out first verifying their story, you are likely to have egg on your face. To manage this vulnerability, check the facts before you act. To reduce this frequency and severity of this vulnerability, link incentives and other forms of recognition to improved “teammanship.”

Motivate your Performer by using the three P’s: praise, both publicly and privately. Performers need praise—so do not withhold it! Realize that praise given by you in private is nice but not sufficient. Compliment them in front of key constituents, include their comments in newsletters or other communiqués, etc. Link recognition and other incentives, such as high-profile assignments, to improved teamwork.

Value and validate your Performer for their ability to establish new relationships and for their persuasive and public speaking skills.

### **Avoiders**

Quiet and reserved, Avoiders are the wallflowers of the world. They create warm, cozy nest-like environments and consistently produce flawless work. Whatever the task, they go to great lengths to ensure it is done right the first time, every time, with meticulous attention to detail. Reliable, predictable, and content with a low profile, Avoiders are low maintenance employees who do not make waves.

It is the Avoiders’ omnipresent fear of negative consequences that makes their work reliably error free. They will do precisely what they are told—no more, it is true, but no less. They fear taking initiative and shun increased responsibility because of the attendant visibility and accountability. That this trait can prevent them from obtaining greater responsibilities is not an unwelcome consequence. They will sacrifice money, posi-

tion, growth, and new opportunities for the safety of status quo and will suffer the lack of job satisfaction for the assurance of a job for life or for an expanded retirement plan. Their organizational loyalty emanates not from a sense of fidelity, but from fear of change and fear of risk. Policies and procedures manuals are absolutely essential to Avoiders. By providing the protection of rules and precedent, these manuals negate any requirement for Avoiders to use their judgment, assuring that they remain blame-proof.

Avoiders tend toward work of a solitary nature in one of two types of careers. They either choose the obscurity of being a cog in a large bureaucracy, or they become “super geeks” in mathematics, science, or technology. Common to both choices is the likelihood of being able to work alone. Even more important to Avoiders about these careers is that they offer the comfort and protection of minimal scrutiny. In a bureaucracy, one can easily become anonymous, and in the stratosphere of “geekdom,” no one understands enough about what is going on to be able to impose scrutiny.

Highly perceptive, gently inquisitive, and attentive listeners, Avoiders will be both engaged and engaging as long as they are not the topic of conversation. This diffidence creates just enough mystery to make them simultaneously alluring yet slightly disconcerting. In fact, what masquerades as wisdom actually conceals a desire to shift the topic to the superficial, for fear that substantive conversation may cause them to inadvertently reveal who they are or what they think, with the result that your opinion of them may be eroded.

If present during the conflicts of others, they are incredibly smooth

at flat-lining their emotions and adopting the role of counselor. They do not advise; they synthesize. They do not make suggestions, but they elicit and reframe suggestions made by those involved.

As delegates, Avoiders take copious notes that capture all content, including innuendo, but they commit you to absolutely nothing. They provide comprehensive briefings with fluency and confidence, analyzing all the options, but they do not make recommendations without including the indemnifying preface: “*If you want X, then I recommend....*”

Any type of criticism makes Avoiders feel threatened. Even a mild reproach causes termination to seem imminent, so do not lose patience with or threaten the Avoider. Doing so serves no constructive purpose and renders the Avoider unable to perform. Instead, provide on-going reassurances of the utility of their job function and the security of their position. Follow any criticism by reaffirming their positive traits, by discussing the specific next steps required, and by references to a future that includes the Avoider.

Because it can be immobilizing for Avoiders, do not thrust sudden change on them. Realize that changing a process makes them feel vulnerable to mistakes, and therefore to ridicule, and therefore to termination. Talk about changes far in advance of implementation, walk through all the implications, and provide time for the Avoider to adjust.

Effective management of Avoiders is not about inspiring them or motivating them, but about reassuring them. They do not want to strive for a broader span of control; they just want a safe, secure position. Whatever it is you want the Avoider to do, clarify how doing so

will insulate and protect them from unwanted risk, attention, and responsibility. Accept that there is just no such thing as “enough” affirmation for Avoiders.

Value and validate your Avoider for their reliability, for their meticulous attention to your instructions, and for getting the job done right the first time, every time.

### **Analyticals**

These folks can see 10 steps further out than the rest of us. Not only can they forecast with uncanny accuracy, they can also calculate the probabilities of various business scenarios and predict the radial impacts of each. They are highly skilled at evaluating risks far enough in advance to enable mitigation and are fluent in both deductive and inductive reasoning.

Unfortunately for them, their enviable ease with cognitive multitasking results in poor eye contact and flat intonation, which exacerbates their already considerable social awkwardness, and casts them unfairly as dull and boring. Indeed, given the choice of attending a social event or putting their hand on a hot stove, Analyticals would prefer the burn. Contemplative by nature, they just cannot “think light” and are painfully aware of their ineptitude with the frivolity and gaiety of social events.

Always preferring to delay their decisions in favor of obtaining more data, Analyticals will analyze and re-analyze in an endless struggle to eliminate ambiguity. Notorious procrastinators, Analyticals are cautious, precise, and diligent and have great difficulty coming to closure about anything. Their consuming need to be absolutely, positively correct, to achieve unassailable certainty, before taking any action, before choosing a course, before making a recommendation

or a decision can incapacitate them in times of urgency. To leverage your vulnerability to the deadline-phobic Analytical subordinate, you will need to randomly vary the use of two different tactics. When asked to extend a deadline, one tactic is to insist that the deadline be met, but offer immunity if your insistence on “now” ultimately reveals that waiting would have been wiser. The other tactic is to assign firm start and end dates for the assignment and then require Analytical subordinates to break the assignment down into multiple components, assigning their own interim deadlines to each. Monitor these to ensure their progress remains on track.

Deliberate, precise, and logical, Analyticals can cause serious bottlenecks. They scrutinize the ideas of others, anticipate all that could go wrong, assign probabilities to each possible outcome, and identify the likely radial impacts of each possible outcome. By the time they have completed their evaluation, they have choked the life out of the idea and suffocated any enthusiasm others may have had for it. But smothering innovation is not the Analytical’s intent. Instead, their objective is to expose risk, thereby enabling neutralization of risk and enhancing success. It is their failure to edit apparent negativity out of their analyses that results in Analyticals being likened to storm clouds that rain on others’ parades.

Their near compulsive need not just to check but to recheck, not just to verify but to re-verify, can so provoke others that they band together in a veritable underground movement dedicated to circumventing the Analytical. Their slow-as-molasses, iterative, process-laden approach hi-jacks projects and impedes productivity to the extent that their colleagues

blatantly taunt any consequence rather than adhere to requirements for interaction with Analyticals.

Resentful of accusations that they disesteem the bottom line, Analyticals see themselves as its protectors and will not be rushed. Using hype and emotionalism in an effort to expedite the Analytical’s process only evokes suspicions of recklessness, puts them on high alert, and slows them down. Immune to expressions of exasperation with their methods, Analyticals become indignant when asked to short cut or side-step their standard operating procedures. More important than what is being done is how it is being done, so irrespective of their commitment to goal achievement, the Analytical’s contribution as a leader will be to method, not to vision.

Because “instant replay” functionality cannot be applied to workplace interactions, Analyticals prefer to manage by memo. Prioritizing documentation over conversation insulates their analyses from the unpredictability of human behavior and provides an archive of irrefutable evidence that can be read and re-read. This reticence to engage verbally extends to physical contact. Beyond a handshake, they do not want to be touched in the workplace.

Casually asking them to “say a few words” with no chance to prepare can incapacitate them to the point that they stumble over their words, their discomfiture apparent to everyone.

Motivating the Analytical requires that you give them time to complete each task before assigning another and that you demonstrate and articulate respect for data and for the analytical function. Acknowledge that their commitment to accuracy and their sense of orga-



nizational stewardship combine to position them as a trusted colleague.

Value and validate your Analyticals for their commitment to accuracy and for their ability to anticipate and evaluate risk far enough in advance to allow risks to be reduced.

In conclusion, realize that just as we do not all take the same shoe size, we are not all motivated by the same stimulus. Money will be the sole motivator for some, insufficient for many, and completely irrelevant for others, leaving compensation as a policy that is not integrated with the principles contained in this article wanting for more. Successful recruitment and retention requires augmentation of your compensation strategy to include a flexible work environment and relationship-savvy management.

These recommendations may be viewed by some as over-coddling and pampering. It would, however, be a mistake to ignore this advice until the marketplace makes it indisputably clear that compensation policies are not enough, by which time proactive competitors will have recruited the best people. Companies that act now will set the retention standard in their respective industries.



## BIBLIOGRAPHY

1. "Red Alert, 2006 Employment Advisory" by The Herman Group, Inc. July 2005
2. "Red Alert, 2005 Employment Advisory" by The Herman Group, Inc. July 2005
3. "Impending Crisis: What's Coming...What to Do" by Roger E. Herman, 2004
4. "Retention Leadership" by Craig R. Taylor; March 2004
5. "Talent Management: Trends that will Shape the Future" By F.D. Frank & C.R. Taylor; *Human Resource Planning*, 2004
6. "The 2003 Towers Perrin Talent Report"
7. "SHRM 2004-2005 Workplace Forecast: A Strategic Outlook"; June 2004
8. "The Bottom Line: Connecting Corporate Performance and Gender Diversity" by Catalyst; [www.catalystwomen.org](http://www.catalystwomen.org)
9. "The Network News" by Sloan Work and Family Research Network, Boston College, February 2005
10. "Workforce 2020" by TalentSmart, 2003
11. "Workforce 2020 and Beyond: Root Causes of U.S. Workforce Challenges" by Carol D'Amico, Ph.D.
12. "Preventing the 2010 Melt-down" by Edward E. Gordon, Imperial Corp., 2005
13. "Skilling the American Workforce 'On the Cheap'" by Robin Spence and Brendan Kiel, September 2003
14. "Working Family Values Factoids" by *Livelihood: Working Family Trends*
15. "The 21<sup>st</sup> Century's Changing Workforce" by the National Center for Policy Analysis, Economic Analysis
16. "Economic Development Reference Guide" by the Int'l Economic Development Council, 2006
17. "Work/Life Balance Takes Priority" by Spherion, 2003
18. "2020 Vision: The Future of Work" by Penna, 2003
19. "The Big Issue Right Now? The Environment" by The Workforce Stability Institute, 2005
20. "Keeping Employees without Breaking the Bank" by The Workforce Stability Institute, 2005
21. "Be Ready to Adapt or Get Ready for Trouble" by The Workforce Stability Institute, 2005
22. "Give Your Employees More Hours in the Day" by Janet Kraus, The Workforce Stability Institute, 2005
23. "Integrating Telework, Flex-time and Officing for Work Force 2020" by John S. Niles, Global Telematics, January 1999, commissioned by Hudson Institute Center for Workforce Development
24. "The Changing Faces of the American Work Force" by Judy Olian, Penn State SMEAL College of Business, 2003
25. "Never Let Them Go" by Fred Bayles, [Redmondmag.com](http://Redmondmag.com) June 2006
26. "The Case for Diversity: Attaining Global Competitive Advantage" by Hudson Highland Group, Inc.
27. "The 2020 Organization: A Look into the Future" by John E. Jones and Robin Reid, 2006
28. "The Next 20 Years" by Jacqueline Emigh, TNTY E-Newsletter, 7/15/98
29. "The Business Case for Implementing Work/Life Initiatives" by Michael Morris, Ph.D.
30. "The Future" [www.aaai.org/AITopics/html/future.html](http://www.aaai.org/AITopics/html/future.html) 2006
31. "SHRM Human Capital Benchmarking Study: 2006 Executive Summary"