



“WE AIM TO PLEASE”

Snapshot

- Focuses on information that is factual, real, and current
- Makes decisions based on values and their impact on people
- Is energized by the outer world of people and activity
- Prefers a flexible, spontaneous, and changing environment

In this type of organization, taking care of customers' wants and needs is paramount. Whether it delivers a product or a service, an organization like this is very good at reading and knowing what the public wants and at responding to trends and opinions. With its zeal for performing, it will meet customers' needs with a sense of fun and entertainment, always presenting its best public face. It knows how to present a good image and is outstanding at public relations.

Perhaps the most generous of all the organizational types, this organization will be helpful and supportive to customers and staff in practical ways. It will try to provide its employees with a pleasant work environment as well as good benefits and just plain fun. Warm and gregarious, it is energized by group gatherings and personal interactions. Interactions may even include a little playful competition.

This organization doesn't handle stress well. Since it avoids dealing with tension for as long as possible

(this type has the lowest tolerance for stress and anxiety of all the types), problems can build up and blindsides the organization.

The organization thrives on a frantic pace. It's almost as if it's afraid to slow down, because that might allow time for self-evaluation. This fast pace may become too frantic for some staff members, especially those who need time to slow down and evaluate things. In addition, due to the lack of interest in planning and schedules, follow-through may be a problem.

Although this organization likes to have all the details before making a decision, it may delay making decisions because it also likes to keep its options open.

This type of organization is very vulnerable during times of change because of its orientation to the here and now. In addition, it is very tied into its public image, and it will regret any loss or changes to



that image. Due to its people orientation, it will mourn any loss of personnel or changes that hurt the company's family atmosphere. It may rush through a transition period trying to get back to normal. Its goal during change will be to get back to the point where it can reestablish relationships with customers and find a place for the people in the organization to belong.

Characteristic Strengths

- Excels at customer service
- Sensitive to subtle market signals and to customer needs and motivations in the short term
- Capable of concentrating attention and resources in the moment for quick and powerful impact
- Fearless risk taker, filled with optimism
- Thrives in the spotlight and enjoys a good public image
- Acts quickly to marshal human resources effectively during times of crisis
- Creates a harmonious workplace that draws the best from people
- Knows how to present a good image
- Resourceful and efficient
- Can find a quick fix for anything

Characteristic Weaknesses

- Natural optimism and flair for risk

may blind it to impossible situations

- May use a quick fix when a long-term solution is needed
- Not uncommon for feelings to overrule good business sense
- Could be so absorbed in action that it loses sight of goals
- Often lacks follow-through and attention to planning and schedules
- May confuse action with data gathering
- May find it difficult to set or keep to priorities
- Propensity for action and overconfidence may propel it to disaster
- Often lacks strategy and long-term plans for its tactics
- May overly rely on image
- Juggles too many balls and may drop some
- May become distracted by people problems, forgetting the task at hand

Work Environment

- The company is a stage and work is a place to perform and create an impact
- Impulsive and spontaneous
- Sensitive to the well-being of people
- High interactivity with frequent meetings
- Conversations abound, and are light and entertaining
- Harmonious: people place, warm and friendly, supportive and



- appreciative
- Work is an adventure
- Focused in the moment
- Fun, socially interactive, exciting, even hilarious
- Comfortable and attractive, stylish
- Action-oriented, even frantic; hands-on
- Minimum of structure, bureaucracy, and office politics

Values

- Customer
- Spontaneity
- Fun
- Excellence
- Equality
- Harmony

Communication Style

- Centers on the present and on people
- Language is concrete and specific and may be colorful
- Prefers to give information rather than directives
- Factual, detailed, friendly, and contains personal examples
- Prefers face-to-face interaction
- In meetings, seeks connection with people first, expressing points of agreement
- Begins presentations with details first
- Thinks out loud, and the pace is rapid

Sources of Energy

- Opportunity to perform, especially in crises
- Action, movement, and a fast pace
- Constant flow of problems to solve
- Engaging and serving people
- Personal affirmations

Signs of Stress

- Becomes emotional
- Decision-making capabilities erode
- Becomes excessively pessimistic, especially about the future
- Becomes mired in details and unimportant facts

Behavior during Conflict

- Prefers to avoid or deny conflict as long as possible
- Will determine if the company is meeting people's needs
- May seek to remedy the pain and discomfort being experienced
- Will react viciously if a value has been trampled

Approaches to Managing Change

- Welcomes internally developed change
- Will seek information and advice from all sources
- Will ask if the change is practical, has worked before, and is



- socially acceptable
- Will consider the human aspect and whether all will benefit
 - If the change honors its values, will try to persuade everyone to change

Ideal Clients

- Want the best possible customer service
- Produce a product or service that contributes to the benefit of all
- Appreciate showmanship and are

- sensitive to public image
- Need immediate, though not long-term, solutions
 - Desire to capitalize on emerging trends with quick, focused effort
 - Appreciate and enjoy lots of personal and social interaction
 - Thrive on a demanding and quick pace

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