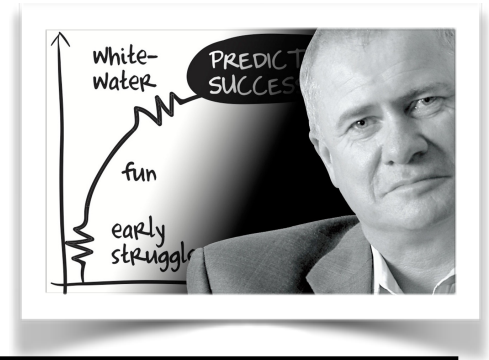


Les McKeown

Predictable Success:

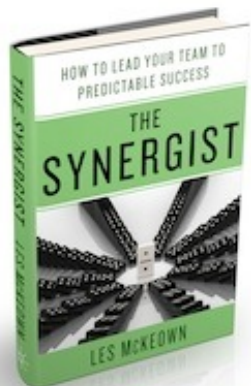
Getting Your Organization On the Growth Track - and Keeping It There

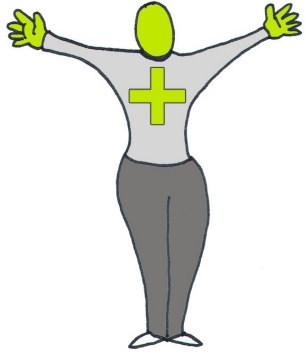


Wall Street Journal and USA Today Best-seller



Working With (or for) a Synergist

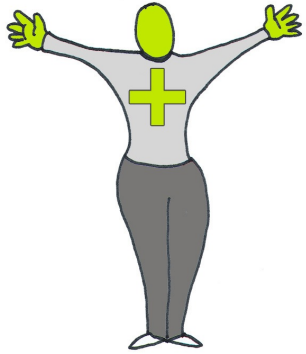




What's a Synergist?

- NOT one of 3 'natural' styles*:
(Visionary, Operator, Processor)
- Learned style
 - ▶ Enterprise focussed
 - ▶ People-oriented
 - ▶ High EQ
 - ▶ Medium / long-term view
 - ▶ V-O-P translators
 - ▶ Some (few) 'natural' Synergists

* <http://SynergistQuiz.com>



Impact of Score Levels

0	> 120	Trace
120	< 240	Secondary
240	- 480	Primary
> 480		Dominant

Primary:

Your Totals

(out of a possible 960)

450 [Visionary](#)

330 [Synergist](#)

120 [Operator](#)

60 [Processor](#)

Trace:

Your Totals

(out of a possible 960)

360 [Operator](#)

330 [Synergist](#)

210 [Processor](#)

60 [Visionary](#)

Secondary:

Your Totals

(out of a possible 960)

450 [Processor](#)

270 [Operator](#)

120 [Synergist](#)

120 [Visionary](#)

Dominant:

Your Totals

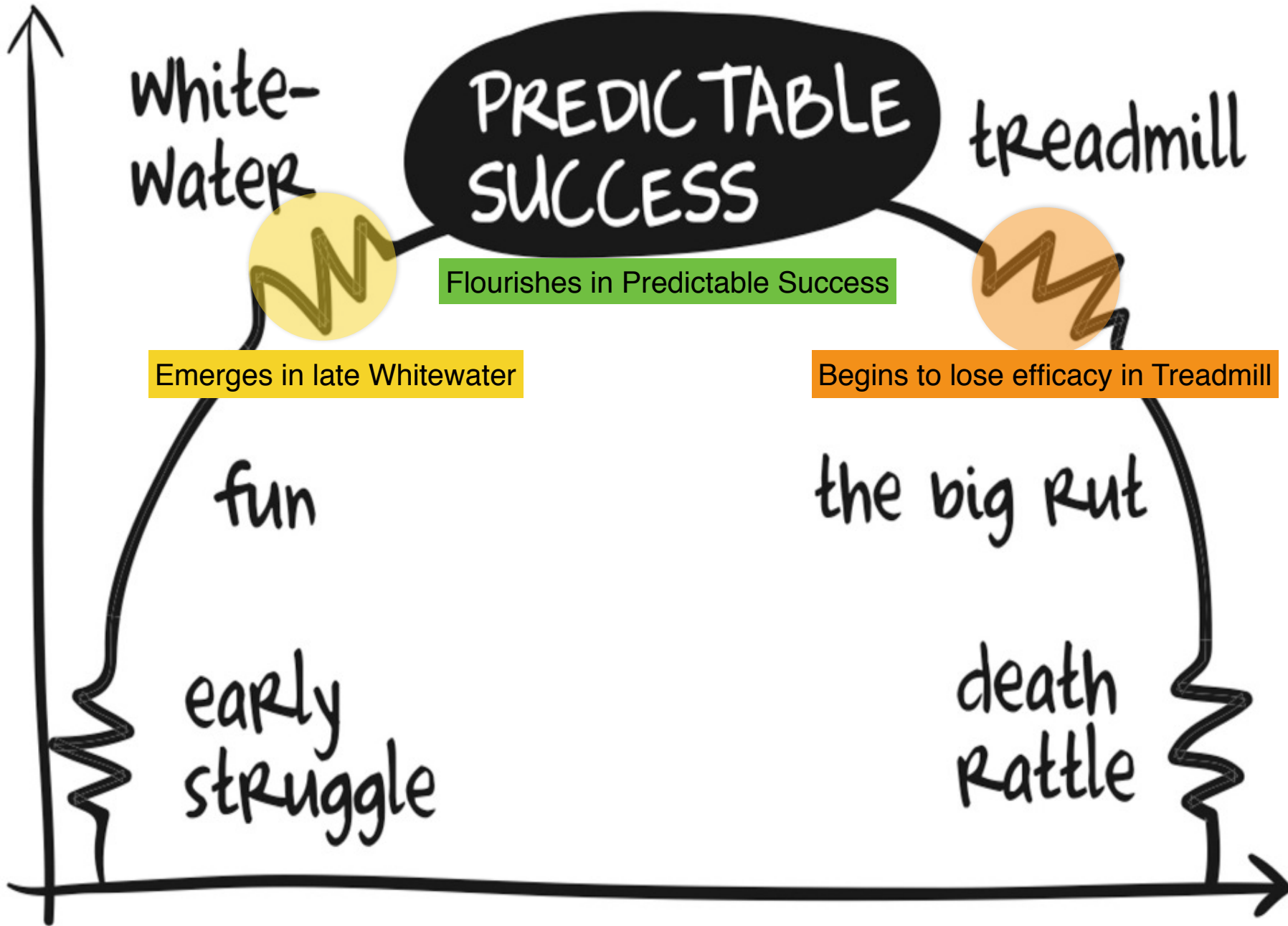
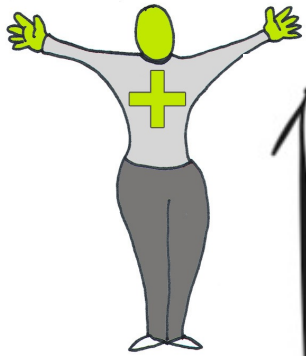
(out of a possible 960)

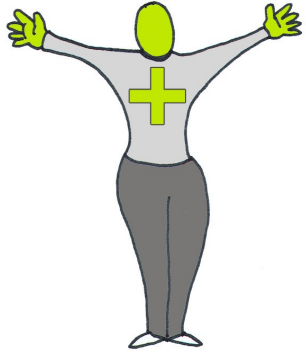
630 [Processor](#)

210 [Visionary](#)

60 [Operator](#)

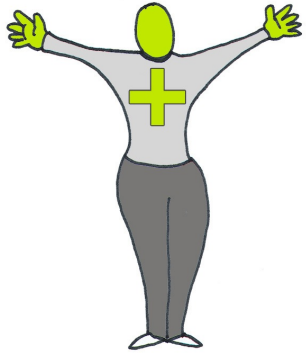
60 [Synergist](#)





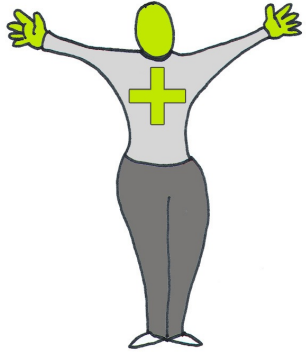
How Synergists Work

- Regulate
- Resolve
- Interpret
- Elevate
- Sequence
- Choreograph
- Harmonize



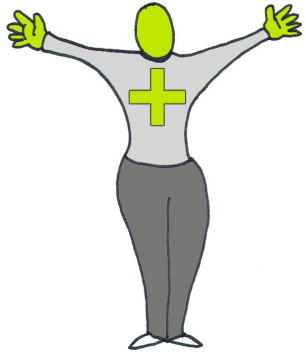
Synergist Assets

- Inherent Enterprise Commitment
- High EQ
- Understand dynamics of group interactions
- Persuasive without being manipulative
- Share affinities with Visionaries and Processors



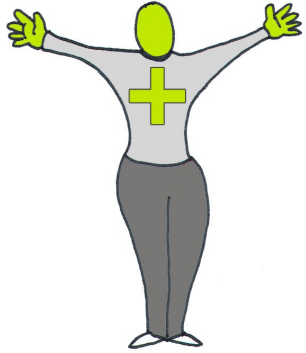
Synergist Challenges

- Overemphasis on consensus
- Overvaluing loyalty / commitment
- Perception of tolerating underperformance
- Losing sight of operational goals
- Perception of 'not *doing* anything'
- Breaching 'people firewalls'
- Time / productivity management
- Clashes with Operators



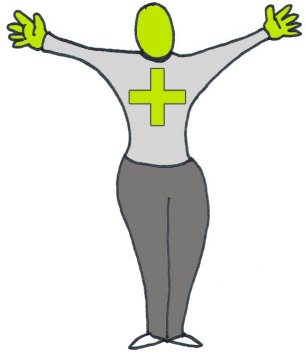
Reporting to a Synergist

- Build in time cushions
- Manage the 'pop-in' (both ways)
- Put soft edges around discussions
- Show interest in them as people
- Think through the people implications of decisions / proposals



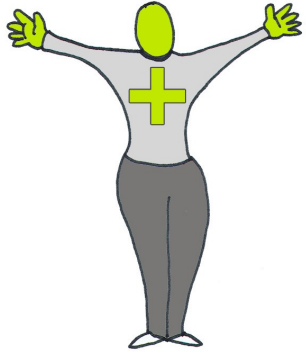
Managing a Synergist

- Set goals that require them to work with/through others
- Put down short / medium-term accountability milestones
- Give them opportunities to mix externally
- Add time cushions to interpersonal interactions



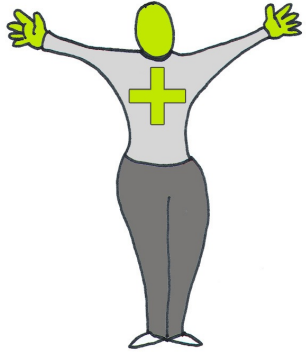
Working Alongside an S

- Be prepared to allocate a little extra time to interactions (but manage it)
- Show interest in them as people
- Let them manage group dynamics
- Keep their focus on *results* through people
- Be overt about ‘people firewalls’



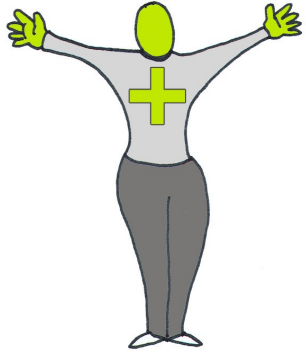
Synergist-Operator

- Least good / natural relationship
- Polar opposites re people -v- action
- Mutual disrespect, cynicism
- High level of avoidance
- Incredibly powerful if learn to work together
- Excellent for **change management**



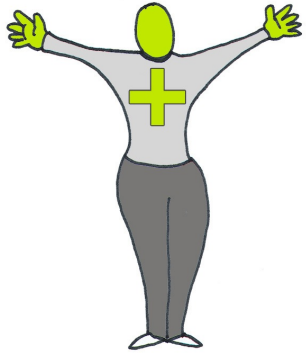
Synergist-Visionary

- Share a long-term emphasis
- Usually a good working relationship
- Focus on people
- Weakness with application/implementation
- Less 'complete' than it looks
- Excellent for **strategic planning**



Synergist-Processor

- Share a slower pace
- Share a focus on efficiency (differ on how)
- Clash on people versus systems
- Usually low-level, passive-aggressive clash
- Bond over sandbagging O/V extremes
- Excellent team for conducting autopsies



Synergist-Synergist

- Not an effective combination in most circumstances
- Can quickly become a 'talking shop' / kumbayah-fest
- Not uncommon in NFP's
- Can generate schisms / cliques
- Restrict to best practice sharing, where possible
- Good when repairing hurt / strained relationships