

First, you need to understand the behavioral style with which they accomplish (or don't accomplish) their work.

The can-doers fall into two categories. The first category is the can-do minimizer. Regardless of what you give this person to do, they get it done. Not only do they get it done, but they do so with the minimal amount of "noise." Regardless of how difficult the task, it gets done. They don't complain or grouse, they just do what is expected of them. Then there are the can-do maximizers. They get the job done, but they do so with a lot of "noise." "I had to work so hard on this." "I have been here since early this morning and I had to stay late last night." "I got it done, but everybody made my job so hard" etc.. I think you get the idea. They get the job done also, but you sure have to hear about it.

The can't-doers also fall into two categories. There is the can't-do maximizer. They never get the job done and it is always somebody else's fault. Then there is the can't-do minimizer. They are the most lethal. They can't get the job done and they don't want you to know that they cannot get it done. They are in way over their heads.

The optimal goal would be to try to get your entire management team to become can-do minimizers. In the real world that will not happen, but we can try. At the least, you need to recognize the can-do minimizers, reward them, and do whatever it takes to retain them because they are invaluable. The can-do maximizers are a different situation. We can try to get them to become minimizers, but experience shows this is not easy to do. It is hard to change people's way of seeing life. We need to keep these people because they do get the job done. We just have to learn how to deal with them, not lose patience with them, and try to get them to do their jobs with less "noise." Sometimes just showing them an article like this might work.

Continued on next page

The can't-do maximizer needs to change or leave. You have to determine if they really cannot get the job done or if they are they so programmed to complain, that they know that if they do so loudly enough and long enough, they won't have to get the job done. The can't-do minimizer is lethal to your business and could put you out of business. They like to fly under the radar and go undetected. They can't get the job done and never will be able to do so. The quicker you replace them, the better off you will be.

There are certain things you need to be aware of. Can-do minimizers have no patience for maximizers of any kind. They will never get along with them because it is so contrary to how they think. Maximizers will become fast friends, and like birds of a feather they stick together. Can't-do minimizers have the ability if they are in the right position, to put you out of business. They generally think that they are fooling everybody. People can be hybrids depending upon the situation. Most people have a very difficult time changing. Can-doers unfortunately have to learn how to deal with can't-doers. Everybody can learn to become a can-doer if they want to badly enough.

There are tools available to employers and people trained to use these tools to work on all of the above. It is a great investment and certainly worth looking into.

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