

Managing Talented People. Managing Resource or Managing a Process of Resourcefulness?

For thousands of years, in a world of people with values very different from those of people living in the 21st Century, this was not really a very sensible question. Assumptions about human nature were more firmly fixed and understood by both managers and those being managed

The Pharaoh's cadres, managing the work teams that built the pyramids, understood managing resource. The Chinese civil service that held the formidable social systems of the Imperial Dynasties together for thousands of years understood managing resource. The Moguls of India and their administrators understood how to manage resource. Arguably the longest lasting empire - that of the Romans - was outstanding at managing resource. Finally, possibly the largest empire that ever existed - the British Empire - understood managing resource.

The operational aspects of these millennia old management methods were well understood and codified as the 20th century saw the rise of professional management in Western post industrial and service based economies. "Chainsaw" Al Dunlop understood how to manage resource. Most business schools from Harvard to Henley teach the best case studies, to illustrate best practice, on how to manage resource.

"Neutron Jack" Welch understood, in his rise to the top of GE - eventually one of the most successful corporations in the world – how to manage resource. He was called Neutron Jack as an allusion to the power of the mythical neutron bomb that could effect a relatively small area of land, leaving the majority of buildings intact, but killing all the people. His way of managing was similar – keep the plant standing, but axe all the people who used to fill the plant – managing his physical balance sheet resources for greater productivity. His drive for productivity was based largely on controlling the cost of his production – of which, people were the most expensive, complex and unpredictable.

Karl Marx had something to say about factors of production that include human beings in the same balance sheet category as the cost of transport, printing and miscellaneous office expenditure. But what hell did he know? He never got an MBA or ran a Fortune 500 company!

From the Egyptian Pharaohs in their temples to the glass palaces of the Masters of the Universe on Wall Street and Docklands they all had the same approach to managing resource; best summed up Patrick Swayze in the movie, Roadhouse - "It's my way or the highway".

This has proven over millennia to be the way to manage resource – the use of hierarchical top down power structures that institute a system of policies, procedures and programmes to ensure delivery of products and processes in a manner consistent with stated objectives. By any measure of success this works and in so doing has created the basis of our modern world.

So what is there to question about this received wisdom and body of practice?

Well... just about everything!

Since the last great dislocation in the Western World – WWII – researchers in many countries have been studying the human aspects of the world we have created – specifically, the values, beliefs and motivations that drive each of us. What they have observed can only be described as seismic shifts in personal and cultural values over those sixty-something years.

These values shifts impact on economic, political, religious and family systems. The changes to these systems feed back to influence and further change values – sometimes amplifying the change and sometimes quelling it. This is the process of cultural dynamics.

Business and business culture is not immune to these shifts.

New research is just coming out that illustrates the power of these shifts on the perceptions of work, roles people play at work, and the congruence or not with their values at work and their values outside of work – the stresses that are being tentatively addressed by the “work-life balance” programmes in many corporations today.

The evidence has been collected in the UK, a complex advanced industrialized society. With relatively little effort a connection can be made, using data fusion techniques, with other bodies of research in any of 70 other countries - including all of the advanced or emerging economies of the G20.

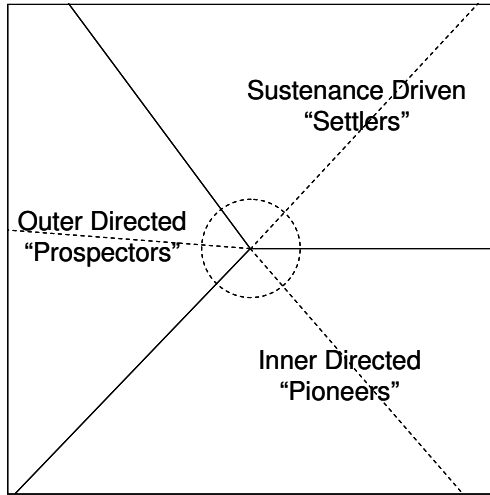
The nature of the question posed in the title of this article is itself a function of values. Managing resource, when referring to people, is a value judgement that causes old Karl to smile from wherever he is now. If people, first dehumanized by calling them employees - or even worse, “stakeholders” - are resources to be used to deliver “product and process in a manner consistent with stated objectives” (see above) then it is clear that they truly are just what Marx called them - “factors of production”. In the minds of leaders and board members this may be a valid way of coping with vast amounts of data and information they are required to process daily – however as a “map of the territory”, a map of how to manage resourcefulness, it is sorely out of date and needs to be upgraded ASAP.

The map of human motivation, and expected behaviours, that has stood the test of time, has begun to fall apart over the last 50 years. This is because the basic values, beliefs and motivations of what it means to be human, and by extension what it means to be “at work”, are changing at a pace and dynamic of change perhaps never seen before in human history.

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Introduction to Personal Values and Work Values

In common with Cultural Dynamics' usual practice, this series of articles about "values" is evidence based. All the maps and charts shown represent data from our British Values Survey, collected in the summer of 2008. Whatever the chart, the "space" represented is the same¹ – what we call Maslow-space.

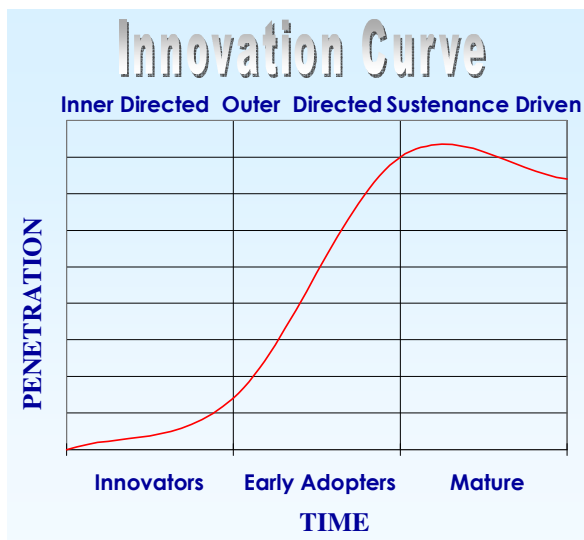


The essential feature of Maslow-space is that it has three clearly defined regions, in each of which we find one of our Maslow Groups. Each of the Maslow regions is sub-divided into four, giving a total of twelve Values Modes regions.

The major advantage of using this common space for all maps is that a regional emphasis in one kind of map normally implies a corresponding emphasis in other kinds of map.

So, to begin, we must address the question, "**What are talented people**"?

For our purpose here, we will take "innovativeness" as the principal characteristic of talented people, coupled with a sense of "living in the now" and a tendency to have little regard for "the way things are done around here".



Innovators are a segment of a model of market development that also includes Early Adopters and Mature Adopters.

In studies over the last 30 years, Cultural Dynamics' staff have been able to associate each of these segments with a dominant Maslow Group. Consistently, it is the Pioneers (Inner Directed) who are associated with Innovators.

We also find that the Pioneers match the other two "talented people" criteria.

¹ Some of the representations are square and some circular. This is a matter of aesthetics. The space is still the same. In the circular maps, it is the directions that are important.

For the purposes of these articles, then, “talented people” will be identified with the Pioneer Maslow Group. This is a group that would have made up less than 2% of the population at the beginning of the 20th Century in an advanced country like the UK - and even less in other countries less industrialized and more agrarian. They were measured in the UK at 19% in 1973, the first year of culture level measurement. They are now around 40% of the population in the UK.

This is one of main reasons why management theory and practice has to change – because the raw material it has to work with has changed. Since the end of WW2 peoples values have changed, at a faster pace than any other time in history – and changed in nature at a faster pace than any other time in history, in cultures all over the world.

These people, and the management styles that can facilitate them, are often in conflict with “older”, or more “presently successful”, management theories and practices.

Research done by Dr. Scott Lichtenstein at Henley Management College using a similar methodology has also shown that the innovators’ personal values are highly congruent with the personal values of board members. Other independent research supports this but also note that board decision-making behaviours, a function of organizational values, are often in dissonance with the personal values of the board members.

The twin dynamic concepts of personal values and organizational values, those deep subconscious motives framed by the needs of strangers working together, must be understood and operationalized by management before any attempt is made to “managing resourcefulness in talented people”.

William Gibson, one of the original Cyber-Punk authors, was once asked how he came to his vision of the future when creating this genre. He replied that he wasn’t writing the about the future, that he knew nothing about the future, but that he was writing about the present. When queried further he said the future is embedded in the present and that it’s already here. He was then famously quoted as saying “***the future is already here, it’s just not evenly distributed***”.

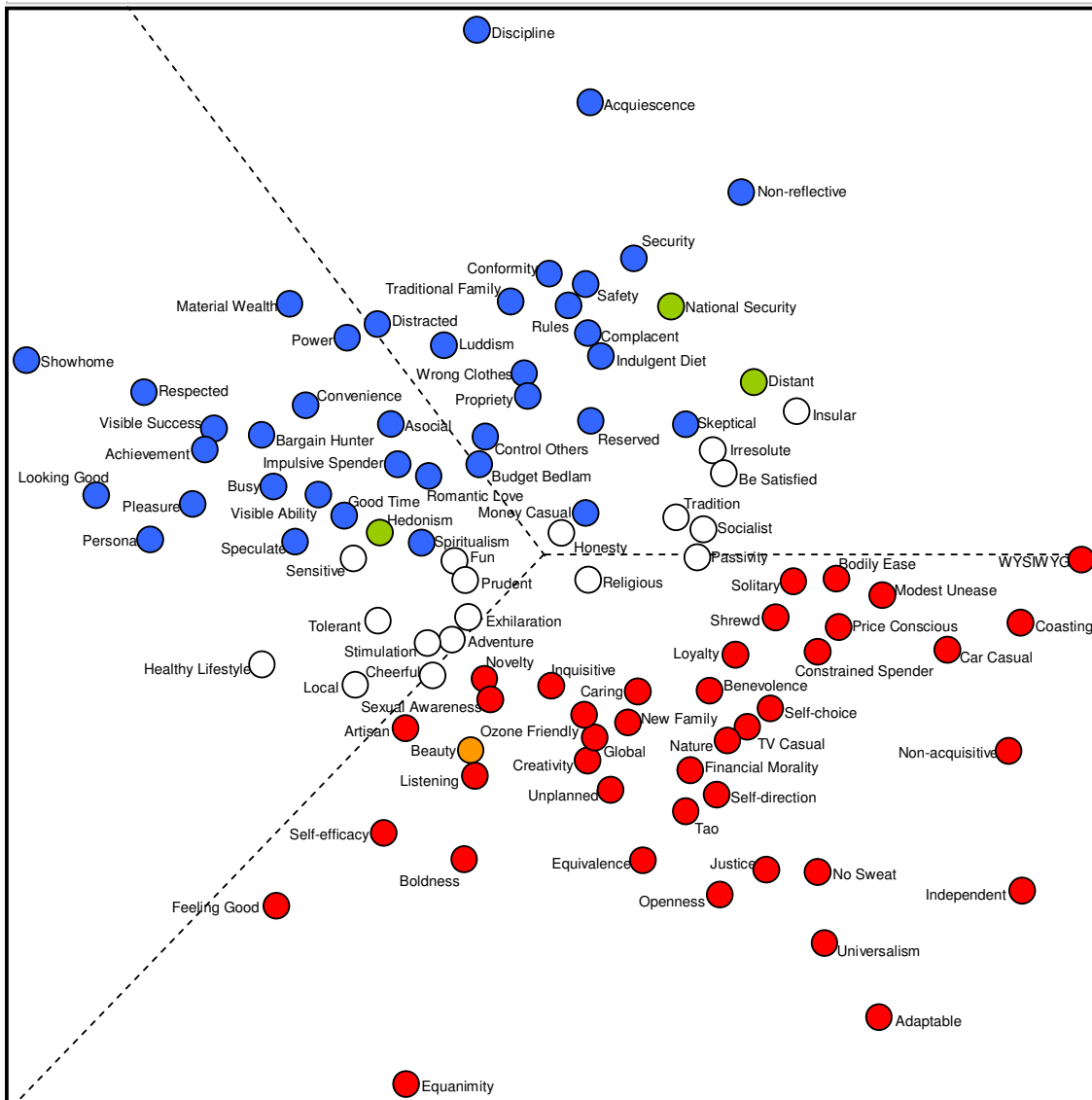
Cultural Dynamics and other values researchers have come to understand and appreciate the deep relevance of this statement. They have identified varied sets of evidence which back this statement at the levels of subconscious values.

The Pioneers will be used in the rest of this series of articles to be the straw-man with which to illustrate the problems of managing talented people - to help readers understand that the first step in getting to the future is to understand that it is already here. The problem is actually just an opportunity - of getting to the future quicker and more robustly - and not a problem to solve and discard. Engaging now, with those at times difficult and troublesome talented people, is the only way to ensure a sustainable presence in the future.

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The Future is Already Here

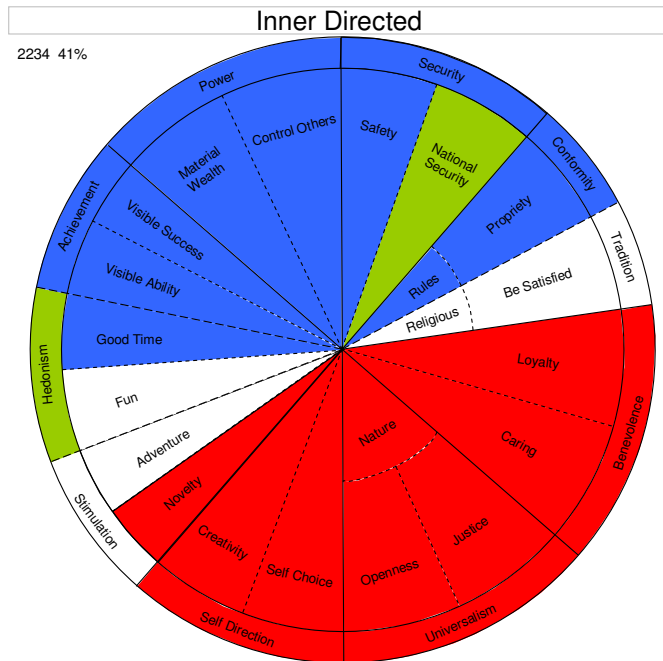
This map shows the one hundred Cultural Dynamics “Attributes” for the Pioneer group. It illustrates how they score more highly (red/orange) or more lowly (blue/green) than the rest of the population. In terms of managing resourcefulness, motivating behaviour based on insights gained from the “hot buttons” (red/orange) will be more likely to produce positive results than attempting to motivate behaviour based in the “cold buttons” (blue/green).



Cultural Dynamics' Maslow Group Theory understands that these hot buttons are a) subconscious and, b) unfulfilled at this time. In other words they are "needs" - in the sense they are values that haven't been satisfied yet. These hot buttons "need to be satisfied", and so they drive behaviours in people's everyday life – which may or may not include their working life. The often highly complex interaction between the competing or complementary Attributes can be the font of the creativity that is the basis for resourcefulness, or they can be the cause of many business failures that disregard or deny them.

This is a level of detail that many managers and board members will find difficult to work with in the short term – there is probably TOO MUCH INFORMATION in the model. To operationalize the research – another model will be needed to focus decision making.

This model is based on oppositions and similarities between values sets. Those close to each other are correlated with each other to some extent. Those opposite are negatively correlated. This helps decision makers "prejudge" the elements of success of any given project or process.



In this map the outer rim represents ten trans-cultural "values"¹ and the twenty one components that comprise them. (Remember, the essential "geography" of this map is still the Cultural Dynamics Maslow-space).

This is in many ways more useful to immediately operationalize the values.

Now, instead of trying to work with the Pioneers' 40 distinct hot buttons within the 100 Attributes, decision makers, in all layers of management, can work with a smaller set of meta-concepts.

This illustrates the propensity of Pioneers to score more highly than other Groups (the Prospector and Settler Groups) on three of the 10 trans-national values – Benevolence, Universalism and Self Direction. These are the meta-concepts that form the basis of their subconscious drives.

¹ These are the values developed by Schwartz at the Hebrew University, Jerusalem. Google "schwartz values" and you'll get more than you bargained for! This stuff has been validated out to Yin-Yang!

Benevolence means, “For these people, a meaningful life is achieved through being needed by other people. They strive to demonstrate the qualities of caring, loyalty and devotion to people close to them”.

Universalism means, “These people are open to hear opinions and ideas, even if they contrast with their own. They believe that every person deserves to be treated justly and equally. They believe that everyone should care for nature and look after the environment”.

Self Direction means, “These people like the freedom to make life up as they go along. They prefer to decide for themselves what, when and how to do things”.

These models bring a whole new light to the understanding of Pioneers and their motivations, especially at work. If their needs are not met at work the Pioneer has a range of options.

The first is that they quit the job, no matter what level of decision making they have. They will accept that their values and the values of the company will just never be congruent and that their personal values are more important than job position.

The second is that may they live within their personal values, within a job culture that does not recognize and/or approve of the values set. If this occurs they can become the person often deemed not to be “on the team” - the maverick who has ideas, but not always when and where “management” want them. They can be the person that is judged talented, but a problem - seeming to follow “a different drum”. Rather than being seen as a Gibsonian guide to the future they are seen as present day pain in the ass.

Managing them as “a resource” can lead them to provide “resourcefulness solutions” anyway! These are solutions to “problems as stated” that are incapable of being implemented by non-Pioneer organizational management structures. The holistic thinking tendencies of the Pioneer can lead to conceptual leaps that will be needed as a “corporate resource” in the future. But they can be seen as dysfunctional in a present day command and control model. This will occur even in the quasi command and control model of “empowerment by management”. The Pioneers don’t need empowerment - they already have it! Whether management recognizes and uses it is crux of the issue of managing talented people.

A third option is that they “play along” with the non-Pioneer culture - doing as they are asked, and giving more than is required, but never as much as they could give if really extended and honoured by the system. In other words they provide input at the required “resource level” but they don’t provide solutions “beyond their pay grade”. This person/”resource” is likely to become a problem in more situations than any of the go-getters who supply “pay grade solutions” based on needs other than the Pioneer.

Another option is one that is very sub-optimal, but probably the most likely to occur in boardrooms and layers of top management.

This is when the Pioneer just moves along with others at work. Rather than being a harbinger of the future, they are content to live in the present – taking care of their family, with their present income and abilities to satisfy the present corporate culture’s needs, to insure a future income.

When they “go along to get along” they seem to be good team members and often can be depended upon to make the “coming out of the blue sky” comment or observation in the group - tossing the “hand grenade” into a group arriving at a consensus. Team members and management will find these behaviours more or less uncomfortable – usually in relation to the organizational or team culture and their experience of the member in the past – but have to grudgingly admit it was done with the best intentions by the “talented person”.

Readers may be thinking “Oh yeah! I know this kind of person – the iconoclast or show-off - always dicking around with a perfectly good solution”. Often it seems that the world would be a better place without them.

The problem with that take on their behaviours is that about 4 out of 10 people walking around in the UK - and over 3 out of 10 in most places in the advanced industrialized world - will be this kind of person. They are already part of the mainstream and not just a tiny group that can be ignored or marginalized. They were much smaller or non-existent in the recent past (last 60 years) and were often marginalized or devalued for their “resourcefulness”.

The data and models shows us that “just keeping them in the organization” – but on a go-along to get-along basis – is probably not going to work as well in the future.

The present credit crunch – which our data suggest will have an impact on global culture and individual psychologies/values sets that will not become clear before 2015 at the earliest – will lead to many of these people losing their jobs and NEVER returning to the types of organizations that will need their skills in the future. They will do as many of the present day Pioneers have done and fuel the rise in entrepreneurship that will give this economic crisis a distinctly different feel during, and a different dynamic after, the economic dislocation of the present day.

The Pioneers are not just going along to get along - they are merely doing what we all do, no matter what our Maslow Group happens to be – they are moving back to their locus of control in time of stress that they cannot overcome.

We also see this retrenchment to locus of control when we look at the values of people outside work and compare that with stated orientations within work. When we compare these findings with corporate-culture serving management styles that can be the antithesis of personal values, we find some “interesting” patterns of motivations.

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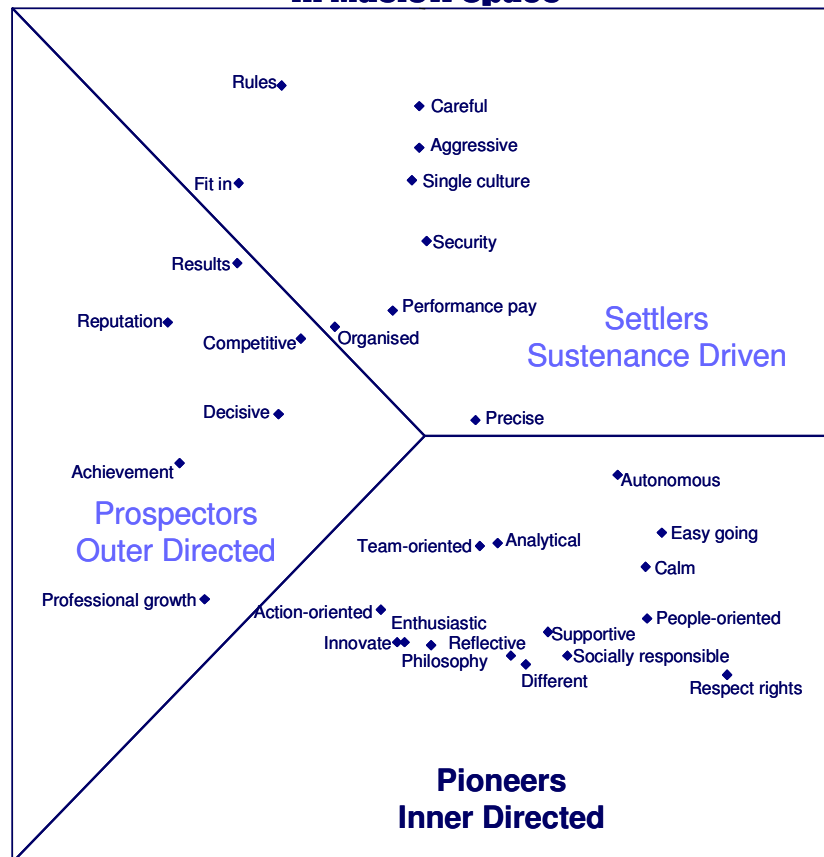
Values in the Workplace

Here's another model – this time one that measures organizational cultures. This model measures a range of 30 factors shown, by other independent academic research, to be significantly differentiated. The British Values Survey participants gave responses to the factor questions and statements contained in that research.

The working population was then isolated from the non-working – primarily under 18's and over 55's of both genders, and women of any age with children. The resultant model of the working population, in Maslow-space, is published here for the first time.

This is not a straightforward measurement of values as much as it is a codification of orientations to motivations and satisfactions at work. The map below shows the 30 factors plotted into Maslow-space. Here we see not just the relationships between the factors but also their relationship to the Maslow Groups and, in consequence, to the dynamics of (national) cultural values.

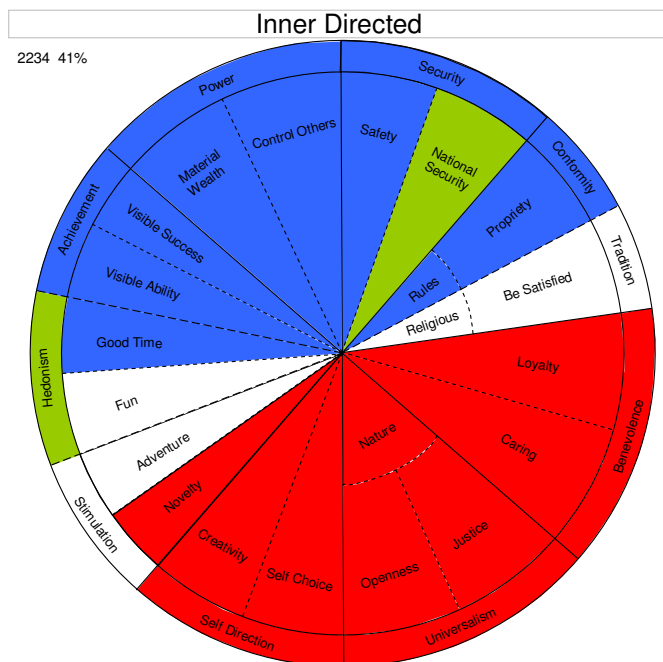
Dynamic Corporate Values In Maslow Space



Combining this model with the trans-cultural values and/or the full Attribute set, we get access to the inter-relationship of organizational culture, personal values, motivations, and behaviour that is not to be found so well integrated in any other system. The key to this multilayered system is the Maslowian component which provides a dynamic element.

This single element provides tools with which to change or reinforce the behaviour of talented people. It also, perhaps more importantly, enables organizations to be ready for the continuing changes in people and organizations as one group of needs is met and other, possibly contradictory, needs and motivations begin to emerge.

Let's just look at a couple of implications of this research in terms of managing resourcefulness in Pioneer talented people. Here's a reminder of the trans-national values map.



This shows that the Pioneer meta-values are Universalism, Benevolence and Self-Direction. The corporate values map shows that these personal values are congruent with corporate orientations like Easy going, Calm, Different and Innovate.

The person with these values and work orientations is unlikely to respond well to exhortations to produce ideas immediately, to respond with solutions that “fit the way we do things now”. But the ideas they do come up with are more likely to be innovative than the ideas coming from other groups that are content

and indeed satisfied to give immediate feedback. This more measured approach to life doesn't mean they are just sitting back waiting for everyone else to “do the work” and then pull it all together at the end. These are also the people who are most likely to be coming up with hand grenades and blue sky ideas all during the process of innovation.

Their whole process of satisfying the desires of management – through “doing it my way” - may seem to be obstructive or non-cooperative by management during the process. In remaining true to their own approach - “resourcefulness” - they can create another level of frustration of management desires when they come up with the “killer app” AFTER the rest of the team has begun coming together in consensus on a less innovative solution.

Does this dynamic have to lead to problems?

Well obviously it doesn't – if management understands their own values, which may be different from those of the Pioneers - they can begin to understand that are just doing the same as them – “doin' what they **gotta** do not necessarily what they **wanna** do”.

Imagine an Outer Directed (Prospector) board member in a culture that is recognizing, rewarding and promoting Prospector managers.

The current business issue has been given to the Prospector manager to “empower” his teams and line of reporting and motivate them to outstanding results.

If the manager reacts in a way that has lead to his position – in a way congruent with his Prospector, esteem driven values and work orientations – his behaviour is likely to reflect this stance and he will roll out the big guns of Prospector leadership and exhortations to improve current behaviour.

The transnational model would lead to an expectation that high non-response, resistance, or just plain “going along” would arise from Pioneer team members or “reporting lines”. This is because the “common sense” approach of the Prospector is very different than the commonsense of the Pioneer.

One of key antagonisms in the multilayered models is the desire for socially responsible solutions and autonomy (in the corporate model), correlated with justice/fairness (in the transnational model) and Inner Directedness (in the Maslow Model) being in opposition to results-orientation, competitiveness and fitting in (corporate), power/control over others (transnational), and Outer Directedness (Maslow).

Just noting these few variables within the 100 Attributes it can immediately be seen that a corporate culture based on one set of values will NOT satisfy the needs of people with a different set of values. Many policies and procedures that work successfully in one corporate or national culture are not applicable to other cultures. Best practice can be the fast track to disaster if these simple factors are not understood and handled appropriately.

Given this insight the models also hold the keys to success in changing or reinforcing the behaviours of people within organizations.

The remaining articles in this series will outline **8 key guides** to successfully satisfying Pioneer needs – keys to stimulating and keeping the “way of the future”, of managing a process of resourcefulness.

Managing Resourcefulness 8 Guides for Success

This final article gives 8 guides to satisfying successfully the needs of Pioneers – the keys to keeping and stimulating the “way of the future”.

1. Now Orientation - High Self Efficacy.

The Pioneers are more oriented to the now than they are to the future. They also have more self confidence, based on evidence from their own lives, that they will be able to handle anything that comes their way - handle any challenge. The implication for those managing these talented people is that attempting to “lead” them, by driving them with a vision of a brighter future, will be less than optimal as a strategy. The Pioneers know the future is really just today – happening sometime after today. In other words, if they optimize today, they can do the same tomorrow and every day thereafter. There is never a future that is not in their control; and there is always today, which is always in their control.

Managers need to realize this and keep all options open for these people, who may need time to reflect on options before actions. They are not factors of production to be driven until they break. They are people who will optimize the use of their time to fulfil their needs at work. Resourcefulness managers need to develop trust-based relationships to encourage completion of the stated objective within the allotted timeframe. The Pioneer process may not be conducive to scheduled meetings and set procedures within “best practice” - that works for the Prospectors and the Settlers. The Pioneers will do it their way no matter what.

2. Openness to Change.

The Pioneers are more open to change than any other Group. Their whole approach is one based on an underlying joy with life. It is there to be lived. Work is part of it and, if they aren't getting satisfaction with it – life or work, they will change it. One of the popular definitions of insanity used by management gurus is an organization or person persisting in “doing the same thing but expecting different results”. The Pioneers are not crazy.

The Pioneers are often judged to be more in harmony with their immediate environment than other groups and this is one of the key reasons. Behaviours they thought would make them happy that do not deliver will be simply changed for others. In doing this Pioneers tend not to dwell on the past and bruised emotions, or even a “brighter future”, they will take the actions that suit the immediate situation and once again try to get in harmony with it.

Through this process they become more attuned to their immediate surroundings, often noting things others miss. They become more aware of nuance and fineness of detail. This manifests in their strong inclination to be a self-defined “mine of useless information”. They are aware of things that aren't immediately relevant but do provide a vast store house of options in times, if and when, they are called upon to look at the

world in a different way. An example might be work teams looking for new ways to create added value to their organizations. The Pioneers don't need to be empowered to think differently - they think differently anyway. They don't need the structures and business rituals needed for other groups - they just need the time and space to "put together" all their nodes of knowledge into a solution that is best for all concerned.

3. Emotional and Rational Optimization.

The Pioneers have swung on the pendulum of being rationally driven and emotionally driven during various stages of life and have more or less successfully learned how to maximize both aspects as and when needs be. However their drive now is to optimize these two ways to experience life.

Optimizing does NOT mean balancing. Balancing can mean that low levels of satisfaction can be balanced – low levels of emotional fulfilment and low levels of rational fulfilment. This is typically found amongst Settlers – low fulfilment but a balance in their life that doesn't expect much and achieves it. Optimizing means having as much as you can of each side, emotional and rational, without one overshadowing the other.

Pioneers understand that overbalancing is the easiest thing to do, especially if you are having fun and "maxing out" on one aspect of your life. Their issue is that they have been, and could continue to be, very good at maxing all aspects of their lives. Their challenge is to know when "enough is enough" and create a harmonious congruence between the two sides of their life. This means that the person in the group who is most active in a range of behaviours – the busy person – is also the one most likely to be the most chilled when it comes time to chill.

Work hard, play hard is the old Prospector version of a high energy approach to life - driven by their needs to excel. The Pioneer version is to work in a finely nuanced and caring, emotionally rational manner and, when it comes time to relax, just let it all go and recharge the rational and emotional batteries by just letting it all "be".

Being and doing need to complement each other. One without the other means overbalance. Rational work time is not necessarily "9 to 5" and emotional chill time is not necessarily after "9 to 5". Resourcefulness managers need to be aware of this Pioneer need and create processes that are accommodating of it.

4. Personal Ethical Responsibility.

Work culture can sometimes be an "ethics free zone". Our research has shown that work often brings people face to face with moral and ethical dilemmas that would be easily resolved in their daily lives outside work, but prove difficult to reconcile in the workplace. Most people live lives where they can be true to their ethics and morals pretty much all the time.

However in the workplace they can become attuned to the expectations that they are factors of production and that they have responsibilities only up to their “pay-grade” and that responsibilities for culturally acceptable behaviour are vested in others.

For example, many people will go out of their way to dispose of waste rather than drop it in the street. People will recycle, happy in the knowledge that they are doing their bit for their community or the world. These same people may sit on committees or work teams that look at acceptable levels of pollution or carbon emissions the organisation sends into the environment. They will use good old cost-benefit analysis and the mantra of shareholder value to ensure the organisation incurs the minimum cost for doing the least necessary.

Oh yeah, Corporate Social Responsibility!

This is where it usually gets shown up as a “weak influencer” and shareholder value wins out over responsibility to the environment, or the long term sustainability of the chosen practices, or even responsibilities to other stakeholders like local communities or regional partners. The mantra for publicly quoted organizations is often to maintain shareholder value this quarter and we’ll deal with next quarter “next quarter”. This is the effective way of saying “we manage resource”; and repudiating any pretence of managing resourcefulness.

Another example is the continuing underpayment of women in relation to men – something that has almost universal cultural support for elimination. Boards, however, continue these practices despite the personal values of the members – the corporate culture overwhelms the personal values for many people.

The Pioneers are least likely to make the types of decisions that harm others at work or the communities in which they work. They know that everything connects with everything else (see below) and that, if they back off their own ethics, they can expect others to do the same. They know they need to “walk their talk”, to live in harmony with their own values if they are to be of use to any organization. The buck stops with them.

Processes that are likely to create dissonance in them are likely to affect their creativity and commitment - their resourcefulness - in the everyday projects and teams on which they work. They will find it hard to compartmentalise wrong-doings. For them living ethically is not an option – this is one of their needs and they will continue to try to work on this aspect of their lives, even to detriment of the opportunity to advance in their careers.

5. Everything Connects to Everything Else.

Leonardo da Vinci is credited with saying “everything connects with everything else” and is recognized as one of the greatest polymaths of all time because he lived a life that made this observation manifest. He was able to take skills developed in one area of life and use them cleverly in another part of his life.

This is also the drive that manifests itself in Pioneers. They are that mine of useless information - information not immediately relevant to use. They also have a reservoir of experience that is available for conscious examination – rationally and emotionally – and ready to use in most situations. They are also most likely among the groups to know that they know less than they "know" - open to humility – that facilitates the welcoming of new knowledge. They know and understand, usually at a subconscious level, that new knowledge is less about masses of new facts or experiences as it is about connecting one new fact or experience with the whole of the life that they have lived so far – connecting everything to everything else.

This is why they are not amenable to "quick, hurry-up" time-driven solutions - the one hour brainstorming that becomes next year's marketing program or the next contribution to a set piece TQM meeting. Yes, they can come up with amazing, fully fleshed out insights in the middle of a meeting (probably good), or half way through a process that is in the middle of developing an incremental step (probably not so good!). And no, you can't force them or expect them to do this to "order".

Resourcefulness managers must take these strengths and weaknesses into account when developing management practices to harness these energies. To disregard or deny them is to court less than optimal results.

Give them time to think things through and give them time to try out their solutions in terms of "everything". This will occur at their pace. It is the manager's responsibility to get resourcefulness working FOR the organization and not have the Pioneer's need for connection work AGAINST it. Working with the Pioneer's needs and not attempting to force them to suboptimal solutions is THE challenge of the 21st Century.

6. Individualistic.

Pioneers know they are individuals – not a function of anyone else's expectations. They are responsible for their own attitudes and behaviours and accept it willingly. The only option is to have others responsible for it, which is unacceptable.

This individuality is different from other groups however. Pioneers understand that they have to remain true to who they "think and feel" they are. This person is part of many groups and has many opportunities to "play" with the various aspects of their own personality within their values orientation. They are complex and paradoxical and can be extremely confusing to managers who want to put them a nice simple box. Labels like stropic, delightful, whimsical, ruthlessly pragmatic can all be tagged to a Pioneer, just as they can to other groups.

The difference for the most part is the level of participation in the role at any one time. The Pioneer's need to optimize behaviours at a high energy level means, in practice, that they make staunch allies or formidable opponents because of their commitment to the personality most useful in any given situation. They do not tend to adopt the values of the Settler or Prospector at any time. They will act from their truth at most times.

This is, once again, a source of their resourcefulness – acting from truth and integrity – that managers need to understand is a bottom line - not a nice to have but a must have - if they are to gain successfully the fruits of the Pioneer's resourcefulness.

7. Intimate Personal Truths.

In the above section a “big word” was used – truth. The power of this concept sometimes colours perceptions about its applicability to the world of work. Pioneers sometimes have annoying habits, like sticking to their guns when everyone around is in agreement on something completely the opposite.

Understanding their motivations can sometimes be the first step in altering this behaviour. Actually the key to the resourcefulness manager is to resist the desire to remove the awkward behaviour, or brush over it with some excuse, or deny there is a problem.

Pioneers don't walk on water and they are the same as other people in that they don't always know why they are doing something. Like others, they are sometimes just “doing what they gotta do rather than what they wanna do” - a great mantra for all resourcefulness managers.

The Pioneers can run into all sorts of problems when they try to stay true to their values. Their “stubbornness” is often a key that the Pioneer has got themselves into an ethical dilemma, or feels the group hasn't gone far enough in the solution to the problem posed – that they haven't seen all the connections yet. Or maybe it is that there is a missing emotional or rational component in the solution that just “doesn't feel right” ...on any of the 40 Attributes that are hot buttons for them (see Part 3).

As these hot buttons are as often below the level of consciousness, it is left for the manager to probe and find the reasons, rather than extort further, “pull your socks up and get on with it” (do the same thing and expect something different – what did we call that?) or fall back into the old tired but tried and tested “my way or the highway” of Patrick Swayze.

No, the best way is to out-Pioneer the Pioneer and go for the solution they most connect with – take off the mask of managerial efficiency and adopt the role of an equal, as someone who has had problems fitting in, being like the rest and not having any good reason for behaving like this. The core issues, 99% of the time, will be emotional not rational.

The only way to get to this core is by relating to each other as emotional equals. This is called “rapport” and is a well studied field. The key to using any text or training that relays the skills of rapport is to understand that each of the groups, including the Pioneers, will have different hot buttons that will enable or disable rapport.

Put very broadly – this is not a definitive answer which would take another book – the three main keys establishing rapport for the Groups are (Settler) Allaying Fears,

(Prospector) Creating a Vision of the Future, (Pioneer) Acknowledging the Frustration and Sharing a Personal Experience.

In terms of traditional leadership and great management stories, told as case studies in business schools, the Settler and Prospector stories will be numerous – but the Pioneer stories are short on the ground.

This is why best practice for the Pioneers is so woefully thin in the best selling texts...they are just too personal to be applied to “lists for success” – until now.

We know that this is what all resourcefulness managers do daily, and resource manager seldom do. The former are not afraid to drop the title and responsibility to hit targets, to maximize solutions, to push policies to the limit, etc, etc. They have developed a body of practice that says “everyone on my team is a human being first and a resource second - and people on my team come first”. They will be comfortable telling stories about themselves first, because they know, if they want their confused Pioneers to open up with their own stories, it must be as equals. Not a job spec, not as an authority figure, not as someone with power over them –but a real person with a real story relevant to the situation. The degrees of intimacy manifested are determined by the levels of intimacy the manager themselves feels comfortable with.

This is often why Pioneers make very good managers – they are comfortable with the personal, with the intimacy that comes when rapport is established and the trust engendered is not abused. In most people trust given is trust returned and the Pioneers are no different. The difference is that in the Pioneers this is almost their bottom line - their starting point. Deprive them of this and managers will be more likely to reap a “go along to get along” response from their Pioneers – not what is needed in the competitive environment of the Crunch - or even in the post Crunch environment when corporations will have been decimated, and creativity via teams will be called upon much more than today.

8. Keep it Complex Stupid.

The final key to resourcefulness management is “Keep it Complex Stupid” – a deliberate play on the old adage used by communications trainers and experts - to “Keep it Simple Stupid”.

The old adage worked because of the values of the Settlers – keep the world small, keep it simple, so that they know the rules. Knowing the rules makes them comfortable and allays fears of not surviving or not belonging. Complexity can make Settlers feel out of control, i.e. “there are rules but I don’t understand them and therefore I will retreat from engagement with others and find the rules that work for me”.

The same old adage works for the Prospectors, but for an entirely different reason. The Prospectors want to know the rules “of the game”, whether that is the game of life or the game of work. Once they know the rules, they can play the edges – expand them a bit here and a bit there – “game” life and “game” work. They do it

subconsciously, looking for ways to be seen to excel at whatever they are doing. The rules are the basis of the game and without them they could not create maximized/winning situations. Keeping the rules simple means there are less areas covered by the rules and more room for manoeuvre. “Simple” is the foundation for them to shine. Think deregulation in any industry and the very sense of rightness this brings to the Prospector values system. Deregulation is another word for simplicity. Understanding this should add another dimension to understanding why business ALWAYS goes through cycles of boom and bust and will continue to do so until the underlying *raison d’être* for business changes.

The talented people, the Pioneers, will be bored by these approaches to life. They know life is complicated and that the best times are to be had when connections are made. Any system that tries to reduce the amount of complexity in it will be suboptimal to the Pioneer. This is a part of their values system and will engender emotional responses. Simple and straightforward may be alright in the early days of working but is not a way to sustain their engagement with the process. It is up to the resourcefulness manager to create an environment where new opportunities can be created and let the dynamic develop for itself. This takes a manner of trust by the manager to create these kinds of conditions. But, if they adhere to the other factors of success for Pioneers at work, this trust will be returned in Spades!

The most important element in maintaining engagement of the Pioneer is the personal and intimacy element. Closed doors and missed meetings, or meetings where managers are clearly saying that their problems are more important than the Pioneer’s life, are so demonstratively counterproductive that it should not have to be pointed out. Unfortunately it does have to be pointed out over and over again!

An open door policy is not good enough either. People, including Pioneers, with issues often do not have the emotional strength or insight to acknowledge their failure, or the rational capacity to understand the emotional turmoil created by failure, to perform to their own expectations. Managers, as a bottom-line, need to “walk their talk” - “manage by walking around”, and manage by establishing rapport - not by demanding results. This advice is so “old hat” that it often ignored as something from the 20th Century rather than as the wisdom of the ages that it actually is. Talented people of all sorts are a combination of nature (for simplicities sake we will call this their values set) and nurture (the degree of rapport with the organization’s goals as manifest through their relation with their work team(s)).

That last comment is about the most important line in this chapter. Talent is latent in all Groups. Management has the opportunity to let it breath if they allow it to. To bring the talent to life means different methods must be applied to the different groups – different strokes for different folks.

In these short articles, to illustrate this point, we have concentrated on the Pioneers only. The Prospectors have their own list of motivators. The Settlers have their own list of motivators. Resourcefulness managers just have to recognize and reward their team members according to the appropriate list of hot buttons and better results will be seen from that point onwards.