

Chapter 1 Understanding Romantics and Warriors

It's Feelings versus Logic for These Styles

If your lowest score is in column b, you are a Romantic. Now, there are three distinct types of Romantics (just as there are for all four of the styles), and we will explore these when we examine the 12 Hollywood movie characters. For now, let's focus on the similarities that exist between all Romantics.

Romantics' style is based on sensitivity to emotion. They live in a delusion comprised of feelings and experience emotions more palpably than the other three styles. Imagine that we each have six senses—the traditional five plus one more that our life experiences (not our DNA) have created. The Romantics' sixth sense is in perceiving the emotional content of their environment.

A Romantic can walk into a room, see someone, and correctly proclaim, "They are *not* happy," without even talking to the

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other person. Non-Romantics might ask, “How do you know? You haven’t talked to anyone.” “I can just tell; the anger is thick in here,” the Romantic responds. Somehow, the Romantic’s life experiences have made him or her more adept at recognizing feelings. Perhaps the Romantic is more attuned to nonverbal communication elements or has actually developed a sixth sense of emotion. Whatever the reason, Romantics live in a feeling world.

Romantics’ primary desire is for world peace. “Why can’t we all just get along?” they wonder. If we could just join hands and sing “We Are the World,” they would be happy. They tend to be tactful and diplomatic. They often sacrifice their own needs to make others happy and keep the emotional environment positive. They tend to avoid conflict and spend a great deal of time packaging the message when delivering bad news. You can expect Romantics to wrap the negative in pretty paper with a bow to take as much pain from the news as possible. And if Romantics hurt someone’s feelings, you can rest assured that they meant to do it. They may say, “I am so sorry; I didn’t mean to hurt your feelings,” but yeah, that’s not true. Romantics know exactly how their behaviors will affect emotions.

If your lowest score is in column d, you are a Warrior. Warriors are not going for world peace; they are going for world domination. They know there will be casualties and believe we should start by killing the stupid people. Warriors do not suffer fools gladly and have a logical sensitivity. You probably have never heard of this type of sensitivity, but it’s like seeing the shortest path to a desired outcome. I imagine Warriors as possessing a time invested/value received scale inside their heads. For Warriors, the more time invested, the greater the value received will need to be. By this measure, if Warriors can minimize time invested, they take pressure of the required value received—and tend to put pressure on things to speed up as a result. Warriors like efficiency, results, and to be *done*. The quickest route to the outcome is the one they prefer. Anything

that takes them off this path increases time invested and becomes irritating. Things such as conference calls, unnecessary meetings, and small talk all can annoy them a great deal.

“Pretty sure you don’t care about my weekend, and I certainly don’t care about yours. Let’s go to work,” probably runs through the mind of every Warrior leader on each Monday morning.

These two very different sensitivities affect the way these styles communicate. Warriors are direct communicators because that’s the quickest way to send a message. The words convey the entirety of the meaning. Don’t try to read anything into what they said or find some hidden, unexpressed message; what they say is what they mean.

Romantics are indirect communicators; the words they say mean nothing. Well, not *nothing*, but the words actually convey very little of the true meaning. The real message is in their left eyebrow . . . or their tone, word choice, accompanying facial expressions, posture, pace, how hard they place a plate down on the table, and so on. Fellow Romantics understand this communication technique, but other styles . . . not so much. This can be a source of great frustration for Romantics. But when two Romantics communicate, the meaning is obvious. Two Warriors can beat each other about the head and upper body, assault one another verbally, and then go have a beer together—and the only person who is upset by the exchange is the Romantic who witnessed it. Basically, Warriors have no idea what Romantics are trying to communicate, and Romantics think Warriors are angrier than they really are.

The two styles negotiate in very different ways. Romantics build relationships with the other party, endearing themselves as a friend. Their strategy is, “If the other party gets to know me well enough, they will give me a better deal. They will ‘take care of me.’” I call this the *honor bar approach* to negotiation. It is based on trusting that the other person will do the right thing, because the two people involved have a relationship. In doing so,

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the Romantic avoids the potentially unpleasant emotional impact of conflict during negotiations.

Warriors, on the other hand, are aggressive negotiators. They don't trust a deal that they didn't work hard to get, and it is crucial that they win in the end. They are competitive, so it would be difficult for them to imagine that you would just *give* them the best deal up front. We'll talk more about the practical application of this issue in later chapters, but there is a more figurative application for these tendencies, too. It relates to something called *intrinsic needs*.

Human behavior is motivated by two of types of needs: intrinsic and extrinsic. *Extrinsic* needs include things such as income, benefits, leisure time, and promotions. These issues can influence performance levels but are a less efficient and effective way to inspire behavior. Intrinsic needs are more powerful. I like to think of the difference like this. There are a couple of ways you can get your car to move. You can put fuel inside the tank and let the motor power the car, or you can push it. Clearly, you go a lot farther with a lot less effort using the former approach. Extrinsic rewards are like pushing the car; intrinsic rewards are like fueling the car from the inside.

Here's an example. Let's say that Chase is a Warrior. Chase is trying to finish a client project he is working on, but he needs a signed document before he can close the file. When he calls the client, the client tells Chase that he will fax the document right over to him. A fax—really? What is this, 1995? Chase is already aggravated, because now he has to find the fax machine and wait for the client to send over the document. Now Chase is in the mailroom stalking the fax machine like it's a wild animal. He is stomping around, sighing, and exclaiming to anyone within earshot that he can't believe he is waiting on a fax. A FAX!

Eventually, Chase notices that Marty has been in the mailroom the entire time. Marty is a Romantic. Chase thinks, "If Marty is going to be hanging out in here anyway, he might as well keep an eye out for my fax." This would allow Chase to go

back to his office and be productive rather than waste time here. It's a no-brainer for Chase. Chase turns to Marty, "Hey Marty, I should be getting a fax any minute from a client. Would you mind grabbing it and putting it into my box when it comes in?"

Now, is this Marty's job? No. Does Marty do it? Yes. Why? When I ask this question during my seminars, the answers are usually, "because Marty is nice," or "Marty is a people pleaser," or some variation of that theme. All of those responses are accurate, but there is a darker, more sinister motivation for Marty that Romantics won't share with you. Marty wants Chase *gone*. Yep. Chase is a buzzkill for Marty. He is messing with Marty's mellow. So, if Marty can eliminate Chase and his toxic emotions from his environment simply by taking care of this fax, then it's a done deal!

Is there a fee for this service that Marty is providing? Yes. There is always a fee for a service, but notice that Marty did not negotiate any payment. That's because the Romantic Marty is using an honor bar approach. Any Romantic would know that there is a fee for this service, so he doesn't need to ask for payment. Payment will be provided. And that payment is appreciation. Appreciation is the Romantic style's currency—the intrinsic need of the Romantic community. Romantics are happy to self-sacrifice for the good of others, provided they are paid with some praise, some love. A little sugar, if you will. Romantics perform at their best in appreciation-abundant environments.

But does Chase pay Marty? Again, when I ask this question during my seminar, I generally receive a resounding, "No!" (Apparently, there are lots of angry Romantics out there.) The fact is, Chase *does* pay. Unfortunately, he pays using the wrong currency—the one that's consistent with *his* intrinsic need. And that is not appreciation for the Warrior: It is *independence*. Warriors operate under the principle, "Do you like my work? Yes? Then leave me alone!" No news is good news to the Warrior. If you do your job well, you are rewarded with *freedom*. So if Chase trusts Marty to take care of the fax, he will leave him alone.

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Marty, however, views this independence in a very different way: He feels unappreciated and is now annoyed. As Marty sees it, Chase is in bad debt, and Marty is going to make a Romantic collection call. Here's how that works: Chase is walking one way down the hall, and Marty is coming toward him. Chase sees Marty and asks, "Hey Marty, how's it going?" "Fine," Marty replies in a clipped tone. There is no accompanying smile or reciprocated interest in Chase. All the Romantics who witness this know what "fine" means in this context. Marty just told Chase that the two of them have an issue and that the circle of trust has been broken. All the other Romantics notice immediately and start chatting, "What's up between Marty and Chase?"

But what does "fine" mean to Chase? It means Marty is fine. Remember: The words convey the entirety of meaning for a Warrior. In Chase's mind, he asked Marty how he was and Marty said fine. In fact, Chase thinks they had a particularly good conversation today. Sometimes Marty can be chatty, but today he was straight to the point. Chase didn't even break stride. Perfect! But for poor Marty, still no payment. Bad debt confirmed.

This brings us to the concept of the CTL container—something that I strongly believe will be viewed as my biggest contribution to applied cognitive psychology. Sure, it hasn't been acknowledged by the scientific community nor is it based on any valid research, but my experiences observing human behavior make me confident in its existence. CTL stands for crap tolerance level. Romantics have a huge CTL container but a very small spoon for emptying it. When Romantics feel that someone has taken them for granted, like Marty in the preceding example, they can place those emotions in the CTL container. Now, although it is a large container, it is not infinite. It has a lid. To put crap into the container, Romantics must open the lid. The lid is voice-activated using a key word. That word is often *whatever*. When you hear Romantics say, "You know what, whatever," their container is open and crap is being put in.

As Romantics' CTL containers reach their full capacity, subtle behavioral changes begin to occur. Romantics may not smile as much, may not take as great an interest in other people's lives, and may become a bit more edgy or sarcastic. They may place items on a dining table or desk with more force than usual. These changes are not immediately recognized by the other styles, only by fellow Romantics. But when fellow Romantics notice these changes, they realize instantly that their style brethren needs some help spooning out the crap. "Come on, everyone. Marty's container is full," they say as they all come running, each with their little spoon, to help Marty empty out his crap. This is called happy hour.

Actually, it is called *venting*. Venting is a very important element of Romantics' mental well-being. And because the source of the crap is often a Warrior, it is to them that they wish to vent. However, Warriors don't understand venting. You see, they have a tiny little CTL container. They don't store much crap. But they have a *big* ladle for emptying the container, which means they are always flinging crap. "Take your crap with you; I don't have any room for your crap." The concept of storing up crap for a ceremonial emptying event like venting is completely alien to Warriors. In fact, they don't call it venting. They call it whining. "Why would you complain about things and not want to fix them?" thinks the Warrior. Of course, this only leads to more crap for the Romantics.

Many Warriors have learned—either through seminars and resources like this book or from human resources professionals, attorneys, and marriage counselors—the importance of supporting Romantics in the venting process. Even when a Warrior has come to understand the importance of venting, he or she still often struggles with execution. Organizations and marriages are full of examples like this:

Marty (the Romantic) *knocks on Chase's office door.*
"Hey Chase, do you have a second?" This is Romantic

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Speak for, “My CTL container is full and most of its contents came from you, so I’ve arrived to empty it.”

Chase (the Warrior) is sitting at his desk with a long to-do list, with “talk to Marty” nowhere on it. If he doesn’t feel he has time or that talking to Marty is that important, he is very comfortable saying, “No, I am really busy. Catch me later.” However, if Chase has been made aware of the importance of venting, then he will likely mentally survey his to-do list to determine the items that can be replaced with “talk to Marty.” This reprioritizing of Chase’s day will likely take about 3 seconds of time. During these 3 seconds, it would not be unusual for Chase to emit an audible sigh. It is the sigh of resignation that accompanies the realization that today will not be as productive as Chase had hoped. Ultimately, Chase responds with, <sigh> “Sure, come in.” This is Warrior speak for “Sure, come in.” (Remember, the words convey the entirety of the meaning.)

But what did Marty hear when Chase spoke those words? “No.” Remember, the words mean little or nothing for Romantics. It was the *sigh* that imparted the majority of the message. And what does the sigh mean to Romantics? Well, roughly translated, “I would rather have a stick shoved in my eye than talk to you for the next 30 minutes.” The miscommunication continues:

Marty responds to Chase by saying, “You know what? You obviously have more important things to do than talk with me right now.” He pivots on his heel and walks away. In Romantic talk, Marty clearly said, “You just made a bad decision. Chase me down and drag me back into your office, because things will only get worse if my CTL container overflows!”

Chase thinks, “Sweet, dodged a bullet there. Marty’s odd. He’s like an antivampire. You invite him in, and he leaves. Oh well, back to my list.”

As we will discover in the later chapters devoted to applying this information, learning how to successfully navigate the venting process is critical to leading and maintaining healthy personal relationships with Romantics.

Here’s a question: Is it possible that a Romantic could meet, date, fall in love with, and marry a Warrior? It’s not just possible; it’s *likely!* If you are a Romantic or Warrior, you may have already made plans to give the assessment to your spouse. How could two such radically different styles of people be so attracted to each other? Why do opposites attract? Well, let me tell you what we know about love in cognitive psychology:

Nothing.

There doesn’t seem to be any patterns that would lead us to conclude that compatibility is more attractive than complementary when it comes to the role of style in love. All I know is that many people report that it was love at first sight (or very quickly) when they met their future spouse. One glance and “BOOYAH, I am all about that.” Other people report a more slow burn. They may have worked together for years without experiencing any romantic interest. Then, one day, they look at each other and say, “You know, in the right light, you are an attractive person. And I ain’t getting any younger.” BOOYAH.

In either situation, hormones and naturally produced substances such as dopamine, oxytocin, and pheromones all seem to be elevated—like a love cocktail. We experience a sort of love-driven euphoria during which we embrace our differences as people and think things like, “He completes me” or “She’s so good for me.” People in love utter these sentences wistfully.

At least they do for an average of five to nine years—because that’s how long it takes the body to correct this chemical

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imbalance. It's as if the body maintenance person returns after an extended leave of absence and says, "Who the hell left the dopamine on?"—and then shuts it off. Now you look at your partner and say, "You've changed." No, they haven't changed; you're just not high anymore. You're off the drugs. You're clean; and without the chemicals, they ain't all that. The first thing you realize with this new perspective is that your intrinsic needs aren't being met. Romantics realize that they have not been appreciated for all the sacrifices they have made over the past seven years. They grow resentful. "Would it kill you to show me a little love?" they ask their Warrior spouses, seeking appreciation.

"I told you I loved you when we got married; I'll let you know if that changes," replies the Warrior. "We just talked about this issue six years ago. Stop nagging me." The Romantic grows clingier in hopes of getting more appreciation. The Warrior becomes more distant, looking for independence. Without the love drug to mask the symptoms, they suck the lifeblood right out of each other.

That's not to say that a Romantic and a Warrior can't have an enduring successful marriage. They absolutely *can*. The key is that they respect each other's style and provide for their respective intrinsic needs. Romantics who value the Warriors' direct, productive, and outcome-oriented approach and give their mates the independence to get results in their own way can be married to Warriors who appreciate the Romantics' sacrifices and peacemaking abilities and experience a wonderful relationship. It just takes some understanding of their diversity of contribution to the marriage. In fact, I think a strong argument can be made that having two diverse styles can be quite advantageous as a marriage evolves. It gives the couple a broader perspective on life issues.

This book focuses on four aspects of relationships: leadership, selling, service, and personal. What follows is an overview of how Romantics and Warriors approach each area.

ROMANTICS

Leading

Romantics are servant leaders. This means that they're most effective when they can remove emotional barriers to success and build happy, communicative teams. All Romantics want world peace and work tirelessly to make sure that their teams are emotionally secure. They focus on internal and external customer service and build strong relationships with their team members. Because they value communication, they hold frequent meetings and try to ensure everyone is in the loop. They are exceptional coaches and are quick to praise. They may struggle with delivering critical information and holding people accountable to a high standard because handling conflict can make them uncomfortable. They can also be susceptible to contributing to workplace drama when things are not going well, which can lead to reduced productivity. When working well, their teams are regarded for their high morale, low turnover, cohesiveness, and communication.

Selling

Romantics develop loyal customers by building relationships. They are likable, care about their clients, and work hard to get them a good deal. They may even sacrifice their own needs for the client's happiness. They take pride in the number of their customers who have become good friends. Because they care so deeply about their existing clients, they are often most comfortable working with them rather than seeking new opportunities. This is one of the challenges facing Romantic sales professionals. They can get so caught up in existing relationships that they don't have time to develop new ones. It is also important that they evaluate their existing relationships based on business potential—not just on the comfort with which they interact.

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Serving

Romantics are very good at determining customers' emotional states. They can tell if a customer is not happy, even if the customer doesn't articulate it. They often possess the Servant's Heart—an almost innate desire to make others happy. Their easy smile and diplomacy makes them very effective at defusing problem customers, and although they may not always be patient, they can use their tact to mask frustrations. They are especially accomplished at active listening and making sure customers have fully vented their frustrations before beginning to fix the problem.

Personal

Romantics are often natural caregivers who want others to be happy. They show appreciation easily but may be a bit reticent to criticize or express frustrations. They often focus on fulfilling others' needs and may become somewhat resentful if that approach is not reciprocated. They enjoy creating deep, meaningful relationships with family and friends.

WARRIORS

Leading

Warriors are results-oriented leaders. They like to establish aggressive goals and then achieve them. They tend to be highly productive and value people who get things done. They are aware of the rules and may have even written them, but they do not let these rules interfere with the achievement of the goal. They reward people by leaving them alone and believe that “no news is good news.” They often engage in a critical analysis of situations, looking for ways to enhance things. As a result, employees receive more criticism than praise and tend to see

the Warrior as demanding or even angry. This can create morale concerns and increase turnover. When working well, their teams are noted for their high productivity, efficiency, and continual improvement.

Selling

Warriors are closers. They like to solve problems. They are most adept at analyzing a customer's need and offering solutions that will benefit the customer's situation. They are assertive negotiators and are very effective at coming to agreements that fiscally benefit their organization. Their efficient style ensures that they move quickly through the sales process to an outcome. They are also good at giving and receiving referrals and are often more comfortable in getting new business than maintaining existing relationships. Contrary to Romantics, Warriors can get so focused on hunting for new opportunities that they forget to farm the existing ones.

Serving

Warriors are good troubleshooters. They like to assess the situation quickly, determine the necessary resolution, and implement it. They recognize what needs to be done very quickly. They may not spend adequate time listening to the customer's frustration, simply because they have already figured out the problem and know how to solve it. Because they value time, they tend to work quickly to get the desired result.

Personal

Warriors are natural problem solvers. They value competence and allow others their space as long as they have proved to be

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good at what they do. Their strategic mind can make them excellent planners. They are comfortable with status because it reflects the fact that they are successful (winning). They appreciate confidence in others and respect those with whom they can have a direct conversation.

For you Warriors reading this book, here are the bullet points that describe each of these two styles:

Romantics	Warriors
<ul style="list-style-type: none"> • Trust their feelings (gut reaction) about situations and people • Sometimes value other's needs above their own • React strongly to emotion • Have a need to feel committed to another person, idea, or cause • Consider the impact of their actions on others' feelings • Value harmony among people with whom they interact • Show appreciation of others easily and respond to praise • Recognize the importance of tact and diplomacy • Have a strong desire to make a contribution • Are personable and talkative • May invest time in conversations unrelated to purpose • Loyal 	<ul style="list-style-type: none"> • Trust logic and efficiency • Are competitive • Have a strong desire to improve • Are analytical • Value logic, justice, and fairness • Consider truth more important than tact • Believe feelings are valid only if they are logical • Are often seen as driven or extremely goal-oriented • Focus on enhancing rather than praising • Seem always to have a plan • Rarely act without a purpose • Get to the point quickly • May appear more irritated than they are, especially to Romantics • Talk fast

Romantics	Warriors
<ul style="list-style-type: none"> • Display an easy smile and laugh • Rarely criticize and express anger tactfully • Are “honor bar” negotiators who use their likability to get the best deal • Leadership style: Servant Leader • Selling style: Relationship Builder 	<ul style="list-style-type: none"> • Want answers immediately • May expect things to be handled on their terms • Negotiate assertively • Come across as very intelligent • Not overly friendly, more intense • Leadership style: Results Leader • Selling style: Closer

There is much more to be learned about our Romantics and Warriors. But first there are three distinct types of each of these two styles. Those we will discover in Chapter 3. Later, we can explore how to best lead, sell to, provide service to, work with, and spend our personal time with each style. But before we do that, we still have two more styles to explore.

