



Applying MBS Skills to Improve Relationships

“Targeting a Relationship”

If you were to sit down and take a hard look at the relationships that you have with those around you, they would fall into one of three categories.

1. I am agreeing with, and generally have a **good** relationship with that person.
2. I am just putting up with, and generally have a **poor** relationship with that person.
3. Somewhere in between 1 and 2.

Whether the relationship is with a co-worker, your boss, a family member or a friend, life goes much smoother when we are able to be in agreement. Even if we’ve “agreed to disagree.”

Misunderstandings, which by their very nature prevent agreement, damage relationships. Many misunderstandings stem from the fact that we listen to people based on OUR point of view.

We PUT UP WITH what we perceive as rude, wordy, dull or inflexible people and we allow these perceptions to poison our relationships, simply because we fail to consider that their "style" may be different than our own. On the other hand, we do expect people to treat us and listen to us based on WHO WE ARE ... but often we don't return the favor by treating and listening to others based on WHO THEY ARE. Perhaps they're PUTTING UP WITH US too!!

Coming into agreement is our goal and improving understanding among people is a way to achieve that goal. To better understand others, we must be willing to consider anything "negative" or "not constructive" and determine what they really want to say. Most people don't want to offend or annoy us and realizing that, we are able to focus on "what" they said and "why" they said it, rather than being turned off by "how" they said it. We need to stay proactive rather than reactive.

The principles taught in the Management By Strengths program provide us with tools we can use to improve any relationship. Past tensions should not prevent us from approaching our relationships in a more "considerate" way. Agreement may not come easily on substantive issues, but if we do not get to a point of considering the other person, agreement may never come at all. We'll simply go on putting up with people that we could be in agreement with.

This exercise will help you to look at a relationship in which you are “putting up with” someone more objectively and analytically. We'll start by identifying what about his/her behavior is causing the friction in the relationship. Then we'll look at that behavior from both sides of the coin ... from your point of view AND from their point of view. Finally we'll develop specific ways that your can better work with your “target person” to improve your relationship.



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The object of this exercise is to target a specific relationship that you would like to improve. Simply fill in the blanks.

Section 1: Target a relationship.

- a. I feel somewhat uncomfortable or frustrated when I work with:

_____.
Target Person's Name

- b. I feel most uncomfortable because this person ...

1. _____
2. _____
3. _____

Section 2: Identifying the person's Temperament (his/her MBS Profile).

Graph both your profile and your "Target Person's" profile.

Your Profile

Target Person's Profile

Section 3: Understanding WHY he/she acts the way he/she does.

- a. Look back to the things that your "Target Person" does that bother you (see sec. 1b).

b. Focusing on HIS/HER temperament, why might he/she act the way they do?

- 1. _____
- 2. _____
- 3. _____

c. Do you think he/she does these things intentionally to aggravate you in order to damage his/her relationship with you? _____ (yes/no)

d. Focusing on YOUR profile, your temperament, why might his/her actions be frustrating to you?

- 1. _____
- 2. _____
- 3. _____

Section 4: What to do.

a. The best way to work with your "Target Person" based on his/her temperament is to:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

b. When will you begin to make a conscious effort to work with your "Target Person" based on what you listed above in 4a? _____

Date

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Overview of the 4 Temperament Traits

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Directness (Red) Characteristics of the High D A. Focus is on results, being in control, solving problems. B. They act on their environment rather than reacting to it. C. Naturally self-confident, high ego people. D. Hard driving and decisive. E. They are candid (which others may take as criticism). F. Take pride in solving problems. G. Hate having anyone looking over their shoulder.	Extroversion (Green) Characteristics of the High E A. Focus is on people. B. Outgoing, friendly, cheerful. C. Talkative, fluent. D. They like people and want to be liked in return. E. Usually are enthusiastic and pleasant. F. Natural delegators (of both detail and responsibility). G. Like teamwork, will involve people	Pace (Blue) Characteristics of the High P A. Focus is on timing, harmony and cooperation. B. Appear calm, cool and controlled under pressure. C. Have a long fuse. D. Do not like to be rushed at the last minute ... plan ahead. E. Noted for good memory and being a good listener. F. Time, schedules and deadlines are important. G. Steady, easygoing and relaxed.	Structure (Yellow) Characteristics of the High S A. Focus is on being right and doing right; hate to make mistakes. B. Naturally good organizers. C. Usually careful and accurate. D. Will double-check themselves and others. E. Like to gather many facts before making a decision. F. Actively resist change (unless reasons are explained & valid). G. Appreciate knowing the rules, expectations and instructions.
Working with Direct People A. Be direct and to the point. B. Explain WHAT. C. Focus on results and control. D. Support their goals. E. Talk about taking action. F. Provide freedom and options. G. Act businesslike, time conscious and factual.	Working with Extroverted People A. Be interactive and enthusiastic. B. Explain WHO. C. Focus on people and teamwork. D. Support their intentions. E. Talk about people & opinions. F. Provide feedback. G. Act friendly, open and flexible.	Working with Paced People A. Be calm and under control. B. Explain WHEN. C. Focus on timing and harmony. D. Support their schedule. E. Talk about cooperation. F. Provide deadlines and agree as to "when". G. Act patient and unhurried.	Working with Structured People A. Be detailed with facts in writing. B. Explain WHY. C. Focus on doing the right thing. D. Support their methods. E. Talk about documented facts. F. Provide opportunity to ask questions and check the facts. G. Act organized and specific.
D Below the line: Non-threatening A. Low key. B. Non-threatening and Non-intimidating. C. Often are modest.	E Below the line: Private A. Use fewer words. B. LIKE PEOPLE, but in smaller groups (one on one). C. May wish High E would use fewer words.	P Below the line: Urgent A. Have a great sense of urgency to accomplish goals. B. Often rushing at the last minute. C. Not as good a listener.	S Below the line: Flexible A. Dislike details and will delegate them to others. B. Independent. C. Can adjust the rules to reach goals.