



Ad Hoc Lecture for Unit 2

CMSC 436/636

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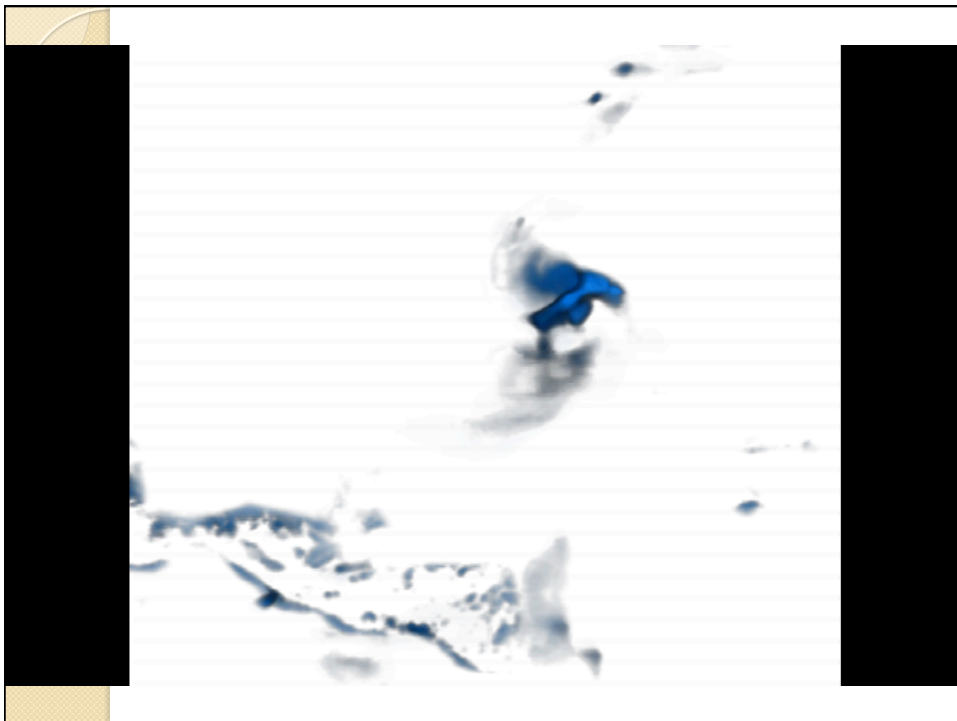


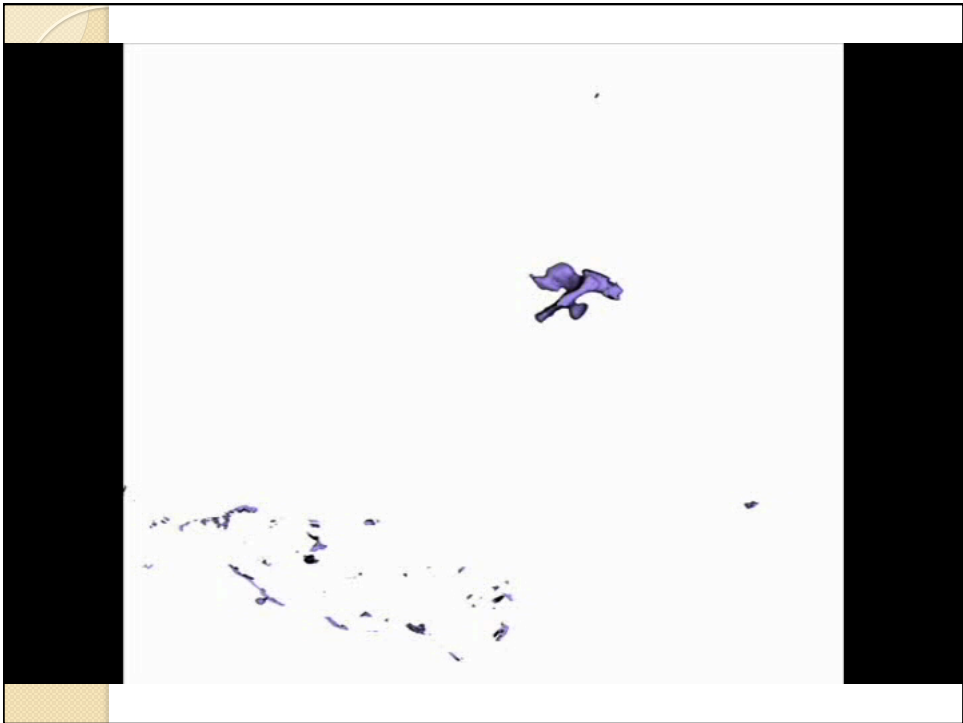
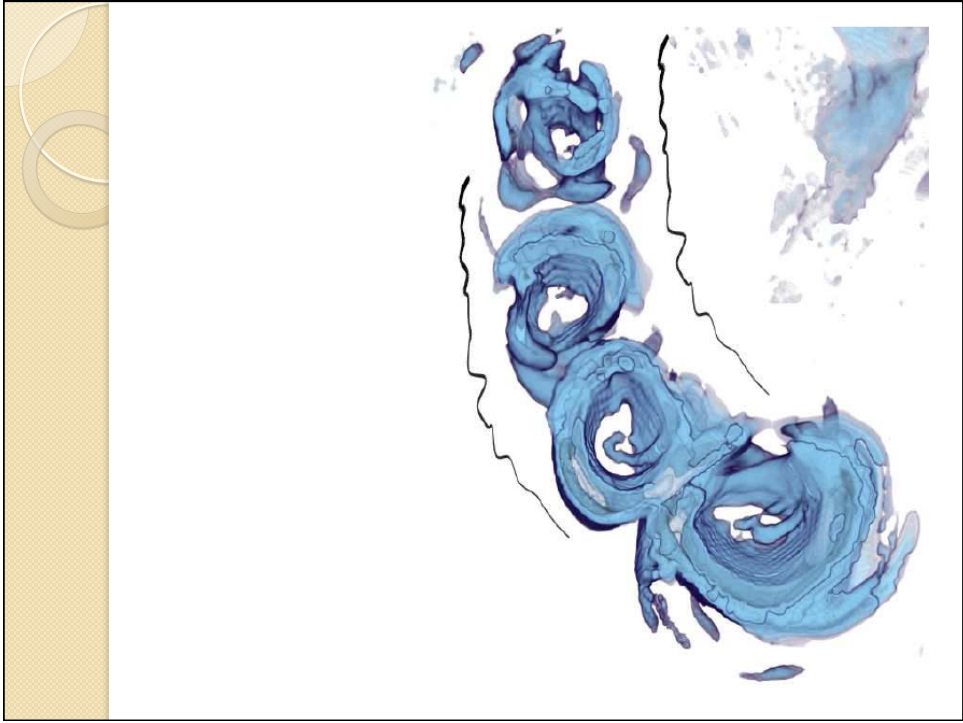
Announcements

- Upcoming Deadlines
 - Proposal – Thurs, Sept 21
 - Reading reflection – Thurs, Sept 21
 - Crit – Sept 25-28

Change Blindness

- Def: phenomenon where change is introduced but people don't notice it
- Classic experiments
 - [Simons Door Experiment](#)
 - [Simons Passes Experiment](#)





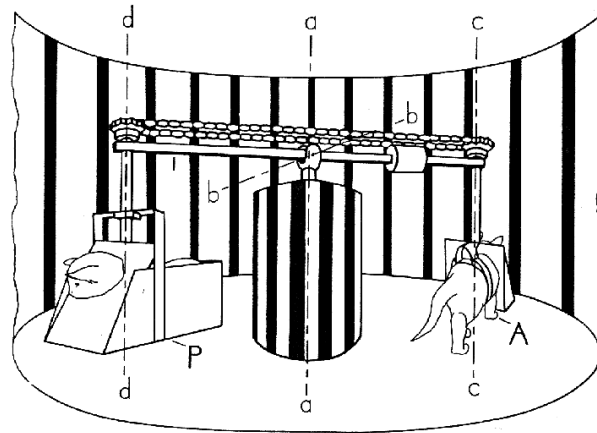
Interaction vs. Animation

- Exploration vs. Presentation
 - efficiency
 - flexibility
- Active vs. Passive Participation
 - immediacy
 - control
 - development
 - understanding

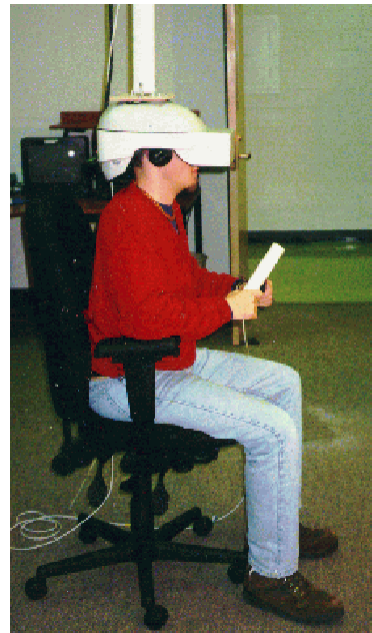
Interaction Experiments

- Control necessary for development
 - Held and Hein '63
- Dynamic control improves shape identification
 - van Damme '94
 - Rheingans '92, '93
- Control improves assembly performance
 - Smets and Overbeeke '95
- Differences between types of control
 - Ware and Francke '96
 - Pausch, Proffitt, Williams '97
 - Ush, et al. '99

Kitten Carousel



- Held and Hein '63.



Pausch, Proffitt, Williams '97



Emotional Intelligence

Two kinds of intelligence

- Academic and technical abilities
 - What we learned in school
 - Measured by grades, SAT scores, other tests
- Emotional intelligence (EI)
 - Recognizing and managing emotions and feelings of:
 - Self
 - Others
 - Social skills – getting along with others
 - Teammates
 - Bosses
 - Subordinates
 - Customers

EI Competencies -- Yourself

- Emotional Awareness: Recognizing one's emotions and their effects.
- Accurate Self-assessment: Knowing one's inner resources, abilities & limits.
- Self-confidence: Strong sense of one's self-worth & capabilities
- Self-control: Keeping disruptive emotions/impulses in check
- Trustworthiness: Maintaining integrity and taking responsibility for personal performance
- Innovation & adaptability: Being open to novel ideas and approaches, and being flexible in responding to change
- Drive: Striving to improve or meet a standard of excellence
- Commitment: aligning with the goals of a group or organization
- Initiative: Displaying productivity and persistence

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EI Competencies -- Others

- Understanding others: Sensing others' feelings and perspectives, and taking an active interest in their concerns
- Developing others: Sensing others' development needs and bolstering their abilities.
- Service orientation: Anticipating, recognizing and meeting customers' needs
- Leveraging diversity: Cultivating opportunities through different kinds of people
- Political Awareness: Reading social and political currents
- Influence: Wielding effective tactics for persuasion
- Communication: Listening openly and sending convincing messages
- Conflict Management: Negotiating and resolving disagreements
- Leadership: Inspiring and guiding individuals and groups
- Change catalyst: Initiating or managing change
- Building bonds: Nurturing instrumental relationships.
- Collaboration: Working with others toward shared goals
- Team Capabilities: Creating group synergy in pursuing goals

The Platinum Rule

The goal of The Platinum Rule is personal chemistry and productive relationships. You do not have to change your personality. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for dealing with them.

The Platinum Rule divides behavioral preferences into four basic styles:

- Director
- Socializer
- Relater
- Thinker

Everyone possesses the qualities of each style to various degrees and everyone has a dominant style. For the sake of simplicity, this brief will focus only on dominant styles.

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Directors

Directors are driven by two governing needs: to control and achieve. Directors are goal-oriented go-getters who are most comfortable when they are in charge of people and situations. They want to accomplish many things-now-so they focus on no-nonsense approaches to bottom-line results.

Directors seek expedience and are not afraid to bend the rules. They figure it is easier to beg forgiveness than to ask permission. Directors accept challenges, take authority, and plunge head first into solving problems. They are fast-paced, task-oriented, and work quickly and impressively by themselves, which means they become annoyed with delays.

Directors are driven and dominating, which can make them stubborn, impatient, and insensitive to others. Directors are so focused that they forget to take the time to smell the roses.

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Socializers

Socializers are friendly, enthusiastic "party-animals" who like to be where the action is. They thrive on the admiration, acknowledgment, and compliments that come with being in the lime-light.

The Socializer's primary strengths are enthusiasm, charm, persuasiveness, and warmth. They are idea-people and dreamers who excel at getting others excited about their vision. They are eternal optimists with an abundance of charisma. These qualities help them influence people and build alliances to accomplish their goals.

Socializers do have their weaknesses: impatience, an aversion to being alone, and a short attention span. Socializers are risk-takers who base many of their decisions on intuition, which is not inherently bad. Socializers are not inclined to verify information; they are more likely to assume someone else will do it.

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Thinkers

Thinkers are analytical, persistent, systematic people who enjoy problem-solving. Thinkers are detail-oriented, which makes them more concerned with content than style. Thinkers are task-oriented people who enjoy perfecting processes and working toward tangible results.

They're always in control of their emotions and may become uncomfortable around people who very out-going, e.g., Socializers.

Thinkers have high expectations of themselves and others, which can make them over-critical. Their tendency toward perfectionism-taken to an extreme-can cause "paralysis by over-analysis." Thinkers are slow and deliberate decision-makers. They do research, make comparisons, determine risks, calculate margins of error, and then take action.

Thinkers become irritated by surprises and glitches, hence their cautious decision-making. Thinkers are also skeptical, so they like to see promises in writing.

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Relaters

Relaters are warm and nurturing individuals. They are the most people-oriented of the four styles. Relaters are excellent listeners, devoted friends, and loyal employees. Their relaxed disposition makes them approachable and warm. They develop strong networks of people who are willing to be mutually supportive and reliable. Relaters are excellent team players.

Relaters are risk-averse. In fact, Relaters may tolerate unpleasant environments rather than risk change. They like the status quo and become distressed when disruptions are severe. When faced with change, they think it through, plan, and accept it into their world. Relaters—more than the other types—strive to maintain personal composure, stability, and balance. In the office, Relaters are courteous, friendly, and willing to share responsibilities. They are good planners, persistent workers, and good with follow-through.

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Adapting To Directors

Directors are very time-sensitive, so never waste their time. Be organized and get to the point. Give them bottom-line information and options, with probabilities of success, if relevant. Give them written details to read at their leisure.

Directors are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas, and acknowledge their power and prestige. Let Directors call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back-seat to others.

With Directors, in general, be efficient and competent.

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Adapting To Socializers

Socializers thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

Socializers are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With Socializers, in general, be interested in them.

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Adapting To Thinkers

Thinkers are time-disciplined, so be sensitive to their time. They need details, so give them data. Support Thinkers in their organized, thoughtful approach to problem-solving. Be systematic, logical, well-prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail.

In work groups, do not expect Thinkers to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed foot-work for the group. If appropriate, set guidelines and exact deadlines. Thinkers like to be complimented on their brain-power, so recognize their contributions accordingly.

With Thinkers, in general, be thorough, well-prepared, detail-oriented, business-like, and patient.

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Adapting To Relaters

Relaters are relationship-oriented, want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts, which is the opposite of the strategy for Thinkers. Relaters don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions.

Give them time to solicit co-workers' opinions. Never back a Relater into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With Relaters, in general, be non-threatening and sincere.

Behavior Style Summary

	RELATOR	THINKER	DIRECTOR	SOCIALIZER
Strength:	Listening	Planning	Leadership	Persuading
Weakness:	Indecisive	Perfectionist	Impatient	Disorganized
Irritation:	Insensitivity	Unpredictability	Indecision	Routine
Under stress:	Submissive	Withdrawn	Dictatorial	Sarcastic
Decisions:	Consultative	Deliberate	Decisive	Spontaneous
Seeks:	Acceptance	Precision	Productivity	Applause
Needs:	Friendships	Thoroughness	Control	Approval
Fear:	Sudden changes	Criticism	Being Hustled	Rejection
Motivator:	Involvement	The Process	Winning	The Chase
Goal:	Stability	Accuracy	Control	Recognition
Needs to Know:	How it will affect them personally	How they can justify it logically	What it does/When/Cost	How it enhances status/visibility
Do it:	Friendly	Precisely	Rapidly	Dynamically
Save them:	Conflict	Face	Time	Effort
Support:	Feelings	Procedures	Goals	Ideas
Focus on:	Communication	The Process	The Results	Interaction

Exercise

- Break out into groups of 5-6 – no one from your project.
- Without telling each other, write down what you think your personality is.
- Consensus Exercise 1: Find something in common
- Consensus Exercise 2: Devise a new UMBC intramural competition
- Without telling each other, write down what you think everyone in your group is.
- Share if you are willing.

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Prescriptions for Compatibility

	RELATOR	THINKER	DIRECTOR	SOCIALIZER
For Decisions Provide:	Personal assurances	Data and documentation	Options with analysis	Testimonials and incentives
Likes you to:	Be pleasant	Be precise	Get to the point	Be stimulating
Behave:	Personally	Seriously	Businesslike	Enthusiastically
At Play Be:	Casual	Structured	Competitive	Spontaneous
Use Time to:	Build trust	Be accurate	Act efficiently	Have fun
Write:	Friendly	Detailed	Concisely	Dramatically
Telephone:	Chatty	Organized	Succinct	Playful
During Moments of Misery, may appear:	Hesitant or apologetic; but internalizes dissatisfaction	Hurt and withdrawn; may leave; recites order of events	Critical, blunt, and uncooperative: they want control	Impulsive, sarcastic and demanding; ignores facts
To create Moments of Magic, provide:	Assurances that you'll iron out the problem; draw them out in a friendly way	A detailed description of what you'll do; commend their thoroughness	Tangible evidence of progress; let them feel they have control	Personal attention; make them feel important; interact
To Assure Customer Satisfaction, Salespeople should:	Practice consistent follow-through; be in touch regularly and be available when needed	Set specific timetable for communications; be clear about their success criteria	Provide reminders of your track record; resolve problems immediately	Have regular contact; spare them time, effort, and complications