

Balancing Your Practice Personality

Personality dictates how we all emotionally and rationally react and can have a significant effect on the overall successful of your practice. Rational genetic personality is composed of four styles, two people-oriented styles and two task-oriented styles. The purpose of our relator, people-oriented style is to *maintain relationships* with others. The purpose of our socializer, people-oriented style is to *socially interact* with others. The purpose of our director, task-oriented style is to *get results*. And the purpose of our analyzer, task-oriented style is to help us *unerringly proceed*. Every human is strong in one or two of these four styles and moderate to weak in the others. Each style has a number of attributes that support the purpose of the style. If you want a complete understanding of personality refer to the book "Personality Finesse...how we nurture our nature" by Dr. Dean C. Belavia. You can use the "Hiring Questionnaire" of the "Organization & Hiring Management Kit" to determine each doctor and team member's strongest styles. [Or you can go to the end of this PDF and figure out your strongest styles from the descriptions.](#)

The practice personality is the personality of the doctor, which is essentially the doctor's strongest style. And when the doctor is distressed, he/she will overuse that style and its symbiotic emotion. The analyzer's emotion is fear, the director's emotion is anger, the socializer's emotion is joy, and the relator's emotion is sorrow. Thus, if you are strongest in a style and are distressed, you will overly express your strongest style's emotion.

Doctors, who are strongest in the analyzer or director style, consider the *task* more important than the people involved in that task and may find it difficult to interact with others. Doctors, who are strongest in the relator or socializer style, consider the *people* more important than the task and may forgo the task to interact with or console others involved in the task.

A doctor whose style is very strong in a style will have few options to successfully deal with a situation when distressed, especially when his/her style is weak in the opposite style (their style attributes that are opposite). The director and relator styles are opposite as are the analyzer and socializer styles. Thus when strong in one style and weak in the opposite style we are doubly strong in the strong style and doubly weak in the weak style since they can't balance each other out. A director's anger will cause disconnection from another and the relator's sorrow triggers the need to reconnect. If out of balance, this won't happen.

There is no perfect doctor personality for successfully operating a practice, although *moderate* personality styles fare better than strong personality styles. That's because they have a good balance of experiences (memories) to choose from, to deal with a situation. Ideally, doctors who are *moderately* strong in one people-style and *moderately* strong in one activity-style, while *moderately* weak in one people-style and *moderately* weak in one activity-style are the best equipped to handle the people and task demands of the day. Unfortunately, this style is only found in about ten percent of the population.

Thus, for the doctor with a strong style to be optimally successful, he or she must try to balance his or her personality with that of the other team members in order to please as many patients and referrers as possible. The practice is perceived by patients and others as a culmination of all the people in the practice. And if a doctor is wise, he or she will make sure that his or her practice has appeal for both people-oriented and activity-oriented patients and referrers. People-oriented people get along better with other people-oriented people and task-oriented people get along better with other task-oriented people.

To have a *balanced* practice personality account for the following when hiring:

- Test and hire all your team members and see how well they *naturally* fit their positions.
- Employ team members whose strongest style *balances* the doctor's strongest style or styles.
- Employ team members whose *thinking style* (pace) does not conflict with the doctor's.

The Doctor's *STRONGEST STYLE* Must Be *Balanced*

The receptionist must be strong in the relator style to instantly establish rapport with every known and new caller. The TC must be strong in the socializer and relator styles, to be a natural salesperson for getting people started in treatment. The bookkeeper must be strong in the analyzer style, to be naturally inclined to handle the logic and accuracy required for bookkeeping. Thus, the only team members that can balance out the doctor are the clinical team that can be a blend of analyzers, relators, socializers and directors. It is best that they be chosen to have styles that the doctor is weak in or that are opposite to the doctor's strongest style. Unfortunately, opposite styles tend to annoy each other when together for long periods of time, so it is best not to have *all* team members opposite to the doctor, just enough. Some strong-director/weak-relator doctors tend to hire only strong-relator/weak-director staff, totally unbalancing the practice.

When the doctor is a strong ANALYZER, you need to have more team members with strong socializer styles, especially when the doctor is weak in the socializer style.

- The TC *definitely* needs to be strongest in the socializer style.
- *At least* one chairside assistant should be strong in the socializer style.
- *At least* one chairside assistant should be strong in the analyzer style.

When the doctor is a strong DIRECTOR, you need to have more team members with strong relator styles, especially when the doctor is weak in the relator style.

- The TC must be strong in the relator and socializer styles and hopefully moderate in the director style.
- The receptionist *must* be strong in the relator style and *not too weak* in the director style.
- One or more chairside assistants should be strongest in the relator style.
- At least one chairside should be moderately strong in the director style.

When the doctor is a strong RELATOR, you need to have more team members with a moderately strong director style, especially when the doctor is weak in the director style.

- The TC must *not* be weak in the director style.
- The bookkeeper should be moderately strong in the director style.
- One chairside assistant should be moderately strong in the director style.

When the doctor is a strong SOCIALIZER, you need to have more team members with strong analyzer styles, especially when the doctor is weak in the analyzer style.

- The TC should *not* be weak in the analyzer style.
- One chairside assistant must be strong in the analyzer style.
- One chairside assistant must be moderately strong in the director style.

These simple rules for balancing the doctor's strongest style will go a long way in making your practice acceptable to the majority of your patients and referrers.

The Doctor's *PACE* Must Be Balanced

The practice pace is defined by the doctor's strongest *thinking style*, which can be slow, medium or fast. There are three memory attributes:

If the doctor has a **KINESTHETIC** thinking style the practice pace is **SLOW**.

- About 15-20% of the population is kinesthetic, which is found in the analyzer style.
- Kinesthetic doctors should have mostly auditory and one or two visual team members.

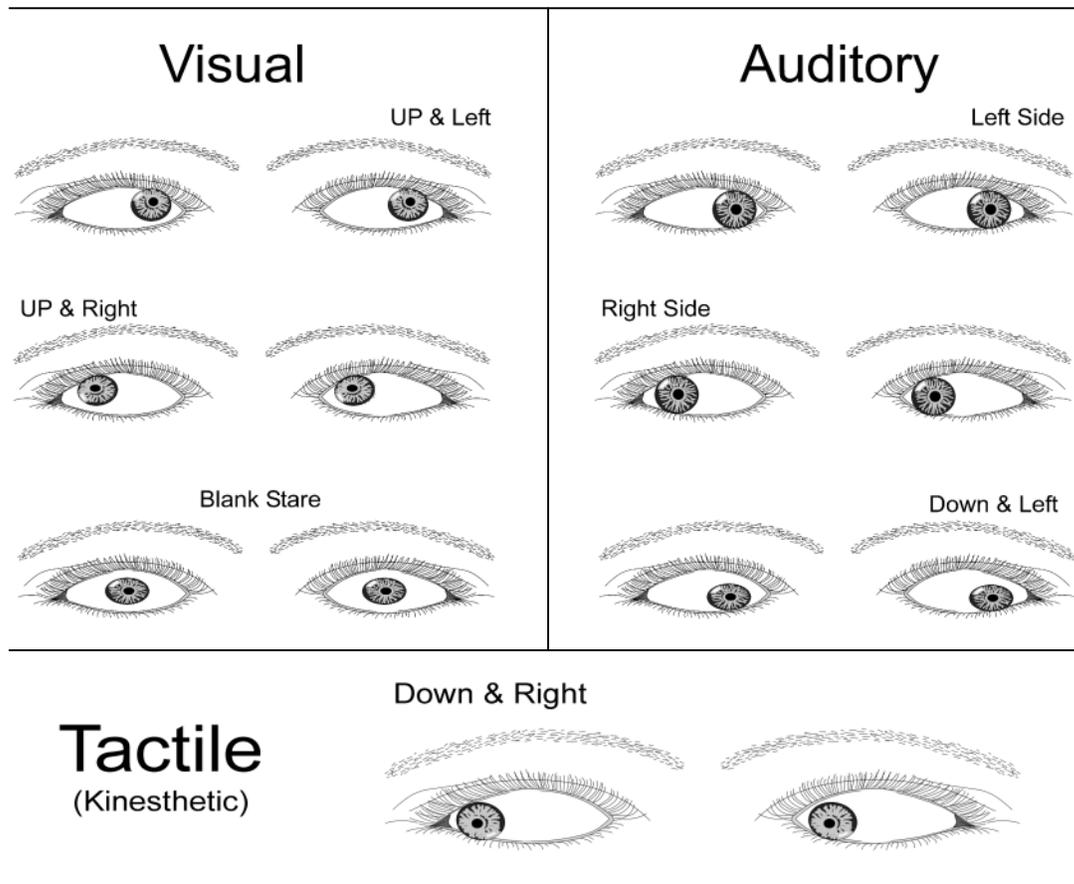
If the doctor has an **AUDITORY** thinking style the practice pace is **MODERATE**.

- About 30% of the population is strongly auditory, which is found in the relator style.
- Auditory doctors should have mostly auditory and visual team members and should never hiring kinesthetic team members.

If the doctor has a **VISUAL** thinking style the practice pace is **FAST**.

- About 50-55% of the population is strongly visual; all directors and socializers are visual; some analyzers are visual.
- Visual doctors should have almost all visual team members—although auditory team members work well—kinesthetic team members must be totally avoided. Kinesthetic team members feel guilty about keeping up in a fast paced practice and make everyone (who have to take over their tasks) miserable.

To determine your team's thinking style, just ask someone a question they don't readily know the answer to (for example, "What did you have for lunch last Tuesday?"), watch their eyes move and use the chart below to determine their pace.



Our Four Personality Styles

Relator (people oriented) Style:

- ☺ This style's people-oriented **Purpose** is "to maintain our connections"
- ☺ This style's **Symbiotic Emotion** is **Sorrow**; whose purpose is "to alert us to disconnection"
- ☺ The **Sensory Attribute** of this style is Auditory: we think in the sounds of words about *people*
- ☺ The **Motivations** we observe in people using this style are:
 - Others-directed: "only other's beliefs matter"
 - Others-concerned: "only others needs matter"
 - Indecisive: "I leave decision-making to others"
- ☺ The **Attitudes** we observe in this style are: agreeable, amiable, compassionate, considerate, empathetic, gentle, humble, kind, lenient, loyal, obliging, patient, protective, submissive, sympathetic, tolerant, trusting, worrisome.

Director (task oriented) Style: (Opposite to the Relator Style)

- ☺ This style's task-oriented **Purpose** is "to attain results"
- ☺ This style's **Symbiotic Emotion** is **Anger**, whose purpose is: "to alert us to confrontation"
- ☺ The **Sensory Attribute** of this style is Visual-action: we think in action pictures about *things*
- ☺ The **Motivations** we observe in people using this style are:
 - Self-directed: "only my beliefs matter"
 - Self-concerned: "only my needs matter"
 - Decisive: "I make decisions to get results"
- ☺ The **Attitudes** we observe in this style are: adventurous, aggressive, arrogant, assertive, competitive, concise, critical, demanding, distant, dominance, faultfinding, independent, persistent, pioneering, temperamental, tenacious.

Socializer (people oriented) Style:

- ☺ This style's people-oriented **Purpose** is "to interact with our connections"
- ☺ This style's **Symbiotic Emotion** is **Joy**, whose purpose is "to alert us to our connections"
- ☺ The **Sensory Attribute** of this style is Visual-action, we think in action pictures about *people*
- ☺ The **Motivations** we observe in people using this style are:
 - Gain/pleasure: "I seek out gain/pleasure"
 - Possibilities: "I do what seems gratifying"
 - Similarities: "I trust most situations"
- ☺ The **Attitudes** we observe in this style are: boisterous, carefree, careless, charming, creative, enthusiastic, exaggerative, exciting, expressive, fickle, generous, impulsive, inspiring, inquisitive, persuasive, playful, positive, talkative, and teasing.

Analyzer (task oriented) Style: (Opposite to the Socializer Style)

- ☺ This style's task-oriented **Purpose** is "to unerringly proceed"
- ☺ This style's **Symbiotic Emotion** is **Fear** (whose purpose is: "to alert us to danger")
- ☺ The **Sensory Attribute** of this style is either:
 - Visual-words: think in visualized words about things
 - Kinesthetic: think in tactile sensations about things
- ☺ The **Motivations** we observe in people using this style are:
 - Loss/pain: "I avoid loss or pain"
 - Necessities: "I do what I am obligated to do"
 - Differences: "I distrust most situations"
- ☺ The **Attitudes** we observe in this style are: cautious, conventional, diligent, disciplined, logical, methodical, meticulous, modest, negative, preparative, reserved, respectful, self-conscious, self-controlled, shy, tactful, tedious, thrifty, touchy.