

Chapter 8

Dreamer-Realist-Critic

In any high performance team—business, family, or marriage—there are always dreamers, realists, and critics. This chapter explores additional ways to motivate each one.

- **Dreamers** are more *toward, options, difference*. They are also more *visual, big picture, and future-oriented*.
- **Realists** are more *toward, internal, procedures, active, and progress*. They are also more *detail-oriented and firmly rooted in the present*.
- **Critics** are more *away from, difference, and internal*. They are also able to use *big picture-detail, past-future* to make comparisons and evaluate the possible consequences and failures of any activity.



Visionary–Realist

*Hindsight is useful for
sharpening your
foresight.*

Peter Schwartz

Big Picture–Detail

Visionaries easily grasp the whole situation. They like to think top down. They like the view from 30,000 feet.

Realists like the nitty-gritty, nuts-and-bolts of things. They like to think bottom up. They like having both feet on the ground. Realists like to live in the present..



Big Picture-Detail

One of the most important patterns in visually-oriented people is big picture-detail.



Big picture people are dreamers and visionaries. They like to see the whole panorama of possibilities, understand the broad scope of an issue before they get into the details. They actively resist getting into the details before they understand the global nature of the issue they are addressing. Big picture people get into trouble by constantly expanding the scope of a project. They can focus on the details of turning the big picture into reality.



Detail people are implementors and doers. They like to get a grip on the details first. They like to get in on the ground floor and understand everything as it builds up. Detail people can get into trouble by working hard in an area that is unrelated to the overall mission and direction. They can spend a lot of time toiling in the wrong fields. Detail people can learn to look up periodically to determine if they are on track or off course.

Goal achievement often relies on the ability to chunk large tasks down into smaller chunks. This is the special skill of detail people. People who have difficulty setting and achieving goals often benefit from learning how to segment projects into manageable tasks.

Time



*“My, my you certainly do have your life planned out,
this resumé covers past and future.”*

Past-Present-Future

People too narrowly focused on the **past** have a hard time being in the present. They often miss the pleasures of today and fail to plan for their tomorrows. They may be considered out of touch, but they may enjoy history. Anyone can learn the mental skills of stepping into the future and living in the present.

People who live in the **present** moment will enjoy today. They may not, however, learn from their past or plan for their future. They can learn how to access the past and the future.

Future thinkers may spend all their time imagining the future and never really enjoy the fruits of their earlier planning. They can learn how to be present and use the past.

See-Hear-Feel

Seeing people use visual words in their language, words like: *see, clear, paint, picture, view*. Highly visual people include painters, architects, and graphic designers.

Hearing people use auditory words like: *hear, click, ring, sounds*, etc. Auditory people are often musical or lyrical in their use of language and sound.

Feeling people use kinesthetic words like *feel, touch, warming up, leaves me cold, grip, handle*, etc. Donald Trump, in *The Art of the Deal*, said that no matter how good a deal *looks* on paper, if it doesn't *feel right*, he won't do it. (His strategy: see-feel.) The best athletes also say they can *see* someone do something and *feel* how to do it in their body. There is very little internal chatter in top athletes.

Convincer Strategy

Ask: How do you know if ...?

- someone has done a good job?
- a product works well?
- a company provides good service?

Listen: seeing, hearing, reading, or doing

Ask: How many times do you need to (see, hear, read, do) to become convinced?

Listen: 1, number, period of time, never

Motivation

Repeat for the number of times necessary in the optimal format for acceptance.

To motivate these types of people, you must first establish rapport. To more easily motivate visual people use colorful words. To motivate auditorys, use musical words and tempo. To motivate kinesthetic people use words that have some weight to them. Seeing, hearing, and feeling words are powerful ways to create and build a connection with another person.

Convincing People

Ever notice that it takes people time to become convinced to do something, to take action, to adopt a change? People become convinced in three main ways:

- visual - seeing
- auditory - hearing, or reading
- kinesthetic - doing

Becoming convinced may happen instantaneously or it may take some time. There are four time frames to consider when attempting to convince someone:

- only once
- a number of times
- over a limited period of time
- every time

To find out how to convince someone, ask them a couple of questions:

How do you know if something is a good product? or
How do you know if someone is good at their job?

The answer will typically be: "I see, hear, read, or do..."

Then ask: "How many times do you need to (see, hear, read, do) to become convinced? The answer will usually be one of the four above. Given their answer, you will know how many times you will need to present an idea and in what format you need to present it to be accepted.

One study at the Space Defense Command found that presentations in the target general's preferred mode increased productivity 2.5 times. When presented in a less preferred mode, the general typically asked for revisions and additional presentations to become convinced of the data's validity.

So how do they want to see, hear, read, or do it, and how many times? Traditional sales literature suggests that it may take up to seven visits to make a sale, but it may take far fewer if the information arrives in the form the client prefers.

Summary

There are many ways to create deep and lasting rapport that will allow you to more easily influence the people in your life. You might consider creating verbal rapport with seeing, hearing, and feeling words. Or you might expand or narrow the scope of your presentation. You might present your ideas in the manner your client prefers and just the right number of times. And you can tailor it to match their sense of time—past, present, or future.