

Chapter 5

Innovator-Processor

As I've mentioned before, when my wife and I come home on Friday night, the whole conversation usually goes like this:

"*What do you want to do?*" I ask. (*External*)

"I don't know, *what do you want to do?*" she replies.

"Well, we could go to a movie *or* we could go out to eat," I say. (*Options/toward*)

She says: "Well, I *wouldn't* want to see anything too violent and I *wouldn't* want to eat too much." (*Away*)

"We could go see the new romantic comedy, *or* we could go eat a Piccolos," I reply. (*Options/toward*)

"Why *don't* we do to the movie *and then* go out to eat." (*Procedures*)

Innovator–Processor

*If you follow all the rules,
you miss all the fun.*

-Katharine Hepburn

*There is always one best
way of doing things.*

-Emerson

Options–Procedures

Options people need choices, but if you have trouble deciding or you hesitate because there might be a better option, limit yourself to three alternatives and pick one. Do you have a hard time completing projects? Following a recipe is another way to accomplish your goals.

Procedures people like routine, habit, process and procedure. Do you have problems when a familiar routine stops working or doesn't work in a certain circumstance? Develop a procedure to follow when your processes break down or stop working. Develop a process to deal with the unexpected.

The first two lines show that we are both *external* to each other, which makes it hard to make a decision. Then I offer two general *options*: eat out *or* go to a movie. She responds in *away from* language about what she wants to avoid. I respond with two more specific *options* which meet her criteria. Then she responds with a *process* for sequencing the two options. (Understanding our language differences probably saved our marriage.)

So far, we've covered *toward-away* and *internal-external*. The next motivation program involves *options* and *procedures*.

If I asked you a question like: "Why did you choose your current job or relationship?" would you tend to respond with a list of criteria-reasons *why* you chose your current job, or a story about *how* you got the job?



- **Options** people give a list of criteria—challenging, flexible, freedom, etc. Their answers often sound like a smorgasbord of possibilities. Options people can answer this "why" question easily. Options people, by their nature, spend so much time on finding all of the options that they have a hard time finishing tasks. They like choices.



- **Procedures** people can't answer a "why" question. They answer the question: "How did you get your current job?" They tell a chronological, step-by-step story. Processors can follow a process, but can stumble when the process no longer works. When the market changes, you need to adapt to it.

Questions & Answers

Ask: Why did you choose your current job? Relationship? Product? Service?

Listen:

- Series of words or short phrases (options)
- Story about how you got the job, relationship, or product (procedures)

Motivating Language

Innovator	Processor
alternatives	step-by-step
options	process
freedom	procedure
break the rules	the "right" way

Think of jobs where processes have to be followed rigorously--airline mechanics, nursing, radiology, or running a fast food restaurant. Would you hire someone who is *options-* or *procedures-oriented*? In jobs where consistency is essential, procedures people are a good choice because they enjoy following a process.

Now imagine a job like leading a high-tech company, inventing things, reducing costs, reinventing a process, or just making improvements. Would you want options or procedures? Changing the world requires options thinking, but we can't stop there. To think up the change is one thing, but to deploy it is another. Many high tech companies have failed because the founder was a great options thinker, but failed to implement procedures to ensure continued success.

In a business relationship, these two opposites can drive each other crazy unless they recognize the benefit each provides. Research and development often drives manufacturing crazy with each new enhancement. The options thinker imagines new ways of doing things and the procedures person can figure out how to implement them. Together, they are a powerful team.

Motivation

Options people say: "So what are our choices?" "Have we investigated all of the available alternatives?" Motivate them by offering "what" to do and let them figure out "how" to do it. "We need to deliver our service in half the time." Options people like to break the rules.

Procedures people say: "What's our plan?" "What's the next step?" Motivate them by creating a specific plan

or giving them step-by-step instructions. Avoid giving them choices. Because unless you tell them how to move forward, they can get stumped. Procedures people like to do the right things the right way.

Marketing

Once aware of this pattern, you'll begin to see and hear it in modern advertising:

Outback Steakhouse: *No rules, just right.*

Oppenheimer Funds: The *right way* to invest.

How can you, like Outback Steakhouse, use this language pattern to frame your product or service as both an option *and* a procedure? Could Oppenheimer Funds reach more clients by saying: "The *right way* to invest from a *variety* of funds.

Careers and Hiring

As you might imagine, this motivation program is critical to success and happiness in a career. A procedural person will be miserable in an innovator's job and vice versa. Which one are you or can you do both?

When it comes to hiring the right person for a job, you need to figure out if they will be required to mainly do procedural or variable tasks. Then hire appropriately. Because we feel comfortable with people who are like us, innovators tend to hire other innovators and processors tend to hire more procedural people. To create and develop a more productive team, match people to the job they are hired to do, not to the way you think.