



How to get on with anyone

Catherine Stothart

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A civil engineering surveyor has to get on with people as a key part of the job.

Whether that is the people with whom we work, subcontractors, clients or the public, Catherine Stothart offers a positive way of recognising problems. More to the point, she offers ways of changing or amending your style of negotiation to get the best out of anyone. Ms Stothart has divided the styles into four categories:

- Navigator – ‘What’s the plan? Let’s get it right’
- Mobiliser – ‘Let’s get it done now!’
- Energiser – ‘Let’s get started. Let’s do it together’
- Synthesiser – ‘What results do we need?’

Clearly, they will all rub each other up the wrong way. For example, a navigator wants a plan and a mobiliser wants to just get on with it. The first part of the book focuses on the four styles and how to recognise your own style with some interactive tables helping you to measure your own preferences. In essence, if you prefer to direct the action you are likely to be a navigator or mobiliser. If you tend towards informing people you are probably a synthesiser or energiser. The other half is whether you respond as a navigator or synthesiser or initiate as a mobiliser or energiser. This gives a matrix that engineering surveyors can easily understand.

	Responding	Responding	
Directing	Navigator	Synthesiser	Informing
Directing	Mobiliser	Energiser	Informing
	Initiating	Initiating	

Having worked out what your own basic style and approach is towards problems, Ms Stothart turns to how you need to recognise other people’s style and amend your approach to work best with them. Ms Stothart has a brilliant quote looking at the overall outcome: *“There is also potential synergy between all the styles when they work effectively together. Each style brings something important to the team at work or to the family and friends at home. Mobilisers and synthesisers bring a focus on the outcome or task, energisers bring a focus on the process for involving people, and navigators bring a focus on the process for planning how to achieve the task. These are the ingredients for a high performing team (or a happy family).”*

A key part of deciding someone’s style is to listen. Ms Stothart says that: *“Truly active listening includes not only giving physical signs that you are listening (making eye contact, nodding and vocalising), but also asking questions, reflecting back and summarising what the other person has said to show you have understood it.”*

The final chapters look at enhancing self confidence and building resilience and there is some really useful advice for all of us. Ms Stothart finishes with a quote from Maya Angelou which wraps up her thoughts and advice succinctly: *“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”*

Peter Hallsworth, Chair, ICES Professional Standards Committee