

2.2. PERSONALITY TYPES

2.2.1. RULER TYPE

2.2.1.1. GENERAL FEATURES

The denomination of „ruler type” refers to clearly isolate the central train of thought of these types of people. The psychological systems approach to the different types in a more delicate way, they do not use clear names so as not to be offensive to anyone. In my theory, the respect of these sensibilities makes little sense, as on the one hand a dominant person will never have any problem using this denomination, on the other hand, that’s not the reason why the other types of people evade them.

However, it’s very important to immediately associate the picture you will personally experience from these types during the identification. So keeping in mind the effectiveness, let’s stay by this denomination, and don’t try to hide these people behind a mask of „dominant” or „leader”.

The central element in their life is that they want to rule the situation, others, they want to overcome their colleagues. I even might add – not so quietly – that they aren’t driven by a noble goal, but simply because of the pleasure of ruling. I’d like to start by emphasizing that neither types of man are positive or negative. They are genetic, psychological abilities that shouldn’t be judged neither as negative nor positive. Each type has advantages, disadvantages, and the possibility to live up to or waste the potential is in the person’s hands!

The ruler type is determined and in most cases has the best management skills. He’s able to induce others to follow him, and he can build up and be in power. The focus is always in the power and its enforcement, don’t forget that.

The ruler type is thinking in long-term, he can see the “big picture”. He has a vision, specific

objectives to be achieved, and is able to motivate the people around him, arrange and organize their tasks. He is a person of character. He is someone who enters into a room, and as they say he “is there”. In most cases he is violent, since his purpose is to be met through thick and thin, exploiting anyone. We shouldn’t be offended by this. Taking advantage of people in his eyes seems natural. This doesn’t mean that he doesn’t take other types of persons into account – although it’s not far from him – but he only pays attention to someone until he is needed in his goals. After achieving his purpose if there are no more benefits with the relation, he moves on without any problems. The task is finished, done, that’s it. Of course, this attitude is presented differently by a ruler type of an IQ level of 100 and 150, but do not be deceived, we’re talking about the same thing, maybe served in a window-dress. That’s why they used to say that a good leader, who wants to succeed in the long run, must surely be a ruler type and should have the corresponding required level of intelligence to indulge in this role. It’s so true!

There selfishness and too much confidence are usually the most common errors. The most common pitfalls for them are superficiality, not to analyze things in the required depth, and the lack of dealing with the snubs derive from it. The ruler type usually doesn’t learn from his own mistakes and ignores others’, so many times he’s going head against the wall. He must be a certain age before he matures to be a person with analytical values to „think first, or ask before breaking the wall”. But if he gets over this stage of development, he can become an almost essential leader within an organization. The ruler type believes in results and effectiveness. He wants to see it in plain, apparent, described, demonstrative figures. Therefore, it’s easy to reason with him in business. There’s not much room for emotions in his life, „money talks” exclusively. All his life he wants to prove his successfulness first to himself, than to the outside world as well. Of course the results must be polished up a little, after all he’s good in self marketing, he wants to dominate the milieu.

It is very important to him, to see the immediate results of his successfulness, so if someone wants to open his ears for a few words, he needs to show his “appreciation” to him. Vanity is supposedly an ugly feature probably this is why he doesn’t cry it from the house-tops. But if you are to stand against a ruler type, you must be aware that you will find some degree of vanity.

In Hungary after the change of regime and the inrush of international companies, the ruler type was the model. We needed leaders who would bang the table if necessary. We needed vendors who if they were thrown out the door climbed back in the window. Only the ruler types are capable of this. When the theory of leadership was taught, usually the “delicate” features of this type were in the curriculum, for it was the example to follow. Due to this fact, most people try to slip into this model in their workplace to this very day. Be assured, this type is unbeatable in protecting his interests and unpleasant opponent in the business.

However, it is also important to be noted that the ruler type is almost incapable of maintaining long-term human relations. After all, if the people are not important to someone in the first place, it's very hard to try to show the exact opposite. Therefore, it's typical of a ruler type to build up something in the business much faster than other types, but at the same speed he can also destroy it. So his life is a continual „building-destroying”.

To him the most important is to maintain the status he fought for, and to transmit it to the outside world with various image elements. For this status he can do great sacrifices, many times he feels disunity with himself, destroys his family life, and even loses a secure job. I want to emphasize the significance of the level of intelligence, for this index greatly determines the impulse and what, when, how one does certain things.

2.2.1.2. IDENTIFICATION

The 3B system uses standard criteria to identify the specific types. Let's see these in the focus of the ruler type.

Wardrobe

On a training or business development many are surprised to find that information derived from dressing plays such an important part in our thinking. The people, who doesn't have any knowledge about the system, most commonly complain that dressing is the easiest way to deceive the world as to what you wear doesn't necessarily reveal anything about your personality, you might just try to hide the real you beneath a nice dress.

Well, the 3B system is not so easy to fool. By the dressing we don't just examine the “what” – although it is a very important identification – but mainly examine the “why”. The most important is not that someone wears a Burberry, though it may be a telltale sign. The more important thing is that how one justifies one's decision, if one should give a sentence or two. Identification of the ruler type is usually the easiest task which even novice system users can safely take after a successful training. The greatest danger however in the confident identification of the ruler type is the lack of proper analysis of the „why”. As I have said before most people want to play this personality type at work, and unfortunately a lot of times even in private life. So we meet a lot more people in ruler type dressing than as many ruler types there really are.

To present the status to the world is an essential element, hence the focus on brands in clothing. Choosing the right brand is critical in the life of a ruler type. The brand should clearly state the material resources of the person, which immediately deduced for anyone how high the person's position is. The brand choice, the assessment is probably the biggest problem in the use of 3B system, as we like templates, and using our own head.

The brand we esteem highly, we try to extrapolate it to the type identification, which is a blind track. With the ruler type the brand must be identified parallel to the environment!

The status is completely different in Budapest and in the country. A completely different clothing collection is needed to present the position in Hungary, Europe or overseas. Losing the sight of this can throw us off.

We can not say that Marlboro Classic is not a brand of the ruler type while the Armani surely is. There are many market researches to confirm this from my practice. It was a complete surprise to me to see the results of a street inquiry research the first time I used the 3B system. One of the questions was obviously about the dress code, focused on assessment of the brands. The man in the streets identified – I would emphasize that it was a rural, small town – the brands that hold status symbol. People could choose among different jeans brands. To my surprise the brand Diesel was the absolute status symbol, Levi's was still recognized by many, while Armani was despised, because – I quote – “you can buy that for two thousand in the market”. So yes, the status is a local issue. In Budapest, if someone wants to express their dominant position say in the area of suits, buying an Armani is certainly a good choice, because a classic one doesn't exist below 400-500.000 Ft. In the beginning of my carrier, in the early 2000s, I clearly remember that a Boss could perfectly show the status in the business. The only available Hungarian dealer sold these new suits for about 300.000 Ft, so the one could be sure that buying one of it will show the perfect image. Then the times change, and the ruler type must always move forward. For them, the status is mainly about the price, so they try to focus on those brands that are very difficult to pay for others. Of course this mania to spend is always adapted to their position or above a little. The ruler type always wants to show a little more power and money to the people, so they are the perfect buyers for the premium clothing sector.

In addition to the „money smell” the brand must fulfill another important factor: it must be exclusive, difficult to access. It's not considered to be a real premium, if anyone can get it easily. It is sometimes important to pay extra energy purchasing the brand, because then other types of people are not necessarily

taking it upon themselves, so they can really be members of an elite circle. On the other hand they don't strive for uniqueness or specialty in fact it is considered dangerous. Only those are acceptable for them, which are easily recognizable by others and almost instantly communicate status. They love signs that are clearly identified. A barely visible mark on the shirt – doesn't go well with a suit – like a Burberry or Armani logo is always preferred. Beyond the suits on other expensive clothes it's unimaginable not to have some easily identifiable logo for its status. Of course, the world is changing much – though the expectations of the ruler types are quite standard – and the biggest manufacturers tried to move towards the theory “the brand expresses itself, without the logo”, but it's cold comfort to the ruler type. The better if the t-shirt has a sign of Bikkembergs or Yohji Yamamoto, since this last says “I had to pay at least 50.000 Ft for this piece and it wasn't really a problem”. The ruler type is not fond of emerging brands, as they have not yet obtained the recognition, or built up the beliefs, from which they want a part with a piece of clothing.

So the most important element of identification is that the dressing of a ruler type has a “smell of money”, he spends much on clothes, he considers it important. But this statement is not enough for salvation! How can we screen those bogus ruler types based on the dress information?

The brands are not the signs we're looking for a clever man wearing a mask will also pay for the status dressing as well, even if he experiences the pain of a tooth extraction at the cashier. However, an experienced 3B user cannot be misled in identification. The most important dress code characteristic of a ruler type is that he not only buys these status clothes, but can really wear them as well. People wearing the mask are very easily recognized by the “not feeling well in my clothes” vibe they almost always give off. A good brand but in the wrong size, or they're just don't know how to wear them. It's easy to recognize for an experienced businessman. In the worst case some even leave the logo on the suit, presenting the brand; you must have seen it with your own eyes!

What brands are the ruler types in the Budapest business world wearing currently? In general the place of purchase is quite easily identifiable – at least in the top business circles – and it is focused on the Andrassy Avenue. Armani, Dolce & Gabbana, Burberry, and even Boss are considered to be good

choices. Think about the fact that a single Burberry London shirt puts you in the 60.000 HUF price level, and I think we can boldly say that the wearer is a prosperous businessman. And we ARE saying this.

If you have only a little experience in the identification of dressing codes, you are still not lost, for 3B system goes into more detail regarding this area. As mentioned above, the ruler type wants to communicate his status to the outside world. He wants to be certain and doesn't leave anything to chance. And so he doesn't only buy the clothing, and wears it well, but he communicates it to the partners he's speaking to. During a conversation if someone comes forward with the brand and its high price even if in a funny way – we can be sure we're dealing with a ruler type. Furthermore there are specific test questions available. After the dressing information we need to identify the "why"! In other words, we need to know why he decided to wear that brand! This is the question the unsuspecting mask-wearers are not prepared for! After a question like "why do you buy Dolce & Gabbana T-shirt?" the answer "because it's good quality" raises a smile on my face. I don't doubt the quality of the big fashion brands –ok, mostly I do – but a ruler type would sooner cut his own tongue out than give a practical explanation for his wardrobe. For him, this is not an option.

Workplace environment

While in case of the dressing code the hardest job is to recognize the „mask-wearers”, in the case of assessing the work environment the proper interpretation of the proper signals is the most challenging. It's because we can only make the changes as we please in our work environment above a certain position, and even then there are outside factors we can never truly influence. But the way we try to shape our environment while accepting the external circumstances certainly says a lot. In the basic psychology of the 3B system we must focus on this!

The environment of a ruler type is, as they say, very impressive. Like in every other aspect of his life, he lays great emphasis on status items. A leader's office will look the part just right. Many people write this

issue off by saying that the office of the ruler type is of modern design, since he wants to keep pace with new directions and the design is important to him. I would emphasize here that the ruler type leader will always be focused on that whoever enters the office should be well aware of the real value of the items, as this is his main objective. The modern and sometimes unsuitable chairs or the specially designed "who knows where the front or the end is" table clearly indicates a ruler type. But in some cases he makes the opposite decision and chooses an antique style. In each case it's easy to feel the money-vibe upon entering an office like that. Another ruler type will recognize and acknowledge this, but other personality types feel a little uncomfortable when entering the boss's office and often treat it as "it's his sanctuary". But it's all right, for somehow this is the goal with the mystification.

If the presence of money has still not convinced us, we may search for signs of glory. I've been in many offices of ruler type leaders and saw a lot of interesting things. One or two trophies – which otherwise have nothing to do with the „core business”, but display the accomplishments of the office's owner – or a degree hanging in front reveal a lot. The diagrams and newspaper clippings showing the progress and development of the company are also part of the whole. All this is from the time period that our leader was the manager, since this is the whole point of it. Before anyone jumps to the conclusion that this is a negative, exhibitionist person, I want to add quickly, that the ruler type uses these items to see his achievements day-to-day. The diagram is for him as well – it's no problem if many others see it too – he wants to experience success, that pushes him to new ones. Let's come to the point, a certain degree of vanity and egoism is essential in the life of a ruler.

Other features of his work environment are the minimal but acceptable differences to separate positions, powers. It's certain that a leader of this type wouldn't sit in the same environment as his assistants, and certainly wouldn't use the same machines as they. It must be clear who the boss is. Referring again to the intelligence, which determines basically the extent a ruler type "pushes himself". Stepping into an office like this we feel that everything is in place. The seating and placing of people points to practical and efficient work. Everything is centered on professionalism, not human relations.

We have discussed what can be found in the office, but it is worth to mention the things that are clearly

not expressing a ruler type businessman. A disordered, chaotic environment, papers all over the table. No “unity” in the furniture. Or if the environment shows a kind of “friendliness”. If there are flowers or any other cozy elements. But also an office that is arranged and ordered in an almost compulsive manner. The interpretation of a family photo is usually a central issue. There is a type of man, who is characterized with an innate longing to see his family every day at work, so he smuggles a picture of his loved ones in. It’s not rare with the ruler type to have the picture of his wife and children on the table. The environment as a whole should be interpreted. The ruler type puts up the picture of his family for a totally different reason. While for the people-centered type (we’ll talk about them in a later chapter) it gives strength, the ruler type is controlled by pride. They are there not so much for himself but more for his environment. Not because he doesn’t love his family members as much, but because at work he wants to concentrate on work, and doesn’t need to see their picture to have the feeling – but it’s good to take pride in them.

Material objects

Another thing to undoubtedly identify the personality type. Objects around us can expose us easily. Cars, cell phones, computers, laptops – all clearly identify the psychological character of the owner. However, our employer may exercise great influence over the devices that surround us. The bigger our company is, the more it is characterized by “conventionalization”. I always caution the participants at a training against blindly following the solutions that are derived from the objects! Not surprisingly, the presentation of status is the main issue for the ruler type. If company policy does not allow him to indulge in this, he won’t give much attention to this in the work environment. He won’t put his mobile phone on the table for show, and won’t talk about his car in front of a stranger. However, the ruler type is resourceful if it’s about the image elements. He spares neither trouble nor expense to buy the mobile that matches his spirit on top of having one of the company’s fleet of mobiles. They are the ones who have the right brand of laptop and desktop computer even if the company is not willing to on it.

What should we be aware of? Let’s get into a little brand analysis! In my experience the status level of mobile phones vary the fastest. I guess this has been pretty obvious for everybody since this field has seen the highest rate of development, every year the manufacturers pour out new devices. I remember a time, when the cell phone itself was the status symbol, but now today’s managers have a harder time. Ten years ago, there was a competition if Nokia or Sony Ericsson was the status symbol, but almost everybody agreed on that only the owners of these two brands can credibly communicate their leading positions. Today, these two brands disappeared from the toolbox of the ruler type. If we consider the current market, there are maybe three brands that remain an option. Of course we’re talking about businessmen so in general those are smartphones, which already show who the owners might be. Many would argue – in vain, since the following is based on the facts of thousands of studies – but today HTC, Apple and Blackberry are the only status symbols acceptable for the ruler types.

The order is also important. On the market of the mobile devices, Apple does not have absolute status! Due to the marketing policy of Apple the iPhone became a mass-produced item what a ruler type cannot accept. Despite the brilliant design, the apple logo which has a reputation of a premium category, because so many people use it, it leaves plenty of doubts in the mind of a ruler type. He doesn’t want something that anyone can buy! Today probably HTC manufactures units which communicate status the best. A few of these devices cannot be found at the service providers – this is important for the ruler type, as fewer people have the same device, so the more he can show his position by buying it – and it’s appearance, sometimes a little confusing, complex structure meet the definition of „premium” perfectly. Even the logo itself targets this clique clearly, which could be an unconscious result on the part of the manufacturer, but I doubt that. So these days a ruler type, who takes himself seriously, chooses a device manufactured by one of these companies. The Blackberry would also be a good choice but for a ruler type it’s too practical, and in design – although not in features and capabilities – falls way behind its competitors. Many people dispute this statement, suggesting that for example in the U.S. the Blackberry is clearly the symbol of business. That’s a fact. But that doesn’t mean that it would be a ruler type device. In Europe it has lesser significance, couldn’t really break into the market, which is due to –

amongst other things – the different distribution of the personality types in the U.S. and in Europe. In fact the ratio of the ruler type is not the biggest in the U.S.

I guess it's easy to realize from the thoughts above that the skills of a device is not a primary concern for the members of the ruler type, so don't extrapolate incorrect conclusions from seeing someone with the most professional device. But there's life beyond mobile devices. The next status device in line these days is surely the tablet. We can certainly find the tablet – though not the most important identification for the ruler type – among the accessories of this type as long as it is modern. He really valued it only at the beginning of the tablet-mania. The more people have this device, the more it's going to fade from lives of ruler types.

However, an Apple logo in the office can be a sure signal. (Except the above mentioned iPhone device.) An Apple Macbook or an iMac clearly identifies the ruler type. Because of its pricing, only someone with adequate income can afford such a unit. And for the appropriate income one needs an appropriate position! One of the best status symbol these days is Apple's super-thin laptop, the Macbook Air. It sure is handy and all, but for 400-500.000 HUF, we can surely say it's not all about usefulness. As I can see, in case of the rulers Apple has dominated the sector for years, and will continue to do so for a good while.

The next major issue is the car. If the person can choose the car himself, it can be an unambiguous answer to the question “what type of person is he?”. But let's face it honestly, even at very high positions, that possibility is quite rare, even if the ruler type can press his superiors in this issue very persistently. If it's his choice, today it's primarily going to be a German car. Definitely not a traditional Japanese and certainly not Italian, Spanish, French or any other brand from the south. 8-10 years ago many would have sworn on to Volvo, but thanks to the lack of maintenance of the brand's image, it's not the choice any more. Among the German cars, Mercedes leads the purchases for the ruler types. However, I'd draw attention to the fact, that to surely identify the type, we must test him by asking “why did you decide by this brand?”. Because another personality type may also choose Mercedes if the tests, publications

and opinions of friends convinced him that it is a safe, stable car. But the ruler type does not buy it for these features! The Mercedes logo is worth everything! Another popular brand is Porsche which is now available at a reasonable price in Europe. With a BMW a ruler type can indulge himself as well, or a Lexus, which in recent years successfully pushed his way up to this class.

Another important factor is the choice of color, both for cars and for different devices. The colors perceived as “hip” or “cool” always dominate. You cannot really imagine a ruler type speeding with a car colored irregularly or strikingly. So the fire red Ferrari doesn't identify this type, even if it has an enormous price. The ruler type isn't after the highest price, he wants it to be accessible by relatively few, and it should be a piece recognized by everyone, equipped with telltale logos. This is the biggest misconceptions even of the largest car factories. The Japanese are perfectly building up their business since decades, selecting the right kind of people for themselves. The European manufacturers try to follow different trends all the time. For me it was most informative to see the difference in strategic planning between Toyota and Audi, which was beginning to realize itself in their product-development about 10 years ago. It was clear that after dominating the mass market, Toyota wanted to move up. It was a dilemma for them whether to operate with the name Toyota and create a new premium category inside it, or should they just separate the companies even in their names. Toyota decided to separate, so Lexus was born. Audi was already successful in the higher segments but wanted to increase the volume of sales. It was a very simple solution. The already known status was to be introduced as a mass produced article, so at that time a horde of A4s appeared on the road, not in such a full edition, but for a reasonable price. The effect was immediate: Audi started to slowly fall out of the market of the ruler types, and from the premium category. But the calculations of Toyota turned out to be right, and in a few years Lexus has reached a very impressive growth even in the „lion's den”, in Germany. It was a big lesson to learn, that only something that is not accessible to the crowds will remain premium and will be sought by the ruler types.

Free time

What he does in his leisure time you obviously cannot read from your negotiating partners face, you have to talk about it. In other words, this identification is only accessible for us as a result of a larger discourse. It depends on the type of personality how easily you can access the certain knowledge. It's no surprise that this issue comes in the picture at the business-development stage, where we have the opportunity to question the subjects thoroughly.

As a result of his competitive nature the ruler type sets challenges before himself even when it comes to spending his free time. However, for the proper understanding of his answers much experience is needed, for we can easily misinterpret things. The most common answer for the ruler type is sport. Sport can be a favorite activity for all personality types, but the ruler does sports differently. It's not the sport itself that gives him joy, he doesn't delight in the time spent with friends, and doesn't believe in "it's not about winning, it's about participating" principle. In general, he chooses power sports. Next to his carrier he pays attention to fulfill his expectations in sport as well. He doesn't just hike, but tries to reach new records. He doesn't just go to gym regularly, he wants specific results in muscle growth, the same with jogging, if he cannot see improvements in his record, he will give it up. It's extremely important for him to constantly prove to himself in life. So the answer shouldn't be as short as "I do sports". The essential part is what kind of sport and for what reason he exercises.

A typical error in identification is not being able to distinguish between leisure time activities and stress-relief activities. After a stressful period of time people typically prefer the favorite activities of the opposite personality types. Thus, it's quite typical for a ruler type manager, that after an intense period, he stays at home and withdraws from communication and any exercise for a short time. These recreational activities are not a feature of this type, it's simply about gaining new strength. Basically, we can say that if a ruler wants to spend his free time pleasantly, he surrounds himself with his status elements. This may include his family, his dog, his favorite, branded car and much more. His leisure time is usually organized, doesn't rely on chance, and he's not very fond of unexpected situations, unplanned surprises.

Character of communication

Although many systems performing psychological identification indicate communication as the most important source of information, 3B ranks it a little further back adding that this area is important as well. However, this issue is the easiest to "fortify". A decent manager has certainly been to many communication trainings, and probably learned a number of techniques that defy his own personality type. Therefore, in my opinion a beginner system user should avoid the area of communication.

It must be made clear immediately that the ruler type wants to change his communication style the least, because he usually is the best of all personality types in this. They're the best presenters and performers. Their wording is open, strong and straight. Their voice and tone are particularly strong. Given that they usually think in big pictures, their drafts are very well structured, and they can keep the interest alive during the entire speech. The ruler type is specialized in transmitting the most important messages of the communication to the audience under any circumstances, in a way that goes as deep as the "genes". They respond very well to unexpected situations, are not afraid of being interactive, or facing a sudden question, and it's not a problem for them to be interrupted.

Unfortunately they can be over-confident about performing, and most of them consider preparation unnecessary after a while. Although the audience will surely not notice it, because of the continuity and flavor of the speech, but transmitting the message can be compromised, therefore inefficient.

They are not so pleasant conversational partners as a boss or a business partner. Since their focus is to show power, transfer and enforce their will, they're often too hard, hurtful, sarcastic and sometimes humiliating. If a ruler boss upbraids his subordinate, there will likely be tears, although the ruler leader always knows where to stop. His goal is to motivate people to do his bidding, so his aim will never be hurting for no reason.

Almost the same can be said about their business meetings as well. The ruler type is able to make a decision about a particular business issue very quickly. If his final decision is that he is not interested by the subject, he can very roughly, immediately close the conversation, being irrespective to the fact that maybe four people organized the meeting for six weeks, nobody can misuse his time unnecessarily. If he's interested though, and sees possibilities in the business, he can instantly switch to the relevant section of the conversation. I often get reports from sales people that the client was giving the product the big bird and told them straight up that he's only willing to buy at a very large discount. I always say this is only to check the "status" and test the sales representative. The ruler type tries to dominate his negotiating partner, to achieve a kind of despair in the partner and make him offer the lowest price. This negotiating technique flourishes in Hungary to the present day. Obviously the ruler types benefits from it, because only one in ten people may be a real opponent for them.

Clearly the ruler type uses communication to achieve his own goals. In general he communicates in words as he's especially fond of face-to-face situations. He solves conflicts personally, since his commanding presence can be a great addition to show his powers. He likes the theatrical manifestations of his position. He's willing to take part in conferences, various events, especially if there is a good chance to achieve success with a few sounding phrases, and the audience is not very professional to ask specific, deep, analytical questions. If he faces a situation like this, or a position where he cannot get away quickly, his communication gets more and more aggressive to protect his status at all costs. Thus, it's fair to say that the "biggest fails" are connected to the ruler types, as they generally have no sense, when to leave the stage.

His written communication – if he really needs to choose this form – is usually very bright and clean, the essence is easily comprehensible. His drafting is intermittent, almost declaratory. He hates periodic style, explanations and ambiguous statements. We'll get back to it in later sections, but in offers and letters written to him, special emphasis must be placed upon these properties. They're very sensitive about being properly addressed according to their status. Respect and recognition should be felt in every sentence, even if it may seem a redundant soft-sawder. For them it's not redundant!

2.2.1.3. DECISION-MAKING PROCESS

While identifying the types of people might be a good „game”, the information concluded from the identification can be a bit more „frightening”. This is exactly the point of 3B system: to determine when, how and on what principles will the person on the other side make a decision, how we can control it, at what points we can intervene in his decision-making process.

Deciding something takes a very short time for the ruler type. He assesses immediately whether the opportunity is favorable or not. This is the reason why he can give clear answers in business issues without any deep analysis. Of course it would be too nice if all his answers were perfect, although the ruler type stands by his case with the last drop of his blood even if he realizes that he had actually made a mistake. His decisions are determined by the “big picture”. Does the given opportunity, individual or resource support his goals or not? If yes, then he'll go for it, if not, than irrespective of all other factors he says no.

A significant factor in decision-making is the price. It's funny when an over-trained sales team wisecracks the routine answers that “the price determines everything” and “in today's economic situation, the one who gives a better price wins”. There are certain personality types, who do business like this, and it's completely independent of the economic situation, and there are types who we think do business like this. Well, the ruler type is the latter! Let's check out his way of thinking! He clearly wants to obtain products, services and resources, or even employees which have some sort of status symbol value, so if this “object” becomes their property, their status will rise too. These status products, services and people have higher price of course, but the ruler type likes this, and has no problem paying a lot of money for something. In fact, this transmits the appropriate image, because when something is expensive, only a few can buy it, so only an elite circle can obtain it, consequently if he buys he'll be a member of an elite circle. It's that simple. Yes, it might be shocking and against all teaching, but the ruler type pays high price for a product, service that is important to him with pleasure.

Yet the best businessmen returning home from different negotiations report, that the negotiating partner who was already identified as ruler type wants to squeeze an outrageous price from them, and if they do not yield, there will be no business. Yes, this statement is true as well! And as strange as it might sound, there is a correlation between the two. The ruler type wants the status, which is primarily expressed in the catalog price, or in the stability with which the seller can hold this price. In other words, the ruler type – before he would buy an expensive product for the presumed status – needs to check if the image is alright with the certain object. That is why he enters into an “outrageous” bargaining, dictation. If seeing this determination the other side drops the price significantly, he certainly won’t make a deal, because the seller clearly suggests to him that the price of this status is only a display price, without real essence behind it, since a large reduction can be achieved. Therefore buying this product, the goal of a ruler type will not be achieved, he won’t be a member of an elite circle, in fact he’d be a loser of a depreciated team. In this case he doesn’t want the product!

Another reason for the bargaining is when the product already has an unquestionable status and the ruler type knows this. But unfortunately he doesn’t have enough money for it, because the product is growing beyond his current capabilities, position, but he wants to appear greater. Then there is only one option: announcing the price he can really pay for the product. Obviously more experience is needed to recognize the difference between these two options, but it’s certainly true that with this price war we will never see the ruler type as our customer. By the way this has occurred in most domestic businesses after the economic crisis. Even the big luxury brands have fallen victim to this. Though there are some good examples who handled the period after the crisis with the proper technique. That was the time when the ideology and sales data of luxury brands in our country were published. The rule of Louis Vuitton was striking compared to all other principles. They shred the bags that are not sold in a collection. They have no traditional „sale”, like the majority of the high class brands – well, the mid-high class brands. They consider it important, that a Vuitton customer in any circumstances should be aware of the stable value of the purchased bag at all times. I would add, it’s also important for the customer that when another „Louis” user is coming towards her on the street, she can identify immediately that she also had to pay several hundred thousand forints for that little dangling item. This is how a product can position itself to be an elite, premium category.

References

There’s another common mistake the general business education makes about dealing with the ruler type in this issue. Each businessman is taught about the utmost importance of references, so as soon as possible, they should begin bombarding the potential customer with large numbers of existing references to reassure him that partnering with them is a safe decision. This might be one of the biggest stumbling blocks when dealing with a ruler type. It is because in the decision-making process of the ruler type, the existence of an alleged VIP position plays a major role. He doesn’t want to be one of many customers, as he wants to demonstrate his dominance to the world in all circumstances. For him being part of a large customer group carries the risk of being treated conventionally. So for him big clientele is repelling information. One should be careful with emphasizing certain references as well. There are encouraging names for the ruler type of course. But one must take care, as some reference companies, which might sound encouraging for other types, are likely to be repulsive for the ruler type. We should be cautious when throwing around the names of our biggest references, as if the ruler type realizes that from his sector many are already our customers, he might not want to be a “small fish” in the same pond. He wants to be “big fish” under all circumstances. That is, if in such a case we cannot convince him, that despite his lesser spending, he’ll be in a prominent position, than he certainly won’t not be our client, even if he’s otherwise impressed with our product, service.

The ruler type doesn’t like to try new things. New things are always doubtful: they might turn out well but might not! And with his status he’s never going to take risks. In other words it is likely he will never be first buyer. However, little experience is enough for him to see the future possibilities in a product, and this time his ruler heart begins to pound faster: there is no better deal than discovering a future success, and obtain it – since it’s new – in a starting price, and as being one of the “early birds” he can expect to be appreciated forever.

We are aware of the factors, and the speed of the decision-making process, so concerning the ruler type what is still worth mentioning is that they are “always right”. Like in the boss jokes about bosses, which were surely modeled after them. Make no mistake, the ruler type thinks very logically and realizes his

own faults over a short term. But we never want him to say it out loud, because it will certainly come to no good. Especially if he is a customer we don't want to try this, as he will never admit it, and will probably leave us, whatever it takes. He never considers his decisions. If it's about protecting his status, there is no mercy. No sane argument will convince him. He is capable of immediately giving up a position or business, even if it certainly means to throw a significant amount of energy and money out the window. Usually he doesn't withdraw his decisions, so we shouldn't build on this either. His biggest problem is that he will stand by his decision even if it was made based on superficial information. He sees the major aims, but never deals with their detailed, in-depth development. And there are certain situations when such planning is indispensable. In these cases, there's a very high chance for error. In favor of him we can say that he has extremely good sense for business, he can both "feel" and obtain the money.

Many consider the ruler type money-hungry, but it's absolutely not true! His life is determined by success and status. If a ruler type employee progresses to a leadership position, it means much more to him than say a 30 percent pay raise. In his case money is considered as a measurement of success. So when the ruler type speaks about or demands money, he's communicating "acknowledge me because I have done great things". Of course, in the world today there is no better expression of this than money. It occurred several times in my own practice, that the best salesperson, or key account manager was to be promoted as leader. There were of course many pig-headed responses saying that a KAM earning 1-1.5 million HUF will never leave this position for a leadership position, which gives him tops 1 million HUF besides he'll be an employee, while a KAM managing his own money with invoices can have a good net income. In this case, the advisor has a very simple response: let's look at his personality type. And by wonder, if he is a ruler type he'll give up half a million HUF salary per month to be able to command people!

I'm often asked that if the ruler type is so aggressive and difficult to handle, how can he be controlled at all. Well, this depends on the situation and the position. In my experience, the ruler type can accept

one personality only, the professional. Aside from this rare exception, he accepts only his own kind of personality type, so another type of person below his dominance level has little chance to lead or influence him. That doesn't mean that it is impossible for anyone to do business with him. However, the trite, "I recognize your greatness" approach must be used. Although this is exactly why he'll never consider the representative of other types as equal partner, but you still can make a deal out of it.

2.2.1.4. THE RULER TYPE AT WORK

As the topic of this book is business strategy, and because employees are significant "elements" of implementing the strategy, obviously it's important to devote extra time to look at how a particular type of man behaves at work, what are its advantages and disadvantages, if our employee is a representative of a certain type. Although in the course of identification and decision-making mechanisms the most important features became apparent, business development experience shows that it won't hurt to learn a few rules of guiding employees! Emphasizing my belief that there is no right or wrong type of person, everyone is valuable, you just need to find the right position for them. It's important to concentrate on the balance of the good and bad qualities as well.

The ruler leader

He only pays attention to people as much as a leader must. He doesn't really concentrate on human relationships but is aware that he needs good motivation for his employees to achieve his goals.

He's consistent, so it's very easy to adapt to his expectations, he doesn't change from one moment to the other according to his current mood. Checking is constant, so the employee can surely feel the control over him and this gives security to the managed team.

He is capable of making people follow him. People like to follow the ruler type, so he can rapidly deploy his team to achieve a given goal. To do this he doesn't need to "show off" his position, or to use other tools, but simply to be himself.

He can be generous, since he doesn't care about small details. If he sees his that his goals are secured, he can make concessions on small – but for the staff very important – issues, that specifically motivate the team he manages.

He can become an example. He is capable of such successes, which are impossible to other types so he's able to easily garner the recognition of others. He's particularly strong in the area of new business directions which are difficult for other personal types, so they look up to him even more.

Can induce fear. Unfortunately, because of the strength of his power, using his dominance, he's able to rule over his conversational partner, so he doesn't feel equal with his boss, not even humanly. His loud, many times too determined and sometimes offensive behavior can spark both respect and fear.

He can be superficial. He focuses on his main goals and uses people “as objects” to such an extent, that many of the best professionals slip out of his hands. They leave the company due to lack of humanity and “performance pressure”. The ruler type doesn't notice the signs, so the situation is usually helpless.

Sooner or later he moves on. As he reaches the maximum available position, and enjoyed its benefits he leaves the company. When a ruler type reaches this stage he cannot be convinced or motivated, he shall be nicely, amicably released. He is the one who can be easily seduced by a catchy offer. When offered an executive chair, as being a middle manager, his judgment will be clouded, and is very difficult to influence his common sense. Headhunting companies often exploit this.

The biggest risk with a leader of this type is that he builds up his own “estate” within the company, which he does unconsciously by nature! He's surrounded by his loyal men who would certainly follow him in case of a change with eyes closed. After a period of time they pose a particular threat in areas where they're disposing over revenues, generating new business. After all, they use their “powers” over business partners as well, therefore the revenues they control sooner or later will slip out of the company's hands. The ruler type leader realizes this easily and often uses or even abuses the situation.

Excessive demands and privileges will appear and the company's number one leader or even the owner can be cornered. A general problem I experience in my business development practice is that in the light of the results the client doesn't care about building security into the system which can have incalculable consequences.

I can cite the media sector as a typical example, where a strong standing ruler type leader can effect the income on the magnitude of billions of HUF if he decides to leave the company. I've seen teams standing up and taking 60 percent of the company's revenue with them, in a smart way that no legal problems could arise from it. Managing a ruler type should be learned by the number one decision maker or the owner in time before the development of the estate progresses irreversibly. The biggest dilemma the domestic companies are facing, is to know the proper time for an owner to hand over the control and leave the business. There are many cases when an educated, unselfish owner makes the first steps towards handing over his company, and unsuspectingly “transmits” his firm into the hands of a ruler type employee. So a few years later he can no longer exercise control over his „child”!

The ruler employee

Simply summarized: works very well, because he wants to move forward, wants to achieve power, status. We should always remember this, even if every day we hear the opposite from our employee identified as ruler type.

Able to meet deadlines, but only if his goals and the aims of the task coincide. If not, it's impossible to interest him, and there is no rule that can force him to the contrary on a long-term basis.

He is very good at prioritizing tasks. Meaning those tasks that need to be taken care of to achieve the goal. Care should be taken because the human issues are always pushed into the background, even if the project would specially need it.

He can enhance the company's image. That is certain, because the company determines his value as well. He has no doubt in the firm, he won't tell negative stories to his friends about work, as he won't reduce his own value.

He's a results-oriented type. He controls his work in results, figures. It's easy to reason with him, because facts are stubborn things, and he is fully aware of this.

He attacks his boss, figuratively speaking, of course. This is mostly due to the non-profit-oriented behavior of the lesser dominant, not ruler type leader. A ruler type person can only respect another

ruler type, but with him, he'll compete as well. For a leader, who is not a ruler type, a ruler employee is always an unmanageable, constant problem.

They're the best to contact new customers. In the sales area this is exclusively the only personality type to be able to break in new markets. He easily builds up relationships with new clients, thanks to his determined behavior and conceptual thinking he is even able to sell "snow to the Eskimos".

The ruler employee wants to see clear goals ahead, as in if he completes this task, he'll move forward. If there is no possibility to move forward, for the time being he'll benefit from earning the money and already keeps an eye out for other jobs. The ruler type leaves his job shockingly and unexpectedly, as he prepares, arranges everything beforehand. For him, building up power inside the company is the major issue. If it's not position, than he wants to become a non-functional leader or a ringleader within the team. Either way they can become influential over other employees, embittering or even boosting the life of the company. For him the good reputation and publishing, communication of results of the company are very important. The ruler type wants to be proud of his workplace. If this fails, he leaves. He is able to sacrifice his private life for work, he is the absolute careerist – so employers esteem him highly.

	MAIN ISSUE	IDENTIFYING MARK
DRESSING	Status image	expensive
WORKPLACE ENVIRONMENT		modern
DEVICES		hard to obtain
CAR		Mercedes, BMW
PHONE		Apple, HTC
LEISURE TIME		power sports
COMMUNICATION		determined, loud
DECISION-MAKING MECHANISM	Profit-oriented, image increasing	fast, determined

4. figure: Ruler type