


Prof. C's Instruction Manual

Almost every new product you buy has an instruction manual. Why doesn't someone issue a similar manual for the people we work with most frequently? In an attempt to bridge the gap, I've constructed a manual of tips for working with me.

Characteristics	So What? 
I'm a thinker. ("T" on the Myers-Briggs scale)	<ul style="list-style-type: none"> • I like to hear both sides of an issue before making a decision. • Link your rationale to enduring principles.
I'm an innovator. ("P" on the Myers-Briggs scale).	<ul style="list-style-type: none"> • Show me new ideas based on sound principles. • Expand on pre-existing ideas and avoid repeating exactly what I say in a lecture or article.
I focus on the big picture. ("N" on the Myers-Briggs scale)	<ul style="list-style-type: none"> • Talk to me about strategy and then discuss your tactics. • Show me the links between your main points or ideas (e.g. illustrations, diagrams etc.). • Occasionally I get impatient with too many details.
I'm a former debater.	<ul style="list-style-type: none"> • Show me a clear organizational structure. • Give me evidence to back up your claims. • Don't assume that because I make a counterargument that I disagree with you. • Don't assume that if I push you to defend your ideas, I disagree with them.
I read a lot.	<ul style="list-style-type: none"> • Be ready to answer questions about links to current events and ideas (e.g. <i>Business Week</i>, <i>Wall Street Journal</i>, <i>Fortune</i>, <i>Forbes</i>, <i>Harvard Business Review</i>). • I appreciate well-written papers and clever phrases.
I have introvert characteristics.	<ul style="list-style-type: none"> • Give me some time to get to know you. • Sometimes I may seem standoffish but that will disappear in time.
I'm busy.	<ul style="list-style-type: none"> • Come prepared to meetings. • Focus your communication on high-value items. • If the matter can be handled through lean channels, then use them. • E-mail is often the best way to make initial contact with me or give me project updates. • Don't assume that time constraints mean I'm uninterested.
I like to have fun and be challenged.	<ul style="list-style-type: none"> • Sometimes I'll spontaneously veer off-track, for a moment, in a lecture. • I get bored quickly. • I'll often "joke around" with people.