

## Six-Pack

Now, what we will talk about here is all the people that work with you and what keeps them with you. What keeps them doing quality work. There are two points I want to get across, one is, if you offer them something that turns you on, the odds are pretty good it won't turn them on, and point two, is that when you and I go through time, what you and I want changes.

Now, you may have been wondering about that 'Happiness is a warm Six-pack,' and I'm thinking of your happiness, your getting results out of people you need. Take a piece of paper and a pencil and put down the figures 1 through 7 in an upward step type setting.

Now you are wondering about the Six-pack, well let me tell you. You don't have any 1's working for you so you can scratch that one. Now a 1 would be a newborn child, or one with the mentality of the shark in the movie 'JAWS,' an attention span of a microsecond, so they are naturally not working for you. You don't have any 1's in this six-pack of yours that you have to warm up and make happy.

You do have 2's, though, a lot of 2's. Now in the whole American economy, about 15% are 2's. A 2 is a person who does not like changes. They like a simple job, routine, a good boss. What we mean by a good boss is one that looks after them, one who is boss of about a half-dozen people. He helps them make decisions on what kind of car to buy, the education of their kids. When it comes to teaching the job, he goes right through the hand motions right beside the man, you know, and he says that's what I like and that's what I don't like. They have a very close relationship. The 2's will likely often refuse a promotion because they like to keep working with the other people in their little group and they like their boss who is like a miniature 'Godfather' for that little bunch of people. The 2's are like the Radio City Rockettes, they like to do things by the numbers, they are first class production-type workers. Now let's go to the 3's.

The 3's in this six-pack are a different kind. They have about the same level of talent as the 2's but they will not kick by the numbers. They are radically different. Life is short, it better be sweet, it's strictly hooray for me. To get that Sweetness they have to lie and cheat a lot. Their loyalty is strictly to themselves. They are raw, they are rough, tough, strictly hard-nosed, one of a kind operators. They are real good at doing things like driving dynamite trucks and putting the top brick on a chimney.

Now when you get to the 4's you have a different kind of person again. Now it may be as high as 45% of the people who work in America are 4's. The 4's are people who like self-sacrifice, it makes them feel good that they are sacrificing. They like control coming from the outside, or through a Manual, through a boss. Discipline is not thought of as being an internal thing, it is laid on them by someone else. They love rules and regulations, manuals and procedures that never change. The 4's, in something like a pleasant sense, are like the bureaucrats of the world, they do real big on words like should and ought.

Then you get to the 5's, they are talented, rugged individuals, competitors, manager, entrepreneur, the bargainer, last of the riverboat gamblers. He will take chances, thrives on change and variety, and keeps moving through the world in a way like that. There are a lot of good managers, they want the secrets of success, the shortcuts. You can see, so far, that each of these six are a different kind of people.

Now we go to the 6's, and they are big on human relationships, they like to work as a group. They like to have close sensitive ties with other human beings. The 6 in terms of values, what he likes in this world, if you ask him, he'll say wait a minute, I've got to ask some of my friends. He will say he likes what they like. His values are their values, he likes teamwork, good will, communication, persuasion, he is a good person to have on a committee. He can sit there and ask for another study, long discussions and nobody lays a glove on anybody else, and they all have constructive relationships. He is out for human good.

The 7's walk funny, dress funny, practically the geniuses of the world. They are way out, very high-talent types. The way you can kind of spot the 7's of this world, they will do good work for mankind. They have a love affair with the human race, mankind. It's just that they can't stand individuals. You've run into a lot like them. Individuals just get in their way but people in general, they go for. They are way out there thinking of their future profession. They are one-of-a-kind type operators.

Now let's put personalities with these numbers. The 2's of this world would be 'Edith Bunkers', she wants to be told what to do. The 3's would be 'Jack Nicholson' in a film called Five Easy Pieces, he would represent the 3's as he was portrayed in the oilfields. Their loyalty runs in periods of time under an hour. Jack decided one day he would leave that job, so he walked over to the boss to tell him he was leaving, he didn't shake his hand, he did just what a 3 would do, he punched the boss out. A typical 3 behavior. He got in his pickup truck and just took off.

Then you get the 4's, you know who they are. If 2's are Edith Bunker, 4's would be old 'Archie'. He knows every rule in the book and if he doesn't he makes up one for the occasion. Now, on the 5's, you could run a range on the old Sgt. Bilko program from 'Bilko' to 'John D. Rockefeller.' Most of your good managers, those that lead hard charges, break new ground, are the 5's.

Sixes—if 2 is Edith, the 6's are that son-in-law, the Meathead. Let's not hurt anybody, not make waves around here, etc. For the 7's, you would have to go to the Edisons, Henry Ford, or Mr. Kettering, etc. They are pretty well out there in the genius area.

Now, if you want to put those people in military terms the 2's would be brand new Airmen. The 3's, well, let me make an arbitrary statement, 'You just don't have 3's in the military.' Now the 4's would be Sergeants with many stripes on their sleeves, or Lt. Colonels. They know the rules, regulations, the book thoroughly. Now the 5's would be your young Sergeants and your Captains. Here are your risk takers, your gamblers, the entrepreneurs of this world. Notice, as I say this, there is no connection between number

and rank, and there is no connection between number and age. There is a connection between number and viewpoint, how you feel about yourself or how you feel about the rest of the world. Now, the 6's, they are 'GOOD OLD BOYS ' all in the same club, that sort of thing. Sevens, well, 7's have to be psychologically out of debt. What that means is there's no way anybody can scare you. A 7 would be a senior Colonel, a General with a good number of years behind him.

Now, let's say, with this group of people, you want to get them into one group, going the same way. Oh, I've tried that. I run around the country a good bit talking about 'Management by Objective' things, and you know, when I walk into a place, I assume I'm going to get above the middle, someplace, things going tolerably well and sometimes things go... rather... bad, and sometimes better than I thought and they surprise me. Now take that management by objective thing, or anything you're giving to a bunch of people. Well, objectives have something to do with setting goals. Now look at it in terms of this six-pack. You give a 2 a goal, well a goal is a change, and they don't want to make changes. When you try to give a 2 a goal, they look at you funny and that's about as far as it goes. Now, lay a goal on a 3 and he'll just look at you and say well that's a cheap way of trying to get more work out of me. We're not going to have any more of that. We'll probably just get on the next Greyhound and leave town. The 4's are kinda tricky, they don't like change, and if you're going to set goals, that means you are going to change what's there now, and you've got to watch those 4's. The way they reject a system like this they will put their arm about you and say we got no problems, and being we got no problems, there is no reason to change and on top of that I checked the airline schedule and there's a plane going back to your home town, now why don't I drive you to the airport and buy you a beer.

Now, watch it with a 5. You give a 5 a goal, and that's exactly what he wants. He'll grab a goal like it was going out of style. The thing about a 5, he's the materialist of the bunch, he wants money to buy a new suit, and car, and the membership in a country club, so he can drive his car in his new suit and park in the lot at that country club and say to himself 'Everybody that looks at me knows I've got it made'. He will go after that money by grabbing goals like they were going out of style. So this man is a living beauty when it comes to that sort of thing, he's the guy that surprises you and makes it go when you didn't know it was going to go. Now, the 6's are somewhat on the fence. If the goal is for the social good, they will grab it, provided it will not split them up into teams and spoil their harmonious relationships and that sort of thing. There are certain times when the 6's will grab these things. The way you get to a 7 is to pretty well them it is impossible. They will go after goals provided it is rather unique and special.

Now, let's put these people in terms of dollar bills just for a minute. The 2's are just amazed that somebody pays them. They are eternally and pathetically grateful for this thing. The 3's will just grab everything they can get and ordinarily it isn't much, but they got just one word -- more. The 4's want a system where every other 4 in the world is paid the same and that keeps them happy. Now the 5's are unique and completely different. Don't pay me what the other is getting, I'm unique, special, I want a charge account of my own. I want to be my own person, to be paid on what I contribute to this organization,

that's what motivates me. So a 5 is completely different. The 6's would not even think of an individual award. The only way they'll go for it is a group raise. The whole group goes up, it's ok. If you divide them up, you split them somehow, you cause internal competition, and that breaks up the happy family feeling and that is bad. The 7's, are somewhat like the 5's, strictly individual effort is what he's interested in.

Think on the terms of who reports to who around here. The 2's, well, if you have a good boss for a 2 to report to it's got to be a 4. The 2 wants to be told what to do and needs it repeated daily. The 4 loves to tell him and loves to repeat it every day and they know what to tell them, for they know all the regulations and rules and all that. So, a 2 reporting to a 4 is a good combination. Now watch it on these 3's, a 3 needs to report to a 5. Here's the thing, the 5 has to be a special guy. He has to be physically larger, rougher and tougher. The textbooks don't tell you this, but that 5 has to be able to punch that 3 out to get his attention. You have to be careful of that 5 who gets to punching the 3's all the time, because the 3 gets his jollies by punching other guys.

A 4 works beautifully with another 4 as his boss, but there's one distinct point that has to be in there. The boss 4 has to be at least 60 seconds in seniority, that's enough, everybody is satisfied. Now the 4 cannot work for a 5 very well because the 5 is leading hard charges, breaking truce. He is changing the things and this makes 4's very nervous. He can also report very nicely to a senior 6.

The 5 can report very well to another 5, and the boss 5 doesn't have to be older, he has to have a proven track record of success and the subordinate 5 will work well because he is destined to move up in the organization and he will watch closely the boss 5 and wants to reproduce those same moves himself because he wants to move up in the organization.

The 6's work best for 5's. You will find the 5 is a general management type, can be the superior of people. A 6 works well for, let's say, a sensitive 5. You know, before you give him an order, you say how's the family. The 6's are big on stuff like that, so this socially adroit 5 as a boss is kinda a nice combination there.

NEVER have one 7 boss another 7, because this is an impossible thing, there are no two 7's that live in the same world. They are unable to communicate with each other. The 7 reports back to a 5, who again, is a special man, a toreador 5. He has to waive a project at a 7 like a red flag in front of a bull, then stand aside as this professional acts on this sort of thing. So a 5 can handle a 7, 6, the other 5's. They cannot handle a 4, you need a 4 & 6, or another 4 boss, the 5 can handle a 3, providing he is a pretty good man physically then he and the 2's work very nicely with the 4's. Different combinations can warm up this six-pack. Other combinations can tear it apart.

Another thing that happens, sometimes you've got to get these people's attention, communicate with them. You say well, whatever communicates to me, will communicate to other people. Well, no, it varies, depending on who you are talking to. If you want to communicate to 2's, you get their bosses together and you give them the word and send the bosses back to the 2's and they will meet these 2's by the tailgate of a pickup truck

somewhere and say I've never given you a bum steer yet, have I? I'm telling you the truth, now, I'm giving you this piece of paper, sign it! The 2 says boss, I love ya, nobody explains things like you do. A 2 is grateful for that. It has to be word-of-mouth orders.

There is no way you can communicate to a 3. If you are going to try, you have to be quick, put him up against a wall, then think what's in it for him in the next 15 minutes, and get it across to him in that way.

Note again the differences between 2's, 3's, and 4's, they all work for you. You've probably figured all this out, but the even numbered types get their orders from the outer world. The odd numbered types get their orders from inside their heads, they are inner-directed while the even numbers are outer-directed. Communicating to a 4, you lay in bed at night wondering why the paper manufacturers make all that glossy paper. Well, they make it for communicating to 4's. You need glossy paper, good artwork on a brochure, charts and graphs, they go for all this. Then you are also wondering what are all these asterisks for? Well, printers make asterisks for 4's. They love them. They get to the end of a line and find an asterisk, and they go to the small print and read all of that. They want rules and regulations that cover everybody worldwide. To communicate with a 5 is that you have to give him choices. They will sit up all night measuring one choice against another to see which will give them greatest personal advantage. If you want to communicate to 6's, you have to tell them how it helps people, how it improves the ecology, adds harmony and teamwork to the world, etc. Now, a 7, all you need to do is say, 'this is what we have to do, I am sure there is no way it can be done.' Just saying it is impossible will get the attention of a 7 and holds it quite well and will cause him to go charging off.

So, to communicate, remember different people communicate in different ways, and they all work for you. You know, a person can be a 7 or a 5 on the job and at home he's a 2. There are several combinations a man can be. You kinda settle down to a given style and number, and after some time you get tired of that and say what am I going to be next? It's kinda like having taken a step, you now have one foot in the air and someone comes along and scares you, you back up to where you were before. So it is rather difficult putting yourself in squares, it could be you are standing there with one foot in the air as you move from one to another.

One other thing on this. Let's say you are a 7 and something happens in this world and you can no longer be a 7. You say what does a person do? Your mode of retreat is to go direct to where you have been the most comfortable in life. Then you shake your head and start moving out.

Now at this point you say I've got everyone in my place figured out. This guy is a 5/2, this one is a 3/6, etc. Up to this point I have been saying that different ones of us want different things. But now, we're coming to this part where time goes by, and we change. Now probably the most treacherous sign in all leadership, in all management is this thing about 'I had a talk with good ole Joe in '54, and I know what makes him tick.' If you

were lucky you might have known what made Joe tick back in '54, but the thing is, time goes by and people change.

We have to have this spot of change in here. For example, your kid is 3 years old and all of a sudden he starts using dirty language like 'NO' and 'I WON'T' and you get out the manual that came with the kid, and it states that this is a negative stage, and he will outgrow it. Sure enough, he does. Then at the age of 9 he walks through the living room and it will never be the same again. He's an ambulatory slum. You check the book again and it says that the 'DIRTY NOISY NINE' is a stage that the kids will outgrow. He does, and reaches 18 and you look at your mate and say, thank God we've got an adult on our hands, no more stages.

Oh, that is a mistake, because people have gone right up to 65 years of age changing. Eighteen is right where another stage begins. There's a stage of life from 18 to 21 where the kid leaves home, here is a period of separation. A period of finding out, we are on our own, out from under the support of mom and dad.

Then there is a period from 22 to 28 and in this time period the kid has understood he's got to sort things out for himself, and his question is what kind of a person must I be to get a regular paycheck. Here is where you team this young one up with an older one who is not his father and not his boss. He is a peer, colleague, one who has been doing this job for years. The younger one has his scouts out and can watch the older one, shape himself in the form of the older. He can accept or reject everything that the older one did and shape himself as a personality that's acceptable to the rest of the world, for earning a living.

Now the next stage is from 29 to 31, and we remember the things that mother told us. One of the comforting things that she said was, 'Every American boy can grow up to be President.' That has always given you a warm feeling. You have been making a list for when it is your turn. It's always about the 31st year that the bitter realization comes... that you're not going all the way. You're not going to be the next LeMay of the Air Force, not going to be the President but you've got to settle for second or tenth or something like that. You realize that you are not going to be number one, you are going to be something else and that is a bitter pill to take. It's right around that time that you have had someone pegged as a 4 or whatever, that you walk up to talk to him just like you would any other day, and all of a sudden he snaps at you and he is a different human being. Well he just sorted out that he's not going all the way but he hasn't fallen back on the realization that he can lead a fantastically happy, constructive life running hundredth or whatever and that you don't have to be that leader type.

Here is a period of explosiveness. If the person hasn't said too much to his boss, he gets to be 38 and still has his job. The period 32 to 38 is where professionals are born. He has determined that this is my career, he is picking up the tricks of the trade like they were going out of style. He is learning how to do things, use machinery without breaking it, where to go to get things done and things like that. He is also leading an outside life, like when he goes to the door in the morning and picks up the newspaper, he snaps it open to

the sports page. Well now you come to the period from 39 to 41, and he still goes to pick up the paper and snaps it open, only now it's to the obituaries. Earlier, if a friend of his died of a heart attack on the tennis court, he says oh well, that's not going to happen to me, but now he says that guy was in my car pool, this guy I saw the other day. Life is short, it's got to be sweet and all of a sudden he says where has it been sweet, supporting the family, trying to get the boss's job and being pushed down at the same time the guys beneath me are trying to get my job. Where is the sweetness? This is the age of traumatic early 40's, the most explosive period of life. Here is where a guy gives up his career, takes off for Sausalito and sits on a curb selling ties.

Now the thing on this is, approach it logically, if there's such a thing as higher mathematics, there's got to be lower mathematics and you can do this on your fingers. There are certain rhythms of life, you figure how old were your parents when they had you, and how old were you when you started having kids. Things flow along in certain rhythms and you get right around that fortieth year and the kids are at their very most expensive, and other things are tearing you up at that particular time and it is a very explosive period. Let's say you have kept your head and you've reached the age of 42. There's good times coming.

There is a psychologist that calls this period from 42 to 63 the generous period. This is what you have richly earned for paying your dues for a long time. You reach 43 and you reach in your pocket and find a dollar bill. You look at it like you have never looked at it before. You start talking to it and saying 'Well George, I don't know what I'm going to do with you'. You've never had a discussion like this before, you've always had them programmed out for 6 months. All of a sudden time passes and that big computer or whatever it is that has your social security number starts plunking out money to you just when you don't need it. If you could have had that when you were 20, oh boy! What does it give you, choices, you've never had such choices before.

Here the whole motive for working starts to change, and people work for the joy of working with good materials. They work out of pride, to prove that something could be done. They are not working now to stay one step out in front of that bill collector. The motive for work during this period is that it could be the last crap game in town. You have a chance through skill and pride and know-how to prove yourself as a human being, prove your worth. Through a person's career, they get the chance to throw the dice one more time, doing it in a different way now, with a different motive. A lot of the great works of the world is done by people in this age group. A lot of seasoned professionals do their thing in this time period and it is doing their thing now instead of staying ahead of the bill collectors in the years of quiet desperation before the forties.

Then you get up to 64-65, and now people are leaving one of their big careers. Now that's something to think about. You know in the days of a lot of our parents, every person was a one-career person. Now in the days of our children, it's a whole different ballgame. They don't think in terms of career, they think in terms of profession. Careers are changing in the days that we're in and the generations right around us now, but when you

get up around 65, one of the biggies is ending. Air Force career, Army, Navy, etc. Here is a period of ending of a journey.

People leave the work force in two ways, some of them leave it kicking and screaming and some leave it rather gracefully. Those who leave it kicking and screaming are the ones who have been mouthing off around the place 'Boy when I get done with this job, all I'm going to do is go fishing.' Then there's the others that leave quietly, they are having a third career and a fourth is planned. They are not retreating from something, they are advancing to something and that is a radically different and wonderful thing.

We have been talking about these different kinds of people and happiness is keeping all of them warm, moving. I hope you got the idea that there is no one way of doing it, there are a lot of different ways. It takes different ways at different times because people are moving through time.

Once again, ladies and gentlemen, it has been a pleasure and I thank you.

-Rich Johnson