

as a youngster, or embarrassed by past mistakes, and tries to protect his self-esteem. His Personality Style may in fact be a Thinker, which gives lie to the behaviour.

This is obviously a complex subject, but one which bears some consideration, if we are to understand how others perceive us, which in itself is really important to get if we are trying to be good leaders.

A good place to start is by thinking on how we react in certain situations, (aboard, at home, in the office, etc etc.) then thinking back on our childhoods – how did my father (or mother) behave? Do I make the same mistakes as he/she did? What are the effects of my mask or behaviours, on others? Does my “Inner Child” carry suppressed hurts which subconsciously influence the way I react with others? Conversely, what do I do that influences others positively, and brings out the best in them? What helps me lead them, and to achieve my goals, and what doesn’t? It’s no use blaming them all the time, I need to take at least some responsibility for the behaviour of others around me....

Of course, we need to understand not only ourselves, but also others if we are to get the best out of them. After all, managing personality types is one of the most important parts of our role as Manager. So, what is your CNO’s or 2EO’s Personality Style? The JO, or the Bosun? The OS? What mask does he wear? It would be great if others were all clones of ourselves, we’d probably understand them better, but they’re not. (It would be interesting to see if we’d actually like them!)

Unfortunately, they broke the mould when they made me – i.e. each of us is unique just to make this interesting - so I found it easier to master this simple psychology to understand others better, and to try remember to use it to better communicate with them and to motivate them. Effective management sure beats not understanding why they don’t think like I do!

Now that we understand that our subordinates are not like us, and that it’s ok not to be like us, we also need to consider the effects of culture, background and upbringing, education (what nautical college did he go to, did he receive the same standard of tertiary education that I did?) The logical conclusion is surely that whatever knowledge I have gained, I have a responsibility as a leader to share this with others, and to help bring out the best in them, to help them develop into competent, professional seafarers and the finest human beings, they can be. If not, what is to be my legacy?

Sincerely,

Mike Melly

Reading:

<http://www.mrharris.us/Focus/colorcode/colorcodepdf.pdf> and <https://www.colorcode.com/>
<https://think2by2.wordpress.com/2009/12/28/four-basic-personality-styles/>
<http://marthaborst.com/pdfs/assessment-personality.pdf>
<http://crestcomleadership.com/2015/11/24/4-personality-types-that-all-leaders-should-learn-to-recognize/>

A little more complicated:

<https://www.16personalities.com/>
<https://tests.enneagraminstitute.com/> (\$12 fee for those really getting into this now...)

Generations

<http://www.marketingteacher.com/the-six-living-generations-in-america/>

The Inner Child

<https://lonerwolf.com/feeling-safe-inner-child/>

NEXT

Lets get down to the nitty gritty; WHAT IS MENTORING?