

Allie Mooney: Now it's not about categorization here, Robert. It's actually about what do people need. It's not what what do they want, it's what people need. And I was able to dig into that gold and utilize that in my workplace. It's finding out what the personalities need because we all need something different. And this is what happens in business.

Robert Glazer: Welcome to Elevate, the podcast about achievement, personal growth, and pushing limits in leadership and life. I'm Robert Glazer, and I chat with world-class performers who have committed to elevating their own life, pushing the limits of their capacity, and helping others to do the same.

Robert Glazer: Welcome to the Elevate podcast. Our quote for today is from Ken Blanchard and it is, "The key to leadership is influence, not authority." Our guest today, Allie Mooney, has spent a lot of time thinking about how people influence others and teaching others how to understand it as well. She's an award-winning keynote speaker and the author of the best-selling book Pushing The Right Buttons. Allie, welcome. I'm excited to have you join us on the Elevate podcast.

Allie Mooney: Oh, thank you, Robert. It's a pleasure to be here.

Robert Glazer: So you've been a speaker for most of your career. That's how we met. But before that, you worked at an airline and set yourself apart for customer service. Can you talk a little bit about that history and experience?

Allie Mooney: Yes. I never intentionally sought out to be a speaker, but it evolved out of my time at an airline. I started in the airline industry and way back 1989, there was a new airline that penetrated the market here in New Zealand. We only had a dominant player, and Ansett New Zealand came into the market. And it was very unique, because it introduced all the air bridges, meals on the flights, it was really totally different. And I came in at the ground level. I was a receptionist at head office, and I moved up into the ranks, and I managed the first class lounge, the frequent fliers lounge of Ansett Golden Wing, which was so exciting. And to be honest, I got that job through sheer attitude. Nothing to do with skill. And I have to say that as business-people and people that are working at front line, it's all about attitude, not skill. And we're trained to skill but not attitude.

Allie Mooney: What I loved about the airline, it was so highly emotive. Tears when people were leaving and the joy when people were arriving and I think there was aviation fuel that was addictive for me. I was there for 14 years, and I really loved my airline experience. It was a great place to work and move with all echelons of people. The training for me there was just quite amazing. It was from, really, factory floor right through to the directors. We had such a melting pot of different people. And I learned a lot about people there.

Robert Glazer: In terms of what you learned, so you're working in the, was it like the first class lounge?

Allie Mooney: Yes it was.

Robert Glazer: Yeah.

Allie Mooney: And a member's lounge, so people paid a membership to be there, so it was looking after our corporate travelers.

Robert Glazer: And so how did you time there influence or set the foundation for your work, coaching others how to understand the differences in people and how to influence them?

Allie Mooney: There was an awareness, but I never got that awareness until a woman came to New Zealand. She was one of America's great speakers at the time. Her name was Florence Littauer, and I was working crazy hours. And if you know anything about airline lifestyle, if there's a disrupt, you stay there. I've been known to work right through the night because an aircraft went unserviceable. So for me there was a time in my life where I was working crazy hours and it took its toll a little bit.

Allie Mooney: But a woman came into New Zealand, and I think sometimes when the learner's ready, the person comes and shares. And she came and shared with me a simple principle about people, and it was around reading people. And she transformed my life. Her name was Florence Littauer, and she lived up in Boston way for a long time, and she shared with me a principle that I started to apply in business. And my management skills just upped the game. My staff just loved coming to work, and my marriage even soared because of this understanding.

Robert Glazer: All right. Well you know what the next question is. What did she share with you?

Allie Mooney: She shared with me the understanding that we are born with, in our DNA we have temperaments and personality. And it's expressed in our behavior. And when we can understand and have that awareness of others what happens is we can connect and engage with others better. And she shared with me the four personality types.

Allie Mooney: Now there are many personality testings out there, but this one was very simple, and you could use it on the run, any time. And because of its simplicity, you were able to see people so clearly, and in an airline you could see it, especially in disrupt, when people are upset, tense. People's behavior shows themselves into the four quadrants. I'm talking about the four quadrants that she used, which was the playful, the powerful, the precise, and the peaceful.

Allie Mooney: Now it's not about categorization here, Robert. It's actually about what do people need. It's not what what do they want, it's what people need. And I was

able to dig into that gold and utilize that in my workplace. It's finding out what the personalities need because we all need something different, and this is what happens in business. Our relationships break down because we don't know who's across the table from us, and we don't know how to relate to them according to their worldview. And I did this for a very long time in my marriage. And when I understood this, my marriage soared, and my ability to communicate with people soared.

Robert Glazer: So can you give me a little archetype of, and you can do it in the context of maybe what it would look like when you were working at that role or in general, of an archetype of each one of the four quadrants?

Allie Mooney: All right. Well in short, could I just say I'll give you the strengths of all the four types and then maybe how you could identify them just by in front of you. And then, in the airline, when something went wrong, how I used it. Could that be helpful?

Robert Glazer: That would be very helpful.

Allie Mooney: Okay. So the first one, the playful, I go through a process of elimination. When I walk into a room, I'm asking myself, is this person loud or are they quiet? So the loud ones are the playfuls. Now they're very out there, and their strength is that they've got great ideas, they're very inclusive, they love to talk, they talk to hear their thoughts, they always are very stylish, they're eye-catching clothes, they're loud, and they're demonstrative. So those are easy people to identify.

Allie Mooney: Then there's the powerful. They're very focused-type people. Their strength is that they're big-picture types, they're goal and action oriented, and they're very productive. So they haven't got time to sit around and have a chit chat with you. They're on a mission in life. And they're very functional dressers. They dress how they want to, little attention to this unless it's vital to their outcomes. They have a strong presence. They use their arms very direct and sort of forceful.

Allie Mooney: Then there's the precise. These are classic dressers. Their strengths are that they're orderly in detail, they're very cost conscious, they're reliable, they're time keepers, and they're good finishers. So that's their strengths. And they're very classic dressers. They like quality, and they're much more formal. So if they went to meet you, they'd put out their hand, and they only tell on a need-to-know basis. They wouldn't blab like a playful. If you ask a playful where you're from, you get the whole story. But precisers are very self-contained and very private-type people.

Allie Mooney: And lastly, there is the peaceful. These people have got a good retentive mind, they're great listeners, they delegate well, they're very dependable, and they work really well under pressure, and they're good finishers. These are our quiet ones that always just are fantastic listeners. They know all the gossip in the office because people kind of dump on these ones. And they're very

conservative in their dress. They don't care how they dress. They're not impacted by externals, so their physical makeup is not really important. But trainer shoes are their number one. They love to be in comfort, and thus, they wear subtle and calming colors.

Allie Mooney: So that's how you would define them. Okay, now let's talk about a disrupt at an airport. Things go wrong. I have to get on the PA, and I have to say, "Ladies and gentlemen. Due to bad weather and fog, the airport is closed." I would see those dynamics, the dynamics of those four personalities, just present themselves. Firstly, you hear the playful yell right across the room. They're not afraid of this. You know they're very out-there types. They would yell with a loud voice, "Excuse me, lady. Would you open the bar?" Now this is at 6:00 in the morning. They want relationship, so the bar is the best place to build relationship. So these are the ones that, they initiate and they don't mind sort of being a star in the middle of it all.

Allie Mooney: Now the powerful come straight up to the service desk, they smash their hand on the service desk, and say, "When's the fog going to lift?" Time is money for these people. They don't want to be sitting around an airport. They've got things to do. Now because I know a powerful is the doer and they want to achieve, I can defuse him so easily by just saying, "I can imagine that you've got meetings in another destination where you need to be in charge." You see, I'm speaking their language. I realign them, then they soften. They're not aggressive because I'm talking the way that they want to be spoken to. Short, to the point logic.

Allie Mooney: Now, you see, the precise type would be sitting, listening to that call, going online, looking at where they ought to go next because they're planners, so they want to do their homework first and they're digging deep first. So I would look around for these people, beautifully dressed, poised, and sitting there. And I would just use all the business etiquette possible, and I'd say, "Excuse me. I can see that you're probably wanting an update on this. Would you like to work in the business center, away from the noise?" See, they don't like noise. So I draw them to the business center. See? I'm speaking their language.

Allie Mooney: And last but not least is the beautiful peacefuls. They would never come up to a service desk and ask what's happening. Now they're watchers and observers, and those are the ones I got unsolicited letters of thanks. Why? Because I would go to them and I'd say, "Thank you for being so patient. I can give you an update now." Because these people just want to be respected for who they are, not for what they do.

Allie Mooney: So here I've given you a picture at an airport, in a disrupt, and you can read people if you know what to look for.

Robert Glazer: And I'm guessing this is a little like the love language and that we probably communicate with others in whatever our type is and not whatever their type is, correct?

Allie Mooney: I'm so glad you mentioned that because there was a time in my marriage when it was tired. It was not on the rocks but it was very tired. I was working, I was giving to the community and raising a home, family, children. And I never felt loved by my husband. I knew he loved me, but I never felt it. And I love this love language because it was outside of personality. It changed my relationship with my husband. He is an acts-of-service man. Waiting at the gate for me when I came home. He'd have a hot drink ready for me. He'd have a hot drink in the morning when I woke up. And his was acts of service. But I hungered for words because I'm a words person. So we usually give what we need, and for years in my marriage, I never felt that I was loved. And yet he was loving me right through this.

Allie Mooney: Yes, it's similar, but this is your in-built propensity. Personality is different but it aligns itself with the love language.

Robert Glazer: I think I remember you speaking ... you are playful, he's precise, and you're talking about how he would fold corners on the toilet paper and the stuff in the bathroom, and that that was how he was showing his affection.

Allie Mooney: That's true. That's true. I was afraid to go to the toilet in the middle of the night because when I got back, the bed would be made. He was so organized and structured. But you know, for many years, Robert, I thought he distrusted me because his questions are Where are you going? How long are you going to be? Who are you going to be with? And when are you coming home? Now, you see, I interpreted that as a playful. He doesn't trust me. It had nothing to do with that. He was trying to figure out when I'd be home so those things would be done. The house would be warm, my bed would be ready for me, and those kind of things. And this is what happens in relationships. We don't get each other. We don't understand the drivers of the people that we come in contact with.

Robert Glazer: And to the quadrants, they seem to line up a little bit similar to the DISC spectrum.

Allie Mooney: Definitely. Definitely.

Robert Glazer: Yeah. Okay.

Allie Mooney: They're all rooted out of Hippocrates' work, and some which [inaudible 00:13:20] to go, like the Myers-Briggs. The DISC profile is exactly the same. Florence, she used Hippocrates' terms, Greek terms. Sanguine. Choleric. Phlegmatic. Melancholy. When I came to New Zealand, my corporates didn't want to know about that, so I just changed it somewhat to giving it ... when I say playful, you know what I'm talking about. When I say precise, you get it. So I've made it simple.

Robert Glazer: All right. So you took these principles, you knocked everyone's socks off in the lounge. When did you transition into speaking and creating the book? How did it move beyond your job?

Allie Mooney: Well I think you were right about ... sometimes around 40, there seems to be a challenging moment in a lot of people's lives. I've traveled the world, and it's the conversations that I hear all the time. We're so different in our marriage, the only thing we've got in common is we got married on the same day. And the differences, see, that sit with us. And some people want to get out of the relationship with that.

Allie Mooney: So it was when I was tired and Florence came, and I loved what you said in your podcast. I listened to one of your podcasts, and you said, Mark Twain, the two most important days of your life is the day you were born and the day you find out why. And I was starting to begin to find out why I was born. I had a message, I could story tell, and so this was me stepping away.

Allie Mooney: I loved the airline lifestyle, but good is the enemy of the best, and I wanted to get out there and share this most amazing tool that really was the glue that brought my marriage back into a thriving marriage. I've been married 50 years this year, and I know that this is the major tool that I've been able to use that helps me to understand who my husband is and who my family is. Different, but not wrong, you know? Just different.

Robert Glazer: Let's talk about the personal, and then we can get more into the business. But one of the things that I remember when you spoke was, you asked all the couples in the room to sort of line up by quadrant, and most of them were in the opposite quadrant. So the playful were married to the precise, and the peaceful were married to the powerful. This is the classic, I think, strength is a weakness. It was interesting to me. So clearly there's some harmony that's created in a relationship where these things balance out, but it's probably also the thing that drives people the most crazy about their partner.

Allie Mooney: Oh, before marriage, you're fascinated by it. You're drawn to it because opposites attract. And then after marriage, you're frustrated by it because they just see the world from a different perspective. But I think marriage is more than that. If we go higher, into wisdom, we see that he completes me. I complete him. And at the end of the day, we have totally fully completed ourselves. I need him in my life because he's so much more structured and organized. I'm random, creative, and so we meet somewhere and over time, we become this beautiful oneness, and it's so lovely.

Allie Mooney: But it's very interesting, Robert. When we try, when we think, I can't do this any longer, and people don't know this, they walk away. And what they do is they get deliberate about choosing their own types. But you know what? Second time around, a lot of people have got their own types, but you have to work twice as hard because, can you imagine two playfals in the same household? What it is is you get a lot of fun but nothing gets done.

Allie Mooney: Two powerfals? They're going head to head because they want to be right and they want to be in charge. The two precises, they want things done perfectly, so it's paralysis by analysis. And then the two peacefals. Well, what are we going to do today? I don't know. What would you like to do? Oh no, you choose. And they vacillate like crazy. So I just love the fact that, when two become one, that are so opposites, it's a beautiful relationship, if you know this information. If you don't, it can be a huge frustration.

Robert Glazer: I think I remember you said they marry the opposite and cheat with the same, right?

Allie Mooney: Did you hear that [inaudible 00:17:22]? Well it's true. You see, a playful and a precise, we wilt under criticism and poor review. I'm this playful, so when I get this negative connotation that I haven't done it right, or he goes behind me and he re-gigs the dishwasher because I haven't done it perfectly, and so I'm just wilting under that. So I go looking for my own kind because there's no fun at home. He wants order, and I want fun. So when we know our desires, the playful want the fun, the powerful wants to take charge, the precise want to get it done perfectly, and the peacefals want no conflict. So if you don't know desires, what happens is, we just react to them.

Allie Mooney: And so now I make room for the fact that he likes order. If I give him order, then we get into alignment so much better. It's serving each other, really. It's about serving. So what happens is, I look for my own kind, it doesn't work. Because over time, we're two fun people but there's chaos. Two powerfals, they get sick and tired of the peaceful not making a decision, or a powerful and a peaceful. So they go looking for another powerful. Oh they go head to head all the time.

Allie Mooney: Can you imagine two precises in the same house? They're just not happy until all the dishes are done, everything's perfect before they go to bed. So what happens is, we look for our own kind, but you have to work really hard when you've got your own kind.

Robert Glazer: Right. So you spoke to a lot of business, leadership, entrepreneurial groups. You run into a lot of powerfals who, I think upon hearing this, have had some epiphanies about relationships that they didn't understand and with their own family and otherwise. Could you talk a little bit about a few of those stories?

Allie Mooney: You mean in business or in-

Robert Glazer: Or both.

Allie Mooney: Well in business, like, my boss that I first went out to the lounge, she was a powerful. And the tone of our staff was incredible because she'd come in, and she'd just be ruthless. She'd just say what it is, and nobody could really work with her. Now, Robert, I'm not too street educated. I've just learned a simple life tool that has really just taken me to places all around the world, speaking to

business heads. It's more EQ. And so what happened was, she just couldn't relate to people because she just was direct. There was nothing that she couldn't do, but her way about doing it really offended people.

Allie Mooney: And learning this, I learned to appreciate what she was good at, and I spoke into her strength area. Well, I just lied to myself that I wasn't intentional about it, but I got her job. Well there were other people that were far more qualified than me to get that job as manager, but I got it because I had this people skill. It's just a simple tool, but I know it works.

Allie Mooney: But it's not about the categorization, as I mentioned earlier. It's about what we need. You see, playfuls need attention, affection, approval, acceptance. So what does that look like in business? When I have a playful colleague, always ask them what they did on the weekend. If you don't, they'll just keep repeating themselves, so get it over and done with in the first two minutes in saying, how was your weekend?

Allie Mooney: The powerful, they want recognition for what they do. They want appreciation for all that they've done. And you see, I was able to speak that into her life, as my colleague, and she just thrived in that. The precise, what do they want? They want order, sensitivity, silence, thought. And what does the peaceful want? They want respect and value. They want to be known as a human being, not the human machine. A powerful wants to be known as a human machine.

Allie Mooney: So this need is the key. It's not about the categorization. It's the need. So when you go through life, looking at that person and trying to identify who they are and start speaking the need into them, oh my goodness. It's unbelievable. I pretty much get 99% success when I rate when I sell my services to organizations as a speaker. I don't have to be a rocket scientists. You know the FBI use this to get into the criminal mind. All I do is sit around the table, and I see who's there, and I'm speaking their language. I hope that is where you wanted me to go because playfuls have a tendency to go on tangents, as you can tell.

Robert Glazer: Well, this may be a generalization, but I think ... so in the business world, I think you'll see a lot of CEOs, department heads in the powerful. You see a lot of sales and marketing in the playful. You see a lot of customer service, probably. And then in the precise you see the CFO, COO, probably down in that corner.

Allie Mooney: You've got it right. That's pretty much it. So being deliberate about choosing your staff ... I love what Peter Drucker said is in every organization, we need a people person, a thought person, a steady person, and an action person. And being deliberate about choosing your staff ... don't choose just people that you like. It's finding people that may be uncomfortable in the group because they will bring something rich to the table.

Allie Mooney: What do playfulness bring? Innovation, ideas, creativity. What does the powerful bring? Focus, assertion, their visionaries. The precise, what do they bring? Method, structure, compliance, the rules. We need them. And what does the peaceful bring? They bring mediation. They bring clarity because they're fabulous listeners, as so they hear what others aren't hearing.

Allie Mooney: So when you are building a business, it's so important that we start to look at somebody that might be so opposite to you, not easy to work with but bringing that richness. And then you've got the tapestry of all of them.

Robert Glazer: Well you probably shouldn't put a playful in charge of your books, right?

Allie Mooney: No, definitely not. My husband is in my business with me, and he keeps me out of jail. I'm telling you. I don't know about GST and the IRD and all of that, so no, you don't. So you be deliberate about where you place them. But you put them in a place where they can strategize and they're strategic and they're thinking, and they make goals way out there and they move back from the set goal. Most often we move toward a goal. This is where they are brilliant. That's why they're good strategic leaders.

Allie Mooney: So playfulness' leadership is inspirational. They never tire of encouraging. When the heat's on, they can always lift them up to a new place. The powerful is the visionary leader. They're big picture. They cast ... they can see what can be done, and then they know it's doable, and they just get on and do it. The precise leadership is strategic. They dot their I's and they cross their T's and they do the homework. And peacefuls are definitely the diplomatic. The Mahatma Gandhi's. The Nelson Mandela's. The collaborative ones.

Allie Mooney: So we all have a leadership style. However, if you are leading, if you're a playful leader and you're everywhere and encouraging and all words, but you've got a precise ... see, leadership is influence. That's what Maxwell said. It's nothing more, nothing less. So I might have to adapt my leadership to the people that are around me that I'm leading. So this is why it's really important to know personality and to know the leadership styles so that you might talk, again, the language. People are more apt to relate to you if they perceive that you view the world as they view it. Not as you view it, as they view it.

Robert Glazer: All right everyone. We're going to take a quick break for a word from our sponsors, and we'll be right back.

Robert Glazer: You can have your favorite restaurants come to you with DoorDash. Ordering is easy. Open the DoorDash app, choose what you want to eat, and your food will be delivered to you wherever you are. DoorDash is a regular go-to in our household. When we have a group of hungry teenagers who all want to eat something different, my kids use DoorDash. My wife and I also use it when we want a good meal but don't have the time to cook. Some of our favorite restaurants now have delivery available for the first time. In fact, there are over 3,400

restaurants in 3,300 cities now on DoorDash. Right now, our listeners can get \$5 off their first order of \$15 or more when you download the DoorDash app and enter promo code elevate. That's \$5 off your first order when you download the DoorDash app from the App Store and enter promo code elevate. Don't forget, that's promo code elevate for \$5 off your first order from DoorDash.

Robert Glazer: And we're back with Allie Mooney. So for a lot of powerfules, who are used to this dynamic in the workplace and then go home, I know you've seen this and talked to someone ... I think you told a story about someone who came up to you and had a little bit of a breakthrough. But are they taking their powerful style and struggling to relate to, maybe, their spouse, but then their kids and not understanding their need and their sort of language?

Allie Mooney: Yeah, well one of my signature stories in my talk, I talk about a father that came to my talk and he just thinks, you know, I'm a captain of industry, I've been very successful, and I'm making a truckload of money, but tonight I had an epiphany because I have a son at home. And that son you've described as a peaceful. And because he's a peaceful, he works hard, he comes home, does his homework, does his chores, and rest is his reward. Peacefules need rest to restore their soul.

Allie Mooney: And he said, I come home most nights and look at him on the couch and say, get off the couch. Why aren't you down at the rugby club? When I was your age, I was on every conceivable sports team, I had a job after school, blah, blah, blah. You see, the powerful didn't understand the world of that peaceful. And I call it the AIDS epidemic. Alienation, isolation, dislocation, and separation. And you see, that's what's happening in our homes, it's happening in community and our businesses. We have a disconnect because we don't get them.

Allie Mooney: Now that man went home that night, and he changed his world. He was a powerful in personality, and he sat with his son, and he just got raw and authentic and said, I have failed you because I wanted you to be like me. That was just such a breakthrough. And he's got a beautiful son that's grown into young man that's just doing so well because the father is speaking into that son's life according to how that son sees it.

Allie Mooney: And this is what we don't do that well, in business and at home. And we get tired. You see, powerfules tire of the peacefules that are just so ... they can't make decisions, they vacillate, and so they come home and they want a stimulating conversation about business, and these ones are the [inaudible 00:28:03] supportive. But you know, those powerfules need their peaceful because they'll always champion their powerful to do everything that they ought to be and that they're capable of doing. But you see, what we try to do is change people, and that's where we come unstuck.

Robert Glazer: What are the restorative needs of the other personality types?

Allie Mooney: So the peaceful, they just want to be known for who they are, not for what they do. They want to be respected more than anything else, and they just grow when you language your conversations around that. If you've got a playful teenage daughter, you've got to tell her she's a princess every day.

Robert Glazer: I was going to say you're in trouble if you have a play-

Allie Mooney: No, she's a socialite and she loves doing stuff. But listen, if you don't tell her who she is is a princess, she's no one like her, and you're thinking, oh my goodness. I'm just building big ego into that girl. No, you're not. You are actually aligning her, and she can hear from her father that she's the number one. And so she won't be going looking for the undesirable answer she might search for, because they have the greatest hunger for attention, affection, approval, and acceptance, more than any other type. And if you don't, as a father, give that child that, then they'll go looking for it somewhere else.

Allie Mooney: And it's the same with the powerful. He wants to be known for what he does. So their greatest fear is loss of job and sickness. So what happens is, if you don't create environments where they can thrive and do, they get lost. You find powerfults that finally retire, they sometimes don't live very long after that because their whole life is around the worth of what they do.

Robert Glazer: So these are the people who should not, who sell their business and then regret it.

Allie Mooney: Yeah, or they become entrepreneurs that just have to go and do something else. As long as they've got something that they can continue to have interest in because they are just people that are natural-born leaders. Not the judge, jury, executioner. They just have to get in life and do life, and so they get restless when they retire. It's just very difficult. So you have to encourage powerfults to have continual interests when they retire, and they usually do because that's very successful.

Robert Glazer: And you may have talked about this before, but in terms of the ability to speed read people and quickly figure out, what are some other tips in the business world, or personal, for people to make that quick assessment of who they're dealing with and should they change their approach? So you talked about speaking and getting all the speaking. I assume the way you would pitch a powerful is different than how you would pitch a playful or a precise or a peaceful, right?

Allie Mooney: Yes.

Robert Glazer: Do you change your pitch?

Allie Mooney: Well if you're just going into a room and meeting those people around the business table, if I picked up that one was very playful, chatty, and asked me

about my life and what am I up to, I'd pick up that they were very playful. But I go through a process of elimination, Robert, when I go into a room. I ask, are they moving fast or are they slow movers? Are they efficient in their approach to things or are they lingering? Do they sort of hedge about and sort of take the long road? Are they direct or compliant? These are the things that, in my head, are being deliberate and are me seeing, are they loud or quiet? Are they task or relational?

Allie Mooney: So the playful and the peaceful are very relational. The powerful and the precise are task. So if I'm picking up that that's a powerful, I just abandon the relationship side because they want to go straight to business, bottom line, outcomes, results. So then I start to talk in that manner. You know it's being all things to all people, but you are much more effective.

Allie Mooney: But playfulness and peacefuls want to build a relationship first. They'll only buy from people they like. That's number one. Powerfulness don't care if you like them or don't like them, but you've got to get to the bottom line quick. Precises, they want all the detail and data. They want to know that you know your product and that you've got something to base it on so that they can go away with information.

Allie Mooney: So when I'm around the table, I'm definitely working hard at trying to find out. I get it wrong sometimes, but most of the times I get it right, trying to work out who they are so I talk the language the hearer understands. Saves me talking to a playful from a powerful's perspective. That would overwhelm them.

Robert Glazer: All right, so I'm going to put you on the spot. Ready? I want you to pitch me yourself as a speaker in all four quadrants.

Allie Mooney: [inaudible 00:32:49], okay. So if it's a playful, I would definitely come in, and I would look for a photograph of something, if it was a playful. Or if there's a photograph on the wall, I would definitely build a relationship first. You know they just buy. They're happy to buy if you like them. So they've got this huge need, because I know their need. They want to be liked and accepted.

Robert Glazer: So you wouldn't even talk about your speaking credentials. You would-

Allie Mooney: Totally not. No.

Robert Glazer: Build a relationship. Yeah.

Allie Mooney: And you know what? Sometimes I don't even get onto that subject because we've run out of time because I've talked about the story. I just won them [inaudible 00:33:24] because they like me. They'll buy from people they like. Now I don't go into a room, and if I can see a powerful, he's short ... in fact, he put his hand up if I start to get into a conversation that's irrelevant. He'll just put

his hand up at me. You know? Speak to the hand. Like we're here on business, and so I know that he wants outcomes.

Allie Mooney: So what can I do for him? I'm talking outcomes to him, and how is it going to lift his business and the value that I can bring. Because they know that they have conflicts with others because they're disturbers. And disturbers do create conflict, and they jolly well know that. So might bring in a story about conflict for them and how this model can just override and help. So they like that. So it's outcomes, bottom line.

Allie Mooney: For the precise, I have to go in there. They're asking themselves, who is this? Is this an intelligent person? I would stop all the chatter for sure. And I don't mind silence with precisers because they like it. It makes me squirm. In fact, Robert, I call it my bottom goes tight sometimes because I'm busting to talk because I'm a talker. But when I get into a room with a precise, I allow the silence. Silence is golden for them.

Robert Glazer: And would you say, I spoke 42 times last year or very data oriented?

Allie Mooney: Definitely. I would give them the facts and how is this going to change, in terms of the relationship side. And they struggle socially. They do everything out of duty, not real desire. They want to go home to their family, are everything to a precise. And so when I start to [inaudible 00:35:04], and I might bring a story in. They'll listen to that story because they'll say, hey, that's me. So I try to bring in the story of each of the personalities.

Allie Mooney: And for the peacefuls, I don't mind the silence because they just are reflective. They are really incredible CEOs. I'm amazed at how many CEOs are peacefuls and it's because they're collaborative. They don't mind people being smarter than them. And what they do is they just draw these people in. So for me to speak around the table with a peaceful, it's a lot of silence because they're just thinking, but I will say, I can help you in this area, and I can help take this workload from you, and I can tell them what I can do for them because they're just cruisey-type people.

Allie Mooney: They get stuff done but very administratively and kind, but they want somebody to give them a system in it. And I know that, for peacefuls, they've got a hidden will of iron, these people. They're strong. I've met so many inner-strength peacefuls, and you can't push them around. But I give them time. Peacefuls want time, so I would say, look, in a couple of day's time, I'll give you another call and if there's any questions ... I would never ask a peaceful immediately, okay, can we just tie this up? I could do that to a powerful but not for a peaceful. A peaceful needs time. So I'd ring them in a couple of day's time. You've given some thought to that, have you thought about that? This is something that I can help you with, and you got any questions?

Allie Mooney: It's the same with discipline of children. Give the powerful choice. Don't ever go head to head with a powerful. You'll never win. Have you got a powerful child, Robert?

Robert Glazer: Yes. Well he's somewhere between powerful and playful because he is loud and wants to be right.

Allie Mooney: And he wants to be right. Yes. These are, do things my way and you'll have fun. If you don't, you won't.

Robert Glazer: Yes, everything is a battle.

Allie Mooney: Yes, I know. You've always [inaudible 00:37:09] they do, don't they. But they don't mind a battle. It's not like, it's not a personal thing. It's just they've got to be right, is the thing.

Robert Glazer: Well I think you said once that the playfuls, you hear them before you enter the room, and I can always hear him, wherever he is.

Allie Mooney: Totally. Yeah, we don't mind yelling across the street. We go into a rom, and we yell across the room. And my husband's always going, shhh shhh. Be quiet. Do you need to be in a restaurant and be so loud? I'm still learning. After 50 years, I'm still learning.

Robert Glazer: So do you, I'm curious, do you do sales training?

Allie Mooney: Yes, I do. Because selling, according to personality, is something I really love. Because on a sales model, 40% of your sale is relationship building, 30% is ascertaining needs, 20% is offering solutions, and 10% is the close. Now that's just a sales model, and I love this because I've got this tattooed in my head when I'm selling myself. First of all, the best way, first of all is relationship build. Now playfuls are good at that but useless at asking for the sale because you might say no, and it's ensuring that you don't like them. So when I see the different personality where their ease is, I talk about sales.

Allie Mooney: So I'm a playful peaceful, so I'm good at listening, in which you probably wouldn't believe today, but anyway, I do listen sometimes. So I'm good at offering some solutions because I'm hearing what others are saying. And I'm good at relationship building, but I'm not very good at the close. So I've had to learn what my dis-ease is, and I'm more deliberate about my dis-ease. [inaudible 00:38:41] ascertaining needs, qualifying, qualifying, and asking for the sale.

Allie Mooney: So if you were a powerful, all you want to do is go for the sale and you've got this insatiable appetite to close, but you know you haven't got a firm [inaudible 00:38:53] the sale because you're not building a relationship that well. So being deliberate about those four areas. Relationship building, ascertaining needs, offering solution, and the close. Take your money and run.

Robert Glazer: I think that would be very helpful for anyone in sales who's listening. So this is usually the last question that I ask, and I'm curious. You could answer in the context of what you do and the personalities. But what is a personal or professional mistake that you've made that you've learned the most from?

Allie Mooney: Oh my goodness. I've made so many. Professionally, there was two, actually. I misread somebody before I knew the subject, and it came into our first class lounge. And he looked and kicked, and I said to him, are you a member? And he said no but he was a business traveler. And I said to him, "I'm sorry but this is a private member's lounge," and he was a business-class traveler.

Allie Mooney: But that wasn't the one that I was thinking about. The one that I was thinking about was, I had professionally aligned myself with an organization that didn't have my values and honestly, Robert, when your values and the values of an organization aren't in alignment, it is a whole lot of stress. And so that was a big error that I made, and I remember when I stepped away, he said, "You'll never make it on your own." And I can't wait to meet him one day, because I've had a fabulous journey with my professional work.

Allie Mooney: The other one, personally, as I touched on with the love languages and for any listeners that are listening, oh. you've just got to read that book. It was just transformational for me. I felt so unloved for so long, and I nearly made foolish error in wanting to walk away from my marriage. It was tired because I needed to hear words. He is an acts-of-service in his time and his quality time and, what's the other one? Gifts. So all of those, but he was an acts-of-service, and I didn't feel loved because he was doing little tasks for me but I wanted to hear it from the mouth.

Allie Mooney: And I tell you, Robert, there was a time when we traveled for 300 kilometers and I thought, I'm going to test him. So I sat in the car and said nothing, and he got to a destination and he said, "Wasn't that a lovely trip?" And I gave him a bit of my lip. I told him it was the worst trip I've ever had. I had to keep quiet. I'm just waiting for him to talk to me. Blah, blah. And he was just astounded that I felt this way. I said people were looking at us in the car, and they were saying, those people don't like each other, do they?

Allie Mooney: He gave me a card one year, and he said on this card, after 45 years of marriage, he wrote on the card to Allison Mooney from Brian Mooney. Now get a load of that. Forty-five years in a marriage, that's all he could come up with? I just gave him a bit of my lip again because we do that. Playfuls do. And he was astounded. Now you see he doesn't do words that well. I mean, honestly, he's packing my bags, he waits for me at the front gate. Oh my goodness. And I had to interpret his love for me, and I'm in the marriage after 50 years because of that. I interpret his love.

Robert Glazer: I bet your bag is never overweight at the airport.

Allie Mooney: Never overweight. I overweight it when I leave because I have to go and buy when I go to different things [inaudible 00:42:06]. And I have to ring him and say, "Oh, hon. I just spent a hundred dollars for excess luggage." Oh my goodness. You're right.

Robert Glazer: Well, Allie, how can people get a hold of you?

Allie Mooney: Oh website. Wwww dot Allison, it's two L's. A-L-L-I-S-O-N. Mooney. M-O-O, zero zero, not zero zero, O-O, N-E-Y dot co, C-O, dot N-Z for Americans. N Zed for New Zealanders. So that's my website, and you can get me ... my email is Allie, because Allie to friends. A-L-L-I-E. At Allison Mooney, A-L-L-I-S-O-N-M-O-O-N-E-Y dot co dot N-Z, for North America, we say N-Z here. So those are my websites. And my book, Pressing the Right Buttons, you can probably get that on Amazon. It's a great book. It will really help people, and I just had so much information through that book. It's really been a helpful tool for people.

Robert Glazer: Okay, great. And Allie travels all over the world and works with teams and organizations everywhere, so she's often probably in an area near you. Well, Allie, thank you for sharing your story with us. You are a great example of how presentation and personality can make complicated concepts like human behavior much more easy to understand and interesting for all kinds of different audiences. I really enjoyed hearing you speak and learning from your work.

Allie Mooney: Thank you, Robert. You've really got it. I appreciate that. Go spread the word.

Robert Glazer: To our listeners, thanks for tuning in to the Elevate podcast today. We'll be sure to include links to Allie and her book on the episode page at Robert Glazer dot com. If you enjoyed today's episode, I'd really appreciate if you could leave us review, as it helps new users to discover the show. If you're listening in Apple podcast, you could just select the library icon, click on Elevate, and scroll down to the bottom to leave the review. And if you're listening in a browser or a different app, you could find links to review on other services under the podcast link at Robert Glazer dot com. Thanks again for your support, and until next time, keep elevating.