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Columnist

## Professional Development

### How To Manage the Aesthetic Worker

Do you manage or work with people who are highly creative, dislike working overtime, seem overly-sensitive at times, and desire balance and harmony above all else? Then you're dealing with people who are high in the Aesthetic value. People high in this value tend to work in creative fields, such as the performing arts, graphic design, architecture, landscaping, etc. Their passion is to have balance, beauty, form, and harmony in all aspects of life – both personally and professionally.

Here are some suggestions on how to understand, communicate with, and manage them effectively.

People high in the Aesthetic attitude feel that pleasant surroundings are conducive to inspiration and creative expression. They abhor working in a drab, noisy, garishly lit environment. They're sensitive to their own needs and the feelings of others on their team. They want harmony and dislike conflict. They won't be workaholics because they need balance between work, rest, and recreation.

#### Value to Your Organization

Strengths of people with the high Aesthetic attitude:

- Enthusiastic and will contribute to the team efforts in creative ways
- Evaluate things based on their artistic beauty
- Like to bring people of common interest together
- Have a good sense of creative problem solving and defuse tense situations with a humorous quip or comment
- Bring creative ideas to the table

#### Keys to Managing and Motivating

Understanding their need for balance and creative expression:

- Realize they may overreact in emotional situations.
- Allow them to share their creative nature.
- Provide flexibility to allow for some of their spontaneous ideas or solutions.
- Support their willingness to bring form or harmony to haphazard systems or workspace areas.
- Remember they bring a high creativity factor to the job; amplify this strength.
- Help them as much as possible to have balance; don't pressure them to become workaholics.

## **Professional Development**

The type of training and learning insights to provide:

- Learning should be linked to being effective in developing creative solutions to problems.
- Courses and training should help them expand their imagination and inventiveness.
- Link learning successes to increasing their understanding of form, harmony, and the big picture.

## **Continuous Quality Improvement**

Areas in which the high Aesthetic person may need coaching or mentoring:

- Tends to get bogged down in too much imagination at the expense of being practical
- Needs help developing a greater sense of the realistic side of organizational operations
- At times, may be too much of a non-conformist

If you manage people high in the Aesthetic value, appreciate their creative contributions to your enterprise.

Business management performance software identifies worker behavior, attitudes, and personality type, which The Estes Group's clients use to improve employee recruiting, increase employee retention, and reduce employee turnover. Annette Estes is a Certified Professional Behavioral and Values Analyst, Coach, Trainer, and Behavioral Safety Consultant. She is author of the award-winning book *Why Can't You See It My Way? Resolving Values Conflicts at Work and Home*. Freight shipping companies can subscribe to her free newsletter at <http://www.hiresafedrivers.com>

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