

# Personality Dimensions

# Personality Dimensions

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- Colors may change depending on circumstances / environment
- Introverts / extroverts will show up in each color
- We are all PLAID!!!

Purpose:

Use to

- Improve teamwork
- Identify commonalities
- Acknowledge individuality
- Appreciate the gifts of others
- Value methods of others

Do not use to

- Label or stereotype
- Make excuses for bad behavior
- Change other people

Scores

People usually have characteristics from all four-color styles

- One or two colors are typically dominant

Highest Score

- Brightest / Dominant color
- Familiar attributes
- Comfortable displaying these characteristics
- Happen automatically

Second highest

- Major influence on first color
- May be interchangeable with your first color
- Third and fourth colors
  - Unnatural
  - Underdeveloped
  - May admire in others
  - May cause the most conflict with other



# BLUE

<p><u>Traits/Characteristics</u></p> <ul style="list-style-type: none"> <li>• Optimistic/dedicated</li> <li>• Accepting</li> <li>• Supportive</li> <li>• Caretaker</li> <li>• Enthusiastic/vivacious/entertaining</li> <li>• Passionate</li> <li>• True romantic/share feelings/warm/genuine</li> <li>• Peacemaker / creative / dramatic / sensitive</li> <li>• Cooperative</li> <li>• Spiritual</li> <li>• People-oriented</li> <li>• / empathetic / cooperative</li> </ul>	<p><u>Values</u></p> <ul style="list-style-type: none"> <li>• Authenticity – being true to self / autonomy</li> <li>• Honesty / sincerity / integrity</li> <li>• Confidentiality / trust</li> <li>• Close relationships / concern for others</li> <li>• Harmony / peace / love / spirituality</li> <li>• Living a life of significance</li> <li>• Compassion</li> <li>• Teamwork</li> </ul>
<p><u>Skills</u></p> <ul style="list-style-type: none"> <li>• Communication / speaking / writing</li> <li>• Facilitating human potential</li> <li>• Establishing rapport / team building</li> <li>• Creating a favourable impression</li> <li>• Acting as a catalyst / motivating</li> <li>• Creativity</li> <li>• Guiding / mentoring / mediating</li> <li>• Teaching / counselling / training</li> <li>• Persuading / leading / influencing</li> </ul>	<p><u>Interests</u></p> <ul style="list-style-type: none"> <li>• Helping people / friendships</li> <li>• Social settings / emotional events</li> <li>• Music / fine arts / drama</li> <li>• Inspirational speeches</li> <li>• Group spirit / teams / family atmosphere</li> <li>• Variety</li> <li>• Uniqueness</li> </ul>
<p><u>Rewards and Motivators</u></p> <ul style="list-style-type: none"> <li>• An open, interactive atmosphere</li> <li>• People-oriented environment</li> <li>• Approval / encouragement / acceptance</li> <li>• Empathy / understanding / support</li> <li>• Discussions / experiments</li> <li>• Attention / affection / friendship</li> <li>• Popularity / recognition of abilities</li> <li>• Validation of personal worth</li> </ul>	<p><u>Leadership Style</u></p> <ul style="list-style-type: none"> <li>• Expects others to express views</li> <li>• Nurturing / empathetic / leads with feelings</li> <li>• Fosters a family spirit</li> <li>• Democratic / unstructured</li> <li>• Catalyst to develop potential of individuals</li> <li>• Encourages change but people come first</li> <li>• Expects staff to continue to grow</li> <li>• Idealistic / charismatic / dramatic</li> </ul>

<p><u>Stressors</u></p> <ul style="list-style-type: none"> <li>• Conflict / aggression</li> <li>• Isolation / impersonal treatment / rejection</li> <li>• Disharmony / lying</li> <li>• Negative criticism / discouraging remarks</li> <li>• Being/feeling “used”</li> <li>• Routine work / paper before people</li> <li>• Insincerity / insensitivity</li> <li>• Lack of acknowledgement or appreciation</li> <li>• Not being genuine / not sharing</li> <li>• Time limits / pressure to decide quickly</li> <li>• Saying “no”</li> </ul>	<p><u>Out of Esteem Behaviours (when you’re having a bad day)</u></p> <ul style="list-style-type: none"> <li>• Attention-getting misbehaviour</li> <li>• Lying to save face / making excuses</li> <li>• Withdrawal</li> <li>• Fantasizing / trancing-out / daydreaming</li> <li>• Crying / depression</li> <li>• Lack of self - confidence</li> <li>• Passive resistance / inertia</li> <li>• Emotional outburst / yelling / screaming</li> </ul>
<p><u>Perceptions</u></p> <p><u>See themselves as</u></p> <ul style="list-style-type: none"> <li>• Caring</li> <li>• Trusting, giving benefit of doubt</li> <li>• Tirelessly working for a cause</li> <li>• Supportive</li> <li>• Genuinely interested in others</li> </ul>	<p><u>Perceptions</u></p> <p><u>Others may see them as</u></p> <ul style="list-style-type: none"> <li>• Too emotional</li> <li>• Naïve</li> <li>• Over-committed</li> <li>• Smothering</li> <li>• Nosey</li> </ul>
<p><b>Primary Orientation: To influence Others: Relationships &amp; Harmony</b></p>	
<p><u>Characteristics:</u></p> <ul style="list-style-type: none"> <li>• People Oriented</li> <li>• Enthusiastic</li> <li>• Mediator</li> <li>• Encourages others</li> <li>• Imaginative</li> <li>• Sincere</li> <li>• Expressive</li> <li>• Concern for others</li> <li>• Leads with feelings</li> </ul>	
<p><u>Strengths in the workplace:</u></p> <ul style="list-style-type: none"> <li>• Ability to persuade and cooperate</li> <li>• Team builders, team players, works to accommodate the needs of co-workers</li> <li>• Expresses appreciation and approval</li> <li>• Perceptive in understanding non-verbal communication</li> <li>• Works with and through people</li> <li>• Encourages others / supportiveness</li> <li>• Optimism / Enthusiasm</li> </ul>	



- Intuition / imagination
- Dedication to people issues
- Fosters harmony; effective in getting people to work together
- Facilitates development; draws out the best in people
- Mediates and resolves conflict
- Sees possibilities, meanings and relationships

**Weaknesses in the workplace:**

- Reactive and sometimes emotional
- Not firm with others; may fail to confront problems
- Slow to take action and to make decisions
- Weak at goal setting
- Undisciplined with time
- May be disorganized
- Can be overly helpful
- Sometimes shows favoritism
- Sensitive to personal criticism

**Build positive self esteem by allowing them to:**

- Be able to dialogue with colleagues
- Create support systems and social contacts
- Be creative in the workplace with colleagues
- Express feelings and emotions
- Demonstrates caring attitudes
- Express enthusiasm

**Reward achievement of them by commenting on the following characteristics:**

- Active and creative imaginations
- Positive and personal contributions
- Impact and influence on others
- Relationship development
- Sensitivity in relating to others
- How they have positively influenced the team or the project

**When Directing or managing them:**

- Be open, personal, empathetic, and non-judgemental
- Show integrity and be genuine
- Recognize the importance of meeting others' needs
- Be aware of feelings
- Be willing to talk and discuss issues
- Consider their personal values such as integrity, sincerity, and dedication
- Provide opportunities for group work and team building
- Acknowledge their unique contributions and accomplishments
- Encourage them to express their feelings and creative ideas

- Encourage them to express their personal as well as professional goals
- Listen and validate – do not FIX

**Encourage them by appreciating and recognizing some of the following:**

- Sensitivity and caring of all employees
- Creativity
- Cooperative attitudes
- Willingness to care
- Unique contributions
- Personal Uniqueness
- Honesty and Sincerity
- Understanding of feeling of self and others
- Personal growth
- Personal characteristics that are values and meaningful

**Motivate job performance by:**

- Giving personal support and showing sensitivity
- Challenging their growth potential
- Appreciating their participation and cooperation
- Praising their creativity and imaginative contributions
- Being accessible to them
- Compliment them in public
- Recognize their contributions toward the team and a harmonious environment
- Acknowledge their people skills
- Demonstrate understanding of their feelings and ideas
- Provide constant feedback for verification
- Provide opportunities for personal growth and development

**Confronting or meeting with them:**

- In a supportive manner, make frequent positive comments and keep negative criticism to a minimum
- Keep the discussion private (avoid public chastising)
- Permit them to express their feelings appropriately
- Allow them to tell the story in their own way
- Help them to reframe the issues from a negative to a positive stance
- Indicate you are meeting with them because you are concerned about them
- State the performance problem in concise, direct, but humanistic terms
- Note that you separate the performance from the person
- State honestly exactly how you feel about their performance
- State how their performance effects co-workers and company goals
- Finish on a positive

**Preferred job tasks and skills:**

- Leading
- Motivating
- Teaching and training
- Guiding
- Listening
- Recruiting
- Public speaking
- Working on a team
- Communicating
- Counseling
- Mentoring
- Writing

**Recognize their need for:**

- Social interaction
- Relating to others
- Personal attention
- Personal approval
- Freedom from control or detail
- Encouragement
- Sincere recognition of ability
- Inclusion

**If you are a Blue:**

- Recognize if you are reading between the lines
- Add “No” to your vocabulary
- Speak up – it’s okay to be direct
- Discern when you are rambling, and know when to get to the point

**Famous Blues**

- Oprah
- Martin Luther King
- Taylor Swift
- Winnie the Pooh’s Piglet

# GOLD

<p><b><u>Traits/Characteristics</u></b></p> <ul style="list-style-type: none"> <li>• Generous / parental / responsible</li> <li>• Realistic / pragmatic / practical / decisive</li> <li>• Predictable / steadfast / concerned</li> <li>• Reserved / usually calm / patient</li> <li>• Trustworthy / Punctual</li> <li>• Planful / Organized / always prepared</li> <li>• Maintain “status quo” / dependable</li> <li>• Practice the “work ethic”</li> <li>• Conscientious / accurate / thorough / neat</li> <li>• Procedural / orderly</li> </ul>	<p><b><u>Values</u></b></p> <ul style="list-style-type: none"> <li>• Orderliness / organization / structure</li> <li>• Stability / traditions / loyalty / commitment</li> <li>• Reliability / dependability / diligence</li> <li>• Accountability / efficiency</li> <li>• Accuracy / perfection</li> <li>• Dignity / culture / heritage / tradition</li> <li>• Fairness / honesty / integrity</li> <li>• Doing things for others / cooperation</li> <li>• Home / family</li> <li>• Assets / wealth / security</li> </ul>
<p><b><u>Skills</u></b></p> <ul style="list-style-type: none"> <li>• Time Management</li> <li>• Following procedures and rules</li> <li>• Project implementation / follow-through</li> <li>• Supervising / coordinating</li> <li>• Guarding / caretaking / securing</li> <li>• Handling detail / doing routine work</li> <li>• Accounting / collecting data</li> <li>• Dispatching</li> </ul>	<p><b><u>Interests</u></b></p> <ul style="list-style-type: none"> <li>• Providing service</li> <li>• Results oriented</li> <li>• Practical applications</li> <li>• Groups / associations / intuitions / teams</li> <li>• Collecting / organizing data and things</li> <li>• Cultural events / traditional celebrations</li> </ul>
<p><b><u>Rewards and Motivators</u></b></p> <ul style="list-style-type: none"> <li>• Rewards based on loyalty and hard work</li> <li>• Security (job / financial)</li> <li>• Time for home / family</li> <li>• Structure / rules / routine</li> <li>• Clearly defined expectations / step-by-step</li> <li>• Traditional directed instruction</li> <li>• Shared responsibility / doing it right</li> <li>• Recognition for being on task</li> <li>• Content, not theory, is key</li> </ul>	<p><b><u>Leadership Style</u></b></p> <ul style="list-style-type: none"> <li>• Expects punctuality / order</li> <li>• Expects staff to stick to job descriptions</li> <li>• Fosters loyalty / tradition</li> <li>• Seldom questions traditional standards</li> <li>• Rules oriented</li> <li>• Minimal conflict</li> <li>• Threatened by change</li> </ul>
<p><b><u>Stressors</u></b></p> <ul style="list-style-type: none"> <li>• Non conformity / disobedience</li> <li>• Unpredictability / ambiguity / chaos</li> </ul>	<p><b><u>Out of Esteem Behaviours (or what others might see when you're having a BAD DAY?)</u></b></p> <ul style="list-style-type: none"> <li>• Complaining / self – pity</li> </ul>



<ul style="list-style-type: none"> <li>• Incomplete tasks / ignored deadlines</li> <li>• Insufficient time to complete tasks</li> <li>• People who don't follow through</li> <li>• Lack of closure</li> <li>• Irresponsibly of others / disloyalty</li> <li>• Haphazard attitudes</li> <li>• Acceptance of poorly performed tasks</li> <li>• Too many questions / insufficient info</li> <li>• Disorganization / waste / inefficiency</li> <li>• Lack of structure / direction</li> <li>• Surprises / changing details</li> <li>• Disregard for family time or commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Victim attitude</li> <li>• Anxiety / worry / depression</li> <li>• Fatigue</li> <li>• Psychosomatic problems</li> <li>• Malicious judgements about self / others</li> <li>• Herd mentality – blindly following leader</li> <li>• Authoritarianism</li> <li>• Phobic reactions</li> <li>• Refusing to cooperate</li> <li>• Withdrawal</li> </ul>
<p><b>Perceptions:</b></p> <p><b><u>See themselves as</u></b></p> <ul style="list-style-type: none"> <li>• Stable</li> <li>• dependable</li> <li>• Knowing what's best</li> <li>• Responsible</li> <li>• Goal-oriented</li> <li>• Punctual</li> </ul>	<p><b>Perceptions:</b></p> <p><b><u>Others may see them as</u></b></p> <ul style="list-style-type: none"> <li>• Rigid, stubborn</li> <li>• Judgmental</li> <li>• Bossy</li> <li>• controlling</li> <li>• Workaholic</li> <li>• Rigid about time</li> </ul>
<p><b>Primary orientation: To Stabilize, have structure &amp; order, security, efficiency</b></p>	
<p><b>Characteristics:</b></p> <ul style="list-style-type: none"> <li>• Conservative and planned</li> <li>• Thrive on structure, order and organization</li> <li>• Work then play</li> <li>• Punctual, very time conscious</li> <li>• Everything is black and white</li> <li>• Thinker and doer</li> <li>• Makes lists</li> <li>• Bottom line communicator</li> <li>• Efficient and consistent</li> </ul>	
<p><b>Strengths in the Workplace:</b></p> <ul style="list-style-type: none"> <li>• Good time managers</li> <li>• Realistic</li> <li>• Practical</li> <li>• Decisive</li> <li>• Follows rules, policies and procedures</li> <li>• Brings a planned, organized approach to the task</li> <li>• Dependable follow-through</li> </ul>	



- Thorough and precise, especially with detail
- Focuses on what needs to be done
- Establishes policies, rules and schedules

**Weaknesses in the Workplace:**

- Conformity
- Guardedness
- Righteousness
- Rigidity
- Resistance to change
- Narrowly focused
- Possessiveness
- Sometimes pessimistic or negative

**Build positive self esteem by allowing them to:**

- Display leadership and organizational ability
- Act as coordinators and/or team leaders
- Assist in planning work schedules and routines
- Ask questions and request information on procedures
- Use traditional methods to perform work tasks
- Act as spokesperson for the team or the unit
- Be helpful to others, including management
- Identify the resources required for the task

**Reward achievement of them by commenting of the following characteristics:**

- Attention to detail
- Sense of responsibility
- Reliability
- Ability to follow-through
- Organization
- Positive influence on co-workers
- Personal contribution to the organization
- Appreciation for timeliness
- Focus on productivity

**Use the following when directing them:**

- Be organized, specific and clear
- Be precise in stating work objectives
- Be knowledgeable about their specific contributions
- Be consistent with all employees on rules and procedures
- Be direct and detailed
- Honor their time
- Offer opportunity for input and feedback

- Give sufficient and advanced notification of change

**Encourage them by appreciating and recognizing some of the following:**

- Rewarding their practical and efficient work style
- Noting what they have actually accomplished (don't generalize)
- Recognizing the importance of their role on the team or in the organization
- Noting their past acceptance of responsibility
- Praising their carefulness, thoroughness and accuracy in the past
- Recognizing their loyalty and consistent follow-through
- Noting their past effective teamwork and cooperation

**Motivate job performance by:**

- Providing a structured work environment
- Establishing roles and responsibilities clearly
- Determining accountability and limits of authority
- Allocating time for training and rehearsal
- Designating who will provide feedback and/or additional assistance
- Demonstrating appreciation for work efforts
- Maintaining consistent practices
- Defining clear operating procedures

**Confronting or meeting with them:**

- Discuss what is fair and just for all
- Communicate anticipated outcomes of the discussion
- Keep expectations clear, precise and uncomplicated
- Keep the meeting short and to the point
- Make sure there is a common understanding of the situation
- Use specific illustrations to clarify points
- Present the problem calmly, clearly, and directly
- Be aware of their need to do the right thing
- Be certain the facts are clarified
- Ask them to restate the problem

**Preferred job tasks and skills:**

- Planning and executing
- Organizing
- Guarding
- Following the rules and procedures
- Coordinating
- Accounting for
- Doing predictable work
- Handling details
- Supervising

- Collecting data
- Serving the organization

#### Recognize their need for:

- Accuracy
- Security
- Organization
- Specific and clear rules and procedures
- Traditional work styles
- Stability
- Productivity
- Belonging to the company

#### If you are a Gold

- Have patience when others talk in different directions
- Be open-minded and consider other options
- Be aware of how hard you are driving yourself and others; ease up
- Accept others' way of doing things if the ultimate goal is the same

#### Famous Golds

- George Washington
- Martha Stewart
- Mr. Rogers
- Winnie the Pooh's Rabbit

# GREEN

<p><u>Traits/Characteristics</u></p> <ul style="list-style-type: none"> <li>• Cool, calm and collected</li> <li>• Feel emotions, don't express them</li> <li>• Future-oriented / theoretical / ingenious</li> <li>• Variety of interests</li> <li>• Strategic problem – solver / pragmatic</li> <li>• Perfectionist / determined / persistent</li> <li>• Use precise technical language</li> <li>• Intellectual</li> <li>• Explore all facets before deciding</li> <li>• Contribute optimum effort</li> </ul>	<p><u>Values</u></p> <ul style="list-style-type: none"> <li>• Autonomy /independence</li> <li>• Objectivity / logic / rationality</li> <li>• Creativity (design, planning, problem solving, implementation)</li> <li>• Truth / fairness / perfection / accuracy</li> <li>• Intelligence / wisdom / knowledge</li> <li>• Competency / efficiency / answers</li> <li>• Quiet time for thinking</li> <li>• Complexity / global view</li> <li>• Expertise in subject matter</li> </ul>
<p><u>Skills</u></p> <ul style="list-style-type: none"> <li>• Researching / designing / inventing</li> <li>• Handling complexity / developing models</li> <li>• Applying subject matter expertise</li> <li>• Analysing / problem solving</li> <li>• Diagnosing / exploring ideas</li> <li>• Concentrating on key details</li> <li>• Planning / strategizing / being systematic</li> <li>• Abstract reasoning / logical thinking</li> <li>• Checking for accuracy</li> <li>• Drawing insightful conclusions</li> </ul>	<p><u>Interests</u></p> <ul style="list-style-type: none"> <li>• Ideas / insights / improvements</li> <li>• Technology / innovations</li> <li>• Probing the future</li> <li>• Efficiency- max output with minimum waste</li> <li>• Entrepreneurial pursuits</li> <li>• Learning / developing new competencies</li> <li>• Philosophy / debating</li> </ul>
<p><u>Rewards and Motivators</u></p> <ul style="list-style-type: none"> <li>• Independence / autonomy</li> <li>• Understanding the big picture</li> <li>• Quiet time to think and process info</li> <li>• Recognition for competence and ideas</li> <li>• Likes to explore / extend new info</li> <li>• Relevant tasks</li> <li>• High achievement / challenge</li> </ul>	<p><u>Leadership Style</u></p> <ul style="list-style-type: none"> <li>• Expects intelligence / competence</li> <li>• Sets high standards and expectations</li> <li>• Seeks ways to improve systems</li> <li>• Encourages change which leads to improvements</li> <li>• Visionary / analytical</li> <li>• Expects competent follow-through</li> </ul>
<p><u>Stressors</u></p> <ul style="list-style-type: none"> <li>• Incompetence</li> <li>• Routine / tradition / busywork / redundancy</li> </ul>	<p><u>Out of Esteem behaviours (or what others might see when you're having a BAD DAY!)</u></p> <ul style="list-style-type: none"> <li>• Indecisiveness / confusion</li> </ul>

<ul style="list-style-type: none"> <li>• Unclear mission or expectations</li> <li>• Lack of system or system support</li> <li>• Rules that block strategy / restrictions</li> <li>• Deadlines / unreasonable schedules</li> <li>• Quick decisions with little time to analyse</li> <li>• Too many projects or details</li> <li>• Interpersonal conflicts / unfairness</li> <li>• Having input challenged or ignored</li> <li>• Small talk / social situations / outbursts</li> <li>• Project implementations and follow-up</li> </ul>	<ul style="list-style-type: none"> <li>• Refusal to comply or cooperate</li> <li>• Withdrawal / extreme aloofness</li> <li>• The “silent treatment”</li> <li>• Snobbish, put-down remarks / sarcasm</li> <li>• Perfectionism, due to performance anxiety</li> <li>• Highly critical attitude towards self / others</li> </ul>
<p><b><u>Perceptions</u></b></p> <p><b><u>See themselves as</u></b></p> <p>Knowledgeable  Confident  Innovative  Independent  Logical</p>	<p><b><u>Perceptions</u></b></p> <p><b><u>Others may see them as</u></b></p> <p>Intellectual snobs  Arrogant  Eccentric, weird  Anti-social  Heartless</p>
<p><b>Primary Orientation: To Analyze, knowledge, intellect, competency</b></p>	
<p><b><u>Characteristics:</u></b></p> <ul style="list-style-type: none"> <li>• Analytical, logical, rational, inquisitive</li> <li>• Likes to analyze and place things in logical order</li> <li>• Work then think about play</li> <li>• Values competence, intelligence and knowledge</li> <li>• Likes to strategize and conceptualize</li> <li>• Thinker, visionary, futurist</li> <li>• Does not like to be rushed to a quick decision</li> <li>• Likes to do the right thing</li> <li>• Unanimated, independent and private</li> </ul>	
<p><b><u>Strengths in the Workplace:</u></b></p> <ul style="list-style-type: none"> <li>• Focuses on the mission of the organization</li> <li>• Builds conceptual frameworks or systems</li> <li>• Good strategic planning skills</li> <li>• Good problem-solving skills</li> <li>• Architects of Change</li> <li>• Examine consequences analytically and impersonally</li> <li>• Looks at environment and sees new possibilities, meanings and relationships</li> <li>• Conceptualizes and designs especially with regard to organizational change</li> <li>• Sets high standards</li> <li>• Can see the core of complex issues or problems</li> </ul>	



- Sees the larger picture
- Creative, inventive can think outside the box

#### Weaknesses in the Workplace:

- Uncompromising
- Perfectionist
- Caught up in too many ideas
- Low tolerance for feelings, attitudes and advice of others
- Might be highly critical of self and others
- Indecision
- Picky (splitting hairs)
- Lack of execution (after the design stage)
- Indirect approach to conflict
- Unrealistic expectations

#### Build positive self esteem by allowing them to:

- Be inquisitive and ask a lot of questions
- If possible, establish their own deadlines
- Being creative
- Challenge issues or ideas
- Add to their or others ideas
- Be autonomous and independent
- Explain their logic
- Offer solutions based on their observations

#### Reward achievement of them by commenting on the following characteristics:

- Creativity
- Ingenuity
- Competence
- Ability to gather data
- Intellectual ability to analyze
- Ability to understand new ideas and concepts
- Ability to identify quality defects

#### Use the following when directing them:

- Be stimulating, concise and logical
- Recognize their need for competency
- Consider the time they need for a thorough approach
- Provide the overall purpose of the assignment
- Encourage their ideas and concepts about change and improvement
- Acknowledge their contributions and accomplishments to the overall mission
- Provide opportunities for open discussion of the subjects
- Discuss the value of analysis, research and detail

**Encourage them by appreciating and recognizing some of the following:**

- Competent performance
- Creativity and ingenuity
- Intellectual ability
- The value and usefulness of their work
- Their ideas and precise use of language
- The accuracy of their work
- Independent initiatives
- Analyzing abilities
- Logical explanations
- Their conceptual and design talent

**Motivate job performance by:**

- Defining big picture relevance
- Establishing clear goals
- Providing autonomy
- Providing time for research
- Acknowledging new ideas and system accuracy
- Seriously considering findings, conclusions and/or recommendations
- Listening to their ideas
- Rewarding their competency
- Provide opportunities for professional development

**Confronting or meeting with them:**

- Acknowledge their need to understand the logic behind rules, procedures, and policies and their reluctance to follow those blindly
- Discuss what is fair and just for all
- Communicate anticipated outcomes of the discussion
- Keep expectations clear, precise and objective
- Make sure there is a common understanding of the situation
- Use specific illustrations to clarify points
- Be aware of their need to improve the situation
- Be certain the issues are understood and clearly stated
- Ask them to restate the problem
- State clearly why a specific performance is undesirable
- Avoid the use of sarcasm, labels or ridicule
- Maintain complete privacy

**Preferred job tasks and skills:**

- Designing
- Inventing
- Analyzing



- Diagnosing
- Problem solving
- Systematizing
- Conceptualizing
- Explaining
- Researching
- Developing
- Reasoning
- Mapping out

#### Recognize their need for:

- Intellectual competence
- Clear quality standards
- Precision and accuracy
- Product and process improvement
- Creative mental challenges
- Personal autonomy
- Freedom to ask questions
- Opportunity to present recommendations
- Recognition for ideas
- Acknowledgement for competence and intellectual potential
- Quiet time to think and process information

#### If you are a Green

- Ease up on the “whys”
- Let others express their emotion
- Learn to listen without “fixing”
- Save the debate
- Inform others when you are processing

#### Famous Greens

- Abraham Lincoln
- Steve Jobs
- Spock
- Winnie the Pooh’s Owl

# Orange

<p><b><u>Traits/Characteristics</u></b></p> <ul style="list-style-type: none"> <li>• Determined / driven / decisive / efficient</li> <li>• Takes the initiative / takes charge</li> <li>• Direct / straight forward</li> <li>• Independent / self confident / positive</li> <li>• Realistic / practical / expeditious</li> <li>• Competitive / great endurance</li> <li>• Spontaneous / impetuous / energetic</li> <li>• Fun-loving / charming / witty / enthusiastic</li> <li>• Non-judgemental / open</li> <li>• Risk – taker / courageous</li> <li>• Capable in a crisis / resilient / flexible</li> <li>• Skillful, particularly with hands</li> <li>• Negotiator / entrepreneurial</li> <li>• Questions the “status quo”</li> </ul>	<p><b><u>Values</u></b></p> <ul style="list-style-type: none"> <li>• Action / expediency</li> <li>• Freedom for self expression</li> <li>• Play / excitement / physical movement</li> <li>• Variety</li> <li>• Cleverness / skillfulness</li> <li>• Practicality / resourcefulness</li> <li>• Agility / precision</li> <li>• Spontaneity</li> <li>• Performance / results</li> <li>• Quick completion of tasks</li> </ul>
<p><b><u>Skills</u></b></p> <ul style="list-style-type: none"> <li>• Managing multiple projects at once</li> <li>• Producing / manufacturing / constructing</li> <li>• Operating tools / repairing</li> <li>• Instinctively finding opportunities</li> <li>• Selling / persuading / negotiating</li> <li>• Public speaking</li> <li>• Competing / manipulating</li> <li>• Responding to emergencies</li> </ul>	<p><b><u>Interests</u></b></p> <ul style="list-style-type: none"> <li>• Trouble shooting / problem solving</li> <li>• Active sports / adventure</li> <li>• Competition</li> <li>• Simulations</li> <li>• High performance</li> <li>• Challenge</li> <li>• FUN!</li> </ul>
<p><b><u>Rewards and Motivators</u></b></p> <ul style="list-style-type: none"> <li>• Individual rewards / immediate recognition</li> <li>• Visible results</li> <li>• Opportunity for creativity</li> <li>• Freedom to take action / being in charge</li> <li>• Challenges / variety / risks</li> <li>• Hands on games and activities</li> <li>• Fun, excitement, competition</li> <li>• Immediate real-world application</li> <li>• Content (not theory or process) is key</li> </ul>	<p><b><u>Leadership Style</u></b></p> <ul style="list-style-type: none"> <li>• Will delegate and follow-up</li> <li>• Expects quick action and flexibility</li> <li>• Works in the present</li> <li>• Performance oriented</li> <li>• Welcomes change</li> <li>• Quickly institutes change</li> <li>• Expects people to make work “fun”</li> </ul>
<p><b><u>Stressors</u></b></p> <ul style="list-style-type: none"> <li>• Personal restrictions / lack of freedom</li> </ul>	<p><b><u>Out of Esteem Behaviours (or what others might see when you're having a BAD DAY!)</u></b></p>

<ul style="list-style-type: none"> <li>• Unnecessary routine / rigid time lines</li> <li>• Rigidity / authority / close supervision</li> <li>• Slow decisions / criticism</li> <li>• Waiting / inactivity / slow pace</li> <li>• Repetition / rehearsal / redundancy</li> <li>• Lack of resources / insufficient funds</li> <li>• Activities that lack challenge / NO FUN!</li> <li>• Inflexibility / lack of options</li> <li>• Theoretical / philosophical discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Rudeness / defiance</li> <li>• Intentionally breaking the rules</li> <li>• Running away / dropping out</li> <li>• Use of stimulants</li> <li>• Acting out boisterously</li> <li>• Lying / cheating</li> <li>• Physically aggressiveness</li> </ul>
<p><b>Perceptions:</b></p> <p><u>See themselves as</u></p> <p>Straightforward Keeps options open Easy-going Flexible Negotiator</p>	<p><b>Perceptions:</b></p> <p><u>Others may see them as</u></p> <p>Rude, blunt, “no filter” Irresponsible Not serious Ignores rules Manipulative</p>
<p><b>Primary Orientation:</b> Action and Performance, having fun, challenges</p>	
<p><b>Characteristics:</b></p> <ul style="list-style-type: none"> <li>• Interactive and animated</li> <li>• Spontaneous</li> <li>• Likes to joke around</li> <li>• Self confident and takes risks</li> <li>• Multi-tasks</li> <li>• Loves a challenge</li> <li>• Likes to talk and be around people</li> <li>• Natural instinct for opportunity</li> <li>• Energetic</li> </ul>	
<p><b>Strengths in the Workplace:</b></p> <ul style="list-style-type: none"> <li>• Immediate responses to problems</li> <li>• Handles crisis situations</li> <li>• Sees what’s negotiable</li> <li>• Knows how to expedite</li> <li>• Takes practical approached to concrete problems</li> <li>• Communicates an attitude of sureness</li> <li>• Ingenious and resourceful</li> <li>• Willing to take risks</li> <li>• Great initiator and idea creator</li> <li>• Will be the first to do something</li> <li>• Can get others exited and motivated</li> <li>• Strong performer</li> </ul>	



### Weaknesses in the Workplace:

- Impatient with theoretical or abstract material
- Domineering
- Attacks first
- Pushy for quick decisions
- Jumps from one activity to another
- Confrontational
- Poor listening skills
- May be unprepared at times
- Lack of follow-through
- Careless about details
- Impulsive
- Unpredictable
- Bored when there is no crisis
- May overlook established priorities or circumvent the system

### Build positive self-esteem by allowing them to:

- Take an active role in planning work assignments
- Be competitive on the job
- Promote their ideas and products
- Share their ideas verbally / physically
- Act as a negotiator on issues
- Offer solutions based on their experiences
- Have influence in managing their own time

### Reward achievement of them by commenting on the following characteristics:

- Physical skills and performance
- Clever and factual contributions
- Immediate emergency steps
- Bravery and endurance
- Sense of humor
- Originality and creativity
- Boldness of approach
- Keen sense of timing

### Use the following when directing them:

- Recognize their positive influence
- Give them freedom to act on their own
- Be open for change and permit them to introduce change
- Recognize their interests
- Recognize their leadership potential
- Use humor and light heartedness
- Be interactive and get excited with them

- Be direct, brief and to the point

**Encourage them by appreciating and recognizing some of the following:**

- Their cleverness and the way they make things happen
- Creativity and ingenuity
- Ability to get things done
- The rate at which results were accomplished
- Boldness
- Adaptation
- Versatility
- Flexibility

**Motivate job performance by:**

- Drawing their attention to the challenges of the job
- Noting the rewards of finishing projects and meeting responsibilities
- Providing immediate recognition and rewards
- Tying results to opportunities for advancement
- Recognizing them publicly
- Letting them know positive feedback from others

**Confronting or meeting with them:**

- Be direct about issues and to the point
- Permit them the opportunity to respond or to explain their behaviours
- Be patient with their clever remarks
- Discuss their need for freedom and control
- Keep the meeting very private, one-on-one
- Avoid any type of showdown
- Seek immediate resolution
- Be open to their solutions or collaboration
- Permit them to make suggestions toward solutions
- Support what they commit to right away

**Preferred job tasks and skills:**

- Responding to emergencies
- Performing unrehearsed
- Negotiating agreements
- Delegating assignments
- Competing for best performance
- Coming up with mid-course corrections
- Reporting results and play-by-play
- Celebrating outcomes
- Having multiple projects and variety

- Having a set of guidelines within which to operate vs. strict rules

**Recognize their need for:**

- Competition
- Demonstrating physical skills
- Direct and open communications
- Varied activities
- Negotiating activities
- Flexibility
- Challenging assignments
- Having fun

**If you are an Orange:**

- Be aware of how you are coming across
- Give people time to process
- Pause before committing

**Famous Oranges:**

- Prince Harry
- Lucille Ball
- John F Kennedy
- Winnie the Pooh's Tigger

**WE ARE ALL  
PLAID!**