

# QUICK GUIDE

## Working with others – what's personality got to do with it?

### RED

#### How to Spot...

- Hardworking, practical
- No-nonsense approach
- Competitive; results oriented
- Dogmatic and rigid
- Value authority and control

#### What Causes Conflict

- Wasting their time
- Excessive changes
- Vague directions
- Those that break the rules
- Dealing with other people's problems

#### Communication

- Present information in a step-by-step manner
- Stress how the information will benefit them
- State facts, not opinions
- Never waste their time
- Minimize small talk
- Expect frankness and bluntness

#### Providing Direction

- Provide structure
- Tell them and show them
- Well defined tasks
- Standards of measurement
- Timeline

### ORANGE

#### How to Spot...

- Sensitive to others
- Organizational skills
- Feelings get hurt easily
- Value relationships, loyalty
- Like to care for others' emotional well-being

#### What Causes Conflict

- Impersonal or condescending tone of voice
- Insensitivity from others
- Inability to share feelings
- Being called self-centered
- Not being appreciated

#### Communication

- Be considerate of their feelings
- Talk about people concerns
- Be clear in what you need
- Ask them to share their feelings.
- If you must criticize them, start with acknowledgment

#### Providing Direction

- Positive feedback, approval
- Friendly work environments
- Opportunities to help people
- Tasks that harness their organizational skills
- Respect needs and be sensitive

### YELLOW

#### How to Spot...

- Need mental stimulation and challenges
- Self-confident, self-directed and autonomous
- Impersonal, aloof, reserved
- Enjoy novelty and change
- Value logic

#### What Causes Conflict

- Not having time to think
- Public humiliation
- Questioning their decisions
- Others not following through
- Emotional issues

#### Communication

- Expect them to ask questions
- Focus on the big picture
- Present several different options
- Challenge their problem-solving skills
- Need time to mull ideas over
- Keep the objective clear

#### Providing Direction

- Undefined boundaries
- Freedom to think and innovate
- Appreciate achievements
- Appeal to their logic
- Provide goals without established processes

### GREEN

#### How to Spot...

- Emotional expression
- Motivators/instigators
- Social interaction
- Difficulty adhering to timelines
- Go with the flow attitude

#### What Causes Conflict

- Not being taken seriously
- Receiving criticism
- Being ignored
- Time constraints, restrictions
- Being overly managed and directed

#### Communication

- Never dismiss, discount or make light of their feelings
- Do not take an authoritarian attitude
- Details-follow up in writing
- Ask them to share their feelings
- Ask open-ended questions
- Do not talk down to them – feelings get hurt easily

#### Providing Direction

- Provide for flexibility
- Help with time management
- Direct communication
- Sensitivity to their feelings
- Personal recognition, approval