



Personality Styles and Managing Conflict -An Introduction

What Do We Want?



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Human beings strive for self-esteem but seek it in different ways because of values, wants, aims, needs, motives, desires and preferences.



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Human beings strive for self-esteem but seek it in different ways because of values, wants, aims, needs, motives, desires and preferences.

These predispositions drive all actions and behavior.

David Keirsey



CONFLICT

A natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, values, motives or needs.

If we perceive others are setting up obstacles to meeting our core needs or when we feel our values/beliefs/motivations are not appreciated = conflict

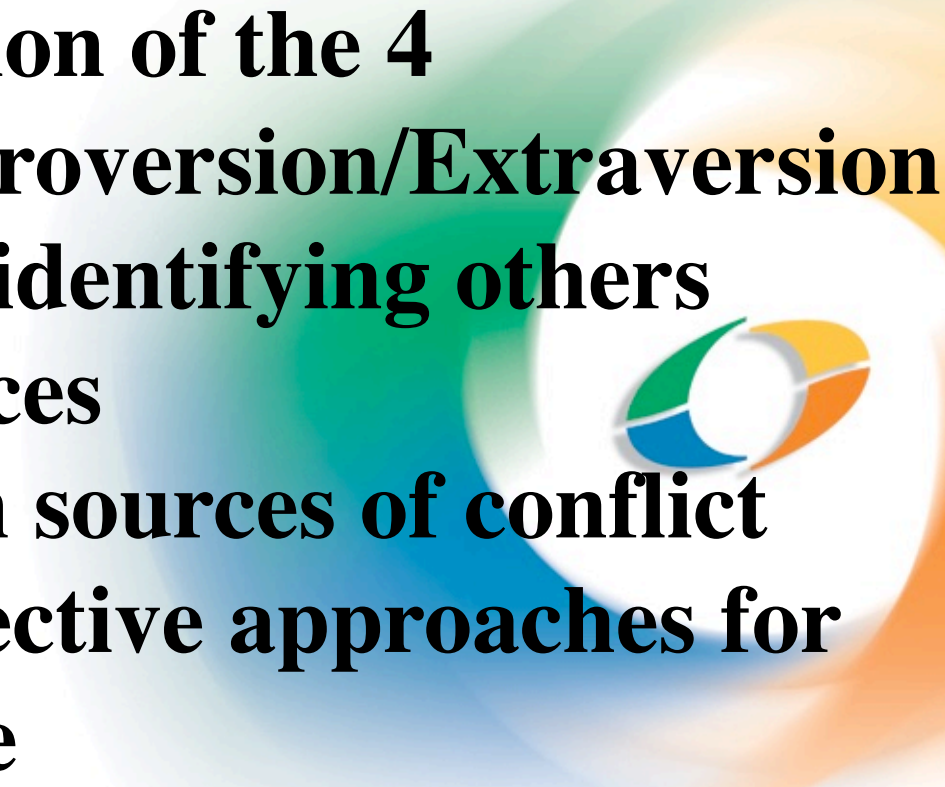


CONFLICT

Knowing about personality preferences enables easy understanding of yourself and others and allows differences to be resolved peacefully



Focus of Today's Webinar

- **Description of the 4 types/Introversion/Extraversion**
 - **Clues to identifying others preferences**
 - **Common sources of conflict**
 - **Most effective approaches for each type**
- 

**Where do we get
our personalities
from?**



Theoretical History of



Personality
DIMENSIONS™

Hippocrates:	Phlegmatic	Melancholic	Sanguine	Choleric
Carl Jung:	Intellect	Body	Intuition	Feeling
Myers Briggs:	Intuitive Thinking	Sensing Judging	Sensing Perceiving	Intuitive Feeling
David Keirsey:	Promethians	Epimethians	Dionysians	Apollonians
Don Lowry:	Green	Gold	Orange	Blue
Linda Berens:	Rational	Guardian	Artisan	Idealist



Personality
DIMENSIONS™

**Inquiring
Green**



**Organized
Gold**



**Resourceful
Orange**



**Authentic
Blue**



“Approximate” Tool Comparison

PD	Authentic Blue	Inquiring Green	Organized Gold	Resourceful Orange
True Colors	Blue	Green	Gold	Orange
MBTI	NF	NT	SJ	SP
DISC	Influencer	Conscientiousness	Steadiness	Dominance
Merrill-Reid	Amiable	Driver/Analytical	Driver/Analytical	Expressive

Important *Basics*



• • • • • ➔ • **Everyone is a blend of 4 character types**

• **Each person usually prefers one (or more) type(s)** ← • •

• • • • • ➔ • **Personality Dimensions™ uses coloured names to refer to these 4 types**

• **All 4 types are equally good!! All have strengths and weaknesses** ← • • • •



We're all
Plaid!





AUTHENTIC BLUE

MOTTO: “I Care”

CORE NEEDS: Relationships
Self Actualization

VALUE: Balance
Harmony
Lives Free of Tension
Depth of Feeling
Empathy
Aesthetics
Reflective Awareness

FOCUS: Present & Future



AUTHENTIC BLUE

“HEART ON SLEEVE”

RELATIONSHIP “GLUE”





INQUIRING GREEN

MOTTO: “Knowledge is the Key”

CORE NEEDS: Knowledge
Competence
(Mastery, Self Control, Being Resolved)

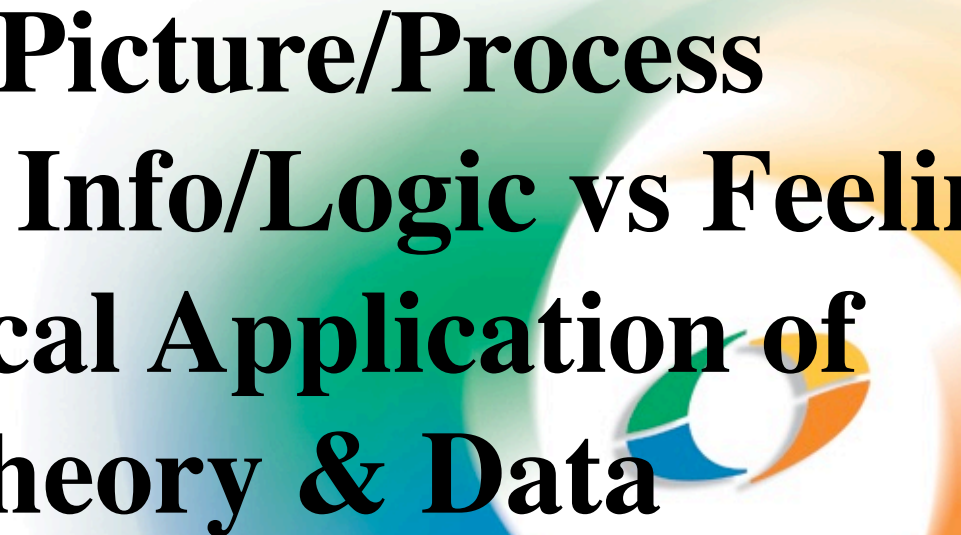
VALUE: Intellect
Competence
Persistence
Determination
Consistency
”Vision”

FOCUS: Future



INQUIRING GREEN

**Big Picture/Process
Depend on Info/Logic vs Feelings
Practical Application of
Theory & Data**





ORGANIZED GOLD

MOTTO:	“Be Prepared”
CORE NEED:	Belonging Through Fulfilling Duty & Obligation
VALUE:	Being Practical & Sensible Efficiency Dependability Loyalty Family Orientation
FOCUS:	Past/Present



ORGANIZED GOLD

**Solid
Responsible
Organized
Structured
“Meat & Potatoes”**





RESOURCEFUL ORANGE

MOTTO:

“Seize the Day”

CORE NEEDS:

Freedom

Making an Impact

VALUE:

Achievement/Action

Success

Variety

Energy

Power/Strength

Sport/Competition

Productivity



FOCUS:

Present

RESOURCEFUL ORANGE

Intensity of Experience



Colour Cues

- How can you guess someone's colour?
- Body language, word usage and clothing give clues



Authentic Blues Will:

- **Focus first on establishing the relationship**
- **Information is interwoven in the relationship building**
- **Open, welcoming, use touch; sincere, caring language**
- **Textured, comfortable, unique clothing**
- **Want make you happy.**



Inquiring Greens will:

- **Focus first on the subject matter at hand, gaining and sharing information**
- **Reserved, cool, tech language, big words**
- **Casual clothes**
- **Deep sense of humour/Dry wit**



Organized Golds Will:

- **Focus first on details**
- **Right or wrong, should and should not.**
- **Traditional - Like “tried and true”/risk avoidant**
- **Tend to find change stressful – especially if unplanned**
- **Structured, correct posture, precise words**
- **Appropriate clothes**
- **Think sequentially.**



Resourceful Oranges Are:

- **‘Now’ focus**
- **Open, vibrant, active**
- **Jokes and laughter**
- **Fashionable, flamboyant**
- **Quick, casual, brief**
- **Love change /not afraid of risk**



Colour Cues

Having a “Bad Day”



Authentic Blues:

- "Drama Queens"
- Emotional, Indecisive, Avoid Conflict
- Can't say no

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- "Procrastinator" Analysis Paralysis
- Sarcasm/Impatient/Insensitive
- Silent Treatment

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Organized Golds:

- "Catastrophizers"
- Rigid, Negative, Unforgiving, Controlling
- "Invisible Line"

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Resourceful Oranges:

- "Act out or Checkout"
- Bored, Impulsive, Pushy
- Lack of detail & Follow through

Colour Cues

Having a
"Bad Day"



Introversion/Extraversion



Introversion/Extraversion

Introverts

Seek stimulation
from within and
direct their energies
inward in reflection

Do their best thinking
and decision-making
through individual
study





Introversion/Extraversion

Introverts

Seek stimulation from within and direct their energies inward in reflection

Do their best thinking and decision-making through individual study

Extraverts

Seek stimulation from outside sources and tend to direct their energies outward

Are at their best when sharing ideas with others and through discussion



The background is a vibrant collage of geometric shapes, including squares, circles, and triangles, in shades of blue, green, yellow, and orange. Overlaid on these are various icons: a hand holding a pencil, a magnifying glass, a lightbulb, a gear, and a checkmark. The word "Potential" is written in a bold, yellow, sans-serif font with a black outline and a yellow underline.

Potential

Problems?

Greens and Greens

- Competitive + Strong ideas about how things should be done + Don't like judgment or intelligence questioned = Possible difficulties with other Greens who disagree



Gold's and Golds

- Like things done a certain way = Possible friction with other Golds who want it done differently

Blues and Oranges

- Less problems with own kind:
- Blues want harmony
- Oranges willing to go with the flow



3 COMMON SOURCES OF CONFLICT

- 1. POLAR OPPOSITES**
- 2. INTROVERSION/EXTRAVERSION**
- 3. PALEST COLOUR**



Blues and Greens

Problems relate to “Communication”

Greens	Blues
Speak Logic	Speak feelings
Bottom Line	Whole Story
Want info	Want a relationship
Direct	Indirect
Ask Questions	Feel Personally Questioned

Blues may view **Greens** as cold, uncaring & critical

Greens may view **Blues** as irrational, indecisive and weak.

SOLUTION

Greens

- Be tolerant when Blues give “important, interesting” detail
- Recognize Blues can be emotional and intelligent at the same time
- Blues put a “piece of themselves in every job”
Criticizing work= criticizing the person
- Sandwich “negative feedback” between supportive encouraging words



Blues

- Greens have deep feelings – Don't show them easily and don't need you to take care of feelings for them
- Get to the point quickly and preface “negative feedback” with “why”
- Feel flattered vs. hurt when Greens debate your views: Greens only argue with opinions they respect. No respect= dismiss your ideas



Golds and Oranges

Problems relate to “Action”

Golds	Oranges
The "right" way	"My" way
Beginning/Middle/End	Enjoy multitasking
Specific time frames	"My" time frames
No surprises	Love surprises
Dislike change	Love change

Oranges may view **Golds** as rigid and controlling

Golds may view **Oranges** as scattered and disorganized

SOLUTION

Gold

- Recognize Orange ability “to do”
- Tell them what needs to be done then back off & trust them to do it
- Oranges function well under pressure – give them short vs. long term deadlines
- Allow them freedom (try no to impose too much structure/restrictions)
- When doing something for an Orange – expect minimal direction – feel confident you can do it your way. Ask questions for clarification



Orange

- Respect Golds need for structure and planning and timing
- Check in periodically re how job is progressing
- When asking Golds to do something- give specific instructions and clear timelines



INNIE'S vs OUTIE'S



Extraverts	Introverts
Outer World	Inner World
Public/Face to Face	Private/Written
Interaction	Reflection
Energetic/Gregarious	Reserved/Introspective
Think out loud	Think before speaking

INNIE'S vs OUTIE'S

Introverts can perceive Extraverts as:

- loud, "in your face", verbose, interruptive & exhausting
- Find Extraverts wordiness difficult to follow.



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Extraverts can perceive Introverts as:

- antisocial, inattentive, unresponsive, disinterested & exhausting
- Don't do well with silence – need words
- Unable to "read" the Introvert when response is not immediate



INNIE'S vs OUTIE'S

What Helps

Introverts:

- **Explain your quiet nature – that the lack of reply is nothing more than the need to think before speaking**
- **Don't send them long emails – they want to talk**
- **Prepare & practice before meetings**



INNIE'S vs OUTIE'S

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Extraverts:

- **Send out advance agenda's to give them time to prepare**
- **Don't jump in to fill pauses – give them time to think**
- **Small vs large group discussions**
- **Keep sending invitations**



THE “SHADOW” EFFECT



THE “SHADOW” EFFECT

- **Lowest colour – not on your radar**
- **“There must be something wrong with them!” =
Labels & Colour Bashing**
- **If you’re reacting negatively**
 - **think “I bet their primary is my lowest”**
- **When you bash someone else's colour,**
you’re actually bashing yourself
 - **that part of yourself, you don’t understand**
- **Learn to appreciate the positive traits and brighten up
those traits in yourself**
- **Takes a lot of energy – but worth it!**



HOW TO PREVENT /DIFFUSE CONFLICT

First:

Become familiar with your own personality preferences, and those of others. What motivates each type

Then: Tailor your approach to match their style/preferences/motivation



Treat them the way “they” want to be treated

HOW TO APPROACH AN AUTHENTIC BLUE

Authentic Blues are relationship builders
“How does this feel?”

- **Focus on feelings – want secure, safe, warm, loving home**
- **Show genuine kindness, concern and warmth**
- **Thank them for allowing you to work with them**
- **Any sense of emotional disharmony or you being too pushy will drive them away**
- **Don't focus on stats and literature (have available if they want it)**
- **Continually nurture the relationship**
- **Don't assume they're push overs – Nice doesn't mean weak**



HOW TO APPROACH AN INQUIRING GREEN

Inquiring Greens focus on the message
“their vision”

- Avoid “small talk” and socializing – they find it frustrating
- Provide facts re specs, condition, warranties, efficiencies etc
- Give time and space to analyze information
- Don’t interpret their non verbal communication as disinterest
- Don’t fake answers – if you don’t know say so
- You’ll lose this client if you don’t show a high degree of knowledge & competence
- They likely know more about your services than you do – be prepared to identify opportunities they haven’t thought of
- Accept that they will likely want to explore other options.
- Gaining their respect by giving facts & showing your expertise & knowledge (the more the better)



HOW TO APPROACH AN ORGANIZED GOLD

Organized Golds expect great service “Right & Wrong”

- Will not be impressed by your appealing to their emotions
- Have your facts organized in chronological order
- They are focused on safety, reputation and dependability
- Need security for their family
- More comfortable with “tried & true”/don’t like change
- Want to know about warranties/guarantees/testimonials
- Dress professionally, be on time, never keep them waiting
- Return messages promptly
- Allow time for them to “shop around”
- Remember their “invisible line”
 - if you lose their respect and trust
you’ll likely never get it back (and they’ll let everyone know!)

HOW TO APPROACH A RESOURCEFUL ORANGE

Resourceful Oranges are product-oriented
“Gadgets & Bling”

- They are looking for variety, flexibility & freedom
- Like to set new trends/take risks
- Keep your approach short, humorous and energetic
- Like to feel they have found the best deal
- Try to close the sale when they're excited
- Too much data/reading will turn them off.
- Become restless if not leading the conversation
- Will attempt to control all negotiations
- Very influential with referrals (good and bad!)



IMPORTANT TIPS TO REMEMBER ABOUT PERSONALITY TYPING!

We're All Plaid

- You do any personality tool a grave injustice if you use the information you learned here to stereotype or label others.
- Remember, we can and do function from all perspectives, but some require less effort and will feel more comfortable than others and this is different for each person.

DIFFERENCES ARE DESIRABLE

- It cannot and does not explain all human behavior.
- Use it when it is helpful for understanding yourself and others.
- Use it for motivating and gaining cooperation from others.
- Set it aside when it is not helpful.



QUESTIONS/COMMENTS

