

# Types & Teamwork:

## *Working With Different Personality Styles*

A 90-Minute Audio Conference for  
Administrative Assistants,  
Secretaries, and Office Support Staff

PRESENTED BY

**The Office  
Professional**

Featuring **Diane Moore**, *Editor, The Office Professional*  
and **Lisa Trudel**, *Career Consultant, Office Workers Career Center*

# Session Objectives

## **This audio conference will:**

- Help you to understand how your preferences and work style influence your behavior and communication style in the workplace
- Demonstrate how different combinations of personality styles affect a team's ability to communicate, make decisions and work together productively
- Give you new strategies for working and communicating more effectively with all personality styles, particularly in conflict situations
- Provide you with ideas for modifying your approach when communicating and working with people whose styles and preferences differ from your own

# Understanding Personality Styles

▪ **“Only those who respect the personality of others can be of real use to them.”**

— *Albert Schweitzer*

▪ **“Great achievements are not born from a single vision, but from the contribution of many viewpoints.”**

— *Author Unknown*

# History of Personality Styles

**Hippocrates** (460-370BC)

- Body fluids

**Carl Jung** (1875-1961)

- Types and temperaments

**Isabel Briggs Myers** (1897-1979)  
and **Katharine Cook Briggs**

-Myers-Briggs Type  
Indicator (MBTI)

**David Keirsey** (1921)

- Temperaments

**Don Lowry** (1978)

- True Colors

**Lynda McKim**/Career Life  
Skills Resources (2003)

-Personality Dimensions

# Understanding Differences

- “Plaids” of differences and colors
- Personality style approaches are not meant to stereotype or label
- We function from all perspectives
- Some require less effort and are more comfortable than others
- Different personality styles and communication styles in all work teams

# Work Styles

**We each have our own approach to:**

- Thinking about, planning and structuring a task or project
- Relating to others as we go about getting our work done

# Assess Your Work Style

**Put a check mark beside the points that describe how you work MOST OF THE TIME:**

1.

- Logical, rational, objective
- Good at seeing the big picture
- Like to look for flaws and generate ideas for improvement
- Set high standards for self & others
- Like researching, gathering data and analyzing problems
- Enjoy debating “pros and cons” with others

2.

- Plan carefully before you begin work
- Follow the rules and expect others to do so
- Work on and finish one project before starting the next
- Maintain an organized work area
- Like to do things the same way each time
- Punctual, reliable, orderly

3.

- People oriented; sensitive to what others need
- Value harmony; act as peacekeeper; team-oriented
- Committed to personal growth and development
- Honest and genuine
- Sympathetic and supportive
- Sociable and friendly

4.

- Adapt well in rapidly changing situations
- Handle last-minute deadlines well
- Like to experiment with new ideas and approaches
- Adventurous; a risk-taker
- Need variety and action to stay interested
- Dislike being limited by rules; values freedom to things in own way

# Communication Styles

**We each have our own approach to:**

- Expressing ideas
- Listening to others
- Gathering information
- Discussing, debating and sometimes disagreeing
- Explaining instructions

# Assess Your Communication Style

**Put a check mark beside the points that describe how you communicate MOST OF THE TIME:**

1.

- Objective, direct, to the point.
- Like to give/receive ALL the information
- Enjoy debating; like discussing/arguing factual theories
- Dislike it when others become emotional
- Will point out and want to hear pros and cons

2.

- Clear, precise, well-organized
- Explain things in a structured, step-by-step way
- Want only the essential/basic information
- Stay on topic and follow agendas carefully at meetings

3.

- A good listener; sympathetic and responsive
- Express ideas passionately and with feeling
- Careful about expressing ideas or comments that might offend others
- Perceptive about others' feelings and adjusts accordingly
- Like to make personal connections (i.e. small talk)

4.

- Dislike long, drawn-out discussions
- Enthusiastic and persuasive
- Express ideas quickly and easily
- Give flexible, open-ended instructions
- Good at negotiating

# Decision-Making Styles

**We each have our own approach to:**

- What we focus on when analyzing a problem or trying to make a choice or decision
- How we generate options to consider
- What we consider to be most important in making a final choice or decision

# Assess Your Decision-Making Style

**Put a check mark beside the points that describe how you make decisions MOST OF THE TIME:**

1.

- Rely on and value information
- Focus on future and what seems most logical
- Weigh “pros and cons”
- Analyze problems from big picture perspective
- Consider what will improve the situation in a logical sense
- Like analyzing/solving complex problems

2.

- Deciding is not hard; like to decide quickly
- Rely on and value traditions and rules
- Dislike open-ended decisions or decisions that drag on without resolution
- Want things to be settled quickly
- Decide based on what is most efficient
- Focus on schedules, deadlines, results and outcomes

3.

- Rely on and value intuition/gut feelings
- Focus on people
- Decide based on what will make self and others happy
- Consider impact of decisions on other people and group harmony
- Consider all possibilities
- May sacrifice own best interests to keep others happy

4.

- Make tentative, open-ended decisions that are subject to change
- Focus on here and now and immediate concerns
- Rely on and value flexibility
- Want to explore fully before deciding so tend to postpone decisions
- Decide based on what creates greatest number of options and opportunities

# Inquiring Green

- **Core Needs:** Knowledge, competence and autonomy
- **Values:** Logic, clarity, independence and progress
- **Abilities:** Analytical problem-solving, researching and developing skills
- **Behaviors:** High achiever, debater, quick wit, clever humor, life-long learner who sets high expectations in teams, and likes to encourage change which can lead to improvements
- **Summary:** In a team, they are the visionaries, the insightful strategic thinkers and the problem-solvers

# Organized Gold

- **Core needs:** Belonging, duty, responsibility
- **Values:** Rules, procedures, traditions, bonding relationships
- **Abilities:** Planning, organizing, setting up procedures, decision-making, handling details
- **Behaviors:** Practice, repetition, loyalty, punctuality, helpful, orderly, list-maker, meticulous
- **Summary:** In a team, they are the cooperative team players, the completers, the best planners and the effective time managers

# Resourceful Orange

- **Core needs:** Freedom to act on impulses, self-expression and control over how to get a job done
- **Values:** Action, expediency, spontaneity, risk-taking and competition
- **Abilities:** Public speaking, negotiating, and quick completion of tasks using a wide range of skills
- **Behaviors:** Enjoys variety, managing multiple projects at one time, and providing enthusiasm and excitement to a team
- **Summary:** In a team, they are the positive energizers and the risk-takers who take charge

# Authentic Blue

- **Core needs:** Relationships
- **Values:** Ethics, human potential, harmony, cooperation, creativity
- **Abilities:** People skills, persuasive, caring, perceptive, honest
- **Behaviors:** Peacemaker (sensitive to conflict), problem-solver (to appease others), sympathetic, gives/likes praise, seeks self-improvement
- **Summary:** In a team, they are the inspiring, enthusiastic catalysts and mediators

# Teams and Teamwork

**“The purpose of a team is to make the strengths of each person effective and his or her weaknesses irrelevant.”**

*— Peter F. Drucker*

# Teams and Teamwork

**“...teams succeed or fail based on how well they deal with the personal style of all team members...and match the critical tasks of the team with the strengths of its members...Only a team that fully understands and savours its members’ styles is likely to be genuinely productive.”**

*— Alessandra and O’Connor  
The Platinum Rule*

## Each style has its “gifts” and contribution to make to teams!

- **Inquiring Green:** Calm and balanced, with objective viewpoints that generates possibilities, and explores all facts and ideas before deciding
- **Organized Gold:** Structured, goal-oriented, and fact-based with the ability to get team projects completed
- **Resourceful Orange:** Fun-loving problem-solver who welcomes change and contributes spontaneity and enthusiasm while making an impact
- **Authentic Blue:** Motivating people-oriented team player, sensitive to the needs of others, and who contributes a flexible approach to reaching goals

## Each style has its “stressors” and “hot buttons” when working in a team!

- **Inquiring Green:** Incompetence, errors, oversights, unclear expectations, project implementation and follow-up
- **Organized Gold:** Disorganization, being excluded, chaos, incomplete tasks, irresponsibility of others, lack of direction, and team players who don't follow through
- **Authentic Blue:** Conflict, disharmony, discouraging remarks, pressure to decide quickly, paper before people, and negative criticism
- **Resourceful Orange:** Rigid boundaries, slow decisions, paperwork, unbendable rules, lack of humor, and project follow-up unless there is excitement involved

# Team Tips for Inquiring Greens:

- Recognize that others have feelings and intelligence too
- Be patient with others on your team
- Let team players know that you need autonomy and quiet time to think and process information
- Use your research expertise to your best advantage by offering to do tasks that involve exploring ideas
- Understand that your confidence and deep thinking might be seen as arrogance or insensitivity
- Sandwich negative feedback and offer more praise

# If you are working with an Inquiring Green:

- Understand their desire to make things better (see beyond the criticism)
- Listen to their ideas and innovations with an open mind
- Compliment their creativity and ingenuity
- Be open and receptive to their opinions
- Recognize their thoroughness with information, accuracy and the quality of their work
- Recognize that they have feelings too

# Team Tips for Organized Golds:

- Give others flexibility to do things in their own way
- Expect that sometimes things will change at the last minute and that details can't always be nailed down
- Allow others time to gather information and consider choices/decisions
- Be willing to sometimes “go with the flow” and be spontaneous
- Take time to explore courses of action fully before choosing a solution
- Understand that insisting on following structure and policies can lead to being seen as inflexible

# If you are working with an Organized Gold:

- Recognize their need to get things resolved and completed
- Give them opportunities to apply their exceptional planning and organizing skills
- Keep them fully informed and avoid last-minute surprises when possible
- Follow through when you make commitments to them
- Give clear instructions, schedules and deadlines
- Stick to basics; give only essential information and concrete examples

# Team Tips for Authentic Blues:

- State opinions and ideas directly and unapologetically
- Recognize others have feelings but may not express them as easily as you do
- Look beyond the “hurt” potential of feedback/debate; focus on opportunity for improvement
- Support your ideas and opinions with a rationale
- Accept that conflict and disagreement are inevitable in teams; trying to like/be liked by everybody may lead to being viewed as too emotional/easily influenced

# If you are working with an Authentic Blue:

- Make a personal connection
- Look beyond the feelings to see the value in their ideas
- Acknowledge and praise their unique contributions and achievements
- Encourage them when things seem difficult
- Remember they seek harmony and are particularly upset by conflict
- Choose your words carefully when offering feedback/criticism
- Acknowledge their need to discuss feelings

# Team Tips for Resourceful Oranges:

- Recognize that others might need preparation time
- Respect team players that need structure
- Provide clear instructions and timelines
- Be patient with others if they are not focusing on the “here and now”
- Use your skills to your best advantage by offering to do tasks that involve expediency, physical movement and friendly competition
- Understand that your easy-going nature and free-spirit might be seen as irresponsibility and immaturity

## If you are working with a Resourceful Orange:

- Give concrete rewards such as time off, plaques, and monetary bonuses
- Compliment their ingenious approach to problems and problem-solving
- Give immediate positive and specific feedback on their performance
- Acknowledge their flexibility, adaptability, energy and endurance
- Recognize their ability to cope and react well in crisis situations (if any arise in your team)

## Caution! Understanding of personality styles is:

- Just one way to understand others
- There are many factors that affect our behavior
- Not meant to be used as a weapon or a tool
- Meant to help you understand yourself and others better so you can, at times, modify your approach to work more effectively with others

# Differences are Desirable

- We are all plaid
- This 4 color personality style approach does not explain all behavior
- Use it for improving your communication in teams
- Use it for gaining team cooperation
- Use it for appreciating differences as gifts not faults

# Useful Resources on Personality Styles

**There are many free online tools to assess personality style. Here are just a few you can try!**

- [www.keirsey.com](http://www.keirsey.com)—The Keirsey Temperament Sorter II
- [www.humanmetrics.com](http://www.humanmetrics.com)—The Jung Typology Test (click on “Jung Typology Test”)
- [www.truecolorscareer.com/quiz.asp](http://www.truecolorscareer.com/quiz.asp)—A short version of “True Colors”
- [www.personalitytype.com/quiz.asp](http://www.personalitytype.com/quiz.asp)—A quick version of the MBTI
- <http://similarminds.com>—An extensive listing of many different tools to measure personality style.

# Coloring our Self-Esteem

**“Work is integral to the whole tapestry of our lives. If we have no happiness of joy within ourselves how can there be any work? As we enhance our self-esteem, so we enhance our working lives.”**

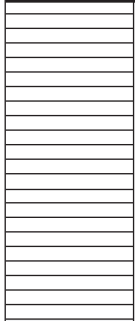
*— Marsha Sinetar*

# Teams and Teamwork

**“People do not need to be the same or think the same to be unified. The key to team success is to value the differences on the team and utilize that diversity to achieve the team’s common purpose.”**

*— Kimball Fisher  
Tips for Teams*

# Notes



A large area for taking notes, consisting of multiple horizontal lines for writing.

