

# What Color is your Voice?

## *Communicating through your Color & Personality Styles*

Pamela E. Windle, MS, RN, NE-BC, CPAN, CAPA, FAAN  
Nurse Manager, St. Luke's Episcopal Hospital  
Houston, Texas

### Objectives

- Discuss the four personality types and techniques of dealing with various behavioral patterns.
- Describe the four different true colors of personality.
- Discuss strategies for developing positive communication skills and enhancing work relationships.

### Disclosure

- I do not have anything to disclose for this lecture.
- No pharmaceuticals or medical devices will be discussed during this presentation.

### Communication is more than just verbal/words...

- Nonverbal communication
  - ◆ Words account for only 7% of emotional impact of a message
  - ◆ Voice tones- 38%
  - ◆ Facial Expressions- 55%

### True Colors

- Improves communication by recognizing the person's true character:
  - ◆ Builds responsibility
  - ◆ Accept & honor what makes us unique
  - ◆ Enhances relationships
  - ◆ Bringing out the best in each of us!
  - ◆ Fosters understanding
  - ◆ Learning to view the world through other lenses
  - ◆ Sparks fun!
  - ◆ Laugh, grin and giggle while discovering *you!*

# *What is your Color? Let's Have FUN!!!!*

## **Red: The Driver**

### *Task Oriented*

- Very direct
- Strong willed
- Practical
- Goal-oriented

## **BLUE: The Analytical**

### *Task Oriented*

- Cautious
- Factual
- Perfectionist
- Needs information

## ***YELLOW: The Expressive***

### *Relationship Oriented*

- Emotional
- Risk-taker
- Outgoing
- Enthusiastic

## **GREEN: The Amiable**

### *Relationship Oriented*

- Team oriented
- Dependable
- Supportive
- Reserved

# What's YOUR Style?

Tells

Task

People

Asks

## REDS: The Driver

### ■ Relationships

- ◆ Readily express their conclusions
- ◆ Pay limited attention to relationships
- ◆ May be perceived as harsh and critical
- ◆ Are impatient
- ◆ Seek control through the use of power
- ◆ "Let's get it done now—my way"

### ■ Decision making

- ◆ Demand timely decisions
- ◆ Irritated by delays and detailed analysis
- ◆ Frustrated by others who are not as serious
- ◆ Do not like to know the details-just the big picture

### ■ Work style

- ◆ Independent achievers
- ◆ Interact quickly and energetically with others
- ◆ Controlled, reserved, business-like
- ◆ Leaders but tend to run over others
- ◆ "I'd rather do it myself"

### ■ Team work

- ◆ Help others keep their focus
- ◆ Direct communication style may create interpersonal tensions
- ◆ Do not accept others opinions especially if in conflict with theirs
- ◆ Irritated by slowness and interpersonal relations

### ■ Winning Interactions

- ◆ Avoid chit-chat
- ◆ Give the bottom line-few details
- ◆ Give choice of hearing more details
- ◆ Swift responses with no excuses
- ◆ Do not challenge their authority but don't back down or be subservient

## BLUE: The Analytical

### ■ Relationships

- ◆ Focus on tasks
- ◆ Reluctant to declare a point of view
- ◆ Desire to be “right”
- ◆ Want to think things through
- ◆ Avoid dealing with feelings

### ■ Decision making

- ◆ May slow down decisions
- ◆ Have strong desire to be “right”
- ◆ Ask detailed questions
- ◆ Avoid “jumping in” until all questions are answered

### ■ Work Style

- ◆ Live according to facts, logic, consistency
- ◆ Good planners, organizers, problem solvers
- ◆ Cautious and precise approach
- ◆ Like in-depth analysis
- ◆ Take the time to avoid errors

### ■ Team Work:

- ◆ Keep others on track and focused on the process
- ◆ Like details to be worked out before starting
- ◆ Don’t want to rush to action
- ◆ Stabilize the group
- ◆ May be uncomfortable dealing with people’s feelings

### ■ Winning Interactions

- ◆ Provide lots of details and information
- ◆ Give more than they need and let them sort it out
- ◆ Make sure information is correct
- ◆ Accept their curiosity
- ◆ Be prepared to define and detail
- ◆ SLOWLY encourage sharing their feelings

## *YELLOW: The Expressive*

### ■ Relationships

- ◆ Spontaneous, intuitive, creative
- ◆ Generate enthusiasm and excitement
- ◆ Warm and open
- ◆ May appear flighty, impractical, emotional
- ◆ Center of attention
- ◆ Impatient
- ◆ Can be perceived as “jeering” rather than “cheering”

### ■ Decision Making

- ◆ Make decisions quickly based on feelings
- ◆ Go on “gut reactions”
- ◆ Does like to think things through
- ◆ Do not always consider the consequences or outcome of choices

### ■ Work Style

- ◆ Appear warm and approachable
- ◆ Compete for recognition
- ◆ Perceive details as dull and uninteresting
- ◆ Act on hunches, intuition rather than hard facts
- ◆ Are more prone to mistakes
- ◆ Request to be the exception to the rule

### ■ Team Work

- ◆ Are good team members and leaders
- ◆ Provide fun and are in tune with others
- ◆ Find it easier to ask forgiveness than to ask permission
- ◆ Easily accept “no” and then move on

### ■ Winning Interactions

- ◆ Joke back with them-set limits to humor and jesting if at other's expense
- ◆ Be as informal and friendly as possible
- ◆ Recognize and show appreciation for work
- ◆ Recognize their need for acceptance
- ◆ Give them people-oriented tasks

## GREEN: The Amiable

### ■ **Relationships**

- ◆ Are friendly, supportive, and conversational
- ◆ Want others to be friendly and supportive
- ◆ Sensitive to others feelings and problems
- ◆ May become overly involved in others lives
- ◆ “Go with the flow” rather than confront
- ◆ May exhibit passive-aggressive behaviors

### ■ **Decision Making**

- ◆ Avoid decisions that are controversial “painful”
- ◆ Avoid decisions that involve personal risks and conflict
- ◆ Stick with the known and the comfortable
- ◆ Would rather have a team decision that make the decision alone

### ■ **Work Style**

- ◆ Gain cooperation by building relationships
- ◆ May appear reluctant to change-want relationships to be considered first
- ◆ Are fearful of putting demands on others or requesting help
- ◆ Take responsibility for helping other get along

### ■ **Team Work**

- ◆ Are good team players
- ◆ Prefer to work with and through others
- ◆ Let others express thoughts first
- ◆ Are careful in what they say so that relationships are not damaged
- ◆ May appear reluctant to get things

### ■ **Winning Interactions**

- ◆ Like “small talk” before business talk
- ◆ Want to know you-not just what you want
- ◆ Ask about their family/work and volunteer information about yourself
- ◆ Ask questions in a supportive manner rather than direct
- ◆ Offer assistance rather than waiting to be asked

**What is your Personality Style?**

***Let's Have FUN!!!!***

## We need to remember ...

- Personality style is
  - ◆ “hard wired” and cannot be changed
  - ◆ can be moderated and managed by awareness of our impact on others
- There are no good or bad personality styles
- There are only *DIFFERENT* styles with *different* approaches to social interaction

## Remember ...

- Everyone is somewhere in between....
- Most people are a “shade of gray” but ...
  - ◆ a tendency to be either an *asker* or a *teller* especially when under stress
- The closer you are to the middle the more difficult it is to tell your home base style so be sure to use pace, quantity, volume
- Do you *listen more* or *talk more* in a conversation?

## Deciding Directive Style

Look for the following observable behaviors

### ASKERS

- Minimize risk
- 80% “No”
- Flight (avoid conflict)
- Reserved (moderate opinions)
- Unaggressive (uncomfortable using power)
- Questioning
- Cooperative “go along” attitude
- Silent
- Good listeners
- Thoughtful
- Likeable first impression
- Slow to make decisions

## Describing Directive Styles

### ASKERS

- Apologetic
- Quiet
- Shy
- Easy going
- Tentative
- Avoids imposing
- Cooperative
- Supportive

## Deciding Affiliative Style

Look for the following observable behaviors

### Reserved

- Cautious
- Serious
- Intellectual (including humor)
- Self-sufficient
- Independent
- Indifferent to feelings
- Formal (clothes/speech/handshake)
- Proper
- Distant
- Precise
- Specific
- Critical (strict)
- No nonsense attitude
- Efficient (disciplined)
- Business like
- Harder to get to know
- Factual decisions
- Consistent/predictable
- Unflappable
- Heart reserved for private moments

## The Four Personality Styles Quadrants

### DRIVERS - "Get the job done"

- Reserved-Tellers
- Action Oriented
- Results Oriented
- Independent
- Make fast decisions based on facts (in order to get the job done!)
- May appear insensitive or rude

### AMIABLES - "Keeping Harmony while doing the job"

- Asking-Emoters
- Maintain relationships
- Sensitive to others feelings
- Respond to emotional appeals
- Warm, joyful, sharing
- Avoid risks; dislike change
- Slow decision makers due to avoiding conflict with others

## ANALYTICALS - "Do the job right"

- Reserved-Askers
- Always facts over personal feelings
- Appear to lack enthusiasm (analyzing all the time)
- Planners (need data, information, facts)
- Problem-solvers (analyze all possibilities)
- Meticulous and Perfectionists
- Slow decision makers due to needing time to analyze all the information and be correct

## EXPRESSIVES - *"LET'S have fun while getting the job done"*

- Emotional-Tellers
- Assertive
- Responsive
- Impulsive
- Entertaining (funny and a performer)
- Idea generator (dreamer)
- Flighty or impractical
- Enthusiastic
- Strong intuitions (good instincts and hunches)
- Fast decision makers based on gut instincts for what will work, be popular and fun

## Personality Styles

### ANALYTICAL

- Do not want to make mistakes so they have problems making decisions
- Excellent at paying attention to detail and specifics
- Often excellent at managing technology
- Need to be given enough time to process information before asked to make a decision
- Avoid change unless it is justified by new information
- Question asked during job: HOW?

### Amiable

- Want to feel relationships are secure and decisions will not jeopardize relationships
- Listen to them to keep the group working together harmoniously
- Need rewarded for taking risks and setting goals
- Desire specific instructions
- Dislike change; status quo is "safer"
- Question asked during job: WHY?

## Drivers

- Want to see results and have time frames to direct their efforts
- Great task masters
- They need to be allowed to organize the job so it is completed efficiently
- Accept change as necessary to do job
- Question asked during job: WHAT?

## Expressives

- Want to feel appreciated, needed, wanted
- Want to be recognized for their contributions
- Respond well to pep talks and attention
- Can raise the overall energy within the group
- They need to be allowed to be creative
- Enjoy changes; dislike status quo
- Question asked during job: WHO?

## Growth Areas - Behavior Under Stress

- Amiables: Acquiesce-give-in  
*“Whatever you want”*
- Expressives: Attack-yell  
*“Temper-tantrums”*
- Drivers: Take over and get bossy  
*“My way or the highway”*
- Analyticals: Withdraw from group  
*“Where is John Doe?”*

## Communication Styles

### Categories of Non-Verbal Messages

- Environment
- Interpersonal Distance
- Posture
- Gestures
- Facial Expressions
- Voice Quality
- Personal Appearance

## Negative Nonverbal Communication

- How to make Nonverbal Communication Skills Positive!
- Positive Listening Styles

## Barriers to Effective Communication

- *Process Barriers*: involve all components of the perceptual model of communication
- *Personal Barriers*: involve components of an individual's communication competence and interpersonal dynamics between people communicating
- *Physical Barriers*: pertain to the physical distance between people communicating
- *Semantic Barriers*: relate to the different understanding and interpretations of the words we use to communicate
- *For class discussion*: Which of the barriers to effective communication is the most difficult to deal with?

## Gender Differences

- Women
  - ◆ Prefer conversation for rapport building
  - ◆ Want empathy, not solutions
  - ◆ Are more likely to compliment
  - ◆ Emphasize politeness
  - ◆ More appeasing
- Men
  - ◆ Talk as a means to preserve independence and status by displaying knowledge and skill
  - ◆ Work out problems on an individualized basis
  - ◆ Are more directive in conversation
  - ◆ Are more intimidating
  - ◆ Call attention to their accomplishments
  - ◆ Tend to dominate discussions during meetings

All types have their strengths and challenges . . . *Be Ourselves!!!*

**Questions?**  
*pwindle@sleh.com*  
*832-355-4373*