

GREEN

Greens tend to be innovative, optimistic, unorthodox, fun-loving, adventurous, trusting and adaptable. In extreme, Greens can be hyperactive, impatient, impulsive and scatter brained. Their optimism and rich imaginations thrive when using their creative abilities. Greens think in metaphors and analogies, painting vivid pictures in their minds. They love creating ideas and exploring possibilities. Since their preferred mental functioning is from the right brain, Greens are not bound by the limitations and mental barriers that restrict other styles. They focus on what is possible rather than what they are or are intended to be. The greatest gift of Greens is their highly developed intuition. They rely on their hunches and insight to get a real feel for what is happening. Greens are driven by idealism and they feel they must influence the quality of life for others. They are warm, outgoing, emotional people. Their exciting and optimistic energy acts like a magnet when it comes to attracting others. They are masters at subtly gaining the assistance of others by playing to their egos with interesting and well targeted responses. Greens openly flatter people and easily express their appreciation, sometimes appearing disingenuous.

Extraverted Greens are more interested in jumping right in and getting started than they are in working out what needs to be done and in what sequence. They are high-spirited and have a zest for life that is a combination of enthusiasm, effervescence and social gregariousness. The problem is that they get so caught up in their current projects or interests that they think of little else. They love to be in the limelight and lead others by their enthusiasm.

Introverted Greens are calm, quiet, reserved and even shy. Their high level of creativity comes from their capacity for deep thinking. They do not like to be the centre of attention. They are very particular about whom they share their feelings with. They must feel very safe and secure with a person before they will open up and find self expression difficult. They are reflective, contemplative, thoughtful and inwardly focused people, who derive pleasure from interacting with their own active imaginations.

INNOVATING

- **Imaginative** ● **Innovative** ● **Produces novel ideas** ● **Original thinking** ● **Fertile mind**
- **Inventive** ● **Creative**

Have a highly original and creative approach to problems, but tend to be introverted. May be forgetful and lack attention to small detail. Individualistic, serious-minded and unorthodox. Tend to be radical thinkers and to challenge the traditional way of doing things. Prefer to work in environments where free to initiate change, experiment and innovate. Have strong visualising abilities, but sometimes find it difficult to express own ideas verbally. Have high critical thinking abilities, but can be wayward at times and dislike constraints, controls, rules and regulations that could potentially inhibit creativity. Not particularly group orientated: preferred approach is to work independently, thinking intensively, following up own ideas. Do not easily fit into rigid systems or structures and can be quick to take offence and sulk if their ideas are questioned or rejected. May switch off and refuse to make any further contribution. May appear disengaged at times.

INITIATING

- **Fun loving** ● **Entertaining** ● **Lively**
- **Exuberant** ● **Full of life** ● **Outgoing**
- **Playful** ● **Enthusiastic**

Display a high level of enthusiasm for meeting and communicating with a wide range of people. Excellent 'win-win' negotiators, but often fail to follow-through properly. Enjoy the limelight, but can be over optimistic and promise more than they can deliver. Make impetuous decisions. Fear loss of prestige or popularity. Enjoy searching for new opportunities and challenges. Like to be surrounded by people. Actively seek excitement and quick to act. Drawn to stimulating social situations. Excellent verbal communicators. Make friends easily and are quick to identify and exploit opportunities. Highly effective when it comes to picking up ideas and moving them forward. In particular, adept at finding out what is available and what can be done. However, not quite so good at seeing ideas through to a successful conclusion - become bored very quickly and lose concentration. Spontaneous, sociable, uninhibited and gregarious. Responses tend to be positive and enthusiastic.

BLUE

Blues tend to be compassionate, warm, loyal, helpful, idealistic and genuine. In extreme, Blues can be hypersensitive, overly emotional, judgmental, impractical, unrealistic and self-absorbed. They tend instinctively to assume the role of caretakers, and they take this responsibility very seriously. Blues are careful to promote good feelings between themselves and the people who are important in their lives. They are polite, agreeable and tactful. They dislike conflict and are interested in creating environments that will encourage people to be productive. Their self-esteem is directly tied to and influenced by the quality of their relationships. Their emotional stability is based on how others react and interact with them. Blues champion the rights of those less fortunate; they are socially responsible and expect others to be the same. Blues are naturally cautious and approach any kind of change with trepidation until they fully understand the implications and the impact the change will have on those close to them. When Blues are functioning effectively, they are competent, consistent, reliable and maintain a steady pace. They are hardworking, patient and very productive.

Extraverted Blues are warm, friendly, good-natured and charming. They bring humour to situations and enjoy events and activities that encourage laughter and jovial interaction. They are friendly motivators who look for ways to make work more fun even though they work diligently. They add harmony to the workplace and are driven by the need to be appreciated and considered a valuable part of the team. They will often be the key organisers of birthday parties and other social events.

Introverted Blues are quiet, friendly, responsible and conscientious. They are painstakingly thorough and accurate, and work steadily to complete the task in hand. Intensely private people, they find it difficult to express their feelings and tend to hold things inside. They are very selective about whom they choose to share their time, energy and feelings with. They do not quit easily and will stay committed to the project or task until it is done. They are modest about their organisational skills and abilities and would rather be loyal followers than leaders.

SUPPORTING

- **Kind-hearted** ● **Caring** ● **Patient** ● **Gentle**
- **Supportive** ● **Compassionate**
- **Accommodating** ● **Good natured**

Quick to offer support and encouragement to friends and colleagues. Usually seen as good listeners. Although unhappy making tough decisions, they will fiercely defend values or close friends if they are threatened. Tend to develop close relationships only with a small group of people and need stability and harmony in day-to-day life. Dislike making tough decisions or being in charge and having to tell people what to do. Socially oriented, mild mannered and supportive. Very sensitive to individual needs and worries. Can undertake routine, repetitive work and will tend to place the needs of others and harmonious relationships before own personal ambition. Perceptive and placid. Help to avert interpersonal conflict. Likeable, popular, unassertive, often used as confidants. Promoters of unity, stability and harmony. Particularly dislike personal confrontation and tend to try and avoid it themselves and will intervene to defuse it down in others.

CO-ORDINATING

- **Consultative** ● **Promotes participation**
- **Broad minded** ● **Seeks agreement**
- **Unprejudiced** ● **Cultivates teamwork**

Good at achieving consensus. Mature in outlook and conscious of the need to use the talents of others as effectively as possible. Encourage individuals to work together to achieve shared objectives. Harmonise relationships and inclined to give others the benefit of the doubt. Good at clarifying group objectives and facilitating or chairing discussions or meetings. Ensure that all points of view are considered and that the agenda is followed. Consultative, open-minded and democratic. Recognisable by a preoccupation with gaining consensus, and a desire to involve others. Always prepared to sound out the opinions of others and place an emphasis on collaboration in preference to a more individualistic approach. Provide support at an interpersonal level, but inclined not to be at the forefront of social interactions. Cultivate teamwork and make good use of talented people. Tend to appear laid back and unflustered even when under pressure.

RED

Reds tend to be reliable, organised, and focused on the task at hand, practical and hardworking. In extreme, Reds can be demanding, judgmental, inflexible and close-minded. They do what needs to be done, moving ahead even when resources are limited. Their world is tangible. If they cannot see it, hear it, touch it, taste it, or smell it, then it is not real. In their approach to life, they see a right way and a wrong way and nothing in between. Reds have a need to control - both their environment and the people in it. They do not give compliments easily, believing instead that people must earn them. Reds tend to focus on what is wrong with people rather than focusing on their positive qualities. They are not abstract thinkers and, in fact, have very little patience with people who are. At times, autocratic and dictatorial in their interaction with others, they are highly effective at using intimidation and aggression in order to get what they want. Their need to dominate is so strong that they are often accused of being insensitive to the feelings and needs of others; however, that is not the case. Reds see their domination of others as a means of teaching, or helping them to be better. While they most use direct, forceful behaviour, they can also shrewdly manipulate people and situations.

Extraverted Reds are outgoing, gregarious, straightforward, extremely direct and vocal when it comes to expressing what they like or do not like. They are impatient and have difficulty relaxing if there are things that need to be done. They do not cope well with things that do not go their way. When they ask questions, they expect simple, direct answers. They need to control the activities and agenda. They do not pull any punches when it comes to telling others what they want and expect.

Introverted Reds are quiet, introspective, serious, matter-of-fact people who are reliable and steadfast. They are practical, patient and painstakingly systematic in their approach to solving problems. They do not enter into things impulsively. Their perseverance and quiet presence tends to act as a stabilizer for others. They will not do anything that does not make sense. They enjoy quiet activities and solitude, and prefer working by themselves rather than working with people.

FOCUSING

- **Forceful**
- **Direct**
- **Blunt Speaking**
- **Demanding**
- **Dominant**
- **Confronts others**
- **Outspoken**

Opportunistic, strong-willed individualists most interested in achieving their own goals. Have an inherent need to be direct in control and achieve. Not afraid to challenge people or rules that seem to stand in their way. When dealing with people, will be forthright and to the point. Fear being taken advantage of. Poor at managing their emotions, they tend to be quick tempered. Emphasis is on achieving the results they desire, even if it means breaking the rules. Can become aggressive if own personal power base is threatened. Have poor attention to small details. May be disinclined to listen to others' points of view. Effective 'win-lose' negotiators. Tend to be impulsive and impatient and can appear highly strung, dynamic and outgoing. Show a strong emotional response to disappointment or frustration and may sulk or simply walk away from the situation. Can be suspicious, even paranoid, at times, but have high pressure influencing skills. Dislike being told what to do or supervised.

DELIVERING

- **Determined**
- **Ambitious**
- **Takes charge**
- **Independent**
- **Competitive**
- **Venturesome**
- **Tough-minded**

Independent and hard-driving they have a strong need to achieve results. Good at meeting tight deadlines, they work in a very structured way, but can be inflexible at times. Tend to be good ensuring that things work properly. Hard-working, concerned with realism, structure and efficiency. Tend to be self-sufficient and purposeful. Willing to support others if it will help achieve own objectives. Can sometimes be over-competitive for attention and status. Achieve success through a strong sense of practical knowledge and skill. Sometimes find difficulty in coping with what is regarded as unnecessary change. Like to deal quickly with practical problems. Comfortable working by themselves and juggling multiple tasks. Become very focused and tenacious when under pressure. Manually skilled and very hard-working, they are adept at delivering agreed goals. Very effective in tough environments, they thrive on crises and are frustrated when others are not as able or motivated as they are.

GOLD

Golds tend to be analytical, meticulous, independent, rule-conscious and competent. In extreme, Golds can be arrogant, cynical, critical, distant and self-righteous. Golds believe in themselves, their capabilities and their intellectual abilities. They know that if they put their minds to it, they can accomplish almost anything. They are analytical thinkers and are very strategic in their planning. Once they determine the best way that something should be done, then they move forward without distraction. They speculate endlessly about 'the what' and 'the why' before making their decisions. When bogged down in their thinking, they may suffer from 'analysis paralysis'. They are driven by the need for perfection both from themselves and others. To Golds, there is only one way to do things and that is the right way. Golds are the most self-critical of all the behaviour styles. They are masters at designing and perfecting systems and procedures to get the best results. Golds take personal criticism very seriously. They can be very aggressive people when their ethics are being challenged. Golds are quick to point out the faults in their attacker's thinking and will openly mount a counterattack. Golds use their intellect as a means of gaining superiority over others.

Extraverted Golds love sharing their thoughts and ideas with people and to engage others in intellectual debate. They enjoy situations that encourage people to think differently. They are always seeking new challenges. They are outwardly driven in their thinking and they need to make things happen. They are the consummate entrepreneurs. They have a natural enthusiasm for life and for understanding the complexities of it. They lead by example because they believe that mixed messages will undermine others' beliefs in them.

Introverted Golds are very deep thinkers. They tend to live by their own intellectual formulas and expect others to fall into line accordingly. They become irritated when pressed to make a decision before they have had the time fully to understand all of the variables. The problem with introverted Golds is that they do not find it necessary to communicate their thoughts. They are impatient with other people's inability to make decisions based on logic, or their emotional outbursts.

FINISHING

- **Accurate** ● **Perfectionist** ● **Well organised**
- **Quality focused** ● **Thorough** ● **Painstaking**
- **Precise** ● **Methodical**

Pay high attention to accuracy, details and quality and enjoy tasks that are intellectually challenging. Prefer to work alone and are good at meeting deadlines. May appear to be cool, calm and collected on the outside, but tend to be anxious and worry. Intolerant of mistakes or casual attitudes. Dislike delegating and disorganisation. Prone repeatedly to check or count the same data to ensure accuracy. Reluctant to express personal feelings. May be uncomfortable with people who are over friendly. Inclined to be cautious when forming close relationships. Conscientious, painstaking and orderly. Pay considerable attention to detail and quality, and relentless at follow-through. Hard working and have a high regard for obligations. Have a capacity for fulfilling promises and working to the highest ethical standards. Not particularly assertive, but have high self-control and strength of character. Prefer to avoid social events, especially with strangers, and find 'small talk' rather difficult.

EVALUATING

- **Weighs pros and cons** ● **Perceptive**
- **Chooses carefully** ● **Analytical** ● **Watchful**
- **Questioning** ● **Judges wisely**

Good at analysing and evaluating lots of complex details and making astute judgements. Can appear serious minded, cold and questioning at times, but display hard headedness and sound decision making abilities. Can appear uncommitted and uninspiring on occasions and not inclined to take things at face value. Tend to be doubtful and mistrusting of others' motives. Reserve judgements until there is irrefutable evidence of reliability. Sober, unemotional and astute. Best known for their ability to make sound judgements unaffected by emotional prejudice. Often display an attitude of detached indifference to those around them. Very good at weighing up the facts, carefully considering the pros and cons of each option. Sometimes can do this tactlessly and disparagingly. Fair minded and open to change for understood and rational reasons, but can appear very negative on occasions and allow their critical abilities to inhibit their receptiveness to new ideas.