



Introvert

Noun - (psychology) a person who tends to shrink from social contacts and tends to become preoccupied with their own thoughts

Adjective - shy and quiet

Characteristics of introversion might be:

- ✘ Inactivity
- ✘ Unsociability
- ✘ Carefulness
- ✘ Control
- ✘ Inhibition
- ✘ Reflectiveness
- ✘ Responsibility

Extrovert

Noun - (psychology) a person concerned more with practical realities than with inner thoughts and feelings

Adjective - being concerned with the social and physical environment

Introverts, in contrast, are more reserved, less outgoing, and less sociable. They tend to have smaller circles of friends, and are less likely to thrive on making new social contacts. They generally do not need to seek out excitement in others because they are already stimulated with their own thoughts and imagination.

Characteristics of extroversion might be:

- ✘ Activity
- ✘ Sociability
- ✘ Risk Taking
- ✘ Impulsiveness
- ✘ Expressiveness
- ✘ Lack of Reflection
- ✘ Lack of Responsibility

Extroverts are gregarious, assertive, and generally seek out excitement.

Extraversion and introversion are typically understood as a single continuum. Thus, to be high on one is necessarily to be low on the other. That said people fluctuate in their behavior all the time, and even extreme introverts and extroverts do not always act consistently.

Thinking

Noun - A way of reasoning; judgment

To my thinking, this is not a good idea.

Adjective - Characterised by thought or thoughtfulness; rational

We are thinking animals

Characteristics of a thinking preference might be:

- ✖ Formal
- ✖ Impersonal
- ✖ Analytical
- ✖ Detached
- ✖ Objective
- ✖ Strong-minded
- ✖ Competitive
- ✖ Correct
- ✖ Task
- ✖ Systems

Feeling

Noun - An emotional state or disposition; an emotion

a feeling heart.

Adjective - Easily moved emotionally; sympathetic, Expressive of sensibility or emotion

Those who prefer thinking tend to decide things from a more detached standpoint, measuring the decision by what seems reasonable, logical, causal, consistent and matching a given set of rules.

Expressing deep feeling for another

Characteristics of a feeling preference might be:

- ✖ Informal
- ✖ Personal
- ✖ Considerate
- ✖ Involved
- ✖ Subjective
- ✖ Caring
- ✖ Accommodating

- ✘ Harmonious
- ✘ Relationships
- ✘ Moral

Those who prefer feeling tend to come to decisions by associating or empathizing with the situation, looking at it 'from the inside' and weighing the situation to achieve, on balance, the greatest harmony, consensus and fit, considering the needs of the people involved.

These are what Jung called the "rational" (decision making or judging) functions. Your thinking and feeling functions are both used to make rational decisions. They are based on the data you receive from your information-gathering functions (sensing or intuition, which are explained next).

People who prefer thinking do not necessarily, in the everyday sense, 'think better' than their feeling counterparts

This is a measure of preference, not ability. Similarly, those who prefer feeling do not necessarily have 'better' emotional reactions than their thinking counterparts.

Intuition

noun - instinctive knowledge of or belief about something without conscious reasoning

Intuition told her something was wrong

outstanding issues.

Characteristics of an intuitive preference might be:

- ✘ Look for opportunities
- ✘ Sees Bigger Picture
- ✘ Trusts 'Gut' feelings
- ✘ Deal with concepts

Likes new ideas

Sensing

noun - intellectual interpretation, as of the significance of an event or the conclusions reached by a group

I came away from the meeting with the sense that we had resolved all

Characteristics of sensing preference might be:

- ✘ Practical
- ✘ Deal with facts

- ✿ Relies on Experience
- ✿ Prefers to see / hear / touch objects
- ✿ Live in the here & now

These are what Jung called the “perceiving” (information gathering) functions

These describe how new information is understood and interpreted.

Communicating with others to improve your Personal Impact at Work

Dealing with the RED person

How should you deal with this situation?
Your boss has been rude and belittled your work in public...

Dealing with the YELLOW person

How should you deal with this situation?
You want to take your partner on an exotic holiday to Australia, but they are afraid of flying...

Dealing with the GREEN person

How should you deal with this situation?
You get a complaint from a member of the public in your TV Department Store. You are the manager of the store and the member of the public is complaining about a very upsetting staff member...

Dealing with the BLUE person

How should you deal with this situation?
You want to ask a colleague to help you with a massive project because you understand they have 'free' time on their hands...

Communicating with people who are different to you

Communicating with a Red

- Use facts to illustrate a point
- Quantify what you are talking about
- Be logical in your approach
- Be short, and to the point
- Don't waste unnecessary words
- Analyse the content – be prepared to analyse
- Display little or no emotion

Communicating with a Yellow

- Look at the bigger picture
- Be visual and colourful
- Use metaphors and stories
- Be conceptual and futuristic
- Exaggerate to make a point
- Ask questions that go into more and more detail (not too slow, not too fast)
- Encourage yellows to finish their sentences (they can stop speaking before they have actually finished what they need to say)

Communicating with a Green

- Use experiences that will relate to the audience
- Acknowledge emotions
- Speak softly (don't shout or raise your voice)
- Use wordy, long explanations
- Be helpful
- Be people orientated
- Be comfortable with talking out loud (you and the green person)
- Be expressive in the use of body language

Communicating with a Blue

- Provide details
- Use the SMART (specific, measurable, agreeable, realistic, time) criteria
- Be precise
- Be punctuated – speak in sentences and paragraphs
- Be formal
- Be sequential
- Give the blue time to consider before responding
- Ask questions and encourage questions to be asked
- When the blue needs more information – give it to them

Breaking Rapport

Breaking rapport is easily done as we all value things differently. What bothers you about something or someone, may not bother others and vice versa.

It is not enough to consider what we say to people who value things differently, but we should consider how we say things and how we structure our sentences. The suggestions below are to encourage you to just consider the language that we use in our day-to-day communications.

If we are not concentrating when communicating with others, our natural response to someone may be 'don't be silly...' or 'it isn't that important...' really may upset someone because to us it may be 'silly or unimportant' but to them, it may be hugely serious and important. Therefore we need to really consider how we communicate with others – all the time.

Consider whether you ever do the following with others;

- Talking more than listening: Interrupting, showing disinterest, typing while others are speaking to you etc
- Using formal speak: “in the fullness of time”, “beautiful vista” etc
- Using parental language: “now, you mustn't forget that again Jim” etc
- Irritators: “with all due respect”, “I hear you but” etc.

Speak to the World Without Saying a Word

Does Your Body Language Send the Right Signals?

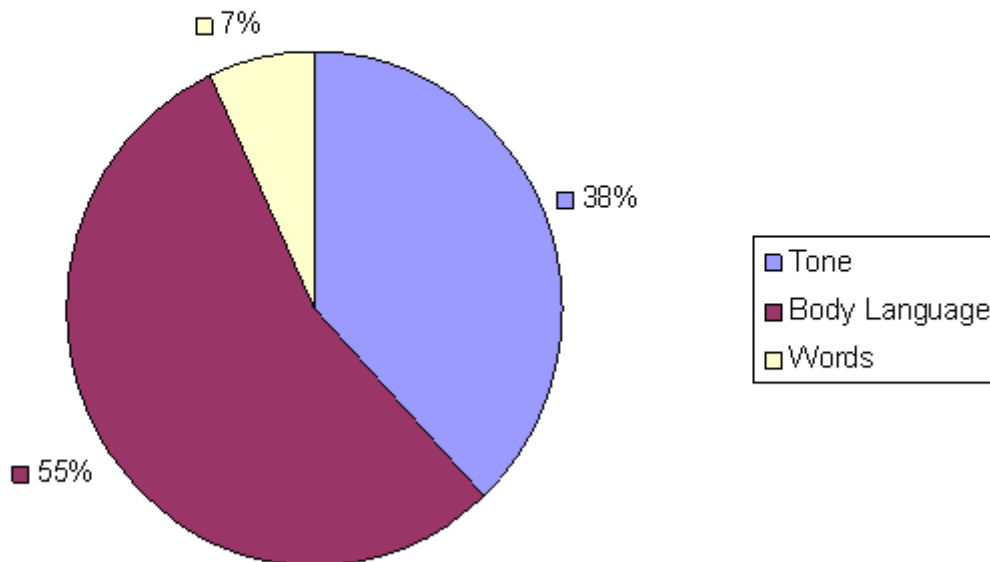
From [Michelle Sterling](#), for About.com

Believe it or not, we speak to the world without saying a word through non-verbal communication. Almost every facet of our personality is revealed through our appearance, body language, gestures, facial expressions, demeanor, posture and movements.

In our professional and personal lives, we'd like to think we could make friends and influence people if we verbally articulate our message with optimism, enthusiasm, charisma, poise and charm. However did you know that the verbal impact of communication only accounts for 7% of your overall message? The bulk of our communication comes across in our appearance and body language, comprising 55%. Tone, speed and inflection of our voice make up the remaining 38%.

Non-verbal communication encompasses an incredible 93% of our overall message.

Communication



Questioning Skills

Open Questions

Open questions generally start with who, what, why, when, how and are useful when you want someone to *think* and *reflect*, or give you *opinions* and *feelings*. Examples include:

- ◆ Why is xxxx important to you?
- ◆ How did you deal with xxxx?

Probing Questions

Probing questions should be used when clarification on an answer is sought, or when further information or examples are required. Examples include:

- ◆ What exactly did you mean by xxxx?
- ◆ Could you tell me more about that?

Closed Questions

A closed question can be answered with either a single word (yes or no) or a short phrase. The first word of the closed question signals the easy answer ahead. These usually start with words like: do, would, are, will, if.

- ◆ Do you want me to do...?
- ◆ Would it be OK if...?

Closed questions give you facts, are easy/ quick to answer and they keep control of the conversation with the questioner.

Questions to avoid include:

- ◆ **Multiple questions**, e.g. *“So you were unhappy with the service, what would make it better and how should I go about that?”* This makes it hard for the person to remember all the questions, and they may only answer certain parts.
- ◆ **Leading questions**, e.g. *“That’s not likely to work, is it?”*. This type of question guides people in a certain direction or makes them think in a certain way. Remember that not only the words can lead the question; you can also lead people by your body language and voice tone.
- ◆ **Too many closed questions**, e.g. Closed questions as described above are those which can be answered one word or a short phrase - too many limits the conversation.

The Key Elements to Active Listening

Pay attention

- Give the speaker your undivided attention and acknowledge the message. Recognise that what is not said also speaks loudly.
- Look at the speaker directly.
- Put aside distracting thoughts. Don't mentally prepare a rebuttal!
- Avoid being distracted by environmental factors.
- "Listen" to the speaker's body language.
- Refrain from side conversations when listening in a group setting.

Show that you are listening

- Use your own body language and gestures to convey your attention.
- Nod occasionally.
- Smile and use other facial expressions.
- Note your posture and make sure it is open and inviting.
- Encourage the speaker to continue with small verbal comments like yes, and uh huh.

Provide feedback

- Our personal filters, assumptions, judgments, and beliefs can distort what we hear. As a listener, your role is to understand what is being said. This may require you to reflect what is being said and ask questions.
- Reflect what has been said by paraphrasing. "What I'm hearing is..." and "Sounds like you are saying..." are great ways to reflect back.
- Ask questions to clarify certain points. "What do you mean when you say..." "Is this what you mean?"
- Summarise the speaker's comments periodically.

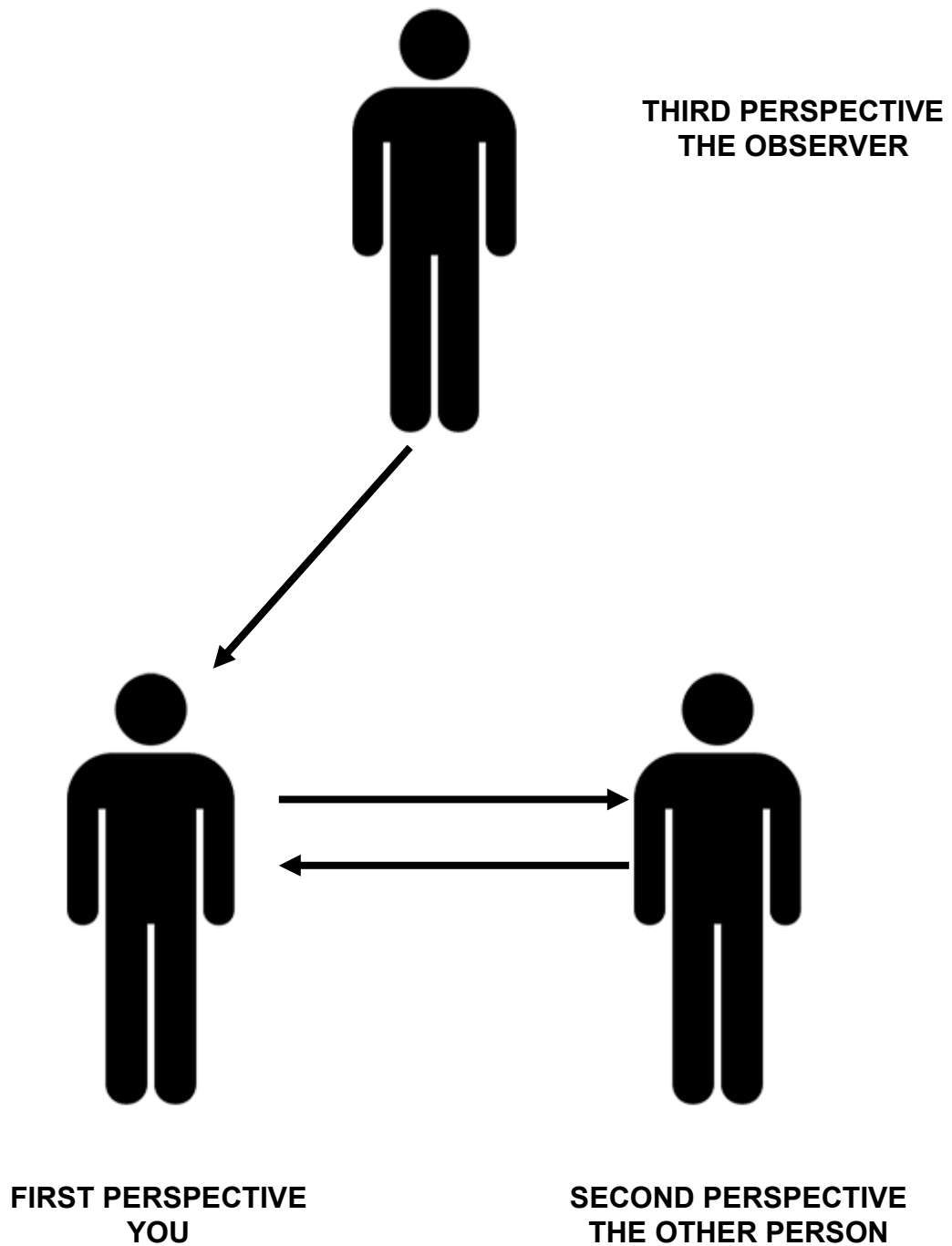
Defer judgment

- Interrupting is a waste of time. It frustrates the speaker and limits full understanding of the message.
- Allow the speaker to finish.
- Don't interrupt with counterarguments.

Respond Appropriately

- Active listening is a model for respect and understanding. You are gaining information and perspective. You add nothing by attacking the speaker or otherwise putting him or her down.
- Be candid, open, and honest in your response.
- Assert your opinions respectfully.
- Treat the other person as he or she would want to be treated.

Perspectives in any given situation



PERSPECTIVES IN SITUATIONS

The ability to look at any given situation from a number of perspectives can greatly improve the experience (be it negotiation, customer service or whatever).

It can help us to use more sensitive and precise language and help achieve better outcomes.

There are usually 3 different perspectives in any given situation.

FIRST PERSPECTIVE

Your situation or the situation as you see it. This is made up of your values and opinions and your natural preferences (Green, Blue, Yellow or Red) for behaving.

SECOND PERSPECTIVE

This is the other person's perspective. If you can "put yourself in their shoes" and try to understand a situation from their point of view this will give you a clear insight into what they want and what their values are. Being able to "spot" the other person's preferences will help you do this.

THIRD PERSPECTIVE

This is the perspective of an imaginary observer. This person would not be involved in the situation but would be able to see what is going on and what is driving the two opinions involved in the discussion. They would be able to objectively see what is happening, what the first perspective might miss, and what the second perspective is looking for.

Using all three perspectives enhances your understanding of the situation and how it might be improved.



Action Planning

Things I've Learnt

Things I'll Do

Jigsaw Pieces – Meanings

Jigsaw Piece	Meaning
A Stacker	Someone who likes to pile objects up, such as paperwork on a desk
Accurate	To do something correctly
Appreciative	Someone who generally is pleased or shows gratitude towards other people when they have done something good
Authoritative	Someone who tends to be commanding and is self confident
Avoids Confrontation	Someone who doesn't like getting into arguments
Blunt	Someone who talks in a very forthright and forceful way
Competitive	Someone who has a need to win, enjoys competitive activities and dislikes losing
Creative	Someone who can imagine things and come up with original ideas
Decisive	Someone who can make fast decisions and reaches conclusions quickly
Deliberate	To do something on purpose or intentionally
Demanding	Someone who seeks a lot of attention or effort from others
Detailed	Someone who likes to make sure things are done correctly, usually likes to do things in an organised way
Determined	Someone who has a strong belief or strong drive to succeed at a task
Develops Strategies	Someone who plans ahead for longer term aims/objectives
Direct	Someone who communicates in a clear, straightforward and frank manner
Disciplined	Someone who is able to control their own feelings and overcome their weaknesses. Tend to be very organised/ logical and likes to do things in an orderly way

Discreet	Someone who is careful or tactful about what they say
Dramatic	To make things bigger or better than they really are to create effect
Easily Bored	To get fed up quickly with a task or activity
Empathetic	Someone who is considerate of others' views and can see things from another's viewpoint (and is supportive)
Encouraging	To give support, confidence, or hope to others
Energetic	Someone who is lively and full of energy
Factual	Someone who is not comfortable dealing with ambiguity
Focused	Someone who can concentrate very hard on what they are doing, doesn't get distracted easily
Generates Excitement	Someone who is eager and enthuses people
Get results	Someone who can make things happen, likes to see outcomes
Good Listener	Someone who can listen to someone else without butting in
Habitual	A person who prefers routine. Something we do a lot or all the time. Something that is done regularly
Harmonious	Someone who generates good feelings about others and is free from conflict
Helpful	Someone who is giving, ready to help others
Highly Motivated	Someone who has a drive to get on with things and their work without needing pressure from others
Imaginative	Someone who is quite creative and inventive and is able to describe things well or paint verbal pictures
Impatient	Someone who gets frustrated quickly if things don't happen
Knowledge is Important	Someone who likes to learn so that they know more about things
Laid Back	Someone who is very relaxed in their attitude
Like Stories and Analogies	Someone who likes stories or examples to explain a situation

Like to be different	Prefers not to be the same as everyone else
Likes routines	Someone who likes to do things the same way all the time
Logical	Someone who likes to do things or activities in order and likes to follow a system or set of principles
Objective	To do something without putting personal feelings into it. To do something on purpose
Openly fun loving	Likes to enjoy themselves and doesn't mind everyone knowing about it
Open-minded	Open and willing to consider new ideas. Does not dismiss what others might consider to be outlandish proposals
Organised	Someone who has things well thought out, ordered or planned
Please others	Someone who likes to make other people happy
Popular	Liked by lots of people or by a particular group
Problem Solver	Someone who likes to solve problems
Process Driven	Someone who prefers to follow series of actions or steps to achieve a task or goal
Reserved	Someone who is shy and doesn't like to talk much when they are with other people
Rhythmical	Someone who finds conversing easy and has fluent, effortless presentation
Risk Taker	Someone who likes to take a risk and is not scared by uncertainty
See Big Picture	To look at the whole thing rather than just a bit of it or the detail
Sensitive	Someone who is caring about other people's feelings. Can be easily offended or upset
Spatial	Is able to judge size of space around them
Structured	Someone who likes things to be done a certain way that follows a process/or logic
Supportive	Someone who provides encouragement and emotional help
Systems	Someone who likes to do things in order or have them mapped

Orientated	out
Take Charge	Someone prefers to take control of a task or situation, act as a leader
Thorough	To do a task or complete something with care and attention to detail
Thrives on new ideas	Gets pleasure from doing and trying out new things
Tolerant	Someone who is understanding towards other people or situations
Traditional	Someone who likes to do things the way it has always been done for a very long time. Sceptical of change
Understanding	Someone who is kind and thoughtful
Values relationships	Someone who gets a lot of pleasure, or places a lot of value on relationships that they have with others
Visual	Someone who is very good at picturing things in their mind