

Communication Styles

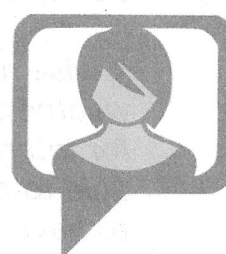
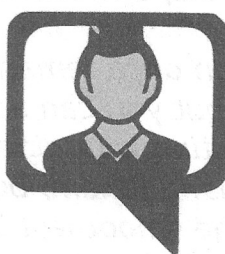
MINI QUIZ KIT Facilitation Instructions

Connector

Planner

Thinker

Mover



The **Personality Lingo® Communication Quiz** assists participants in identifying their communication style and offers insights into the communication approaches and preferences of others. This document provides suggested facilitation instructions for framing your session, coordinating quiz-taking, scoring participant results, introducing the concepts, and conducting a group activity using the results. You are free to follow your own training format.

Training Outline

The Outline below offers an approximate timeline for each element. It is a good idea to practice and get a feel for how much time you will need. To save time, have them take the quiz before coming to the workshop. If you have extra time, offer additional time for participant interaction and reporting out.

90-MINUTE OUTLINE

- 5 min** Welcome and Framing
- 10 min** Take Quiz & Score Quiz
- 5 min** Read & Rank Handouts
- 10 min** Slideshow Presentation
- 10 min** Partner Share
- 20 min** Group Activity
- 20 min** Group Reports
- 10 min** Debrief and Closure

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Frame Your Session

Keeping in mind your objectives for conducting the workshop, introduce the subject by connecting the information to something your audience cares about.

For example, if this is a teambuilding workshop, you could begin with:



Suggested Scripting

What you say and how you say it can make or break trust, morale, and team productivity.

A wise man once remarked, "You can't change the weather, but you can adjust your sails." The same goes for interacting with different styles. You may not be able to change them, but you can adjust your approach to have the smoothest interaction possible and direct experiences towards a more positive outcome.

Distribute the Quiz

Distribute only the Quiz at first, keeping the Response Key for when everyone has completed. (You may email the PDF of the quiz directly to your students in advance of the workshop.)

Instruct your participants to answer each question on the quiz by marking the **ONE** response that is most like them. It may not fit exactly all of the time, but is *more like them* than the other responses.

If there are two responses they simply cannot decide between, they may mark both answers and move on to the next question. Let them know that they will be reviewing the style descriptions after taking the quiz so they can "double-check" their quiz results.

If you are giving the quiz in a work setting and the question arises that they communicate differently at home vs. the workplace, coach them to respond according to how they communicate at work.

Score the Quiz

After your participants have completed the Quiz, distribute the Response Key and ask them to transfer their answers to the response key by circling the corresponding letters for each quiz question.

When they are finished transferring their responses, have them tally up each column and record their scores in the TOTALS boxes on the key.

In the box below the key, have them write in their Top Communication Style in the matching blank. Have them write in their Second, Third and Last/Least styles accordingly. Reassure them that ties are natural, especially in the Top and Second places of the spectrum. Scores that range fairly evenly between 3-4 different styles may indicate communication flexibility among the four styles from adapting to life circumstances. Any empty blanks or the style in their "Last/Least" position is/are typically the style(s) that pose the most challenges for them.

Read and Rank Handouts

After their quizzes have been scored, pass out the **Communication Styles handouts** and ask them to read their own Top style first (if tied, read that one too). Ask them to make notes as to which parts describe them best and whether there is any part that does not describe them. They can continue reading the other style handouts and ranking them from most like them to least like them.

Reading and ranking the style profiles is a second chance to consider their overall approaches and preferences to communication. If after reading through the profiles, they feel that the order of their line-up needs to be rearranged, encourage them to do so.

As they read through their Last/Least style, they should note whether they have challenges communicating with this style and if so, try to determine what it is in particular that seems to challenge them when interacting with this style. This information will come in handy during the group activities that follow.

Letter Codes and Colors

The Personality Lingo® personality style descriptor terms are Connector, Planner, Thinker, and Mover. You will notice that references to letter codes and colors are included alongside these terms in parenthesis as follows:

Connector (NF-Blue), Planner (SJ-Gold), Thinker (NT-Green), Mover (SP-Orange)

It is not necessary to use letter coding or color associations with the Personality Lingo system. These references are provided for trainers and participants who have a background in other systems to be able to easily associate the corresponding concepts.

Slideshow

As you cover each communication style slide, ask participants to consider if this is like them. If the style is not like them, do they know someone who is like this? The goal is to be able to recognize the communication style.

Partner Share

If you have time, allow them to share personal stories with a partner after each slide is presented. Providing examples of their own helps to solidify their understanding of the personality concepts.

Another approach to the partner share is; after all four slides are presented, have your participants share with one other person a little about why they chose the style they did for their Top Communication Style.

What example from real life illustrates the use of this communication style in context? What about any evidence for the order of the other styles in their lineup? Ask them to describe a time they struggled to communicate with someone who likely prefers their last/least style.

Small Group Activity

Once your participants have identified their Communication Style Lineup, group them according to their Top Communication Style. Have them form groups of 4-6 individuals.

You may end up with multiple participants having the same top two styles (e.g., you may have multiple Connector-Planners or Planner-Connectors). If this happens, ask them to form a group of their own. Their group responses will likely show their second style at play.

Have each group assign a scribe who will take notes of their answers as they come to consensus and a person who will report out. This can be the same person or two different people. If the group is small enough to display them all, have groups write their answers on poster size easel paper. If your audience has too many participants or the space is too small to orchestrate using posters, they can report out from a regular piece of paper.

NOTE: A person's second style as well as their preference for Introversion or Extraversion will significantly impact how they answer the questions. Introverts tend to keep their top style on the inside and show their second most dominant personality style to the outside world.



Questions for Group Activity

1- Come up with five terms that describe their communication approach – how do they communicate?

Examples:

CONNECTOR- friendly, smiles, makes eye contact, listens, warms up to subject, expresses emotion...

PLANNER- task oriented, step-by-step, direct, specific details, right and wrong, states position firmly...

THINKER- thinks before speaking, asks questions, wry humor, information & facts, objectively...

MOVER- loud, fast-paced, straightforward, speaks while multi-tasking, makes quick decisions...

2- What are their frustrations or communication challenges?

Examples:

CONNECTOR - negativity, criticism, conflict, others "bark orders", feeling manipulated, not listening

PLANNER - non-conformity, rule-breakers, disloyalty, not staying on track, interruptions

THINKER- stupid questions, redundancy, small talk, emotional appeals, not having think time

MOVER- protocol, etiquette, boring- tedious explanations or stories, processing without action

3- How do they like others to communicate with them?

Examples:

CONNECTOR - bonding conversations, connect first -then agenda, be tactful, convey understanding

PLANNER - productive conversations, practical, realistic, stay on target, don't interrupt, be appropriate

THINKER - thought-provoking conversations, ideas, theories, future plans, strategy, fixing things

MOVER - entertaining conversations, adventures, jokes, accomplishment sharing, brief

4- What is the #1 thing they'd like people to keep in mind when communicating with them?

If your audience is small, you may consider having each person as an individual respond to this question. You may get things like "I am deaf in one ear – I'm not ignoring you, please speak louder."

Examples:

CONNECTOR - Loud tones can jolt me. Please remember to be calm when you communicate with me.

PLANNER - I hate whining. Don't come to me complaining unless you have a solution to suggest.

THINKER - Just because I pause before I respond doesn't mean I didn't hear you or understand the question. Give me time to think instead of getting irritated or impatient with me.

MOVER - I can get very passionate and loud, I am not angry, I am eager.

Group Reports

Have each Top Communication Style Group report their responses to the larger audience. For larger audiences, have a representative group for each Communication Style report out. (The other groups of that same style can offer additional comments if necessary).

Ask them to pay close attention as each style group shares their responses. Let them know you will be asking them to recall the information later.

Debrief - Summary of Learning Points

When all of the groups have finished reporting out to the entire audience, **as a quick review to reinforce the concepts** ask the group as a whole to recall the following for each style:

1. What are ways you can tell that someone has a Connector (Planner, Thinker, Mover) communication style?
2. What should we keep in mind when communicating with this style?
3. What is one thing you admire about this style? Why is it great that they communicate that way?

Closure



Suggested Scripting

Now that you are familiar with the communication styles, you will find yourself recognizing the communication approaches and preferences of yourself and others. This newfound awareness gives you added flexibility and choice. You'll be surprised at how well you can see different points of view and begin to naturally direct interactions towards a more positive outcome.

Notice how your vocabulary begins to contain personality terms... "The Planner in me prefers to receive clear objectives and step-by-step instructions."

For increased personal growth and insights, take the quiz with your spouse, a friend, or relative and find out how your responses align or contrast with theirs. Use this as a starting point for conversations about the similarities and differences in communication.

Things to Keep in Mind

If your group has already been through a personality workshop before and discovered their personality style lineup, they may find that they communicate from their second style as often as or more often than their Top Personality Style especially if they are Introverted.

In other instances, a person may have a communication style that is different from their dominant personality style because they have adapted to their environment. They may have learned to communicate that way in order to get along best with a parent or mentor.

Whose job is it to adapt to whom?

In communication, it is common to want the other person to accept and adapt to our style. Who should "go first"? The person who wants something from another person should go first.

If a boss wants a productive employee, the boss needs to understand their employee's style so they can bring out the best in them.

If an employee wants a raise, they need to adapt to their boss' communication style when asking for it.

If you have a problem with the way another person communicates, it is YOUR job to understand their style *first* before expecting them to understand and appreciate yours.

Call to Action

Create your call to action to support your workshop objectives.



Suggested Scripting

The next time you are in a conversation with another person and begin to feel upset - pause to get CURIOUS instead of FURIOUS. Notice...what is their communication style? What are they trying to accomplish? What do they want from me? How can I temporarily adapt to their style (speak their language) so we can communicate in a mutually beneficial way? What can I appreciate about them?

WHAT'S YOUR COMMUNICATION STYLE?

1. When communicating, I like to:

- a. Take time to relate
- b. Be specific and stay on track
- c. Think before I speak
- d. Be casual, playful

2. My communication approach is usually:

- a. Personal and interactive
- b. Purposeful and Procedural
- c. Objective and Strategic
- d. Active and Straightforward

3. I tend to talk about:

- a. Relationships, people, and higher purpose
- b. Theories, new ideas, and future innovations
- c. Adventures, jokes, and accomplishments
- d. The "right" way, what worked before, and details

4. In communication I dislike:

- a. Hesitation
- b. Looking stupid
- c. Nonconformity
- d. Negativity

5. I tend to communicate to:

- a. Gather specifics and fulfill responsibilities
- b. Figure things out and problem solve
- c. Connect with others and make a difference
- d. Make an impact and have fun

6. When people watch me in communication, they would say that I tend to:

- a. Analyze and debate
- b. Refer to rules and follow protocol
- c. Show empathy and appreciation
- d. Make swift decisions and be blunt

7. I feel good about a conversation when it:

- a. Is entertaining, fun, and interactive
- b. Is practical, realistic, and provides a clear plan
- c. Is enhancing and nurturing for people
- d. Logical, objective, and mind expanding

8. When communicating with me, I like people to:

- a. Be specific about expectations
- b. Be kind
- c. Skip the small talk
- d. Lighten up and appreciate my flair

9. I would like others to:

- a. Move with me – from subject to subject, room to room, decision to decision...
- b. Not get insulted if I am not fascinated by their interests
- c. Finish their sentence or thought before switching subjects
- d. Meet me on an equal level- don't talk down to or try to manipulate me

10. In a word, my communication could be described as:

- a. Friendly
- b. Appropriate
- c. Logical
- d. Impactful

Response Key

Mark the letter that corresponds with your response for each question. Count the marks for each column to determine your top communication style.

Question:	Your Response:			
1.	a	b	c	d
2.	a	b	c	d
3.	a	d	b	c
4.	d	c	b	a
5.	c	a	b	d
6.	c	b	a	d
7.	c	b	d	a
8.	b	a	c	d
9.	d	c	b	a
10.	a	b	c	d
TOTALS →				
	CONNECTOR NF-Blue	PLANNER SJ-Gold	THINKER NT-Green	MOVER SP-Orange

Note: It is likely you will be strongest in one communication style. However, you may be tied or have significant aspects of the other styles – you may also have a score of zero in one or more styles.

Rank your communication style line-up in the blanks below.

My Communication Style Line-Up:			
_____	_____	_____	_____
Top Style	Second Style	Third Style	Last/Least Style

The style in the "Top" position indicates your strongest communication preference. If you have a relatively high score for a second style, you may naturally switch back and forth between using your top and second style. If you happen to have a zero score in the "third" and/or "last" position, these are the communication styles that may pose the most challenge for you.



CONNECTOR BLUE Communication

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Approach – Personal and Interactive

When communicating, this style likes to take time to relate. Often thought of as “good listeners” Connectors will try to establish good eye contact, and “be there” for others as a confidant, friend and supporter. Connectors feel most comfortable in conversation if they feel they have made a personal connection so they may share personal aspects of their life. They feel extra special or connected if the other person in turn shares something of a similar personal nature with them.

Connectors generally communicate to bond with others. It is in their nature of to speak from the heart, trying to find a common ground to relate to the other person. They tend to be subjective, paying attention to what their emotions are telling them and are most comfortable making decisions and responding to others based on their own intuition. They will try to communicate in a way that fosters cooperation, harmony, team, and togetherness.

Motivations

Connectors feel good about a conversation when it is enhancing and nurturing for people. Personal growth and self development are of great interest to Connectors who can be an inspirational mentor to others, helping to make a difference in their lives. Generally optimistic and positive, Connectors enjoy interactions that feel good for everyone involved. They find conversations that bolsters self esteem or confidence in others especially rewarding.

Connectors tend to talk about relationships, possibilities, and purpose. They are intrigued by human behavior and interaction, often wondering about a person’s intention for acting a certain way or what the other person is actually trying to communicate. Connectors will try to read between the lines for deeper meaning. Their conversations are often focused on understanding values and beliefs as well as discovering one’s path in life.

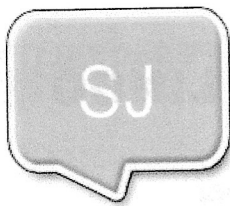
Frustrations

Connectors dislike negativity and will try to avoid conflict. They like to be inclusive and consider the feelings of others. They’ll gauge the mood of their listener and can be sensitive to body language that might indicate openness or resistance.

Connectors can get upset when they feel someone is barking orders, talking “down to” or trying to manipulate them. They get frustrated when others dive straight into their agenda without pausing first to listen to, and take into consideration, the thoughts and feelings of the Connector. When it comes to criticism and critique, Connectors really need to hear that you value them as a person before you share feedback that suggests areas for improvement.

In a word – Friendly

Connectors are commonly approachable and welcome conversation with others. Even when they may be feeling down, they may try to keep an inviting smile on their face as to not drag others down. When people watch this style in communication, they would notice that Connectors often show empathy and appreciation for others. When communicating with them, Connectors like people to be kind. Connectors try to think about how to phrase something so it lands softly with the other person and appreciate it when others do the same for them.



Approach – Purposeful and Procedural

When communicating, Planners tend to be goal oriented. Generally, they initiate a conversation to get specifics so they can fulfill their responsibilities. They like to communicate things in chronological order, step by step. If you interrupt Planners while they are explaining something, they are likely to start over from the beginning to make sure they haven't missed a step. In turn, Planners like others to finish their sentence or complete their thoughts before switching subjects.

Planners tend to talk about the "right way" of doing things. There usually isn't very much room for "in between" with Planners—there is a right way and a wrong way. They also have a tendency to speak in "all or nothing" terminology, using words like "always" or "never", "Have to", "Must", "should" or "shouldn't". When people watch Planners in communication, they would say that they tend to refer to rules, "What is the procedure for this? What regulation applies? What is the protocol?"

Motivations

Planners feel good about a conversation when it is practical, realistic and concrete. When communicating with them, Planners like people to be specific and clear about expectations. They want others to state their reason for communicating "up front" and articulate details about what particular actions are to be taken. Planners love to make "to do" lists. They especially appreciate receiving instructions in writing so they can use them as a guideline, refer back to them and (of course) cross them off their list.

Reverent of lessons learned from history, Planners commonly rely on the past to help them make decisions about the future. They will examine what has worked before and discuss how it applies to the current situation.

Frustrations

In communication, Planners dislike nonconformity and disdain those that disregard authority, try to beat the system, or go around others. They can be strongly opinionated and firm supporters of the organizations for which they work, the communities in which they live, and the nation they serve. If someone opposes the norms of the group, Planners can be steadfast and determined to assist others by pointing out the errors of their ways and redirecting them to established customs.

Planners can get frustrated if they feel they are wasting time chatting or "brainstorming" instead of getting things done. If their second style is Connector, they may join conversations for the pure pleasure of connecting, but more often they're on a mission to get something completed & may find long conversations annoying because they delay them from finishing the task at hand.

In a word – Appropriate

Planners try to use proper language, avoiding slang or politically incorrect wording. When it comes to humor, they will survey a situation before telling a joke to make sure it is suitable for their current audience. Planners endeavor to follow the rules of etiquette and demonstrate good manners. Overall, Planners prefer to talk about solid, sensible topics over theory. They like a conversation to start with a goal in mind, stay on track, and wish everyone involved would be respectful when responding.



THINKER GREEN

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Communication

Approach – Objective and Strategic

When communicating, Thinkers tend to reflect upon a conversation before responding. They like to analyze what they have just heard, explore the many ways they could respond, and choose the reply that most accurately and pertinently expresses their thoughts on the matter. Their goal is to obtain information so they can decipher, fix, improve, or invent something as a result.

They have a tendency to bypass emotional bonding with others and go straight for the data. This objective information-gathering approach can come across as an interrogation to others and get Thinkers into communication hot water with those seeking to receive an emotional connection first. When people watch this style in communication, they would notice that Thinkers seem to go into auto-analyze mode: “Were the words used accurately? Is the statement true? Can I find exceptions? How could I improve upon what was said? Are there important ideas to explore here? What is the logic behind this idea and where is the data? Can I solve this problem?”

Motivations

Thinkers like to talk about theories, new ideas, and future plans. Their conversations can be expansive and global, envisioning new frontiers and possibilities. Other times they can get excited describing every aspect and detail of a theory or project that they are working on. They may debate with others if they think the data does not support the statement, and they believe it is a point worth arguing. Thinkers feel good about a conversation when it can be expanded and lead to new ideas.

In group conversations, this style appreciates having time to think before they speak. They might be viewed as the silent type, but rest assured, in their heads is a very active internal world of new ideas, possibilities, and thoughts.

Frustrations

In communication, Thinkers dislike looking stupid. They strive to be competent in their endeavors and will gather data, examine the possible objections and pitfalls, perhaps make prototypes, test theories and choose precise wording before presenting their ideas. They’d rather say nothing than to say something wrong.

When communicating with them, Thinkers like people to skip the small talk. If a Thinker has known the other person for a while or works with them on a daily basis, they usually prefer a simple greeting such as a nod or quick hello to a personal conversation before getting to the overall purpose for the interaction. Thinkers wish others would not get insulted if they are not fascinated by their interests.

In a word – Objective

The communication style of Thinkers could be described as objective. They use wording such as “I think” much more often than “I feel”. They are most comfortable when in control of their emotions and don’t usually show their feelings readily. Unless extremely extroverted, Thinkers usually have rather contained body language and may be hard to read. They typically talk more about ideas, information and strategies than relationships and personal matters.

Approach – Active and Straightforward

When communicating, Movers tend to tell it like it is. They want to get to the point quickly and keep moving from there. Having a propensity for taking risks, trouble-shooting and seizing opportunities, Movers are inclined to make swift decisions. They sum up a situation in an instant, identify an expedient solution and want to implement it immediately. However, Movers are likely to ditch their earlier decision if a greater opportunity or more thrilling option appears.

Attracted by variety, new experiences, and fun—they tend to talk about adventures, tell jokes, and share (or brag about) their accomplishments along the way. Most Movers rather enjoy the spotlight and the attention they attract when expressing themselves. Movers are also notorious for moving around during conversation. They may pace, play with a rubberband, doodle or even text on their cell phone while “listening” to others.

Motivations

Movers feel good about a conversation when it is entertaining, fun and interactive. Movers can rarely sit on the sidelines of a discussion without getting bored. They either need to be amused and captivated by the person speaking or get involved themselves. When communicating with Movers, they want people to appreciate their flair. Movers can be boisterous, intense and prone to exaggerate. Whether they are familiar with the topic being discussed or not, they often come across confidently and persuasively. It is a relief to Movers when others can understand their gusto and value their enthusiasm.

In an ideal world, Movers would like others to move with them from subject to subject, room to room, and decision to decision. Movers enjoy options, excitement and physical activity. Put it all together and you have a natural multi-tasker. Rather than insisting those with this style to sit still and make good eye contact, you may just accomplish more by having a conversation with them during a racquet ball game than if you demanded that they sit still and give you their “full attention”.

Frustrations

Movers can find protocol and etiquette cumbersome and want others to just “lighten up.” They get frustrated when their playful approach is interpreted as careless and wish others could understand their intent is to have everyone enjoy the process, no matter how tough the task.

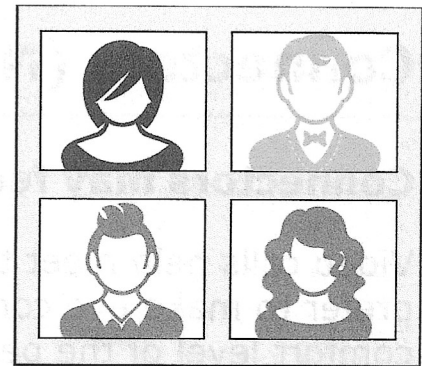
In communication Movers dislike hesitation. They want action—and they want it now. If someone pauses during conversation, Movers may perceive it as an opportunity to switch subjects, add their comments or spice things up a bit. Even a slow-paced interaction can seem like slow death to a Mover who wants to “get the show on the road.”

In a word – Impactful

Movers like to communicate to have fun and make an impact. Whether this impact is to accomplish a goal or to entertain, Movers like to punctuate their communication and engage others. From the shock of using colorful language to springing a surprise ending to a story, Movers often use large gestures and animated facial expressions to get their point across.

Virtual Communication

Personality differences create natural barriers to interpersonal communication which can be difficult to navigate. Working remotely adds another layer of complexity to the situation.



Misunderstandings are bound to occur, how they are handled can make or break trust, morale, and team productivity. Understanding the ways in which different personalities approach communication allows you to bridge communication gaps and preserve self-esteem.

Extraverts and Introverts

A person's preference for Extraversion or Introversion compels them to communicate in distinctive ways. Extraverts prefer phone calls and face-to-face interaction so they can process their thoughts externally through dialogue with others. Introverts prefer emails over phone calls so they can process their thoughts internally before sharing them with others.

Extraverts may get frustrated with no outward cue that you heard them. Introverts may get thrown off-kilter by spur-of-the-moment conversations asking them to make decisions on the spot.

Extraverts...

Gather their energy EXTERNALLY from the outside world of people, activities, and things.

Extraverts tend to speak in a fast-paced manner, using expressive tones, obvious facial expressions, and moderate to loud voice levels.

Extraverts seek opportunities for interaction and enjoy brainstorming meetings.

Introverts...

Gather their energy INTERNALLY from their inside world of thoughts, ideas, and reflections.

Introverts speak in a moderate to slow pace, using consistent tones, indiscernible facial expressions, and softer voice levels.

Introverts seek privacy, they tend to be protective of their personal space, both physical and mental.

Extraverts tend to show their dominant style traits to the outside world. Introverts use their dominant style traits internally and may show more of their 2nd style traits to the outside world.

Connectors (NF-Blues)

Connectors may feel isolated when working from home.

Video calls help meet their need for relationship-building. They prefer to make eye contact and look for non-verbal cues as to the comfort level of the person they are speaking with. They tend to evaluate their own performance based on others response to them. They thrive when provided with good amount of guidance, direction, and feedback.

Connectors crave opportunities for expression and personal growth. They value enhancing the self-esteem of others and building rapport. Connectors want to be recognized and appreciated for their consideration of others. They are motivated by happiness and harmony.

Tips for Communicating with Connectors:

- ▶ Acknowledge them personally
- ▶ Show appreciation
- ▶ Include them
- ▶ Be respectful - don't "bark" orders
- ▶ Have patience

INSIGHT

Other styles may get frustrated with the Connector's need to share personal aspects of their life. Rather than bypass the relationship-building endeavor altogether, try acknowledging them personally but keeping it short. If you skip this personal connection, they may be distracted by wondering if you are upset or disappointed with them or if you have some personal issues going on.

A little bit of connection upfront will go a long way towards smooth communication with a Connector. Connectors are most productive when they feel they are valued and appreciated.

Thinkers (NT-Greens)

Working virtually can intensify “analysis paralysis” for Thinkers.

They want their work to be perfect before sharing it with others. The last thing they want to do is slow progress, but if left on their own for too long they may overdesign a solution. Let them know that while you do value their independence, you are going to need them to report on their progress and let you in on the direction they are heading before they get too far along.

They crave opportunities to critique and improve things. They value accuracy of speech – say what you mean and mean what you say. Thinkers want to be recognized for keen observations and innovative ideas. They are motivated by a good personal challenge.

Tips for Communicating with Thinkers:

- ▶ Allow them time to look at an issue from all angles
- ▶ Skip the “small talk”
- ▶ Avoid redundancy
- ▶ Give big picture or point first, then fill in details
- ▶ Don’t misinterpret their need for info as interrogation

INSIGHT

Other styles may get frustrated at the Thinker’s need to point out flaws and inconsistencies. These individuals may feel criticized and spoken down to when the Thinker doesn’t recognize the good before offering corrections. Understand that Thinkers are genuinely trying to help by objectively offering solutions. In some cases, their questioning is an effort to gather data, make sense of their world, and/or understand other perspectives. Try not to take it personally or as a sign of disrespect if they don’t sugar coat their feedback.

Thinkers appreciate being able to focus their attention on the matter at hand and not on the relationship.

Planners (SJ-Golds)

Working remotely threatens a Planners work-life-balance.

They are likely to put work before all else which will eventually result in burnout. It is important to respect their schedules and routines. Let them know of any changes in plans so they can prioritize their work accordingly. When provided with too little direction or unclear expectations, they are likely to feel uninformed.

Planners enjoy gathering specifics and fulfilling responsibilities. They crave opportunities to uphold a duty and make a lasting impact. They value a sense of completion. Planners want to be recognized for achievements and contributions. They are motivated by a sense of accomplishment and honor.

Tips for Communicating with Planners:

- ▶ Be prepared
- ▶ Give detailed instructions
- ▶ Stay on target, be consistent
- ▶ Show respect, don't interrupt
- ▶ Recognize their contributions

INSIGHT

Other styles may get frustrated when Planners remind others of the proper protocol to follow. Planners have an innate need to do the right thing and believe that others should too. By informing you on the proper protocol, they are doing you a favor. Procedures are in place to ensure a consistent outcome. Doing something the wrong way could waste precious time and resources.

Planners have a knack for tracking changes on a project. They like to keep clear records of decisions made and summary tables of lessons learned. They prefer to see step-by-step instructions and to deliver/receive information in an organized (bullet-list) format.

Movers (SP-Oranges)

Movers need activity and stimulation when working remotely.

It is important to realize that a rapidly approaching deadline stimulates creativity and motivation for a Mover. They do some of their best work when put on the spot to troubleshoot in urgent situations. Movers crave a change of pace and enjoy reporting on progress made.

Movers prefer a fast-paced spontaneous flow when in conversation. They crave opportunities to push boundaries and break new ground. They value playfulness. This style wants to be recognized for cleverness and adaptability. They are motivated by quick action and tangible results.

Tips for Communicating with Movers:

- ▶ Use “sound bites”
- ▶ Allow them to multitask
- ▶ Appreciate their flair
- ▶ Offer options and flexibility
- ▶ Lighten up

INSIGHT

Other styles may get frustrated with the Mover’s need to multitask while listening. They don’t like to sit still for very long. Finding constructive ways to be physically active (basketball hoop on the office door, exercising, folding laundry, etc.), rather than checking emails, will allow them to participate more fully in meetings.

Some of the most significant energy drainers for Movers are feeling trapped, restricted, not able to move around, routine tasks, abstract concepts, and taking too long to see results. Energy gainers for this style include creative freedom, physical activity, varied tasks, quick action, and tangible results.

