

Logistics

Tactics

Strategy

Diplomacy

Personality Strengths

Your Ideal Team

The COLOR of your time...

How does your  
Personality Style  
Manage Time?



## About the Author



**Irene Anderson – CTACC**, has brought Personality Type programs to many teams and individuals. Irene has shared her expertise through consulting, training, speaking and in print. With her combination of coaching and results-driven facilitating, she has helped executives, managers and entrepreneurs achieve better success in business and career. Irene has also shared her unique talents with not-for-profit groups, as a volunteer, facilitator and speaker. Irene’s style of facilitation is results oriented, with a focus directly on the client, using a unique Self Discovery process, and a commitment to ensure that all personalities are honoured. Irene is truly dedicated to the success of her clients, and as a career coach has a unique knack for uncovering the talents and strengths of the client, and moving them toward that ‘AHA’ moment when they really begin to embrace who they are meant to be.

### Certifications and Achievements

**Co-Creative Coach™** – Certified (CTA – ICF)

**LifeSkills Coach™** - (Certified YWCA)

**MBTI™ (Myers Briggs Type Indicator)** – Certified Facilitator

**Personality Dimensions™ – Certified Level II** – Train the Trainer

**Interstrength™** Certified (Includes Social Interaction Styles™)

**DDI – Targeted Selection™** – Behavioural Interviewer – Certified

**Human Resources Certificate Program** – Loyalist College

**True Colors®** – Certified Facilitator

**Follow Your True Colors to the Work You Love™** – Certified Facilitator

**DiSC™ – Social Styles** – Certified Facilitator/Coach

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### Affiliations

President – OAAPT (The Ontario Association for the Application of Personality Type)

President – CARP (Canadian Association for Zoomers) Chapter 56 – Whitby-Oshawa-Clarington

## About Personality Strengths©

I was introduced to the model of temperament, in 2001. Back then the model being used was True Colors™. In 2003, Career Life Skills© created a new version of the temperament model called Personality Dimensions™. I have used this model since. It is simple to use and understand, based on the four temperaments or colours. They are:

Authentic Blue™, Inquiring Green™, Organized Gold™ and Resourceful Orange™. Each one of the temperaments brings their own blend of key strengths and talents into the world.

This model gives clients insight into their own behavior, and what drives them and an understanding of what drives others to think and behave as they do. People begin to 'Talk in Colour' since they now have a common language they can base all communication on. No longer is there that unease or upset about what people say and do - just a curious mindset and an opportunity to open up dialogue. The model is based on 25 centuries of study and has a solid scientific basis. This model does not explain everything about people - just what innate psychological needs drive behavior.

I created my own program called **Personality Strengths©**, because in my practice, coaching and facilitating using temperament, I have observed that few people can name their strengths, yet when asked about weaknesses can rhyme them off really well. In fact, in my coaching, I spend a great deal of time taking clients through an exercise where they write out their best accomplishments, really digging deep to understand what strengths made those accomplishments stellar. My clients are often surprised and have an 'ah ha' moment when they see that what they take for granted is valued greatly by others.

We are all a blend of the four temperaments, yet we have a preference for one or perhaps two. When I talk about '**Your Ideal Team**', it is the team or internal make up that is uniquely you, and how you can learn to leverage all of the strengths therein. I often get asked, "Are you trying to put me in a box?" My answer is NO! I am trying to get you out of it. I encourage you to explore all of the temperaments, find which one is the best fit for you - then stretch yourself to learn some new behaviours. We can change our brains, Neuro Science has proven it, we can lay down new neural pathways - we have all experienced a time when we had to learn something new, it is not easy, our brains just want to go back to what we know works (good or bad).

I encourage you as you go through this eBook to explore your own personality style - embrace who you are, but get out of the box!



## Peeling the Onion -We Are Hard Wired

We come into the world hard wired with our personality, then we become influenced by our environment. Self Esteem rests upon having our core self recognised as whole and good, otherwise we may get stressed, and or work from a place of low self esteem.



Each Personality style or temperament has a core psychological need. An inner force that drives most of our behaviour, this reflects itself in everything we do, including managing time and priorities. As humans we will seek out ways to have our needs fulfilled, there are certain patterns in our brains that we are destined to follow, and each one of us in a unique blend.

Early on we establish neural pathways in the brain that lay down the behaviours that we find 'comfortable'. There are Time Management, models that exist, SMART goals, time matrix, Jar of Rocks etc, that we are encouraged or 'told' to follow. Do they work? yes, but the key is to look for a model that works for YOU, not a one size fits all. Most of these models have been developed by one personality style, they are created with structure, they are linear and for the other three styles simply don't work for the long term. Each of the personality styles deals with task prioritization, workflow and goal setting in different ways, no-one should be forced into a model that does not work for them.

It all goes back to the way we see ourselves. Why is it that some people are natural goal setters and others are not? Are they flawed? Is it nurture? nature? The answer is that it is like the onion a mix of:

- Your core self (nature)
- How you were nurtured
- Your environment and how you were socialized
- How you feel about yourself (esteem)
- Your beliefs and values
- Your environment

*...people are easily led away from what's right for them, because people have Brain, and Brain can be fooled. Inner Nature, when relied on, cannot be fooled. But many people do not look at it or listen to it, and consequently do not understand themselves very much. - The Tao of Pooh*

## Can We Really Manage Time?

Of course not! Time is finite! We are allotted a certain amount of time each day, and it is up to us how we spend it. It is interesting that we use the word 'spend', since we know that our attitude regarding time is similar to that of money. We have a finite amount, no matter how rich or poor - and how we spend our money and time are in direct correlation to:

- Our Personality
- Our Upbringing
- How we are influenced by peers and family
- Our past experiences
- Our current behaviour

## You have \$86,400 To Spend!

(Source 'More Games Trainers Play - Scannell/Newstrom - 1983)

Play along as we learn how we spend our time (***no peeking at the next page - REALLY!***):

**Your uncle Harry has left you \$86,400 in his will, but Uncle Harry has made some stipulations, if they are not followed the inheritance goes to a shelter for unwanted ferrets.**

- The money must be spent with the next 24 hours;
- Stores will be close for a major portion of this time.
- You have to work tomorrow - your boss needs you.

You can get help from family, they can help you spend, or think about what they would like you to spend it on.

### ***What will you spend the money on?***

House? How much?

Car?

Other?

*Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity. Wikipedia*



## How I spent my Money?

Did I allow others to determine what I would buy? Why?

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What type of purchases did I make?

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So what does Uncle Harry's will have to do with time management? Each of us gets 86,400 seconds -- no more, no less every day -- and how you spend that time, or allow others to spend it for you, is what time management is all about. In fact, we cannot manage time per se, but we can manage our attitude toward time and how much of it we hold dear. This simple exercise can be very revealing about what our relationship with time is. We can begin to examine how we can allow others to claim our time. As we go further, we will explore how to politely and assertively take back our time.



### *A Modern Day Fable...*

Later in this book you will meet Steve's team, represented by the four personality styles, they are all unique and hard working, sometimes misunderstood - all with flaws and strengths, all interested in doing better in their careers. We will follow them as they attempt to work on a task Steve gave each of them at last year's performance review - 'manage your time better by observing how other personality styles manage theirs.' We will see how each person works within the project team. ***But first, discover your time management style...***

## Time Management Styles

Take this quick quiz to determine which one of the personality styles fits you. We have a preference for one or two, yet we are a blend of all four. Our attitude toward time will be highly influenced by our personality, which gives us the opportunity to work on the skills that we not as comfortable with. Put a tick mark if the attribute fits you, an X if it does not.

Attributes of Organized Gold	Fits Me	Does not fit me
Attention to details		
Plan ahead and 'Be prepared is my motto'		
Can accurately estimate how much time is needed to do something		
Prefer to work on and complete one project at a time		
On time and predictable		
Attributes of Authentic Blue	Fits Me	Does not fit me
Relationships come first and are given priority.		
Always ask how others will be affected by timelines		
May miss deadlines because they are helping others		
Frequently over-commit for fear of saying "NO"		
Schedules can be chaotic because they take on other people's stuff		
Attributes of Inquiring Green	Fits Me	Does not fit me
View time as something infinite		
Can see the whole as well as the parts		
Will review all facts before making decisions		
May lose track of time get wrapped up in a task		
May see time as a model, make priorities and theories		
Attributes of Resourceful Orange	Fits Me	Does not fit me
Last minute centred in the 'now'.		
May be late for appointments		
Work at irregular pace - bursts of energy		
Multitask - bored with routine		
May underestimate time required to do things		

## It's Performance Review Time! Let's meet Steve and Steve's Team...

### *Meet Steve the Team Leader -He is an Organized Gold™*

Steve is the team leader of this crew, they are all different, each has their own unique blend of personality, each have great strengths and skills they bring to the team, it's performance review time - each team member must bring one thing to the table that they are working on to make them more successful managing their time on this project team. Steve took a course on Personality Dimensions™ and is eager to help the team to further their career goals and to get along with each other better at work. Steve's goal for his performance review is to increase his employee survey results, last year they were pretty dismal. Steve will be bringing in an employee engagement consultant to help him achieve his goals.



### **Steve's Challenge - Employee Engagement**

Most managers love to hate the employee survey results, often the results can be out of your control. As human beings we tend to focus on what's wrong, rather than what's right - we focus on the negative. I challenge you to listen to your own and others conversations at work - what percentage of time do you spend talking about what's right and good?

Empirical data from employee surveys indicate that in companies that are liberally run, employee survey results are lower - why? seems counter intuitive right? The reason is that these employees are allowed and encouraged to complain. So, they do it in spades!

Steve has a challenge, he has encouraged his team to learn from each other - they are all different personalities, and he must engage each one, to make them more effective in his team.

### Meet Sue... Sue is an Authentic Blue™

Sue has ticked all of the 'fits me' boxes in the blue area, some in Orange, one in Gold and none in Green. Sue is often late for meetings because one of her staff needs her help, her desk is piled high with unfinished projects ( 2 that she took on from a colleague who is on sick leave). Sue feels so overwhelmed, that she breaks down in the meeting after Andre gives her a 'look'. Sue is at the breaking point, she feels that her workload is unfair and some of her co-workers are mean. Sue is so behind on her project work she feels she will have to work many more hours to catch up, which will affect her home life. Sue needs some strategies to help her get back on track, she feels that performance review time will be stressful because yet again this year she will have to tell Steve she has made little progress on her time management skills.



Balance is very important to Blues, so learning how to say no is critical, otherwise they may get very stressed. **Blues have a Diplomatic skill set** and are very good at being empathetic with others. On a project team, they will be the ones who try to keep everyone happy. Blues are really good mentors, coaches and are excellent at validating and supporting others.

#### Tips for Sue

- You may be perceived as being too emotional - reign in emotion at work.
- Don't read meaning into everything people say to you.
- Learn effective ways of saying 'no' to others. Learn to set expectations with your staff
- Try to be more direct in conversation, especially when asking for help.



### Meet Andre - He is an Organized Gold™.

Andre pays attention to details, he plans ahead, is always prepared for the worst. Since he commutes daily, he keeps a change of clothes and a toiletry kit in his car, just in case his car breaks down and he gets stranded. At work, Andre is no different, if co-workers need something Andre always has it on hand (he keeps everything). He is always early for meetings, in fact he is always there first. What annoys Andre the most is when people stray from the topic at hand, and when people talk out of turn at meetings. Even more so, Andre gets annoyed that Sue always shows up to meetings late, is often unprepared, thus making the meeting longer by asking a lot of questions. Andre has been known to be a bit sarcastic with Sue, and Sue takes this very personally. Andre also gets annoyed with people who don't finish what they start -like Tony. Andre always takes his tasks and works them from start to finish.

Gold personality styles have fewer time management issues, since they are natural organizers, however where they may slip up is taking on tasks from others because they feel they were not done right - thus impacting their own schedules. **Golds have a logistical skill set**, for them project management can be an art form. What Golds like Andre bring to the table is task focus and team loyalty. They are detail oriented and believe in accountability.

#### Tips for Andre

- Ease up on others, trust that they will get things done on time (in their own way)
- Be open minded, don't get stuck on a 'right' or 'wrong' way of doing things.
- Take a break! Be aware of how hard driving you may be of yourself and others.
- Know that others are different, which does not mean wrong.

### Meet Tony he is a Resourceful Orange™

Tony has a pretty laid back attitude about time, he frequently bargains for more time on project deadlines. He seems to work in bursts of energy, and appears very casual. He can be a bit of a joker in meetings, or he appears to be bored and acts out by stomping out of the room if discussions take too long. Andre thinks Tony is a slacker and not very hard working. Sue often relies upon Tony to help her with last minute tasks, he is always up for it, yet often leaves his own work to the last minute. Steve has challenged Tony to be more organized and timely, and not to take on too many tasks at once.



Tony like many Resourceful Orange™ personality styles, likes to try to 'beat the clock'. Deadlines are a challenge and Tony will often get his work done just under the wire. Tony says getting things done at the last minute gives him a rush, he enjoys the challenge. He sees himself as a good negotiator, good at multitasking and pretty flexible in all situations. He is easy going, doesn't take things personally. **Orange styles have a tactical skill set** making them great in a crisis.

#### Tips for Tony

- Let Organized Golds like Andre know that you will make the deadlines, they need to trust you.
- Rather than showing your boredom at meetings, offer to chair, keep things on track and moving along.
- To others it can appear that because things are done at the last minute that quality is missing, ensure that you provide quality of results.
- Share with others the shortcuts and expedient ways you have of doing things.



### Meet Sylvia Inquiring Green™

Sylvia is the IT support person on the team. Sylvia is frustrated with the idle chit chat that goes on in team meetings, she has been known to 'check out' and always brings her laptop and cell phone to the meetings, and is often working while in the meeting. She will take her time to make decisions on tasks, making sure she has reviewed all necessary information and ensuring that she has full knowledge of the subject. Tony thinks Sylvia over thinks everything and shares very little, delaying the project. Sylvia's office door is always closed, she rarely joins anyone for lunch, she likes to work on a project solo, with few distractions. Steve has encouraged Sylvia to be more sociable at work, and to share her ideas with others.

Inquiring Greens, like Sylvia love to get immersed in a task. They will work tirelessly until they have uncovered every detail. This could be perceived as blocking progress. Greens are big picture thinkers. They appear cool, calm and collected and are very focused on competence. They have an ability to take on complex problems. ***They have a strategic skill set that is key in taking a project forward, and seeing what the future holds.***

#### Tips for Sylvia

- Instead of asking 'why' try a softer approach like 'Tell me more'
- Save the debate, not everyone enjoys mental games.
- Make time for work relationships, you never know what you might learn!
- Keep others informed of your progress, they may be able to help.

## What's Next? Can this be fixed?

You have met the team, admittedly, Steve has his work cut out for him. Steve's team, like many others are fraught with misunderstandings, poor Time Management, communication issues and resentment in some cases. Yes, the work gets done, however imagine if the team took some time to really understand each other, learn each others' work and communication styles, and learn from each other. Every team is made up of different strengths, which is brought out and showcased - can lead to more effective working relationships.

As we are all a blend of the four personality styles, we can also draw on these skills within ourselves to help us with better time management.

## Your Ideal Team

<p style="text-align: center;"><b>GOLD - Logistics</b></p> <p><b>Time Management Skills</b></p> <p>- logical and linear * Use their expertise for planning and executing</p>	<p style="text-align: center;"><b>GREEN - Strategy</b></p> <p><b>Time Management Skills</b></p> <p>- Big picture (future planning) *listen for advice about time wasters and redundancies.</p>
<p style="text-align: center;"><b>BLUE - Diplomatic</b></p> <p><b>Time Management Skills</b></p> <p>- relationship building, very important when trying to get people 'on-board'</p>	<p style="text-align: center;"><b>ORANGE - Tactical</b></p> <p><b>Time Management Skills</b></p> <p>- Use their skill at expediency, finding the fastest best way of doing things.</p>

## Urgent and Important Time Management Matrix

Let's take a look at the ever popular time matrix, and examine how each personality style can get stuck in which quadrant and why. The judgement as to whether activities are urgent, important, both or neither, is crucial for good time management. A lot of people, tend to spend most of their time in boxes 1 and 3. Most people spend the least time of all in box 2, which is the most critical area for success, development and proactive self-determination and self management .

### summary overview matrix - (tips on how to manage time and activities in the matrix.)

<p><b>Important Urgent 1 - DO NOW</b></p> <ul style="list-style-type: none"> <li>• emergencies, complaints and crisis issues</li> <li>• demands from superiors or customers</li> <li>• planned tasks or project work now due</li> <li>• meetings and appointments</li> <li>• reports and other submissions</li> <li>• staff issues or needs</li> <li>• problem resolution, fire-fighting, fixes</li> </ul> <p>Subject to confirming the importance and the urgency of these tasks, do these tasks now. Prioritise according to their relative urgency</p> <p><b>The Orange style may get stuck here, because they love to put out fires and 'beat the clock'. Blues can also get stuck here because they are reacting to crises in others, or helping people with issues and needs.</b></p>	<p><b>Not Urgent but Important 2 - PLAN TO DO</b></p> <ul style="list-style-type: none"> <li>• planning, preparation, scheduling</li> <li>• research, investigation, designing, testing</li> <li>• networking relationship building</li> <li>• thinking, creating, modelling, designing</li> <li>• systems and process development</li> <li>• anticipation and prevention</li> <li>• developing change, direction, strategy</li> </ul> <p>Critical to success: planning, strategic thinking, deciding direction and aims, etc. Plan time-slots and personal space for these tasks.</p> <p><b>Greens may get stuck here and forget about urgent matters because they are still in investigation mode. Golds may get stuck here as a result of excessive planning or getting bogged down in details.</b></p>
<p><b>Not Important 3 - REJECT AND EXPLAIN</b></p> <ul style="list-style-type: none"> <li>• trivial requests from others</li> <li>• apparent emergencies</li> <li>• ad-hoc interruptions and distractions</li> <li>• misunderstandings appearing as complaints</li> <li>• pointless routines or activities</li> <li>• accumulated unresolved trivia</li> </ul> <p>Scrutinize and probe demands. Help originators to re-assess. Wherever possible reject and avoid these tasks sensitively and immediately.</p>	<p><b>Not Urgent/Not Important 4 - RESIST AND CEASE</b></p> <ul style="list-style-type: none"> <li>• 'comfort' activities, computer games, net surfing, excessive breaks</li> <li>• idle chat, gossip, social communications</li> <li>• daydreaming, doodling, over-long breaks</li> <li>• reading nonsense or irrelevant material 'shiny objects'</li> <li>• embellishment and over-production (busy work)</li> </ul> <p>Habitual 'comforters' not true tasks. Non-productive, demotivational. Minimize or cease altogether. Plan to avoid them.</p>

## How Each Style handles Time Issues.

Any personality style can get stuck in any quadrant. It is important however to understand why we get stuck. There is always an underlying cause, usually related to how we are feeling at that moment in time, and related to stress levels and esteem levels. - Let's examine what they might be:

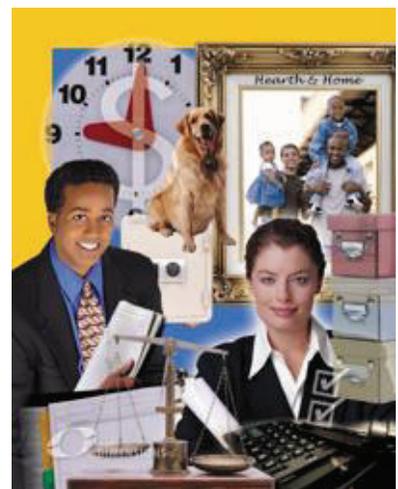


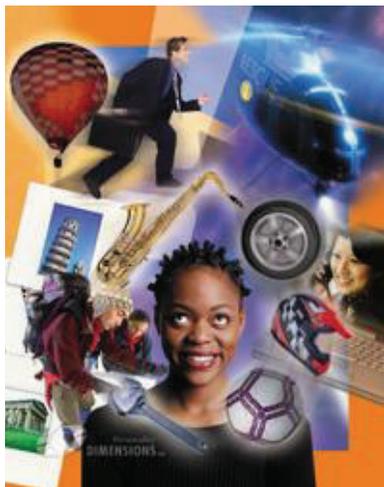
### When an Authentic Blue™ is stressed or out-of-esteem:

Blues are affected by conflict and overwhelm. Aggressive behaviour can also cause Blues to stress. When this happens, Blues can withdraw (going into quadrant 4), questioning themselves and asking 'what did I do wrong?'. Effective strategies to get past this is to not take things personally, and to be assertive if you think the behaviour is aggressive or inappropriate. Set boundaries with others regarding your time. Avoiding the situation can lead to excessive time in quadrant four activities leading to projects being put aside or on the back burner.

### When Organized Golds™ are stressed or out-of-esteem:

Golds are stressed by lack of follow through on the part of others, and taking on too much responsibility on themselves. When this happens, Golds can complain and become self pitying, they judge themselves and others harshly. Golds find themselves becoming bossy or controlling. Effective strategies for Golds are to set realistic limits on yourself. leave work at work. Focus on what you can control, ask yourself is this reality or perception? Give yourself a break. Too much controlling can leave you stuck in quadrant 2 for too long, and may affect relationships with others.



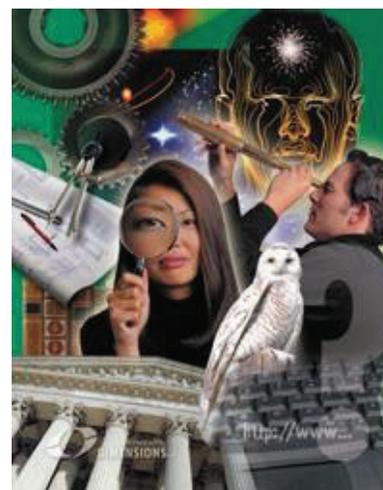


**When Resourceful Oranges™ are stressed or out-of-esteem:**

Orange personality styles will act out if they perceive a lack of freedom or being forced to do something someone else's way. They are stressed by rigidity, lack of humour or indecisiveness. They may break rules on purpose, fail to complete tasks and act defiant. The Resourceful Orange™ may spend excessive time in quadrant one, starting and putting out endless fires, creating crisis just so they can conquer it. Effective strategies include compete with yourself to get a task or project done before the deadline. Prioritize tasks and challenge yourself to stick to them. Instead of acting out, take a break and have some fun.

**When Inquiring Greens™ are stressed or out-of-esteem:**

Green personality styles if they perceive that they are being limited by incompetence, unfairness or redundancy, will withdraw, may spend endless hours researching and working in unrelated items. They may become overly critical of themselves and others, with put downs and sarcastic remarks. They will, spend excessive time in quadrant four, surfing the net, going down rabbit holes and perhaps 'pretending to be in research mode. Effective strategies for Greens include: Balance your critiques of others, Allow yourself the gift of not having to be perfect every time, this can cause analysis paralysis. Talk! reach out to others and share how you are feeling, maybe they can use your expertise!



## How to Reach Irene...

If you or someone you know is interested in Career Coaching, or having a team workshop with Irene please use the contact information below.

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I wish you all the best in your career journey!

Irene