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# ***ARE YOU TALKING TO ME?***

## **FOSTER UNDERSTANDING THROUGH MEANINGFUL TEAM CONVERSATIONS**

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### **COURSE MATERIALS AND EXERCISES**

We wish to express confidence that the information contained in these materials and presented during class is accurate and up to date. Please note that even though the instructor may be an attorney, no attorney-client relationship exists, and the information presented in this class and in these materials is not intended to be legal advice. Individual situations vary and appropriate resolutions are fact specific, and we recommend that you consult with Human Resources or your organization's legal counsel before you apply this information to specific risk management decisions.



## Who Is the REAL You?

<ul style="list-style-type: none"> <li>• Warm/caring</li> <li>• Compassionate</li> <li>• Romantic</li> <li>• Spiritual</li> <li>• Creative</li> <li>• Idealistic</li> <li>• People person</li> <li>• Unselfish</li> <li>• Empathetic</li> <li>• Affirming</li> <li>• Expressive</li> <li>• Caretaker</li> <li>• Promotes growth/ well-being</li> <li>• "Social" expert</li> <li>• People-pleaser</li> <li>• Sympathetic</li> <li>• Great Communicator</li> <li>• Trusting</li> <li>• Wanting harmony</li> </ul>	<ul style="list-style-type: none"> <li>• Fun-loving</li> <li>• Enjoys life</li> <li>• Spontaneous</li> <li>• Flexible</li> <li>• Adaptable</li> <li>• Carefree</li> <li>• Proficient</li> <li>• Capable</li> <li>• Hands-on person</li> <li>• Practical</li> <li>• Good negotiator</li> <li>• Here &amp; now person</li> <li>• Good multi-tasker</li> <li>• Resourceful</li> <li>• Can deal w/ chaos</li> <li>• Curious</li> <li>• Welcomes new ideas</li> <li>• Sees shades of gray</li> <li>• Free spirit</li> <li>• Carpe Diem!</li> </ul>	<ul style="list-style-type: none"> <li>• Superior intellect</li> <li>• Tough-minded</li> <li>• Efficient</li> <li>• Powerful</li> <li>• Creative</li> <li>• Visionary/unique</li> <li>• Rational</li> <li>• Calm / not emotional</li> <li>• Under control</li> <li>• Precise / not repetitive</li> <li>• Objective</li> <li>• Task / goal focus</li> <li>• Productive</li> <li>• Holding firm to policy</li> <li>• Seeking justice</li> <li>• Assuming things will be done well</li> <li>• Great planner</li> <li>• Firm-minded</li> <li>• Decisive</li> </ul>	<ul style="list-style-type: none"> <li>• Stable</li> <li>• Providing security</li> <li>• Dependable</li> <li>• Firm</li> <li>• Always have a point of view or opinion</li> <li>• Efficient / Productive</li> <li>• Task-oriented</li> <li>• Realistic</li> <li>• Decisive</li> <li>• Executive type</li> <li>• Excellent planner</li> <li>• Organized person</li> <li>• Practical</li> <li>• Goal-oriented</li> <li>• Finish what starts</li> <li>• Good at sorting or weeding out</li> <li>• Long-term focus / sees the big picture</li> </ul>

<ul style="list-style-type: none"> <li>• Overly emotional</li> <li>• Bleeding heart</li> <li>• Flaky / unrealistic</li> <li>• Hopelessly naive</li> <li>• Easily duped</li> <li>• Too "touchy feely"</li> <li>• Too trusting</li> <li>• Smothering</li> <li>• Slick/manipulative</li> <li>• Ignores policy</li> <li>• Groveling</li> <li>• Talks too much</li> <li>• Obscures the issues</li> <li>• Drama queen/king</li> <li>• Slacker (more talking than working)</li> <li>• "Warm and Fuzzy"</li> </ul>	<ul style="list-style-type: none"> <li>• Irresponsible</li> <li>• Flaky / Wishy-washy</li> <li>• Not serious</li> <li>• Spends time on <i>their</i> priorities</li> <li>• Not interested in other people's ideas</li> <li>• Indecisive</li> <li>• Disobeys rules</li> <li>• Manipulative</li> <li>• Not to be trusted</li> <li>• Unreliable</li> <li>• Unable to stay on task</li> <li>• Scatter Brain</li> <li>• Distracted</li> <li>• Cluttered spaces</li> <li>• Disrespectful of Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Intellectual Snob</li> <li>• Arrogant</li> <li>• Heartless / Uncaring</li> <li>• Ruthless</li> <li>• Unrealistic</li> <li>• Controlling</li> <li>• Ignores peoples' values</li> <li>• Afraid to open up</li> <li>• Critical / Fault-finding</li> <li>• Harsh</li> <li>• Lacking mercy</li> <li>• Unfair</li> <li>• Unappreciative</li> <li>• Stingy w/ praise</li> <li>• Doesn't think things through</li> <li>• Too Impulsive</li> </ul>	<ul style="list-style-type: none"> <li>• Rigid</li> <li>• Controlling</li> <li>• Dull / Boring</li> <li>• Stubborn / Pigheaded</li> <li>• Opinionated</li> <li>• System-bound</li> <li>• Judgmental</li> <li>• Bossy / Micromanager</li> <li>• Limited flexibility</li> <li>• Uptight</li> <li>• Sets own agenda</li> <li>• Predictable</li> <li>• Limited ability to multi- task</li> <li>• Needlessly wasteful of time and resources</li> <li>• Overly structured</li> </ul>

## Tips on How to Communicate When Working Together

<p><b>If you are a <i>BFF</i>, remember...</b></p> <ul style="list-style-type: none"> <li>✚ <b>Less IS More!</b> Limit the level of distraction during work time and others will be more likely to build relationships with you.</li> <li>✚ Respect the Superhero task list and the Project Manager need for structure.</li> </ul> <p><b>The key to working with a BFF is...</b></p> <ul style="list-style-type: none"> <li>✚ <b>Make a connection!</b> Engage on some level to show you value and appreciate the person.</li> <li>✚ Create approved opportunities for relationship building.</li> <li>✚ Set clear expectations in a “friendly” way.</li> <li>✚ <b>“Like me”</b> = value, appreciation &amp; respect.</li> </ul>	<p><b>If you are a <i>YOLO Butterfly</i>, remember...</b></p> <ul style="list-style-type: none"> <li>✚ Even though you may not like structure, <b>rules matter to the rest of the colors!</b></li> <li>✚ Balance being creative with being supportive.</li> <li>✚ You are leading by example whether you want to or not.</li> </ul> <p><b>The key to working with a YOLO Butterfly is...</b></p> <ul style="list-style-type: none"> <li>✚ <b>Remove the box!</b> Provide freedom and flexibility wherever you can – e.g., schedule, assignments, creative projects, etc.</li> <li>✚ Focus on outcome based <b>short-term goals</b>.</li> <li>✚ Set high expectations.</li> <li>✚ Clearly identify the impact of their performance on others.</li> </ul>	<p><b>If you are a <i>Superhero</i>, remember...</b></p> <ul style="list-style-type: none"> <li>✚ <b>Show us some love!</b> Make work connections &amp; give some attention.</li> <li>✚ Personalize interactions and correspondence.</li> <li>✚ Respect the Project Manager need to process information and earn your confidence.</li> </ul> <p><b>The key to working with a Superhero is...</b></p> <ul style="list-style-type: none"> <li>✚ <b>Get on the schedule!</b> Give the Superhero the time and space to accomplish their task list items with minimal interruptions.</li> <li>✚ <b>Use “Bullet points”</b></li> <li>✚ Don't take a lack of personal engagement personally.</li> <li>✚ Recognize and reward accomplishments.</li> </ul>	<p><b>If you are a <i>Project Manager</i>, remember...</b></p> <ul style="list-style-type: none"> <li>✚ <b>Self-fulfilling prophecy</b> – Your team will <u>always</u> fail you if you don't give them room to grow.</li> <li>✚ Respect the Superhero task list and the YOLO Butterfly need for flexibility and freedom.</li> </ul> <p><b>The key to working with a Project Manager is...</b></p> <ul style="list-style-type: none"> <li>✚ <b>Provide clear guidance and direction</b> so the Project Manager can make it “perfect”.</li> <li>✚ Explain that the “perfect” result may mean an <i>imperfect</i> product.</li> <li>✚ <b>Provide feedback and/or kudos</b> to let the Project Manager know you see the quality and effort they see.</li> </ul>

## What They Like and Dislike

<p><b>Praise Their:</b></p> <ul style="list-style-type: none"> <li>• Unique contributions</li> <li>• Personal achievements</li> <li>• Personal characteristics</li> <li>• Honesty and sincerity</li> <li>• Contributions to the org.</li> </ul>	<p><b>Praise Their:</b></p> <ul style="list-style-type: none"> <li>• Cleverness / Skill</li> <li>• Spontaneity</li> <li>• Quick / timely responses</li> <li>• Versatility / Creativity</li> <li>• Motivational skills</li> </ul>	<p><b>Praise Their:</b></p> <ul style="list-style-type: none"> <li>• Competence</li> <li>• Quantity of work</li> <li>• Independent initiative</li> <li>• Ingenuity / Good ideas</li> <li>• Analysis abilities</li> </ul>	<p><b>Praise Their:</b></p> <ul style="list-style-type: none"> <li>• Quality of work</li> <li>• Thoroughness</li> <li>• Sense of responsibility</li> <li>• Organization / Planning</li> <li>• Contributions to the org.</li> </ul>
<p><b>What Drives Them Nuts:</b></p> <ul style="list-style-type: none"> <li>• Insincerity</li> <li>• Favoritism <i>of others</i></li> <li>• Deception</li> </ul>	<p><b>What Drives Them Nuts:</b></p> <ul style="list-style-type: none"> <li>• Rigidity</li> <li>• Authority / Rules</li> <li>• Squashed creativity</li> </ul>	<p><b>What Drives Them Nuts:</b></p> <ul style="list-style-type: none"> <li>• Incompetence</li> <li>• TMI / Paragraphs</li> <li>• “Chit chat”</li> </ul>	<p><b>What Drives Them Nuts:</b></p> <ul style="list-style-type: none"> <li>• Non-conformity</li> <li>• Ambiguity</li> <li>• Silence / No Feedback</li> </ul>

## COLOR COMBINATION SUMMARIES

**Green** – Delegation / Production

**Yellow** – Accountability / Quality-Detail Oriented

**Blue** – Loyalty / Relationships

**Red** – Creativity / Risk Taking

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**Green/Yellow – Yellow/Green:** The most stressed out of any combination. The Green insists on taking on responsibility for 1000 things to do in short timelines (production). Normally the Green would delegate out some of that responsibility to ensure things get done, but the Yellow sneaks in and refuses to delegate anything to anyone. Add to that the fact that Yellow wants everything it touches to be perfect (quality of work), so more time is taken to complete work than a Green might otherwise give it. This all means this combo has a LOT going on at any given time, and there is no room on the task list for small talk and chit chat or distractions from others. If the Yellow is going to allow any delegation, the Yellow will make sure tasks are delegated well. The Yellow may also kick in to plan the logistics of getting all 1000 tasks accomplished in one day. The Green needs the Yellow planner to make more informed decisions and to stay on schedule. You can see that this combo is missing the relationship Blue, which is why they get the reputation of dictator and heartless.

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**Green/Red – Red/Green:** This is the entrepreneurial color combo. So many ideas to try (Red) and lots of desire to load up on responsibilities (Green). This person also does not grieve change or failure like the other colors might (Yellow especially). Because this combo has a lot on their list, if something doesn't go quite well, Red kicks in with a new idea immediately ("what if we tried..."), and Green makes an instant decision to move forward with the new idea. There is rarely any time for thinking, much less overthinking ideas, and this can present a challenge for this combo. Specifically, although this person may be fine with constant change, the lack of processing and analysis means the likelihood of failure increases, and thus the chance of having to do it over increases, and that is crazy-making for the other personality types, which can turn into conflict. This combo needs to make some time for processing and analyzing options before moving forward so quickly.

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**Green/Blue – Blue/Green:** This combo is a productive leader. The Green is set on accomplishing 1000 things, and the Blue allows the Green to build strong relationships with the people who are going to help accomplish those 1000 things. Team unity is important, as is a willingness to work hard for the leader, especially in high pressure situations, and this combo has the instincts for that. It also avoids the natural conflict between the Green and Blue because the Green turns Blue when a Blue is in the room, it just builds the relationship in 90 seconds instead of 5 minutes. The challenge for this combo is the lack of Yellow analysis/processing. It will accomplish a lot and people will accept the delegation, but those same team members may get frustrated if they are asked to do things more than once or if work seems overly unstructured and chaotic. This is especially true if the team members are dominant Yellow and/or Red. Yellows need room and time to plan and organize; Reds need room and time to be creative. Green, on the other hand, prefers to move faster than the speed of thought.

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**Yellow/Red – Red/Yellow:** Exceptional party planners, this color combo is super fun to have around. Red comes up with the innovative and fun ideas, while Yellow steps in to plan and execute all the logistics. In real life, this combo is the Master Problem Solver of the group. When faced with a problem, Red has the ideas, and Yellow outlines the plan and logistics for each one. They go together without fighting each other until a solution is accepted. Problem solving is more efficient for this combo than other combos too because the Red won't let its Yellow spend too much time overthinking anything. The challenge here is the absence of the Green to make decisions. This combo could do brainstorming for days if no one stopped them or made them pick from the many plans they developed. Yellows like timelines, and sometimes someone else must set them for this combo.

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**Yellow/Blue – Blue/Yellow:** If you ever need a true Team Player or Team Leader, this is your combo. Blue is a master at building relationships, which are critical to strong teams, especially in difficult or stressful times. However, if Blues are left unchecked, they will never get any work done. Yellow steps in here to make sure the close-knit team accomplishes their goals on time and on budget. This combo can gently nudge people back into action, and it naturally shows genuine appreciation for the work others are doing around them. The challenge for this combo can be the lack of creativity. They are more likely to work according to plans and have a harder time stepping outside the proverbial box when unexpected things happen. This combo can be both functional and focused, which translates into team production.

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**Red/Blue – Blue/Red:** This combo is by far the best at Customer Service. The Red is the Cool Kid who has an interesting life outside of work (hobbies, art, activities, experiences, travel, etc.), and the Blue naturally wants to connect with everyone. Together, these two colors are a magnet for other people. It's easy to talk to them, and they make the speaker feel heard, valued, respected and appreciated, and even if this combo can't solve your problem, the customers feel like they matter, and that is huge. The challenge for this combo is that there is no Green telling them to accomplish a lot of production or work at any given moment, and there is no Yellow insisting that the work be done exceptionally well, so this combo ends up doing a lot of talking and connecting with others. This combo must tap into the other colors to be successful and efficient at work.

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## Let's Talk Feedback

Employee Name: \_\_\_\_\_

Take a few minutes to select (circle, check mark, dot, highlight, or underline) the words in each of the 4 columns that **BEST DESCRIBES** you or **RESONATES** with you as being who you are and how you see yourself. **You can choose as many words as you want – no limit!** Once finished, give this form back to your manager.

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