

Interpersonal Intelligence

- understanding ourselves and others

Part 1

Delegate Workbook



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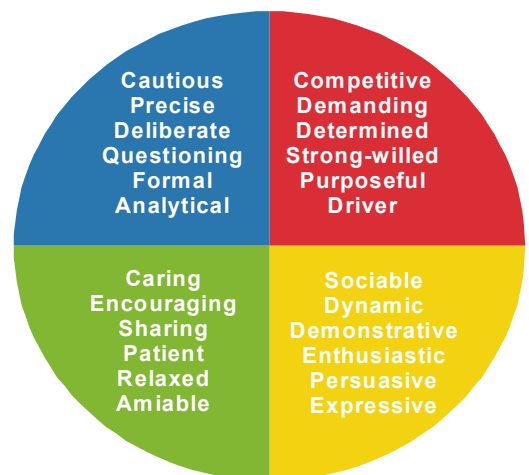
- Help team members understand their personal impact.
- Enhance individuals' self awareness and confidence.
- Improve the interpersonal dynamics of your team.
- Identify strengths, areas for development and how to be more

Overview

Why is it most of us get on well with 80% of people, whilst 20% annoy and frustrate us? This module provides a positive and practical experience to help delegates become more effective. It explores self perception and the perception others have of them, whilst enhancing the self awareness and personal performance. The approach is fun and interactive, and gives delegates a language and framework to better understand themselves and others, which they can put into practice immediately.

How it Works

Delegates complete a Clarity4D personality profile which helps them understand their personal style, and how this impacts upon their relationships in both personal and professional environments. Using the profile, the workshop facilitates an understanding of other personalities, the impact we have on them (especially different styles), our strengths, areas for development and potential blind-spots. With this foundation delegates can reflect and explore ways of improving their communication, ability to influence and confidently interact with individuals and groups.



Module Objectives

- Define and reflect upon the main factors which influence our image.
- Recognise personal preferences, strengths and liabilities.
- Use a personality profiling model to assess people objectively to enhance interpersonal experiences.
- Identify your personal level of emotional intelligence, and potential areas for development.

Attitude versus Aptitude

**If you think you are beaten, you are
if you think you dare not, you don't
if you would like to win
but think that you can't
it's almost certain you won't.**

**If you think you'll lose, you've lost
for out in the world you'll find
success begins with a persons will
it's all in the state of mind.**

**If you think you're outclassed, you are
you've got to think high to rise
you've got to be sure of yourself
before you will ever win the first prize.**

**Life's battles don't always go
to the strongest or fastest man
but sooner or later the person who wins
is the one who thinks he can.**

Thinking by Walter D White 1905

How well do we know ourselves?

What is your level of self-awareness? How do think you act, behave, re-act and communicate? How well is your self-awareness is aligned to that of others perception of you?

We all have blind-spots. These could be behaviours, attitudes and skills that we do not think we have, and likewise, we think we have. What's yours?

It would be true to say that most of us probably do not understand our-self as well as we think we do.

- Your perspective of yourself is often distorted.
- Your motives (why you do things) are often a mystery to you.
- Outward appearance tells people a lot about you (first impressions).
- Self-reflection can help you understand yourself better.
- We often think we are better at something than we really are.
- People who question and doubt themselves experience setbacks more frequently.



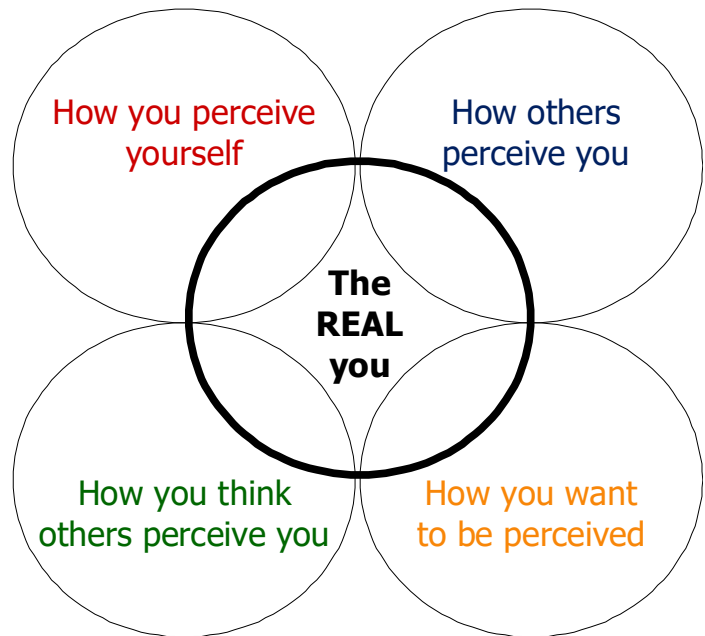
Review the statements above and highlight those that describe you.

Personal notes:

Creating a Positive Image

What is meant by the term 'image'?

We have a picture of ourselves - a self perception; but others also have a picture of us, their perception of who and what we are. It is important to understand both pictures. Approximately one in three of us are perceptive enough to see ourselves as others see us and hence can focus on our true strengths and manage our areas for development. The majority of us do not have that level of self awareness and therefore are unaware of our blind-spots.. This insular approach can prevent us from picturing our real image, and therefore understanding the changes needed to improve the way we interact with others.



Describe your Image. How do you think others see you ?

**Identify factors that influence our image and how people judge us.
List these below.**

Think about the people you know



Who do you find it easy to speak with and interact with?

-
-
-
-

Why?

Who is more difficult?

-
-
-
-

Why?



1875-1961

"If one does not understand a person,
one tends to regard them as a fool"

Carl Gustav Jung

Swiss psychiatrist and psychoanalyst
who founded analytical psychology

Personal Profile

This Personal Profile is based upon the works of Carl Jung and uses a shorthand method of arriving at your primary personality style. This will provide you with an indication of your behaviours in the work environment. In order to complete this profile, put yourself into work mode. Then choose the phrase from each pair that most closely describes YOU. Indicate by circling the relevant letter A or B, and C or D. There are no right or wrong answers. Remember no one else is going to see this, so be as honest as possible, answer as you are, not how you would like to be, and there are no hidden catches.

**When choosing the phrase that describes YOU most closely,
imagine yourself in your normal working environment.**

Resolute	A
Assertive	A
Forceful	A
Dynamic	A
Driving	A
Go-ahead	A
Lively	A
Intense	A
Demanding	A
Bold	A

Total for A

Cautious	B
Apprehensive	B
Passive	B
Relaxed	B
Easy-going	B
Composed	B
Calm	B
At ease	B
Reserved	B
Modest	B

Total for B

Sociable	C
Impulsive	C
Approachable	C
Likeable	C
Affectionate	C
Considerate	C
Tolerant	C
Friendly	C
Warm	C
Neighbourly	C

Total for C

Logical	D
Controlled	D
Time driven	D
Respected	D
Restrained	D
Competitive	D
Outspoken	D
Self-reliant	D
Disciplined	D
Ambitious	D

Total for D

Understanding Others

Now, complete the profile again, but in this instance select a person that you are having challenges with at work, someone who you find it difficult to communicate with and/or motivate. It may be someone you have difficulty in relating to or who de-motivates you, someone whom you might possibly try to avoid, or just find it difficult to get along with. In order to complete this personality profile choose the phrase that describes the OTHER PERSON most closely from each pair. Indicate by circling the relevant letter A or B, and C or D. There are no right or wrong answers. Remember no one else is going to see this, so be as honest as possible, and there are no hidden catches.

When choosing the phrase that describes the other person most closely, imagine them in their normal working environment.

Resolute	A	Cautious	B
Assertive	A	Apprehensive	B
Forceful	A	Passive	B
Dynamic	A	Relaxed	B
Driving	A	Easy-going	B
Go-ahead	A	Composed	B
Lively	A	Calm	B
Intense	A	At ease	B
Demanding	A	Reserved	B
Bold	A	Modest	B
Total for A		Total for B	

Sociable	C	Logical	D
Impulsive	C	Controlled	D
Approachable	C	Time driven	D
Likeable	C	Respected	D
Affectionate	C	Restrained	D
Considerate	C	Competitive	D
Tolerant	C	Outspoken	D
Friendly	C	Self-reliant	D
Warm	C	Disciplined	D
Neighbourly	C	Ambitious	D
Total for C		Total for D	

Increasing Self Awareness

Now, select a person who knows you reasonably well either at work, or home, or both, and ask them to complete the profile about YOU. Ask them to be as honest as possible so as not to distort the image they have of you.

If you are completing this on behalf of your partner or work colleague, choose the phrase that best describes this person most closely from each pair of words. Indicate by circling the relevant letter A or B, and C or D. There are no right or wrong answers. Remember no one else is going to see this other than the person you are completing it for, so be as honest as possible, and there are no hidden catches.

When choosing the phrase that describes the other person most closely, imagine them in their normal working environment.

Resolute	A	Cautious	B
Assertive	A	Apprehensive	B
Forceful	A	Passive	B
Dynamic	A	Relaxed	B
Driving	A	Easy-going	B
Go-ahead	A	Composed	B
Lively	A	Calm	B
Intense	A	At ease	B
Demanding	A	Reserved	B
Bold	A	Modest	B

Total for A

Total for B

Sociable	C	Logical	D
Impulsive	C	Controlled	D
Approachable	C	Time driven	D
Likeable	C	Respected	D
Affectionate	C	Restrained	D
Considerate	C	Competitive	D
Tolerant	C	Outspoken	D
Friendly	C	Self-reliant	D
Warm	C	Disciplined	D
Neighbourly	C	Ambitious	D

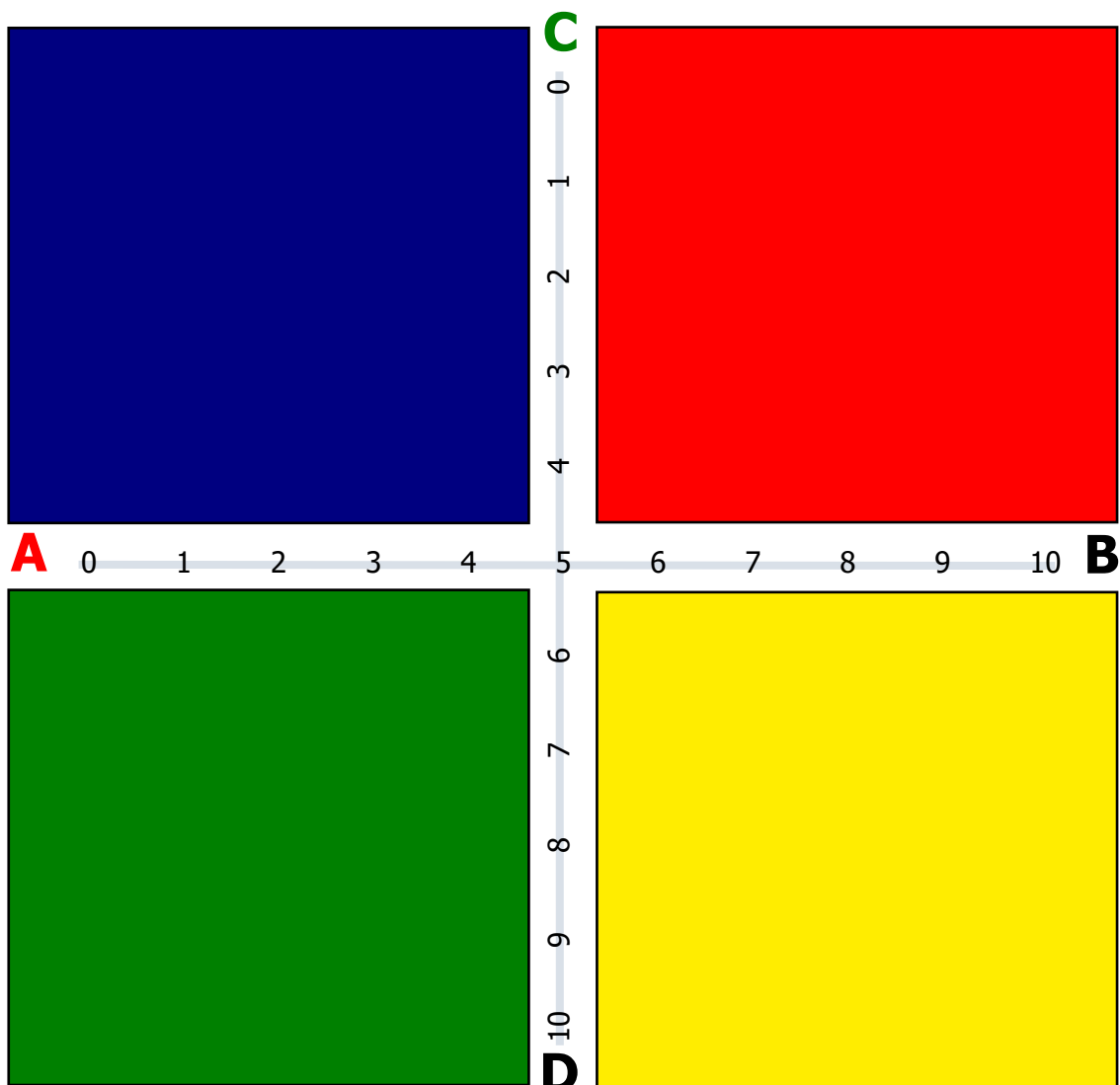
Total for C

Total for D

How to Score the Profile

Take the total number scored for A and count across the horizontal axis. Mark the horizontal axis with a small cross at your score. Take the total number scored for C and count down the vertical axis and mark the vertical axis with a small cross.

Now, plot the intersection point of the two small crosses that you have made. Once you have a plotted position look at the screen to find out which is your primary personality style.



Understanding your balance across the four styles

Look at the list of characteristics below. Circle the ones you feel describe you.

Assertive	Cheerful	Co-operative	Correct
Firm	Persuasive	Constant	Objective
Decisive	Impulsive	Amenable	Realistic
Purposeful	Influencing	Diplomatic	Conventional
Strong-willed	Diplomatic	Reliable	Consistent
Courageous	Sociable	Calm	Exact
Challenging	Friendly	Loyal	Tactful
Concise	Enthusiastic	Caring	Cautious
Well-argued	Convincing	Reflective	Factual
Driving	Active	Accommodating	Accurate
Determined	Engaging	Sensitive	Calculating
Daring	Outgoing	Steady	Logical
Forceful	Extrovert	Patient	Structured

Dominance Influencing Steadiness Compliance

Red Preferences



Summary

Pace:	Fast
Priority:	Tasks/Results
Personality:	Direct/Commanding
Goal:	Immediate Action/Results
Seeks:	To get it done
Fears:	Failure
Needs:	Freedom to manage self/others
Wants:	People to do things their way
Acts:	Decisively
Reaction to Pressure:	Forceful - Just do it my way!

Strengths

- Gets results
- Juggling projects/tasks
- Business mind
- Goal orientated
- Logical thinker
- Quick organiser
- Dynamic
- Motivational
- Confident
- Stimulates activity
- Takes risks

How to recognise a Red

- Remember a Fiery Red is a combination of directness and process orientation.
- Direct because they don't have time to open up and discuss feelings.
- Their emphasis is on completing tasks, not developing relationships.
- They are direct because in their opinion it is the only way to get things done.
- They tell more than ask and talk more than listen.
- They usually have a forceful tone of voice with high volume and faster tempo.
- They are often visually orientated and like to draw pictures while explaining things.
- Their communication style and posture is usually formal/business like.

Liabilities

- Bossy
- Impatient
- Workaholic
- Tactless
- Aggressive
- Blunt
- Demanding
- Poor team player
- Quick tempered
- Un-compromising
- Overbearing
- Does not suffer fools gladly.

How to be more effective with a Red

- Be direct and get to the point.
- Co-operate with their ideas.
- Support their goals and objectives.
- Keep relationships business-like.
- Allow to discover things rather than be told.
- Argue facts not feelings.
- Be time disciplined.
- Be efficient and competent.
- Acknowledge their ideas.

Communicating with a Red

- Plan to be prepared and organised.
- Keep things professional and business-like.
- Keep small talk to a minimum.
- Be aware of their objectives.
- Propose solutions with clearly defined outcomes that link to their objectives.
- Provide options and let them make the final decision.

Yellow Preferences



Summary

Pace:	Fast/Spontaneous
Priority:	Relationships
Personality:	Energetic/Fun
Goal:	To be popular
Seeks:	Excitement and stimulation
Fears:	Loss of influence and/or approval
Needs:	Recognition and approval
Wants:	Centre of attention/to have fun
Acts:	Enthusiastically
Reaction to	
Pressure:	Switches off, withdraws but can sometimes verbally attack

Strengths

- Energetic/enthusiastic personality
- Storyteller
- Persuasive
- Entertaining
- Charming
- Able to influence/motivate
- Optimistic
- Friendly
- Dramatic
- Risk taker

How to recognise a Yellow

- Remember that a Yellow is a combination of open and direct.
- They are open because they want you to know all about them and how wonderful they are.
- They are direct because if they weren't you wouldn't know them or hear their opinion.
- Their communication style is informal and expressive.
- They use lots of gestures and vary their tone and projection.
- They are often loud and talk fast.
- It is difficult for them to listen because they are always thinking about what to say next.
- Their office is usually cluttered and disorganised.

Liabilities

- Compulsive talker
- Exaggerates
- Disorganised
- Gets bored easily
- Interrupts
- Poor with detail
- Appears immature
- Impatient
- Loud
- Manipulative

How to be more effective with a Yellow

- Avoid arguing - focus on understanding.
- Be high energy and entertaining.
- Talk about the big picture rather than detail.
- Be interested in them as a person.
- Ask them lots of questions.
- Allow them to talk.
- Be informal, spontaneous and stimulating.
- Use testimonials and incentives.

Communicating with a Yellow

- Plan to be stimulating and interested in them; allow them time to talk.
- Meet them boldly; don't be shy.
- Understand their dreams and motivations.
- Propose your solutions with stories or illustrations that relate to them.
- Confirm the details in writing.
- Be clear and direct.
- Identify the benefit to them.

Green Preferences



Summary

Pace: Slow/relaxed
Priority: Relationships
Personality: Pleasing, people orientated
Goal: Collaboration - avoid conflict
Seeks: Security and belonging
Fears: Conflict and/or confrontation
Needs: Stability
Wants: The comfort-zone
Acts: Systematically with a people focus
Reaction to Pressure: Accommodates

Strengths

- Reliable
- Pleasant
- Co-operative
- Patient
- Easy going
- Steady
- Great listener
- Loyal - will not let you down
- Follows through
- Team Player

How to recognise a Green

- Remember that a Green is a combination of open and indirect.
- They are open because of their emphasis on relationship and they are indirect because they want to avoid conflict at all costs, including conflict they are not involved in.
- They have an informal style of communicating including their body language which is generally relaxed.
- They tend not to speak up in groups and if and when they do it is likely to be low projection.
- Their preference is to be part of a team rather than leading.

Liabilities

- Over sensitive
- Procrastinates
- Too relaxed, laid back
- Indecisive
- Avoids risk
- Lacks assertiveness
- Unable to say no
- Lacks self-direction

How to be more effective with a Green

- Show and tell them you care.
- Discuss and support personal concerns.
- Be a focused, active listener.
- Move at a slow, informal pace.
- Develop the relationship.
- Help them feel secure.
- Be warm and pleasant.
- Work on building trust.

Communicating with a Green

- Show how your plans and ideas will strengthen their position with others.
- Remind them how much they are a needed member of the team.
- Slow down and work at their pace.
- Help them feel secure and compliment their ability.
- Appeal to their sense of loyalty.
- Let them think things through.

Blue Preferences



Summary

Pace: Slow/Systematic
Priority: Tasks/Processes/Accuracy
Personality: Perfectionism
Goal: To do it correctly
Seeks: To do it right
Fears: Criticism of actions/effort
Needs: Respect and understanding
Wants: The right way
Acts: Cautiously
Reaction to Pressure: Withdraws

Strengths

- Organised
- High standards
- Creative
- Intellectual
- Detail orientated
- Intuitive
- Deep emotions
- Persistent
- Accurate
- Independent
- Problem Solver

How to recognise a Blue

- Remember a Blue is a combination of self control and indirect.
- They do not readily share their feelings.
- Thoughts are more exact and concrete.
- They are indirect because they would rather comply than change.
- They have a formal communications style and are task orientated.
- They are more concerned with process (how things are done) than the outcome.
- Their work is usually neat and organised, functional and practical.
- They have limited vocal variety and are less contact orientated than the other colours.
- Can be seen as serious and focused.

Liabilities

- Too perfectionist
- Inflexible
- Picky
- Pessimistic
- Unresponsive
- Suspicious
- Indecisive
- Over-cautious
- Will not take risks
- Seen as boring
- Guarded

How to be more effective with a Blue

- Show them, don't tell them.
- Be prepared and organised.
- Have lots of data/information to support your communication.
- Talk a logical/factual approach.
- Be patient and give them time to consider the information.
- Put it on paper - use charts and graphs.
- Be on time.

Communicating with a Blue

- Plan to be well prepared and equipped to answer questions.
- Meet them cordially but get quickly to the task.
- Understand their situation in a practical and logical manner.
- Propose logical solutions with clear action plans.
- Don't push; give them time to think.

Time to Download

This is a chance to write down things which have been confirmed and more importantly, new things that have been learnt. If you have been reminded of something that you knew, but had never done anything about, it can be classed as newly learnt.

"To know and not to do, is not to know"

As a result of this workshop what is one thing you are going to:

STOP doing

CONTINUE doing

START doing