



“KNOWING ME KNOWING YOU”

OBJECTIVES OF THE DAY

Understand Self

To develop a greater understanding of self and how others may see me, including my colleagues. To recognise my strengths and weaknesses and identify any areas for development.

Understand Others

To recognise others behavioural styles and learn how to respond effectively to others needs.

Adapt and Connect

Meet the needs of others by understanding their personal needs better and by acting on these needs. To learn how to adapt our behaviour to connect powerfully with others.

Develop usable interpersonal strategies

To explore effective strategies in dealing with different or even “difficult” people or colleagues and to realise the benefits of a team approach.

The do's and donts of influencing colour groups

RED	
DO'S	DON'TS
Give it to me straight.....and quickly	Waste time
Flatter my image side – lovely car!!	Patronise
Give me the bottom line	Talk individuals/feelings/emotions
Say what's in it for me	Tell me
Discuss audits/projects/time/money savers	Oversell
Let me know the most recent information	Bore me to death
Ask my opinion	Run down other initiatives
Let me know how clever I am	Be too “fluffy”
Close early	Over use adjectives
Emphasise relevant, “positive” benefits	Be too timid
Tell me what I am going to achieve	Procrastinate!
Be strong and confident	Tell me what to do

BLUE

DO'S	DON'TS
Be precise with information	Waste time
Be well informed	Appear disorganised or be late
Be prepared and have a clear objective	Try and wing it
Structure discussions and stay focused	Try and persuade using emotive language
Challenge intellectually	Challenge them personally
Concentrate on facts and figures	Be loud or touchy-feely.
Speak in a measured tone (pace body/volume)	Invade his/her personal space
Allow them time to think and process information you've presented and ask for feedback	Rush answers or force quick decisions
Ask for and value their opinion	Be late
Know your stuff	Promise what you can't deliver
Follow up on information	Waffle
Be accurate	

YELLOW

DO'S	DON'TS
Set out your aim at start	Just discuss facts
Be interested in ME	Speak in a monotone
Have a sense of humour	Speak slowly
Be animated	Bore me
Give "chunks" of information	Become aggressive
Keep good eye contact	Bog down in detail
Keep on track (focused)	Ask me to work alone
Make me feel important	Stop my creativity
Ask for commitment	
Relationship-build/socialise	
Set a time frame	
Listen	
Have good third party support, "who" else is supporting you	
Ask opinion	

GREEN

DO'S	DON'TS
Discuss benefits to people	Be overpowering
Talk about people aspects	Hurry me into a decision
Ask open questions	Be abrupt
Take time to talk	Be impersonal
Have a relaxed/open posture	Be formal
Discover what's important to me (e.g. family)	Be uncaring
Make small-talk	Not be too focused
Build rapport	Be judgmental
Respect my opinion	Take what I say at face value
Talk slowly/gently	Take advantage
Follow through with what you say you will do	Don't let them down
Keep in regular contact	Be impatient
Get commitment	

RECOGNISING PEOPLES STYLE

VERBAL CLUES

<p>BLUE Slow, with pauses Diplomatic Monotone Talks task Quiet Formal Deliberating Asking for evidence Thinks before answering Listens</p> <p style="text-align: right;">'One' 'It'</p>	<p>RED Quick pace Economic with words Loud Staccato Task/tell Harsh/abrasive Responds quickly Formal</p> <p style="text-align: right;">'I'</p>
<p>GREEN Softer tone Slower pace People talk Diplomatic Soothing/placating Emotive Non-directive Casual</p> <p style="text-align: right;">'We'</p>	<p>YELLOW fast pace animated interrupts variable voice tone laughing emotion energetic people talk descriptive more casual</p> <p style="text-align: right;">'Me'</p>

NON VERBAL CLUES

<p>BLUE</p> <p>Saab/Volvo Grey/black suit Conservative dress No loud ties Little facial expression Little body movement/self-contained Polished shoes Nit-picky Behind desk More formal Less eye contact Few gestures</p>	<p>RED</p> <p>Mercedes/Jaguar/BMW Bow tie Business like dress Upright Quick walking pace Flash watch Sparse clean office Behind desk No physical contact Direct eye contact Firm handshake Formal approach Shows impatience Points</p>
<p>GREEN</p> <p>Citroen/people carrier/scenic Sport's Jacket Sandals Short sleeved shirt Tactile greeting Warm facial expressions Warm handshake Relaxed posture Rounded posture Open gestures</p>	<p>YELLOW</p> <p>MG/Golf Loud clothes Designer label Confident posture Bright ties Carrier bag/versus briefcase Friendly open expressions Firm log handshake Eye contact but scanning</p>

CLUES FROM THE ENVIRONMENT

<p>BLUE</p> <ul style="list-style-type: none"> Collar and tie Surgery and patient leaflets neatly organised Appointment system that runs late Interested in clinical papers/data/books Lots of text books Computerised Tidy organised desk Enjoys educational meetings 	<p>RED</p> <ul style="list-style-type: none"> Business like environment Sparse ordered office Computerised Time saving devices Clocks Personal organiser Receptionist 'scared to ask' Tidy desk Expensive "toys" Managerial responsibilities
<p>GREEN</p> <ul style="list-style-type: none"> Woolly jumper Family photos Comfortable lived in office Plants Toys/books/patient leaflets Personal items lying around Running late Blacklist Patient focussed Extra self help clinics Comfy chair 	<p>YELLOW</p> <ul style="list-style-type: none"> Messy desk group photos Running late Bright decor Flamboyant dress 'Eccentricities' Plaques/wall trophies/awards etc Unstructured Holds social diary

INTERACTIONS

<p>BLUE</p> <ul style="list-style-type: none">Task orientatedLikes a logical sequenceStructureEvidence and dataLess emotionAnalyses and evaluatesNit-pickingAccurate and preciseSlow to make decisions	<p>RED</p> <ul style="list-style-type: none">Direct-to the pointTaskTellStays on subjectControllingTop lineTime consciousChallengingFuture focusedLess patient
<p>GREEN</p> <ul style="list-style-type: none">Focus on relationshipsShows and shares feelingsSmall talkPersuadableNeed to trustCan be pushed into a decision too soonEasy to get to knowCo-operativeConsiderate	<p>YELLOW</p> <ul style="list-style-type: none">Outgoing, openFriendlyFlexible use of timeEasily boredLess patientEnjoys company of othersWants excitement and to know what others are doing

VERBAL SIGNALS

<p>COOL BLUES</p> <p>“It”</p> <p>Will discuss facts, speak quietly</p> <p>Deliberate</p> <p>Lots of questions</p> <p>Use technical language</p> <p>Deal with them by:</p> <p>Being Structured in the discussion</p> <p>Present data (lots of it!!)</p> <p>Mirror voice tone and volume</p>	<p>FIERY REDS</p> <p>Loud, use “I” a lot when speaking</p> <p>Can be abrupt in their speech and dominate the conversation-impatient</p> <p>Deal with them by:</p> <p>Being precise no waffling!!</p> <p>Be factual tell him/her what needs to know</p> <p>Be assertive</p>
<p>EARTH GREENS</p> <p>Use “we” a lot in conversation</p> <p>Will talk about patients</p> <p>Slow and deliberate when speaking</p> <p>Will want to discuss your wellbeing too!!</p> <p>Warm and non directive unlike you know who!!</p> <p>Deal with them by:</p> <p>Being informal</p> <p>Build rapport by being relaxed and painting people issues first</p> <p>Do NOT BE THREATENING!</p>	<p>SUNSHINE YELLOWS</p> <p>“Me, me,me,me,me,me!!!”</p> <p>Will speak quickly and deal with social aspect first!</p> <p>Will interrupt and flit from subject to subject”</p> <p>Very animated both facially and with hands</p> <p>Can be distracting</p> <p>Deal with them by:</p> <p>Boost their ego!!</p> <p>Speak about going out/hols</p> <p>Try to get the conversation round to what you want to talk about without halting his/her flow!</p>

FIERY RED – The Driver/Director

Emphasis: Dominance shaping the environment by overcoming opposition to accomplish tasks.

Behaviour: Controlling and direct.

Pace: Fast.

Priority: The task.

Focus: The results.

Irritation: Wasting time, “touchy- feely” behaviour that blocks action/results.

For decisions: Give options and problem outcomes (let them decide).

They question: What it does, by when.

Speciality: Being in control.

For security: Relies on being in control.

For acceptance: Depends on leadership skills, strives to be a winner.

To increase flexibility needs to:

- Practice active listening.
- Pace self to project a more relaxed image.
- Develop patience, humility and sensitivity: Concern for others needs.
- Use more caution.
- Verbalise the reasons for conclusions.
- Identify with a group.
- Be aware of existing sanctions.

Measures personal worth by: Results and track record.

Theme: Independent action and control. Notice my accomplishments.

Behavioural characteristics:

Independent, strong willed high ego strength.

Prefers maximum freedom to manage self and others.

Low tolerance for feelings, attitudes and advice of others.

Wants immediate results.

Decisive, goal orientated, cool and competitive.

Accepts challenges, assumes authority.

Solves problems, likes control.

Dislikes inaction.

Cool, independent and competitive with others.

Works quickly and impressively by him/herself.

Good administration skills.

Causes action, dominant, seeks control.

Fast impatient pace.

Questions the status quo.

Environmental clues:

- Desk may appear busy: Lots of work, projects and material separated into piles.
- Walls may contain achievements awards or large planning sheet/calendar.
- Decor suggests power and control.
- Seating arrangement is closed, formal, non-contact and positioned for power.
- Desk may be large to show success and to separate this person from visitors.

Style:

Most part is telling. They control their feelings. As assertive and self –controlled people, they make an effort to get their way with people via there assertiveness, even while controlling themselves. They do not show their emotions and feelings readily. They're task orientated. They are control specialists because they combine personal power with emotional control of their relationships.

Shorthand description:

Forceful Determined

Severe Requiring

Tough minded Thorough

Dominating Decisive

Strong Efficient

Specific adjectives:

- Dominant forceful and strong willed.
- Not showing feelings or sharing personal feelings or emotions.
- Self starters, who like to initiate and control.
- Efficient hard working and results orientated.
- Direct and to the point, when dealing with others.

Strengths: Likes to take charge, command and control.

Quick to act:

Likes a challenge, prefers to do things that are difficult to master.

Prefers to direct and co-ordinate the work of others.

Makes things happen.

They are seen as taking responsibility and relieving others of it.

Being productive is a priority and when committed sees that things are done.

Influences by:

- Strength of character.
- Resistance.
- Direction.
- Control.
- Competition.
- Strong persuasiveness.

Value to the organisation:

Task accomplished, bottom line results person.

Self motivated and hard worker.

Forward looking, progressive.

Fast decision maker, initiates action

Disciplined, likes to control self and others.

Tension management:

They are the greatest tension producers of all (tell/ control). First they raise the tension of others by attempting to control their behaviour by assertiveness. Second they display strong emotional control, no nonsense, task orientated, business like demeanour. This places demands on them and others. Thus their style is a double tension producer. This of course is why they get things done. Mild tension and productivity are positively correlated.

However they also run the greatest risk of pushing people into their back up styles. There is a lot of productivity around these people...if they manage their style maturely.

If they do not, there is a lot of wastefulness, a lot of defensive behaviour.

Theme: Independent Action and control. They appear to know what they want and have no difficulty expressing their conclusions about anything that concerns them. A driver's slogan might be "let's get it done now and properly." They are concerned primarily with the present. They deal with the current situation rapidly and appear to have little concern for the past or the future. In addition their responses are swift, efficient, and to the point. They appear to show little concern for the feelings of others or for personal relationships. Their actions can be considered harsh, severe and critical because they pay limited attention to the relationships. They seem to know what they want and where they are going and they are impatient with delays. They seek power and control over any obstacles to their wishes. They initiate action to get what they want.

As leaders:

Has a lot of built in power (high assertiveness) and structure. If drivers had more of both they could become too forceful in their leadership. The consequences of this on the people they deal with are stifled creativity, conformity, resentment and defensiveness of all kinds. With their blocking of emotion and controlling behaviour, they will push others into their back up styles. Drivers are control specialists, they may have to ease up on the throttle of power and or loosen the structure of the task to maximise their effectiveness.

How you might see your self or might like others to see you:

Exacting
Efficient
Determined
Direct
Decisive

How you might be perceived by others:

Critical
Demanding
Insensitive
Domineering
Autocratic

SUNSHINE YELLOW – The Expressive

Emphasis: Influencing others. Shape the environment by forming others into an alliance to accomplish results.

Behaviour: Supporting and direct.

Pace: Fast.

Priority: Relationships.

Focus: Interaction, dynamics of relationship.

Irritation: Boring tasks and being alone.

For decisions: Give incentives and testimonials.

They question: Who else uses it.

Speciality: Socialising.

For security: Relies on flexibility.

For acceptance: Depends on play fullness.

To increase flexibility needs to:

- Control time and emotions.
- Develop an objective mind set.
- Spend more time checking, verifying, specifying, organising.
- Follow through.
- Concentrate on the task.
- Take a more logical approach.

Measures personal worth by: Acknowledgement, recognition, applause.

Theme: Notice me.

Behavioural characteristics:

Spontaneous actions and decisions. Stimulating, talkative, quick pace.

Gregarious, spontaneous.

Dramatic opinions and actions.

Jumps from one activity to another.

Works quickly and excitingly with others.

Operates on intuition.

Exaggerates and generalises.

Tends to dream and get others caught up in his dreams.

Undisciplined about time.

Risk- taker.

Enthusiastic, optimistic.

Good personal skills.

Emotional, Friendly.

Environmental clues:

- Desk may look disorganised and cluttered, but they know if something is missing.
- Walls may contain awards, personal motivational slogans, Stimulating posters or notes.
- Decor is open, airy, and friendly.
- Seating arrangements indicates warmth openness, contact and activity.
- Likes contact: May move to alternate seating arrangement when talking to you.

Style:

These are people that tell and emote/show. They are highly assertive too (Like the driving style.) and also responsive, which means that they are not at all hesitant about making their feelings known. Indeed, rather than trying to control their emotions, they are reactive and often impulsive about showing both positive and negative feelings. They place more importance on relationships than the tasks. Highly intuitive, they are more likely to trust their "Instincts" than objective data. They are social specialists because they combine personal power with emotional expression in their relationships.

Shorthand description:

Sociable	Determined
Excitable	Stimulating
Non limiting	Enthusiastic
Reacting	Dramatic
Promotional	Gregarious

Specific adjectives:

- Excitable, fun loving, talkative, even over the top.
- People orientated, likes an audience.
- Likes recognition as a reward for accomplishment.
- Achievements orientated.
- A risk taker, competitive and spirited.
- Futuristic, creative and inspirational.

Strengths:

Creates responsiveness and excitement in others.
Makes people feel comfortable.
Gives encouragement, is friendly and fun.
Enthusiastic, shares ideas and dreams.
Actions are ambitious and results orientated.

Influences by:

Poise and social capability.
Creating enthusiasm.
Rewards and personal incentives.
Personal contact.
Praise, favours.
Inspiration.

Value to the organisation:

Enjoyable to be around.
Moves quickly with high energy.
Creative imagination.
Initiates relationships.
Motivates others towards goals.

Tension management:

Raise tension with their assertiveness. However they soften this with a more personal, feeling approach. They are much more emotionally expressive. This of course is why they are called social specialists. They assert themselves with feeling and people are generally more responsive to emotion than to reason. Thus their Style decreases tension with their responsiveness but increases it with their assertiveness. Their Style is a little less harsh than that of the Driver, in terms of demands on others.

Theme:

They are intuitive, feeling and inspiration.

Expressive people seem to spend their efforts racing towards their dreams for the future and can appear to others as flighty, impractical and unrealistic. They can work up excitement about the future and build a vision for others, about the glory of tomorrow. They can skip from one idea or activity to another seemingly impatient to find the most exciting vision of the moment for themselves and others. Their behaviour can be intensely stimulating, exciting and fun and others can get caught up in their dreams. Because they focus their attention upon the future and intuitive visions, they can be more imaginative and creative with their ideas than other styles. But they can be terribly wrong because they act out of opinions, hunches and intuition rather than facts and the present reality. They can become completely involved in and committed to an idea, they might discard within a few weeks, if it loses its novelty and excitement for this.

As leaders:

The expressive style has a lot of built in assertiveness power but little structure, we all need some structure to help organise our behaviour to bring order into our life, to cope with reality. The expressive chafe under too much structure, but they probably need more than they want. Structure can give more directional thrust to the personal power of the social specialists. They can increase their leadership effectiveness by easing up on position and power and increasing task structure.

How you might like to see yourself or like others to see you:

Energetic
Creative
Open
Optimistic
Fast reactor

How you might be perceived by others:

Pushy
Superficial
Exaggerates
No follow through
Over confident

EARTH GREEN – The Amiable

Emphasis: Steadiness, co-operating with others to carry out a task.

Behaviour: Supporting and indirect.

Pace: Slow easy and relaxed.

Priority: Relationships.

Focus: Building trust and getting acquainted.

Irritation: Pushy aggressive behaviour.

For decisions: Give guarantees and reassurance.

They question: How it will affect personal circumstances.

Speciality: Support.

For security: Relies on close relationships.

For acceptance: Depends on conformity, loyalty and helpful nature (“To have friends, to be a friend”).

To increase flexibility needs to:

- Say no occasionally.
- Attend to completion of tasks without over sensitivity to others feelings.
- Be willing to stretch beyond their comfort zone.
- Take risks.
- Delegate to others.

Measures personal worth by: Attention from others.

Theme: Notice how well liked I am.

Behavioural characteristics:

Accepts change slowly and reluctantly.

Likes close personal relationships.

Supports and “actively” listens to others. Warm and accepting.

Works slowly and cohesively with others. Agreeable.

Steady and calm. Supportive.

Emphatic listener.
Shares personal feelings and emotions.
Approaches risk cautiously.
Good concealing skills.
Slow to take action and make discussions.
Dislikes interpersonal conflict.
Has excellent ability to gain support from others.
Patient and considerate.
Loyal and dependable.
Warm and friendly.
Prefers first names/informality.
Asks many questions.
Relationship orientated.
Amiable, consistent.
Respectful, "wears well".

Environmental clues:

- Desk may contain family pictures and personal items.
- Walls may contain personal slogans, family or group pictures, serene pictures or mementoes. Decor is relaxed, open, airy, friendly, soothing.
- Seating arrangement is open, informal and conducive to building personal relationships.
- No desk between them and you.

Style:

This is the social style which asks and emotes/shows. Like the expressive style, these people display their feelings openly, but are less aggressive and assertive and more agreeable in behaviour. They are support specialists because they combine personal reserve with emotional expression in their relationships.

Shorthand description

Conforming	Supportive
Retiring	Respectful
Ingratiating	Willing
Dependant	Dependable
Approachable	Agreeable

Specific adjectives:

- Accepting of others with a high priority to get along.
- Quiet, co-operative and supportive.
- Easy to get to know and work with.
- Tends to minimise interpersonal conflict when ever possible.

Strengths:

Helpful to others willingly gives advice, support, and encouragement.
Has a deep sense of loyalty and dedication to colleagues and friends.
Communicates a great deal of trust and confidence in other people.
Naturally displays empathy.

Influences others by:

Personal relationships.
Performing services.
Unobtrusive suggestions.
Offering understanding and friendship.
Accommodation.

Value to organisation:

Dependable and loyal team member.
Works for a leader or a vocation/cause.
Good listener. Patient and empathetic.
Good at reconciling factions.
Very calming.

Tension management:

The Earth Greens, decrease tension. They are as warm and personal as the expressive but less assertive. They are a double tension reducer. They are not making an overt effort to control the thoughts and actions of others. They support people rather than trying to control them.

Theme:

They interpret the world in terms of personalities and feelings. They get involved in the feelings and relationships between people, frequently speculating on "who did what to whom". They look for personal motives in the actions of others and find it difficult to believe that some people act out of principles, practicality, or a simple desire to make the future sound more exciting. Because they concern themselves about how others feel and relationships between people, they can often lend joy, warmth and freshness to a social situation.

Folklore, tradition and even mystical sentimentality can capture their attention and they can be slow or reluctant to change opinions which have personal meaning to them.

They stick with the comfortable norm and avoid decisions which might be uncomfortable because they involve the risk of the unknown.

As leaders.

This style operates with a low profile. They dampen the assertiveness throttle and loosen the bindings of low responsiveness. Their strength lies in their ability to gain acceptance. This however like all strengths, can get out of balance. These support specialists might find that some positional power and task structure could add a needed dimension to their style and improve their leadership potential.

How you might see yourself and like others to see you:

Warm
Accepting
Patient
Co-operative
Friendly

How you might be perceived by others:

Weak
Time waster
Lacking goals
Not straight
Slow to make decisions

COOL BLUE – The Analytical

Emphasis: Compliance, working with existing circumstances to promote quality in products or service.

Behaviour: Controlling and indirect.

Pace: Slow, steady and methodical.

Priority: The task.

Focus: The details, the process.

Irritation: Surprises, unpredictability.

For decision: Give facts, details and documentation.

They question: How it works, how you reach your conclusions.

Speciality: Processes, systems.

For security: Relies on preparation.

For acceptance: Depends on being correct.

To increase flexibility needs to:

- Openly show concern and appreciation of others.
- Occasionally try short cuts and time savers.
- Try to adjust more readily to change and disorganisation.
- Work on timely decision making and initiating new projects.
- Compromise with the opposition.
- State unpopular decisions.
- Use policies as guidelines only.

Measures personal worth by: Precision, accuracy and progress.

Theme: Notice my efficiency.

Behavioural characteristics:

Serious, persistent, orderly.
Perfectionist.
Seeks facts and data.
Show me attitude.
Structured and organised.
Asks specific questions about specific details.
Wants to be right, therefore relies heavily on data collection.
Good problem solving skills.
Concentrates on detail.
Diplomatic with others.
Critical of performance.
Complies with authority.
Cautious actions and decisions.
Likes organisation and structure.
Dislikes too much involvement.
Slow, cautious pace.
Time disciplined.
Precise, likes problem solving activities.
Prefers objective, task orientated, intellectual work environment.
Works alone, slowly and precisely.
Follows directions and standards.
Works under controlled circumstances.
Checks for accuracy.

Environmental clues:

- Desk may appear structured and organised with clear desk top.
- Walls may contain charts, graphs, exhibits or pictures pertaining to job.
- Decor is functional for working.
- Seating arrangement suggests formality and non-contact.
- Desk between this person and visitors.

Style:

These people are the ones who both ask and control. They are low in assertiveness but high in controlling their emotions. They are perceived as people who ask questions and gather facts in order to examine all sides of a given situation. They are technical specialists because they combine personal reserve with emotional control in their relationships.

Shorthand description:

Critical	Industrious
Indecisive	Persistent
Formal	Serious
Exacting	Vigilant
Moralistic	Orderly

Specific adjectives:

Technically orientated seeking structure, certainty and evidence before making decisions. Quiet, unassuming, showing little emotion when dealing with others.

Taking little social initiative with others, remaining guarded until a strong relationship has been formed. Interested in discovering and solving problems.

Strengths:

Approaches problems based on facts and logic. Accepts new ideas only after assessing the practical results. Exhausts existing ideas and procedures before going onto something new. Tries to make the most practical decision by being thorough and conservative. Approaches people with caution and care. Only establishing strong bonds once comfortable with people. Conscientious about working out a problem or getting a job done right.

Influences by:

Factual data.

Attention to detail.

Logical arguments.

Consistency of performance.

Example.

Pre-determined manner and a specific plan.

Value to organisation:

Objective the anchor of reality.

Conscientious and steady.

Comprehensive worker.

Defines, clarifies and gathers information.

Criticises and tests.

Maintains standards.

Tension management:

These analyticals ask and control, and decrease tension with their low assertiveness, but increase it with their low responsiveness. Like the driving red energy style their objectivity and task orientation places greater demands on others. Like the earth green amiables, however, they soften this with a lessened assertiveness.

Theme:

Systematic thinking and analysis. Live their lives according to the facts, principles, logic, and consistency. Analytical styles behave in a way that fits into the overall theory and ideas about the world. As such, they can be viewed as lacking enthusiasm and appearing cold and detached.

They are great planners, organisers and administrators, with ability to work out tasks systematically from beginning to end. Because of their concern for facts and logical, serious, consistent organisation of thought, they are often reluctant to make decisions.

They need to analyse all the possibilities to ensure they shall avoid any chance of making an illogical or inconsistent decision. Facts logic and faith in principles can be more important than personal friendships or personal gratification for the analytical style

As leaders:

This colour energy style uses a lot of built in structure. In an ambitious task they will create their own structure. They are more reserved than their red energy colleagues and therefore might consider the use of some positional power to take the place of assertiveness.

How you see yourself or might like others to see you:

Precise

Careful

Reserved

Logical

Analytical

How you might be perceived by others:

Stubborn

Nit picker

Perfectionist

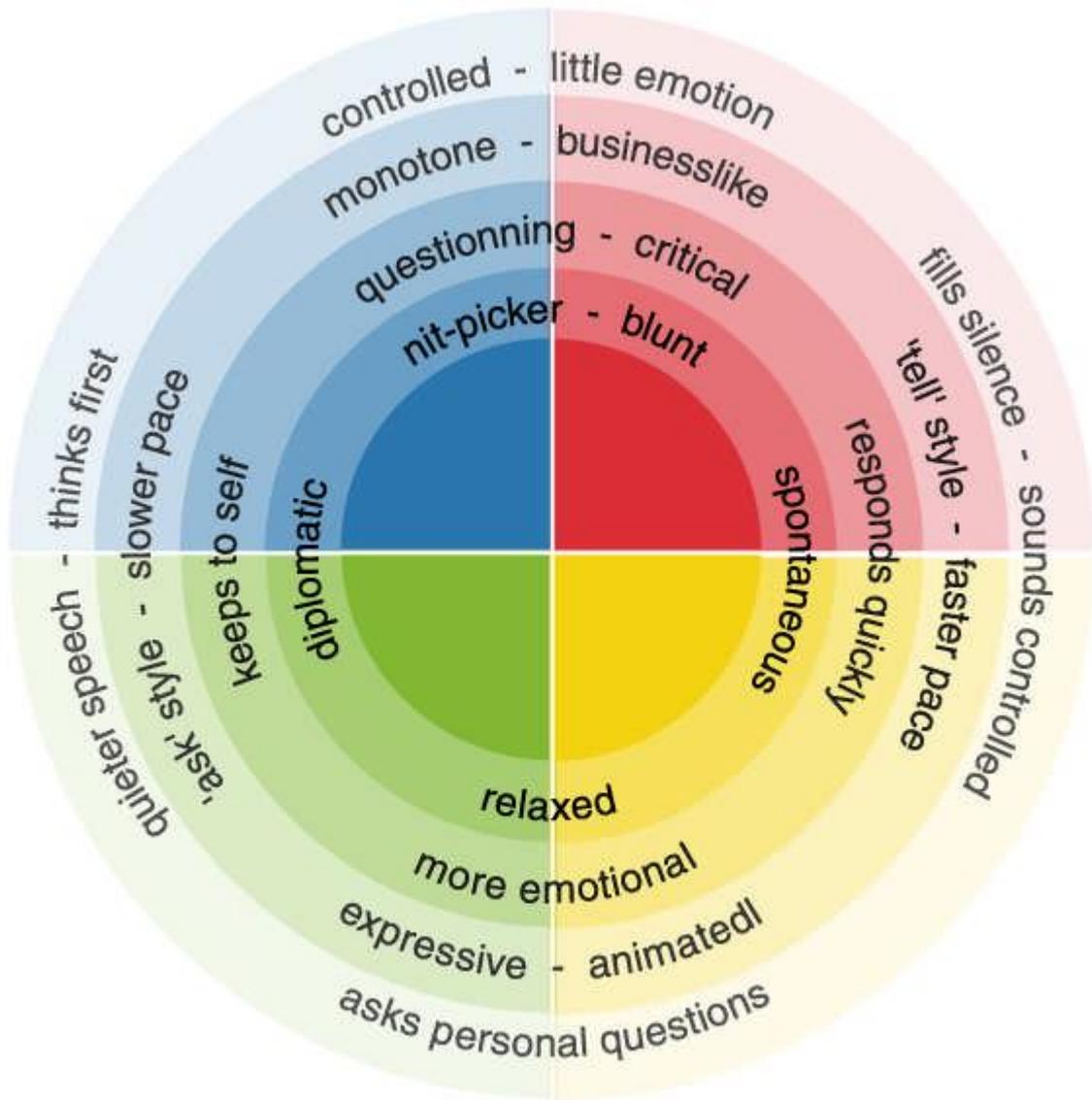
Passive

Unemotional

Working Environment



Verbal Clues



Body Language

