1. INTRODUCTION: The anthropological principle of “Ethnocentricity” holds that people tend to view others from their own perspective. Our world-view, our experiences, our general relational approach all impact how we view and interact with others. Because we see ourselves as “normal” we often see others as “different” or even “abnormal,” and often ascribe values relative to their behavior. This tendency can have significant adverse impacts within the work and relational environments in which we live and operate. To understand this dynamic and help assuage its adverse impacts the Color Code was developed. The Color Code is considered by many to be one of the most effective instruments for relational understanding and management dynamics. Created by Dr. Taylor Hartman more than 30 years ago, it is immediately applicable and rooted in the most constant and predictive aspect of an individual’s personality... their Motive. Dr. Hartman identified four personality types each with a specific driving core motive to which he has an assigned color.

a. Red’s driving core motive is power. They live to move people, things, ideas, or projects from point A to point B. They are decisive and production oriented. Usually not the most intuitive or people friendly.
b. Blue’s driving core motive is intimacy or connection. They are driven to connect in a meaningful way. They are dedicated to what matters most to them with loyalty and attention to detail.
c. White’s driving core motive is peace. They are uncommonly kind and live to give and find peace and understanding. They tend to bring a sense of calm in the midst of chaos.
d. Yellow’s driving core motive is fun. They live to have and create fun wherever they go. They tend to infuse excitement and adventure into life.

2. APPLICATION: Each of these personalities brings a unique relational style to managing people and projects, and their interaction in team dynamics.

a. Red Personality – when a red is involved in managing a team of blues and whites, the red must understand that the greatest desire of blues and whites is to be genuinely respected for their skills and expertise. Such a red leader knowing the Color Code Personality makeup of the team, would have been able to lead in such a way as to avoid insulting blues and whites with micromanagement, and instead valued and utilized their strengths to reach their goals. Likewise, had the team understood that the leader was a Red personality, a bottom line sort of person; they would have known to clearly and concisely communicate their competence and their focus on accomplishing the company goals. Communication is key in team dynamics, and effective communication always understands what the person intends and not merely what was said. If a leader had known the Color Code makeup of the team, they could have had each member take the Color Code test to determine their driving core motive as compared to the team. Their subsequent interviews could have included performance-based scenarios that allowed them to demonstrate ability to work with such a team.
b. When people understand their own and their team’s driving core motives, communication changes for the better, employee problems dissipate, and productivity increases.

3. DISCRIPTIONS:
   a. Reds – tend to be aggressive and want to be the Power Wielders. Reds use logic, vision and determination as motivations. From a Red perspective, emotion has nothing to do with completing tasks. The mission is the task at hand... and collateral damage is often the price of doing business with a red.
      i. Red Strengths Reds are: Action oriented, Assertive, Confident, Decisive, Determined, Disciplined, Independent, Leadership, Logical, Pragmatic, Proactive, Productive, Responsible, and Task-Dominant.
      ii. Red Limitations: Reds most often have to be right. They may come across as harsh and critical, even when they don't mean to. Reds can be bombastic and impersonal. They tend to give priority to work over personal relationships. Reds are often poor listeners... they often communicate bluntly and hear responses in light of what they want to hear in furthering their goals, not necessarily what the person really means or needs to accomplish the goals. Reds often exhibit controlling and domineering traits.
   b. Blues: are usually more “passive-aggressive” they often consider themselves as Do-gooders, and shy away from assertive conflict. Life is seen often as a sequence of commitments for blues. They thrive on relationships and how they are perceived by others... they want to be accepted and liked. They will often make sacrifices of personal gain in preference of relational harmony. Blues tend to be perfectionists and demanding. They can be distrusting of others and worry prone. They are complex and intuitive and can be very opinionated. Blues can also be emotional and moody. Blues can be self-righteous and insecure and can also be very self-disciplined and sincere.
      i. Blue Strengths: Blues are steady, ordered and enduring. Blues love with passion. They bring culture and dependency to society and home. They are highly committed and loyal. They are comfortable in creative environments. They strive to be the best they can be.
      ii. Blue Limitations: Blues are the most controlling of the four colors. They are insecure and judgmental. Lacking trust, they often find themselves resentful or unforgiving. They often fail at seeing the positive side of life. They want so badly to be loved and accepted, they are constantly seeking understanding from others while often refusing to understand and accept others or even themselves.
   c. Whites: want to promote understanding and tolerance. They want to be understood and tend to be givers rather than takers. They tend to be trusting and trustworthy. Whites tend to be the most complex of the 4 colors... falling into one of two categories:
      Classic Whites – are motivated by Peace... therefore Whites make effective conflict resolution peacekeepers. Most will go to lengths to avoid
confrontation. Their most stated demands from life are the things that make them feel safe and comfortable... and this feeling fosters their need to feel good inside.

Alternate Whites – are more of a balanced combination of the 4 colors... they exhibit some of the tendencies of Reds, Blues, and Yellows but in a more balanced and responsive way. They are “big picture” thinkers. Honesty and trust are key relational elements... once trust is lost in a person they are extremely wary in future interactions.

i. White Strengths: Whites are kind, considerate, patient and accepting. They are virtually devoid of ego. They very thoughtful and are good at constructing thoughts that did not exist before from careful listening and taking time to think things through. They tend to be introspective and deliberate thinkers.

ii. White Limitations: Whites don’t commonly share what they are feeling, understanding or seeing. They often don't express conflict well. Whites may be less willing to set definitive goals... preferring to moderate goals by the situations and circumstances involved. They dislike working at someone else’s pace... preferring to move at the pace of thought development rather than by fixed external demands. They can be very self-deprecating. They are more low maintenance than the other colors with a healthy self-image.

d. Yellows: These are the Fun Lovers... Yellows are motivated by Fun. Wherever they go they are there to have a good time. They are energized by relational engagements and are often the life of the party.

i. Yellow Strengths: Yellows are enthusiastic. They can be very persuasive. They are more spontaneous in nature. They are always looking for something new to do, and don’t mind overextending.

ii. Yellow Limitations: They develop friendships with ease but can be very self-centered. They often have lots of friends but on a more superficial level. Their self-centered nature often blocks them from forming long-term meaningful and dependent relationship. They may often tend to be seen as takers rather than givers. They are not particularly good managers of others, or of their own time and schedules.

Visit Hartman Communications website to take the free color code. A more exhaustive test with evaluation is available for a reasonable fee.

http://www.colorcode.com/free_personality_test/