

The Kaleidoscope Profile™ in the Workplace

The Kaleidoscope Profile™ identifies the needs and behaviors of three distinct areas of learning styles:

- **Sensory Styles**— the senses favored for taking in and processing information.
- **Perceptual and Organizational Styles**—the way information is perceived (abstractly or concretely) and how the information is organized (globally or sequentially).
- **Personality (Temperament) Styles**—the values held about learning and the general approach to life.

The following pages provide an overview of these learning styles in relation to the workplace environment, with a special emphasis on communication.

Please keep in mind there is no such thing as a *wrong* learning or working style; there are only differences in preference. It's helpful to not only know your own style, but also to discover the preferences of those who have a style different from yours. Once you know and appreciate your co-workers' styles, you can work with them more harmoniously and productively.

Communication is a critical component of every work relationship, and style preferences are reflected in how we communicate. One side of the page identifies the ways each style comes across in conversation. The reverse side of each page identifies the communication weaknesses inherent in each style and offers suggestions for overcoming those weaknesses.

For more information about The Kaleidoscope Profile™, visit our Web site www.plsweb.com or call Jackie Futrell 1-800-506-9996.

Sensory Styles in the Workplace

STYLE	RECEIVE INFORMATION THROUGH:	IN CONVERSATION:
<p>KINESTHETIC</p> <p>25%-35% of population</p>	<ul style="list-style-type: none"> • Body movement and physical activity using large muscle groups. • Doing in addition to seeing and hearing. • Being actively and physically involved—might jump in to assembling a new piece of equipment without reading the instruction manual. 	<ul style="list-style-type: none"> • Generally avoids discussing subjects at length. • Is short and to the point. • Often bounces knee, taps a pencil, fidgets, or moves around the room. • Prefers to act upon something and then, if necessary, talk or write about it.
<p>TACTUAL</p> <p>15%-25% of population</p>	<ul style="list-style-type: none"> • Subtle body sensations including smell. • Feelings and emotions. • Activities using small muscle movements—working with fingers and hands. • Physical and emotional climate of an environment. 	<ul style="list-style-type: none"> • Likes frequent, short conversations while work is in progress. • Hears the emotional content of a conversation and knows what others are feeling—keenly aware of emotional changes in others. • Recognizes and uses nonverbal communication. • Is a good listener and encourages others to speak their minds and be comfortable.
<p>AUDITORY</p> <p>10%-15% of population</p>	<ul style="list-style-type: none"> • Speaking and listening, with and emphasis on speaking. • Discussing. • Thinking out loud. • Asking questions. 	<ul style="list-style-type: none"> • Wants to talk, discuss, and ask questions. • Enjoys conversation and is verbally adept. • Is sensitive to intonation and volume— more affected by harsh words than other styles. • Paraphrases well. • Likes to talk extensively about work before, during, and after performing an actual task.
<p>VISUAL</p> <p>35%—40% of population</p>	<ul style="list-style-type: none"> • Observing. • Reading. • Viewing pictures or movies. • Watching demonstrations. • Taking notes. 	<ul style="list-style-type: none"> • Prefers the written word rather than discussion — believes a little conversation goes a long way. • Wants to see a plan and study it quietly before acting on it. • Prefers to examine a problem, study it, and gather information before discussing it.

Sensory Styles and Workplace Communication

STYLE	COMMUNICATION WEAKNESSES:	SUGGESTIONS FOR IMPROVING COMMUNICATION:
KINESTHETIC	<ul style="list-style-type: none"> • Does not gather all necessary information. • Pays little attention to emotional impact of words. • Blunt comments may irritate others. • May appear abrupt or impatient. 	<ul style="list-style-type: none"> • Accommodate the needs of other styles by allowing additional time for meetings and discussions. • Explain a decision before taking action, especially if others are affected. • Before engaging in a lengthy meeting or conversation, get some form of physical exercise, such as a brisk walk.
TACTUAL	<ul style="list-style-type: none"> • Focuses too much on others' feelings. • May hold back expressing own feelings. • Unable to explain feelings to others in ways that are easily understood. • Intolerant of others' inability to notice the emotional content of communication. 	<ul style="list-style-type: none"> • Give specific examples that others can relate to and understand. • Practice speaking and writing as a way to express feelings and thoughts. • Before engaging in a lengthy meeting or conversation, establish a sense of wellbeing by doing something relaxing, taking deep breaths, or doing simple body stretches.
AUDITORY	<ul style="list-style-type: none"> • Engages in conversation for its own sake without bringing it to a conclusion. • Thinks others should be verbally adept at conversation • May seem arrogant when talking with others. 	<ul style="list-style-type: none"> • Limit remarks to three sentences, then wait while others speak. • Make a point of being quiet. • Listen without interrupting. • Paraphrase what others have said. • Before engaging in a lengthy meeting, satisfy the desire to talk by having a conversation.
VISUAL	<ul style="list-style-type: none"> • Tends to forget or ignore the content of conversations. • Takes a long time to consider others' opinions • Impatient with others for making decisions without looking at all of the facts • May seem less than forthcoming with own opinions • May seem inattentive, because eyes wander during conversations. 	<ul style="list-style-type: none"> • Carry a notebook and write down information from conversations, discussions, and meetings. • Make a few comments to others about your opinion even before you make a final decision. • Become the "record keeper" during a meeting, and share the notes with others afterwards. • Watch others as they have discussions and emulate the successful ways they communicate.

Perceptual and Organizational Styles in the Workplace

STYLE	CHARACTERISTICS:	IN CONVERSATION:
ABSTRACT GLOBAL	<ul style="list-style-type: none"> • Perceives the world through symbols, words, numbers, concepts, and emotions. • Tends to be flexible, non-linear, and versatile • Favors brainstorming—seeing possibilities and opportunities to be creative. • Is highly intuitive and holistic in approaching problems making leaps in thinking. 	<ul style="list-style-type: none"> • Values appropriate words and processes. • Possesses good verbal abilities. • Interjects all of the possible connections to a topic. • Is willing to think “out of the box” and explores many different options. • Asks questions, such as “Why are we doing this?”
ABSTRACT SEQUENTIAL	<ul style="list-style-type: none"> • Perceives the world through symbols, words, numbers, concepts, and emotions. • Tends to be ordered, linear, methodical, logical, and detailed. • Is organized and systematic in approaching problems and proceeds step-by-step. 	<ul style="list-style-type: none"> • Values appropriate words and processes. • Possesses good verbal abilities. • Focuses on how to get work done. • Asks “how” not “why” questions.
CONCRETE GLOBAL	<ul style="list-style-type: none"> • Perceives the world through real objects, the physical world, emotions, colors, and sounds. • Prefers actual rather than theoretical tasks, issues, and applications. • Tends to be flexible, non-linear, versatile, and holistic in thinking. • Favors brainstorming—seeing possibilities and opportunities to be creative. 	<ul style="list-style-type: none"> • Is direct, specific, and practical. • Focuses on the immediate task at hand. • Is very real in his or her views and methods for dealing with issues. • Interjects all of the possible connections to a topic. • Is willing to think “out of the box” and explores many different options. • Asks questions, such as “Why are we doing this?”
CONCRETE SEQUENTIAL	<ul style="list-style-type: none"> • Perceives the world through real objects, the physical world, emotions, colors, and sounds. • Prefers actual rather than theoretical tasks, issues, and applications. • Tends to be ordered, linear, methodical, logical, and detailed. • Is organized and systematic in approaching problems and proceeds step-by-step. 	<ul style="list-style-type: none"> • Is direct, specific, and practical. • Focuses on the immediate task at hand. • Is very real in his or her views and methods for dealing with issues. • Focuses on how to get work done. • Asks “how” not “why” questions.

Perceptual and Organizational Styles in Workplace Communication

STYLE	COMMUNICATION WEAKNESSES:	SUGGESTIONS FOR IMPROVING COMMUNICATION:
ABSTRACT GLOBAL	<ul style="list-style-type: none"> • May seem disconnected from the immediate situation. • May have difficulty getting down to specifics and doing the job. 	<ul style="list-style-type: none"> • Relate to those with a concrete style by giving a specific timeframe when presenting new ideas and recapping important topics throughout the conversation. • Acknowledge your “globalness” by asking for an overview of a project before jumping into the specifics. • Once the larger questions have been answered, relate to those with a sequential style by taking time to process the details without interruption.
ABSTRACT SEQUENTIAL	<ul style="list-style-type: none"> • May seem disconnected from the immediate situation because of his or her focus. • Tends to be rigid in viewing solutions to a problem. 	<ul style="list-style-type: none"> • Relate to those with a concrete style by giving a specific timeframe when presenting new ideas and recapping important topics throughout the conversation. • Relate to those with a global style by beginning conversations with a brainstorming session before moving on to the specific details.
CONCRETE GLOBAL	<ul style="list-style-type: none"> • May have difficulty getting down to specifics and doing the job. • Once started, can focus so intently on finishing a task that he or she ignores its wider impact. 	<ul style="list-style-type: none"> • Relate to those with an abstract style by covering the parameters, processes, and thoughts behind an action before moving ahead. • Acknowledge your “globalness” by asking for an overview of a project before discussing the specifics. • Once the larger questions have been answered, relate to those with a sequential style by taking time to process the details without interruption.
CONCRETE SEQUENTIAL	<ul style="list-style-type: none"> • May focus so intently on finishing a task that he or she ignores its wider impact. • Tends to be rigid in viewing solutions to a problem. 	<ul style="list-style-type: none"> • Relate to those with an abstract style by covering the parameters, processes, and thoughts behind an action before moving ahead. • Relate to those with a global style by beginning conversations with a brainstorming session before moving on to the specific details.

Personality (Temperament) Styles in the Workplace

STYLE	CHARACTERISTICS:	IN CONVERSATION:
INTUITIVE FEELER 12% of population	<ul style="list-style-type: none"> • Values personal significance, relationships, honesty, sensitivity, and trust. • Appreciates being a unique individual—doesn't like to be labeled. • Understands the needs of others. 	<ul style="list-style-type: none"> • Communicates in meaningful ways. • Adept at personal expression. • Friendly, helpful and empathetic. • Reads between the lines and finds the intention behind the words. • Is polite and compassionate.
INTUITIVE THINKER 12% of population	<ul style="list-style-type: none"> • Values competence and a job well-done. • Adept at critical and creative thinking. • Needs (and gives) logical reasons for things, including relationships. • Enjoys the challenge of solving problems and inventing. • Prefers working independently. 	<ul style="list-style-type: none"> • Focuses on gaining knowledge and analyzing information. • Prefers discussions on ideas, problem-solving, intriguing concepts—doesn't like small talk or discussing personal matters. • Clearly articulates issues and facts. • Asks a lot of questions.
SENSING JUDGER 38% of population	<ul style="list-style-type: none"> • Looks for validation from authority. • Takes pride in “doing it right.” • Is loyal, committed, and responsible. • Wants to belong to the group or organization. • Follows procedures. 	<ul style="list-style-type: none"> • Adheres to established communication structures. • Is practical, clear, and to the point. • Detail oriented, focusing on specifics. • Asks questions about “when” and “how.” • Follows the agenda. • Supports the status quo.
SENSING PERCEIVER 38% of population	<ul style="list-style-type: none"> • Appreciates style and performance. • Values competition. • Enjoys excitement, challenge, and novelty. • Likes immediate results. • Is resourceful and willing to experiment. 	<ul style="list-style-type: none"> • Is quick thinking and decisive. • Focuses on competency and immediate results. • Gets energetically involved in conversation with large gestures and body movement, visible facial expressions, and an animated voice.

Personality (Temperament) Styles in Workplace Communication

STYLE	COMMUNICATION WEAKNESSES:	SUGGESTIONS FOR IMPROVING COMMUNICATION:
INTUITIVE FEELER	<ul style="list-style-type: none"> • Sees everything as personal. • Over-emphasizes the emotional aspects of an issue. • Asks too many personal questions. • May be overly apologetic and groveling. 	<ul style="list-style-type: none"> • Take a step back from the discussion to get a more impersonal, objective perspective. • Practice being firm (while remaining caring), especially when communicating a tough decision or message. Learn to say “no.”
INTUITIVE THINKER	<ul style="list-style-type: none"> • When solving problems, can fail to see the emotional issues and needs of others. • Has difficulty limiting a question to the task at hand, relating it instead to a larger complexity. • Avoids discussing feelings and emotions due to discomfort with them. • May appear to be cold, aloof, or uncaring. 	<ul style="list-style-type: none"> • Practice seeing viewpoints of others. • Build a comfort level with feelings and emotions. • Acknowledge and support the emotional responses of all those involved in a discussion. • Refrain from debating or correcting others in order to build relationships.
SENSING JUDGER	<ul style="list-style-type: none"> • Fails to look outside of the established structure—rigid in thinking and speaking. • May interpret it as a personal attack when others don’t follow established communication procedures or norms. 	<ul style="list-style-type: none"> • Differentiate between challenges to the system and challenges to personal correctness. • Allow others to question authority and have patience with other points of view. • Find a comfort level with ambiguity and change—consider options.
SENSING PERCEIVER	<ul style="list-style-type: none"> • Fails to think through what is being said. • Tends to be quick and cryptic. • May be loud and overpowering. • Often exaggerates to add “color” to the conversation. 	<ul style="list-style-type: none"> • Practice patience— when encountering difficulty, stop and count to 20. • Allow time for others to think and speak, giving them an opportunity to respond before proceeding. • Stay focused and curb the impulse to interrupt.