| **Voices** | **Positive Aspects** | **Negative Aspects & Growth Areas** |
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| **Nurturer**   * 43% of population * “Empathy is my superpower” * “the oil inside the cogs of a complex engine” * Are caretakers | * Champions of people/ relationships * Work to take care of everyone * Harmony, knack for reading people and true motives * Committed to protecting values * Understand how actions, behaviours or initiatives will affect people * Pragmatic realists. Asks detailed questions * Commitment to relational harmony | * Resistant to change * Passive aggressive * Feel unable to challenge a direction if they disagree * Don’t value their own contribution   Growth area   * Believing in themselves is key growth area * Learn to challenge * Need to let your voice be heard |
| **Creative**   * 9% of population (& often misunderstood) * Scan the horizon * Prefers to listen * Input can be confusing for others | * Champions of innovation, future ideas and social conscience * Never satisfied with status quo * “Can’t” is not in their vocabulary * Want to see their ideas become reality * See future first, both in terms of long-term opportunity and potential dangers * Push people to higher heights * Thinks outside the box * Strong social conscience and organisational integrity * Often quieter voices | * Fails to celebrate the 90% that has been achieved, instead focus on the 10% * Ignores financial constraints and other practical hurdles * Idealism can often trump pragmatism   Growth area   * Invest time and energy learning how to articulate your views. Ensure you are asked clarifying questions * Learn to celebrate wins * It’s okay to be wrong |
| **Guardian**   * 30% of population * Question change | * Champions of tradition and resources (money, time & energy) * Wired to preserve and protect * Present-oriented, likes to ask detailed, analytical and critical questions * Asks difficult questions, especially if no one else will * Guard what is already working * Custodians of resources and how money is spent * Think logically * Precise, diligent, consistent * Will deliver on time and on budget | * Slow to compromise and can be stubborn * Deep desire for truth and right decisions which can override feelings of others * Can be overly critical of people and ideas * Tone and tact can be an issue * Doesn’t see what it’s like to be in someone else’s shoes   Growth area   * Avoid being a ‘kill-joy’ to new ideas but show how you are adding value by challenge * Learn to compromise when you feel strongly * Remember there are people at the receiving end of your critique & challenge |
| **Connector**   * Make meetings fun * Take pride in making things happen * ‘Tigger’ like | * Champions of bringing people together & collaboration * Persuasive messengers * Intuitive ability to sense what others feel/need * Ability to maintain large numbers of relationships * Knows how to connect people to their own aspirations * Boundless creativity, energy, and imagination * Creative connections to new opportunities and networks * Inspirational communicators * Know how to connect people and their aspirations | * People pleasers, fails to bring needed challenge * When critiqued they sell harder, rather than trying to understand why the other person may not be interested * Won’t hear or engage fully with critical feedback * Passive aggressive if a person rejects them * Can make conversation about them   Growth area   * Learn to work alone * Don’t make it ‘all about you’ * Don’t take things too personally |
| **Pioneer**  7% of population   * Powerful characters * Future-oriented * Inspire people | * Most dominant and loudest voice * “Anything is possible” attitude * Envisioning a new future is highest priority * Seeks to find quickest, fastest and most efficient way to do things * “Outside the box” thinking * Makes difficult decisions * Communicates an attractive vision with confidence * Tenacity, energy and desire for team to win * Immense self-belief and believe anything is possible * Work is the primary identity | * Arrogant and “me-focused” * Gets frustrated with those who don’t get it * “Back me or fight me” when presenting ideas * Can drive too hard with an insensitivity to others’ needs * Can hurt people by tone and tact and not realise it   Growth area   * Learn to accept it’s okay to lose to someone else * Be more tolerant; encourage debate * ‘Lower’ your voice and learn to understand others * What does it sound like to be on the other side of you? * Fight your instinct to justify a wrong decision. |

Taken directly from 5 Voices – How to Communicate Effectively with Everyone You Lead, by Jeremie Kubicek and Steve Cockram