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