

This material is taken from the following book:

Hartman, Taylor. The Color Code. New York: Simon & Schuster, 1998.

Chapter Five

REDS:

THE POWER WIELDERS

Reds have the most dominant, intimidating personality. Expressing themselves emotionally is uncomfortable and creates the vulnerability they typically avoid.

ACTIVE AND PRODUCTIVE

The Red personality moves forcefully through life. As Helen Keller said, "Life is either a daring adventure or nothing at all." Reds are highly committed to causes, and find themselves determined to accomplish whatever life places before them. In fact, they seek challenges, and, with rare exception, they rise to the occasion. As a result of their tenacious nature, Reds often are successful. Their success comes primarily from business and task-oriented activities, while Blues, for example, usually experience their success through deep interpersonal relationships or in highly creative fields. Reds seek action and results. They crave productivity. They measure their success by how much (versus how well) they accomplish. Simply stated, Reds get things done.

VISIONARY

I would gladly follow a healthy Red to the ends of the earth. They are always looking toward the future and putting puzzle pieces together in their heads. People often accuse Reds of simply acting without giving their actions a second thought. In fact, the opposite is true! Reds

RED - Hartman

hate to fail. Therefore, they always ask the question of themselves, "What if I fail?"

Rob is a Red CEO and the youngest brother in a family-owned business. His two older brothers are Blue and constantly worry about details such as petty employee complaints and current cash flow. Meanwhile, Rob is focused on the future by creating new companies as spin-offs of their already successful business and developing personnel for stronger leadership roles as the companies evolve. Reds instinctively see the future and take the steps necessary to successfully take them there.

While most other personalities (Blues in particular) usually stop right there with the realization that they, indeed, might fail, Reds have already instinctively developed an alternate plan. They think to themselves, "Now if the original plan fails, I will do this or even that." While others stop because of fear, Reds offset their fear with rational alternatives and simply do what needs to be done.

INSENSITIVE AND SELFISH

Reds are so clearly defined that one finds it difficult to believe they would not instantly recognize the color of their personality. Many do. But often the most critical stumbling block for Reds in identifying themselves is denial. Reds are proud and known to parade their values and opinions in the faces of all others. They can present themselves in a distant and insensitive manner. A mother had promised to take her Red teenaged daughter to the library in order to study for a school report. Just before they were to leave, the mother and father engaged in a traumatic argument, and the father threatened divorce. The daughter witnessed the entire one-hour ordeal. The mother was devastated and crying uncontrollably when her daughter said matter-of-factly, "Mom, will we still be able to get to the library before it closes tonight?" Only Reds can be so insensitive to the feelings of others! This weakness may explain why Reds are more successful at developing and promoting ideas, events, and business ventures than quality relationships.

"KING OF THE JUNGLE"

Considering their productive and tenacious natures, it is no wonder Reds exude incredible self-confidence. They appear strong and certain

of themselves. As such, few people are willing to confront them. This strength bestows on them the most feared status of all personalities. They are "King of the Jungle." When people seek advice and direction, they find Reds are most helpful. Reds have a sense of what is right, and often express themselves in a manner few people can logically refute. Many Reds are notably intelligent and skilled in making good decisions. Subsequently, others choose to follow. And why not? When you find a good doctor, why seek another? It is their uncanny and enviable ability to be right so often that influences others to place them in leadership positions. It is the Reds' natural gift and desire to lead that drives them to select opportunities for advancement to the top of many organizations, businesses, and other affiliations.

*Lead, follow, or
get out of the way.*

Perhaps the most intriguing complexity of Reds' apparent self-confidence *and* frustrating arrogance lies in their deep insecurity. They seek the very acceptance and understanding they often refuse to give others. However, this need is placed so deeply within their hearts where they can skillfully protect it, that it is often well hidden from their rational mind's eye. Deferring to their logic, they refuse to acknowledge emotional vulnerability. As youths, while yet somewhat sensitive to emotions, their insecurities are more clearly viewed. Unfortunately, with age and increased skill at logic, they usually keep their deep emotional insecurities adeptly disguised from others. With time, they often lose an accurate perspective and actually believe they have no need for emotion. The irony is that in order for Reds to experience a full and intimate life, they must expose themselves to perhaps their greatest fear—their emotional insecurity and need to be loved and accepted.

DEMANDING AND CRITICAL

Reds are highly critical of other people. Most Reds are verbally critical, while some remain quietly dissatisfied with others' performance in life. They are rather impatient with human inadequacy, and feel nothing short of efficiency should be tolerated. While Reds are not as perfectionistic as Blues (thank our lucky stars), they do want a job done right and expediently. They have no tolerance for mental dull-

ness, lack of common sense, or unpreparedness. They expect results, and spare little time reminding others of their expectations. They can be highly biased and reactionary in their judgments of others. The irony lies in how emotionally based this behavior is, when one realizes the logical rigidity that permeates the thinking and behavior of most Reds.

INSECURE

Reds can bury their own personal insecurities deep enough so as to not consciously feel the pain of their exposure. Subsequently, they are often insensitive to the raw nerves they touch in others who are less willing (or able) to hide their vulnerability. Reds mean no harm to others as long as the Red's productivity is enhanced and they are proved to be right. Reds have little sympathy for obstacles to progress, regardless of the source—be it employees, children, spouses, or friends.

MUST BE RIGHT

Driven by their need to hide emotional insecurities, they demand to be right. They do not ask whether they are perceived by others as right. They simply state that they *are* right 100 percent of the time. Even after evidence dictates that Reds are inaccurate, they often brush their error aside as a misunderstanding or misinterpretation.

Reds are so decisive.

If they make 51 percent of the decisions right they're happy, because they know the other 49 percent would have worked, but you screwed up.

A family was looking for an office building but didn't know the exact address. One teenager remarked, "I think it's near the corner of Moody and Lincoln." Her Red older sister, Ginny, replied, "Oh, no it's not. It couldn't be there. I know all the buildings over there." Ginny was driving and ignored the suggestion. One hour later, after several telephone calls, they pulled up in front of the office building right on the corner of Moody and Lincoln. When they arrived home, their mother suggested that in the future perhaps *all* suggestions should be entertained with an open mind. To this Ginny scoffed, "I

know she didn't say Moody and Lincoln. She must have said some-where else. After all, I'm the one who finally found it, didn't I?"

COMPETITIVE AND BOLD

Reds are daring and bold—both traits luring them away from the business world or home duties to excel in adventures such as mountain climbing, hang gliding, or building their own homes. However, Reds can also find great excitement in promoting an innovative concept or gaining the competitive edge in the business world. Combining their brave and competitive strengths, Reds are bold within organizational structures as well as in personal settings.

In business, at home with friends, or engaged in hobbies, Reds are certain to get their share of the pie. Simply stated, they are typically selfish. They know what they want and often control events and people in order to achieve it. They are not much concerned with guilt feelings or compassion for others. Ironically, very insecure Reds seek attention and make certain that whatever inconvenience they must endure (e.g., illnesses or accidents) is shared by others in their life.

TENACIOUS AND TAXING

Whether ill or in good health, a Red is a taxing personality. They are so tenacious and bossy that they begin to wear you down rather rapidly. Reds remind me of houseguests who want the household schedule adapted to *their* personal schedule. After a short period of time with this overbearing personality, a change and a breath of fresh air is not only welcome—it's necessary.

In their leadership, Reds can also be bossy. They often expect subordinates to remember their place in the pecking order and respond accordingly. They are often hard to work for or live with because they order others around with little regard for established schedules, family commitments, or professional concerns. If they are challenged they often become aggressive due to their intimidating nature and arrogant attitude. Whether they maintain a position of leader or follower, Reds are often inclined to make their point aggressively to whoever crosses their path. They are not shamed by public awareness of their demanding behavior. Without much tact, they relentlessly pursue elements in their life that need attention, whether it be a mis-

placed hotel reservation or a child's unacceptable report card. Aggression makes a point without concern for other individual feelings. Unhealthy Reds are typically aggressive.

ASSERTIVE AND DETERMINED

On the other hand, positive assertion flows as easily to the healthy Red personality as water falls from a duck's back. They need no coaxing to establish their position in any situation. "Knowing" that they are right helps convince Reds of their position while intimidating the other parties. Business groups are *always* enhanced by the presence of healthy Reds. Reds speak their minds directly and honestly, regardless of the effect it will have on their popularity.

They are very strong-willed and determined. Reds take firm stands and expect others to follow. Others often do follow when Reds present themselves and their ideas with clean motives. However, this same strength of determination can also be experienced as a limitation when Reds are disagreeable or argumentative.

DISAGREEABLE

Disagreeable is a word that comes to mind when pondering Red limitations. Whether it is for the sake of maintaining the fine art of debate or a driving need to convert the world to their beliefs, Reds can be quite opinionated and stubborn on most topics, ranging from how to pay a bill (by cash, check, or credit card) to meeting deadlines ("I don't care if I don't need it by Wednesday. You still need to complete it because I told you to!").

A logical complement to their disagreeable nature and their logical minds is that Reds enjoy the merits of verbal arguments. They seem comfortable with this style of verbal expression. It requires very little for a Red to confront another person. They are so comfortable, in fact, that they rarely even recognize the conflict they've created.

Reds are not natural conversationalists. They are natural lecturers. The ability to listen and empathize are often limited traits in the Red personality. These limitations cause many Reds to experience loneliness, although they rarely admit that they are lonely. They often blame their loneliness on others (e.g., "my husband left me in this mess without a friend in the world"—spoken by a Red woman ten

years after their divorce. Or, "If people were only more educated or intelligent they could appreciate me").

RESOURCEFUL AND SELF-RELIANT

Reds, because of their resourcefulness and self-reliance, often challenge those in authority and successfully control their own destiny. If I were ever caught in an emergency or distressing situation, I would most prefer to be in the company of a Red personality. They eat, sleep, and breathe action. No situation will get the best of them until they have exhausted every possibility for remedy. They simply don't give up easily. They are rarely intimidated or threatened by life's obstacles. They have a great competitive sense, and their opponents (whether it be an earthquake or a mother-in-law) will not find an easy victory.

RELENTLESS AND IMPATIENT

If you need an agent, a fund-raising chairperson, or a political ally, advertise for the Red personality characteristics. Nobody promotes like a Red. I have already alluded to their bold, assertive, and competitive nature. They are also pragmatic. Rather than concerning themselves with the frills, they get at the heart of problems and quickly demand a resolution.

*The Red personality
moves forcefully through life.*

Reds throw themselves into causes. If they feel you have something worthwhile to offer, they will gladly do what they can to assist you. Reds are relentless in their commitment to causes they believe in. They are as comfortable promoting others as themselves when they are committed to a concept. When converted to a concept, Reds know no equal. They are difficult to convince but equally difficult to restrain once converted. Upon discovering a child's dancing talents, Red parents drive long distances and provide financial assistance to see their child succeed. (In fact, this book would most likely never have been published had it not been for the assistance of three close Red friends. Two gave me the confidence to write, with their numer-

ous suggestions, time, and support. The other met me for early morning breakfasts, demanding to read a new chapter every time we met. When I left a message to cancel our first breakfast, my friend called me at eleven the night before our scheduled breakfast and asked if I was canceling because I hadn't completed my "homework." She was right. I was sliding and needed her encouragement.)

Reds usually pursue whatever they want (whether it is healthy or unhealthy) until they have it. They want everyone to respond whenever and however they deem appropriate. They struggle with impatience. They can't wait for others to "grow up" and behave the way Reds know they ought to behave. Red infants demand to be held *immediately* upon request (crying). Red salespeople not only demand that you listen but also require you to answer silly questions ("Now really, Mrs. Meriweather, wouldn't you rather be driving a new Cadillac rather than the old one your friends have seen you driving for years?"). Red parents often demand respect rather than concerning themselves with earning it. Red employers can't tolerate indecisiveness or poor productivity. One of the gravest errors in Reds' leadership style is impatience. They typically step in too quickly, and often too harshly as well.

Bob is a powerful CEO. He wastes little time getting to the point and searching for the bottom line. He has no patience with people who "waste" his time with all the details. His Blue controller, John, needs to constantly cover all the bases of the company and insists on sending lengthy memos to Bob regarding material Bob has no desire to read.

Bob told me he was tired of John's irritating memos and was going to tell him to stop writing them with the expectation of discussing them at a future date. I reminded him of the Color Code and how from John's Blue perspective it was most important to have Bob's appreciation of his hard work and support in decisions he was making to feel secure. Bob agreed to allow John to continue with the memos, but requested that John highlight the three paragraphs he felt were the most significant, as if Bob had only three minutes in his day to review the memo. To date, that compromise has kept them on the same winning team for years.

Often the most critical stumbling block for Reds in identifying themselves is denial.

CALCULATING AND MANIPULATIVE

Reds are often calculating and manipulative in order to control lives and produce results. Reds don't casually toss their lives in the air and hope for a favorable wind. They create their own wind and attempt to force life to blow in their direction.

I have seen the lives of close friends temporarily destroyed by the shrewd manipulation of an unhealthy Red personality. As a young professional, I worked for a drug-prevention program where the boss was just such a Red. Many of my colleagues were former drug users and had confided in our boss many of the events, feelings, and fears they were struggling with in their pursuit of a drug-free life. He hired these individuals knowing their personal histories and then used this knowledge to back them down when they inquired about raises, promotions, or other work-related expectations that he disliked.

Comments like "Now I understand why your father threw you out of the house. Were you this defiant when *he* asked small favors of you?" or, "You still expect something else to make you happy—first drugs and now more money" were common in staff or individual meetings with this director.

LACK INTIMACY ORIENTATION

Without question, the greatest deterrent to a Red's success in experiencing a quality lifestyle lies in their inability to be intimate with other people. They are so determined and productive that their lack of intimacy is often ignored or denied as a significant concern. Unless corrected, it does eventually relegate Reds to a supervisory "caretaker of humanity" role, as opposed to an involved "member of the human team."

As businesspeople, they can often be simultaneously brilliant and brutal. Unfortunately, this calculating mind reduces true intimacy to an impractical notion as well as to a highly unlikely possibility. One Red patient eventually lost the woman of his dreams because he kept postponing their marriage in order to get the right timing for the best tax break. Intimacy requires equality, and a competitive Red with a calculating mind doesn't often find equality to be a worthy ambition.

Reds probably watch more television and put in more overtime at work than any other personality. Unfortunately, this also diverts them from ever having to face the issue of intimacy in relationships. They

rarely have hobbies (as do Blues and Whites) or friends (as do Yellows). They are lost without their career or family. On a recent river rafting trip, a Red could hardly wait three hours to find a phone so he could call his wife and see how she was doing. It sounds very romantic, but the reality was that he had not been away from her in ten years of marriage and, despite being with close friends, he felt lost and uncomfortable without her at his side. Truth is, he is rarely *with* her even when he is at home. Rather, he is constantly working on a book or writing an article. He rarely just sits with her. But he *needs* her. And needing his affection, she plays along with his "attentive" phone calls, acting as if his sun rises and sets with her.

Reds are often the first to remind you they are eager to leave home and be out on their own at eighteen years of age. They are also the first to come home (whether physically or emotionally) and seek the comfort of a loving and caring family. Some Reds will milk every last ounce of sympathy from any illness (especially Red men). Other Reds hide their pain and discomfort. These behaviors are dishonest and selfish. They do not lead to genuine intimacy. Rather, they most often leave a Red individual skeptical and lonely.

This emptiness often creates a very angry individual who *feels* very deeply his or her powerlessness to demand quality relationships. One forty-year-old patient told me he had never learned to love. He realized it through our sessions working with his son. One session he wept, "I finally woke up at forty and realized I did not know the slightest thing about living and loving." This anger comes from the frustration of Reds wanting to *control* rather than *share* their destiny, and with Reds it lies at the very base of their insecurities. They want a loving relationship but find they are powerless to control the process. As a result, many abandon their wants for a more controlled lifestyle.

*It's lonely at the top,
but you eat better.*

RED LIMITATIONS

Reds are a myriad of dynamic limitations. They are not subtle and undefined. Reds are actually easily detected and understood. They can be difficult to live and work with unless they get their own way. Reds are often taxing and demanding. They will argue "at the drop of a hat." Their selfish nature is a constant reminder to other personalities that Reds will always consider themselves number one. They are

often insensitive and arrogant, which creates distance and distrust. Intimacy is, perhaps, their least developed skill. As a result of their critical and disagreeable nature, they argue from logic and are capable of manipulating with constant mind calculation. Highly verbal individuals, Reds often criticize and intimidate others. They are particularly guilty of denial ("Who, me?"). They are often surprised to find out that others may see them in a negative light, but they see finding fault with others to be an essential part of their daily routine. Their tactless and stubborn behavior tends to expose a frustrated individual who blooms in positions of power and control, yet shrinks from social life when leadership opportunities run dry. Always processing a new thought, these often brilliant individuals must be constantly aware of their limitations in order to avoid cutting themselves off from experiencing a quality life.

RED STRENGTHS

Healthy Reds are the lifeblood of humanity. They are the movers and shakers of society. They are known for their dominating nature. They are the powerful leaders and responsible delegators. Red personalities can be an asset to any organization. They enjoy competition and challenges. They call easily upon their inner core for self-motivation and direction.

They focus precisely when setting goals and tenaciously assert their rights (and the rights of any organization, person, or cause they value). They value productivity and success, and willingly pay the price for both. They enjoy organizational teamwork as well as individualism. Reds promote most aspects of life with self-confidence and tenacity. They are constant reminders of the power derived from rational thinking and assertive communication. They are the standard we use to measure our intellectual prowess. They model those leadership skills we seek to emulate. Reds represent the fire used by early theorists in the nature theory. Their lights continue to burn brightly as a beacon of strength and productivity, warming and reassuring us with their resourceful and protective nature.

*"For Reds, winning isn't everything,
it's the only thing."*

THE COLOR CODE

RED STRENGTHS

AS AN INDIVIDUAL

- excels with logical thinking
- committed to a productive lifestyle
- dynamic and direct
- thrives on independence
- natural leader
- highly resourceful (strong survivor)
- creative in crises

AS A COMMUNICATOR

- operates in a very logical, sensible manner
- direct and honest with opinions
- communicates thoughts well verbally
- directs the conversation in a productive, pragmatic way
- tells others where they stand in a relationship

AS A GOAL SETTER

- natural goal setter—sets goals comfortably and confidently
- maintains strong sense of perspective (sees the whole picture)
- highly disciplined
- highly productive with follow-through
- makes decisions quickly and easily
- strong goal orientation (wants to move up the ladder)

AS A CAREER PERSON

- thrives in leadership positions
- comfortable with power (as long as he or she has it)
- excellent organizer
- delegates superbly
- quick to make decisions and handles responsibilities well
- self-motivated
- thrives on competition
- dynamic and assertive
- highly task-oriented and efficient

THE COLORS

- confident of ability to achieve
- trusts own business instincts—difficult to discourage

AS A PARENT

- excellent decision maker
- unquestioned as leader in home
- assumes responsibility for protecting family
- excellent provider
- quick with good advice and direction
- promotes group cohesiveness or comfortable being alone
- promotes children's activities

AS A CHILD

- communicates what he or she is thinking
- highly verbal
- strong sense of independence
- willing to risk and try new experiences
- takes charge of situation when parents are gone
- capable of bouncing back in negative environment
- maintains the power to turn a poor situation around
- believes in self—maintains high self-esteem

AS A FRIEND

- direct and quick with suggestions
- great in emergencies or disasters
- promotes group activities
- engages in conflict comfortably and directly
- productive in solving dilemmas

AS A COMMITTED COMPANION

- highly protective of companion
- loyal to the relationship
- promotes interesting experiences
- takes primary responsibility for financial needs
- reliable and dependable
- initiates interaction and activities

THE COLOR CODE

CAREERS MOST LIKELY TO ATTRACT REDS

Administrator	Lawyer	Building contractor
Police officer	Medical doctor	Sales
Military officer	Tax accountant	Marketing
Politician	Realtor	Clergy (minister)
Entrepreneur	Professional critic	School superintendent

Note: Reds are most naturally driven up the career ladder of success.

Of course, all personality types can be found in every occupation because of the numerous variables in every career.

PERSONALITIES WHO APPEAR TO BE REDS

HILLARY CLINTON: Tenacious and confident in her own abilities, she publicly ignores the continued allegations of her husband's infidelities. Her motto seems to be, "Just get me to the White House, Bill, where I can do something meaningful, then we can talk."

THE REVEREND BILLY GRAHAM: When he first went to Russia to preach about God, someone reminded him that they were all Communists (and thus atheists) over there. To this, he stood proud and said, "Not when I'm done, they won't be," and confidently took them his message of Christianity.

MADONNA: What haven't we seen already? And yet she continues to self-promote with a passion that cannot be ignored.

RED NATIONS

China
Japan
Germany

RED LIMITATIONS

AS AN INDIVIDUAL

- generally seeks to serve self (what's in it for me?)
- promotes turmoil and conflict when a personal goal is to be gained

THE COLORS

- out of touch with own feelings
- rationalizes and denies own failings
- always right
- cannot relax and feel comfortable unless producing something
- often arrogant and defiant of authority
- inconsiderate of other's feelings (selfish)
- won't admit inadequacies for fear of losing power and control

AS A COMMUNICATOR

- unemotional and detached from feelings
- insensitive and tactless
- unappreciative of detail and beauty
- bored with "idle chatter"
- little emotional perspective makes for poor insight into others
- intuition is jaded by personal insecurities and judgments
- harsh and judgmental
- lacks ability to share self intimately
- poor listener

AS A GOAL SETTER

- impatient with self in completing goals
- too rigid with expectations of his or her destiny
- lives life on paper rather than with people
- encourages quantity rather than quality
- angers easily if goals aren't achieved or are blocked
- blames others for personal misfortunes

AS A CAREER PERSON

- seeks power in order to control others
- refuses to relax—drives self and others
- dislikes being told what to do
- may be insensitive to others in order to get ahead in business
- makes decisions too quickly
- doesn't often think the problem through or consult others for advice
- less concerned with people than task completion
- requires others' loyalty and obedience
- authoritarian and uncompromising
- critical of others and slow to give compliments
- often too competitive to enjoy the competition

THE COLOR CODE

AS A PARENT

- expects high performance without offering assistance
- wants strict obedience
- requires loyalty from family at all costs
- unfeeling and insensitive to children's fears and concerns
- requires the final say on important decisions
- detached from children—doesn't share self emotionally
- does not tolerate deviations from set expectations
- establishes harsh and limiting boundaries
- poor listener
- impatient with play and other nonessential trivia
- lacks insight into children's emotional needs
- difficult to please—remains unimpressed
- strong sense of right and wrong—badgers child when perceived as wrong

AS A CHILD

- expends high energy manipulating parents to get own way
- often defiant
- resists control—feels he or she knows more than parents
- critical of parents
- fights constantly with siblings for control and power
- subconsciously hides insecurities and emotional needs
- aloof and distant from family
- highly independent or requires others to entertain him or her
- demanding—parents can never do enough right
- finds it difficult to give sincere compliments
- dramatic and overreactive to pain
- expects to be catered to, especially when sick
- poor listener

AS A FRIEND

- insensitive and unemotional
- doesn't like to admit the need for friendships
- remains detached from sharing self completely
- enters friendships asking, "What's in it for me?"
- listens only when convenient
- maintains mostly rational friendships

THE COLORS

- tries to control group activities
- expects friends to do things his or her way
- impatient with others
- negative, critical, and judgmental of others
- feels it is more important to be right than agreeable
- blunt or rude when angered
- boring
- expects to be entertained while waiting for action to begin
- stubborn
- denies any personal inadequacies or responsibility

AS A COMMITTED COMPANION

- primarily concerned with self-gratification
- gives priority to work over personal relationships
- demanding and arrogant
- hides insecurities
- critical of companion for imperfections
- lacks sensitivity
- often unaware of intimacy and rejects its priority in a relationship
- poor listener

How to Develop a Positive Connection with Reds

Do:

1. Present issues logically
2. Demand their attention and respect
3. Do your homework!
4. Be direct, brief, and specific in conversation
5. Be productive and efficient
6. Offer them leadership opportunities
7. Verbalize your feelings
8. Support their decisive nature
9. Promote their intelligent reasoning where appropriate
10. Be prepared with facts and figures
11. Respect their need to make their own decisions their own way

THE COLOR CODE

Don't:

1. Embarrass them in front of others
2. Argue from an emotional perspective
3. Always use authoritarian approach
4. Use physical punishment
5. Be slow and indecisive
6. Expect a personal and intimate relationship
7. Attack them personally
8. Take their arguments personally
9. Wait for them to solicit your opinion
10. Demand constant social interaction (allow for alone time)

Recommended Time-Management Tips for Reds

1. Connect with others emotionally and socially. It motivates them to be more forthright and cooperative in helping you accomplish your agenda.
2. Praise and promote the positive in others, helping them focus on shared priorities. Negative or critical attitudes and behaviors can create fear, driving people to the crisis, reaction, or escape quadrants.
3. Relax. Rome wasn't built in a day. Being overly demanding of yourself and others doesn't breed confidence or quality.
4. Set goals for yourself that you can achieve with your strong discipline. Set different goals and accept different styles when dealing with groups.
5. Avoid blaming others for failing to meet commitments, which is often a natural reaction for Reds in a crisis.
6. Think your problems through and seek others' advice when organizing your life. Reds can make hasty decisions and ignore the needs or perceptions of others who are affected.
7. Realize that you can't do it all. Be open to suggestions. Brainstorming ideas and solutions with others will save you time and improve others' morale.
8. Be careful about imposing your demands on others' time. You don't want them to feel invalidated in meeting their own agendas.

“Your gene pool could use a little chlorine.”