# A Practical Guide to Using the RGB

A. Overview.

The RGB is a simple technology used to help people understand one important aspect of the human condition, primarily in a workplace setting. It is a tool that enables the user to adapt their own thinking to conditions surrounding them and achieve improved results. Have some fun with what you learn, and apply those learnings for the right reasons - individual and organizational performance improvement!

The RGB measures three fundamental "predisposed requisite talents." Everyone has some measure of all three. Most people have an abundance of one or two, and a shortage of a third. Other people are balanced. Whatever the pattern, it has some advantages and disadvantages.

The mixtures of these three predispositions are represented by a pie chart, with the three colors - Red, Green, and Blue. On any given day, or week, people tend to be well satisfied with life in general when they spend their time in reasonably equal portions to the pie chart that represents their Individual Profile. When people interact with other people and tasks that mirror their own RGB Individual Profile, life will tend to be less stressful and more productive (time is spent doing the "right" things). Yes, the mixture shifts over one's life and ebbs given differing circumstances - but over time, shifts are slow. The technology offers a reliable measure of situations in general.

B. Self Awareness. If people know enough about themselves, they are caught less by surprise and react to conditions more deliberately and predictable. When skill, talent, tasks, and relationships find a good match, work is more enjoyable and people do more of it with increasingly effective results. Self-awareness is often a channel to improved choices about what a person does and those with whom they do it.
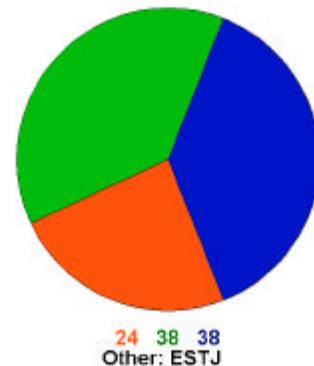
The illustration provides a key to awareness that will allow this person to do a bit of introspective thinking. If stress creeps in, it can provide a trigger to being aware of the cause, and a potential course of action. Instead of just coping, one can begin to make new choices.

The Individual Profile graphic illustrated above is one of the easiest to understand. Blue and Green thinking and therefore behavior, dominates this individual in equal amounts of time - about 38% Green and 38% Blue. Red thinking and behaviors would engage about 24% of time. It is common for one or two colors to be dominant like this. The ESTJ depicted under the graphic is simply another technology used to assist with an accurate appraisal when the user desires this kind of correlation.

C. Interpersonal Understanding. Everyone has relationships. Some are more productive than others. One relationship is likely to be romantic, others friendly, and still more casual or professional. The productivity of a professional relationship depends upon rapport, collaboration, synergy and a host of other "soft" criteria. Measuring these criteria and understanding the implications provide a gateway to corrective actions.

24 38 38   34 30 36
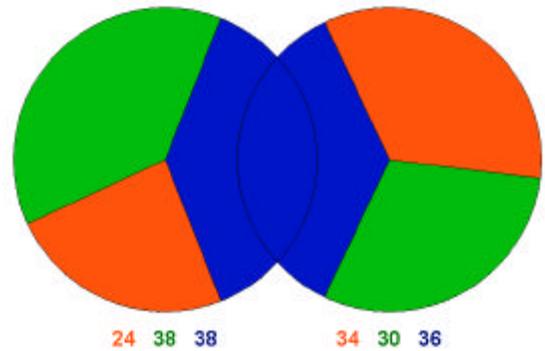
A few relationships are apt to be competitive and even dysfunctional. We often refer to these relationships as having "bad chemistry." Many people find it hard to explain these phenomena, but acknowledge that it is real and unproductive. When relationships are harmonious a lot gets done. When the harmony evaporates, productivity takes a dive - discretionary effort is subtly withheld. Information becomes guarded. Resources get lost in the shuffle.

The illustration above will likely breed high rapport but might also trigger high competition if selective topics are not handled with care. Mutual understanding will easily take a back seat to a few isolated topics. The presence of "authority" can leave the relationship without the creative tension that drives innovation.

D. Team Performance Insight. Creating a composite of group members in a single graphic provides some insight into collective behavior.
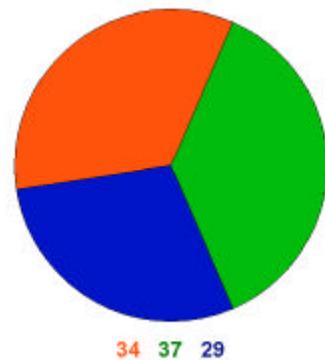
Assemble an ad hoc team to solve a problem and the right people in combination will breathe life into a long-term solution. You would certainly want different people developing a strategic plan than auditing last year's numbers. The right people assigned in the right combination to the right task will succeed every time.

34 37 29

A few strong predispositions, even in a minority, may overshadow how a group is likely to think and therefore behave. Add the dimension of authority and without proper insight, catastrophe could be brewing.

The composite illustrated adds reliable predictability to team or work group performance. It helps address the "team chemistry" that too often seems to emerge more by accident than by intentional selection. Some teams work together better than others - everyone knows that. Using the RGB enables that "chemistry" to emerge on demand.

E. Workload Distribution. When job design incorporates both form and function more gets done with less effort. Grouping tasks by function (sequential tasks in a process - the typical approach), may streamline the process, but sabotage the end result. Matching the right person to the right tasks within the context of a team effort to get work done makes more sense. Critics will often suggest that employers are not responsible for making employees happy - work needs to get done. What often happens is that

24 38 38
Other: ESTJ

55 30 15
Capacity: 69%

workload, inappropriately designed, creates bottlenecks and slowdowns that add frustration to people that are working hard and not getting ahead. There is a better way - match the tasks to be performed with the requisite **RGB** predisposition.
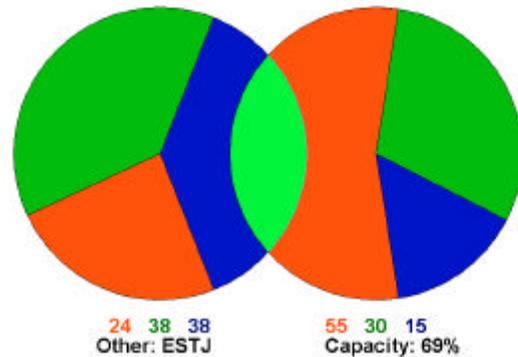
*Note that in the illustration above the capacity for work has diminished to approximately 69%. The left pie chart is the Individual Profile while the right chart is the Task Profile. Our research into this area of **RGB** application suggests that job design prerogatives have a great deal to do with capacity. Those with the authority to delegate the work they may not enjoy, will have a higher capacity (and enjoy their work more) than those to whom work is delegated.*

F. Conflict Resolution. Conflict in and of itself is not necessarily a bad thing. Like the temperature of a sick person it calls attention to something that needs to be resolved - quickly in many cases. One consistent difficulty with resolving conflict in the workplace is that it is

often avoided, or suppressed making it difficult to diagnose and therefore impossible to resolve. With **RGB**, conflict can be reliably detected and often resolved with the need for symptomatic misunderstanding - labels and misguided interpretations get in the way of a real solution. Using the **RGB** and related diagnostic tools, users can get very close to what ails work group conflict and take corrective action without symptoms getting in the way of real work.
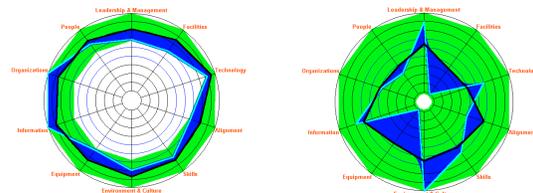
*The graphics illustrated here are used in combination with **RGB** technology to draw attention to conditions that detract from organization performance. Knowing what to talk about and how to resolve issues with varying **RGB** perspectives restores high capacity and performance when time and resources are at a premium. The illustration on the left is "Ideal" and matches a composite **RGB** with an "Ideal" color-balanced distribution.*

Footnote. RGB technology is a powerful and reliable measure of individual and group performance. Of the dozen applications, five have been highlighted here. Have fun with the RGB and apply it in your work.