

COLORCODE
Personality science.

The History of Personality Theory and Assessment

Table of Contents

Summary	3
Hippocrates through the Middle Ages.....	3
Eighteenth Century Medicine.....	3
Nineteenth Century	3
Twentieth Century.....	3
Missing the Mark	5
History of the Color Code.....	5
Motive: The Key to Self-awareness	5
Driving Core Motive	5
Needs and Wants	6
Instincts/Preferences.....	6
Personality Filters.....	6
Values and Behavior	7
Character	8
Back to Your Roots	8
Importance of Knowing an Individual's Driving Core Motive.....	8
Core Motive and Natural Talents	9
Summary	9

Summary

Since ancient times, humans have sought to explain behavior by categorizing personalities into distinct types. Personality assessments have been developed over the past several centuries to describe aspects of a person that remain stable throughout a lifetime: the individual's character pattern of behavior, thoughts, and feelings.

Personality assessments have been used to sort, classify, and categorize people. References to personality assessments have even made their way into books and movies such as Harry Potter, who was placed into the Gryffindor House at the Hogwarts School by a "sorting hat" that could gauge the temperament of each student.

Hippocrates through the Middle Ages

Hippocrates recorded the first known personality model, postulating that one's persona is based upon four separate temperaments. Another Greek physician, Galen, extended Hippocrates' theory by applying a body fluid to each temperament: blood, mucus, black bile and yellow bile, respectively. Different diseases and behaviors had roots in the four humors and the fluid that was dominant was said to be the person's "humor."

The four humors theory was to become a prevalent medical theory for over a millennium after Galen's death. The theory experienced widespread popularity throughout the Middle Ages.

Four Humors:

Blood
Mucus
Black Bile
Yellow Bile

Eighteenth Century Medicine

By the 18th century, medicine was advancing rapidly. The discoveries of the functions of the circulatory, respiratory and digestive systems served to discount the four humors theory as a realistic practice of medicine. However, it remained important in terms of designating personality.

Nineteenth Century

Late 19th/early 20th century physiologist Wilhelm Wundt expounded on the four humors theory in 1879 and he is noted to be the first person to make clear distinction between human body and personality. Wundt realized that temperaments could not be limited to the body fluids. He theorized that four temperaments—sanguine, phlegm, cholera and melancholy—were actually four dimensions of the human personality and no individual was completely of one temperament; rather that everyone typically has varying proportions of two or more. He believed that all four temperaments were basic dimensions of the human personality and that the temperaments fell along axes of "changeability" and "emotionality".

Four Temperaments:

Sanguine
Phlegm
Cholera
Melancholy

Twentieth Century

The rapid growth of the field of psychology beginning in the early 20th century led to increased interest regarding individual personality. The following represent philosophers originating theories at the turn of the century:

Sigmund Freud posited a structural model of the mind in which id, ego, and superego (the three components of the human mind) interacted and wrestled with each other for dominance. The result of this constant struggle is the whole of each human's behavior.

Eduard Spranger, a German philosopher, theorized four attitudes towards ethical values. He named those attitudes as artistic, religious, theoretic and economic.

Henry C. Link wrote a book *Employment Psychology*. He writes that ideal personality testing method can be a big machine that received data on one end and sorts the suitable candidates for the specific jobs on the other. The German philosopher presented a theory of four character styles. He thought that people can be hypomanic, depressive, hyperesthetic or anesthetic depending upon their character styles.

Erich Fromm, another German philosopher wrote that there are four human orientation; exploitative, hoarding, receptive and marketing.

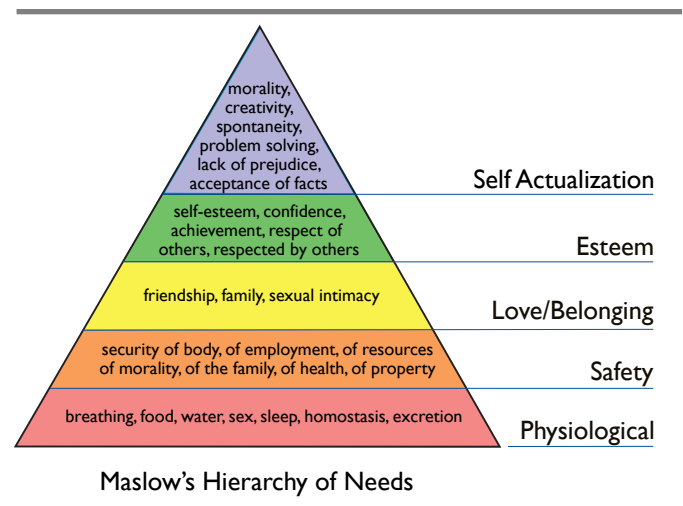
Carl Jung, a younger colleague of Freud's, categorized mental functioning again into four principle categories: sensing, intuition, thinking, and feeling. Jung believed that although we could develop all functions, his experience working with clients was that sustainable mental health was the result of using and leading with our natural "lead function."

According to Jung's suggestion that there are four fundamental ways we deal with the world: sensing, intuition, thinking, and feeling, we each have a preferred way—usually the way we are most comfortable with and best at doing.

Myers-Briggs was developed by Katharine Briggs and her daughter Isabel Briggs Myers. They thought that knowing personality preferences would help women entering the workforce for the first time during WWII choose jobs they were most comfortable and effective doing. The MBTI test takes Jung's theory and asks questions that do not put people in categories of good or bad. Instead, the outcome from the test encourages people to become more self-aware.

Abraham Maslow believed humans are driven to achieve their maximum potential and will always do so unless obstacles are placed in our way. Maslow developed a pyramid called the Hierarchy of Needs, that explains his theory best. Humans have specific needs that must be met. If lower level needs go unmet, we cannot move up to meet the next level needs. At the lower level we must focus on basic needs such as food, sleep, and safety. If we don't get food or if we go without sleep, it is impossible to focus on the higher level needs such as self-esteem or to reach the level of self-actualization.

John B. Watson in responding to theories popular in the early 20th century, asserted that all things done by organisms, including those by humans—like acting, thinking and feeling—should be regarded as behaviors. Theorist believe that all behaviors are observational whether the actions are publicly displayed or of a private nature, such as thinking and feeling. The belief in nurture over nature is a second fundamental characteristic of behaviorists. They believe that the mind begins as a blank box, so the environment has a singular influence over one's behavior. According to Watson,

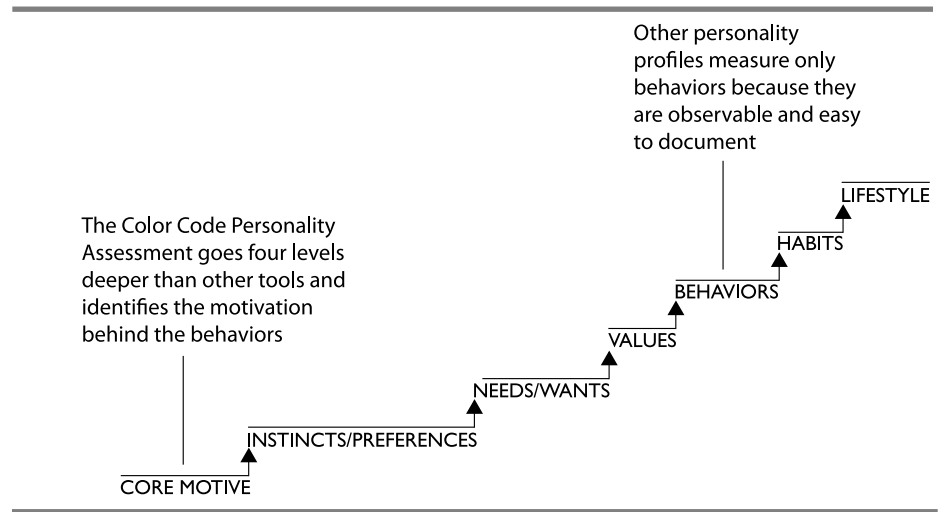


the environment in which a child is raised determines intelligence, temperament, and other personality characteristics of that child; genetics are unimportant. The following is a famous quote by Watson:

“Give me a dozen healthy infants, well-formed, and my own specified world to bring them up in and I’ll guarantee to take any one at random and train him to become any type of specialist I might select—doctor, lawyer, artist, merchant-chief, and, yes, even beggar-man and thief, regardless of his talents, penchants, tendencies, abilities, vocations, and race of his ancestors.”

Missing the Mark

The various models previously described are all behavior-based and thus, they skip the critical step: motive. They go as deep as the needs and wants of an individual influencing behavior, but they fail to grasp what creates those needs and wants. Dr. Taylor Hartman maintains behavior is only an outward expression of what is truly happening on the inside of a person. Behavior-based models simply identify what people do, but we need to go much deeper; we need to know why they do it.



History of the Color Code

The theory of a driving core motive (DCM) to answer the questions of why was originated by Dr. Hartman. With a Ph.D. in Human Behavior and Leadership, he documented his ideas on motive in a book, *The Color Code*.

Motive: The Key to Self-awareness

While self-awareness is the key to building emotional intelligence, motive is the key to building self-awareness. The Color Code is based on this premise. Understandably, many people don’t comprehend the difference between behavior and motive. After all, behavior has been the focus of academia for nearly 50 years. The problem with behavior, however, is that it limits us to observing merely what people do. Motive, on the other hand, enables us to understand why people do what they do, and allows us to create lasting, effective change. Behavior is infinitely limited, because it is easily masked or imitated and, like the tip of an iceberg, it shows only a portion of the big picture. Motive, however, is an understanding of why people behave the way they do, which gives a big-picture view of the truth behind the behavior.

Driving Core Motive

Let’s start with driving core motive (DCM). This is the critical piece of who you are that sets *The Color Code* apart from other psychological assessment theories and

tools. As you can see from the illustration, DCM provides the immutable foundation for who you are. DCM is not learned or developed. It is innate and will always fundamentally drive our individual choices. Irrespective of our behavior in various situations or at different times in our lives, our DCMs came with us at birth and will never change. DCM induces a person to act in a certain way and provides an inborn set of preferences. DCM is the root of what we think and do. It is the driving force behind our personalities. DCM is to our personalities what breathing is to the human body. You don't have to think about it, it is subconscious, automatic.

The Color Code, identifies DCM by using four colors: Reds, power; Blues, intimacy; Whites, peace; and Yellows, fun.

Each DCM drives a pattern of predictable strengths and limitations. Typically, an individual will have the most strengths and limitations common to his/her DCM with some combination of strengths and/or limitations from other DCMs.

The most important thing you can do is to understand the significance of driving core motive. If you do, it will favorably change your entire world of relationships forever.

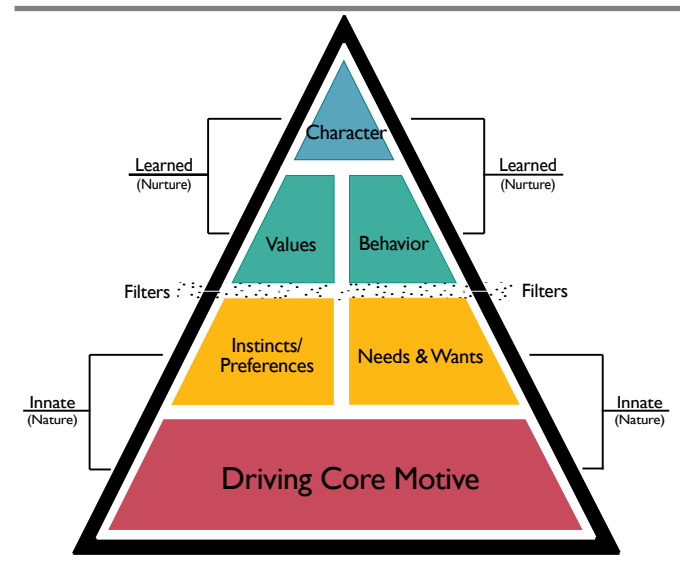
Needs and Wants

Each of the four driving core motives influence a set of predictable needs and wants. We're not talking about basic needs such as food, shelter, etc. We are speaking of the necessity to fulfill psychological needs and wants, such as needing respect or wanting to look good socially. These are the strongest tendencies for each DCM. Remember that not every need and want will be present in every person with the corresponding DCM. For example, you could be a Blue who needs to be understanding but does not particularly need acceptance. On the other hand, an individual with one DCM can have a need or want from another DCM. To illustrate, a Yellow could want to be productive, which is a want most naturally associated with Reds.

Like your DCM, your individual set of needs and wants came with you at birth. Unlike your DCM, needs and wants can change over time. The change at first requires a conscious, unnatural effort, but can become permanent and subconscious over time.

Instincts/Preferences

We are all born with natural instincts and preferences. Think of how differently two infants might react when approached by an unfamiliar person. Although you have the same DCM as many other people, your instincts and preferences help set you apart and make you unique. Combining your DCM, instincts and preferences, and needs and wants creates your innate personality, which plays a vital role in what path you choose to take in your life. Your personality determines whether you are easily depressed, casual, critical, careful, or carefree. It determines whether you are passive or assertive. Your personality is more than just an "attitude." It reflects your inborn preferences,



actions, and reactions in life. This all-encompassing personality directs you to respond emotionally or rationally to every life experience. Personality is the innate style of attitudes and behaviors that comes with you at birth and is based on your DCM.

Personality Filters

Though your DCM is the most critical factor in determining how you will face life, it is clearly influenced by a myriad of other significant variables that create your personal history.

Consider a man who was born with the White DCM of Peace, but was raised by a family that promoted a Red lifestyle. Responsibility, a strong work ethic, and an overly aggressive mentality were all values that were promoted as he grew up. Let's say that White man was taught that it was not okay for him to be kind, tolerant, and accepting (his natural White strengths) because those qualities make people weak. Obviously this man will have a harder time discerning his DCM of Peace as an adult, because he was taught that it was unacceptable. He sees himself as a Red, because he was taught that Red is the only way to be.

The way this individual's parents chose to raise him imposed a Red "filter" on him that will affect the way he lives his life, his happiness, and his ability to grow. No doubt, he learned some positive skills. Unfortunately, however, he was taught to not value who he truly is. That belief will ultimately become a major source of frustration in his life because he will not be acting true to his driving core motive of Peace, and therefore, it will be difficult for him to feel fulfilled.

Hundreds of filters just like this exist in our society. Men are expected to be one way and women another. Religion can be a filter, intelligence can be a filter. Introversion and extroversion can be filters.

It is important to remember that no filter can actually cause us to change our core motives. A Yellow woman is still motivated by Fun, even if she may have been taught that Blue is the only way women should be—even if she believes it! Driving core motive always runs true. Sometimes we have to strain to see past the filters that "color" our perception of who we are, because they can be strong, but this is what developing self-awareness is all about.

Values and Behavior

Like filters, our values and behaviors are elements of our personality that are learned through various life experiences.

Let's start with values. We begin learning values from a very young age. Our parents, friends, the education system, religion, our culture, the government, and many other individuals and institutions will emphasize certain values over others. Values are not necessarily always positive, like honesty or hard work. For example, racism can be classified as a value, because it means people value one race over another. Values may or may not fit with what our DCMs lead us to value. Therefore, they may feel either natural or unnatural. However, even that which is unnatural can eventually be adopted into our value system if we allow it to be.

Behavior is a way in which an individual acts in response to a particular situation or stimulus. People learn to behave certain ways as they progress through life. Behavior can be taught, mimicked, and/or modified. It begins as a conscious, or learned, response. Over time, though, if that behavior is repeated often enough it can become part of our unconscious personality. Think of a small child who realizes that throwing a fit gets him what he wants. He might make the conscious decision to throw a fit so often that eventually it becomes his natural reaction to not getting his way.

Personality development over time, which comes about by adding unconscious behaviors to an individual's persona can be either positive or negative.

Character

Character, at the top of the pyramid, represents the ideal level of personal development. It consists of learned, unconscious behaviors that are typical traits of colors outside of the individual's DCM.

For example, if a Yellow becomes a good-listener, which is typically a White trait, that would be considered character development. If the same Yellow wasn't born a sociable person, but learns to become one, that would certainly be considered healthy personality development, but definitely not character development, because being sociable is a trait natural to Yellows.

Again, developing character occurs when we successfully develop the strengths of colors outside our core.

Normally, your innate personality doesn't naturally venture out to experience or understand other DCMs. Most of us assume that others see things (or at least that they should see things) exactly the same way we do. While our personalities are generally quite accepting of themselves—us—they are much less flexible with or inviting of others. You must develop your core strengths and challenge your core limitations in order to progress and live more happily and healthfully. Then, look to develop the strengths of the other colors to become more characterized.

Back to Your Roots

Now that you understand the difference between motive, personality and behavior, you probably see how pointless it is to try and simply evaluate and change behavior. Dealing directly with behavior is to just scratch the surface. We must go deeper. So often, as we look to change or improve relationships, we naturally look at observable behaviors and attack the concerns cosmetically.

Importance of Knowing an Individual's Driving Core Motive

When a child is born, the first thing we look for is ten fingers and ten toes. Far more critical to their life experience, however, is their innate personality. Personality affects every aspect of our entire lives, especially relationships, far more than physical features do. It is critical for you to know yourself so you can align congruently with your natural preferences. It gives you the creative edge in developing emotional intelligence and its frequent companion, success in life. Furthermore, if you don't know yourself—your

DCM, your strengths and limitations—how can you expect others to relate effectively to you or you to them?

Looking to another's DCM rather than behavior alone gives you an accurate starting place to understand them. As stated, behavior often does not reflect what lies beneath the surface. For example, everyone gets angry. Anger is a behavior. But it's the why that matters. To understand fully why a person is angry, you need to get back to their DCM and their needs and wants. This review will inform you as to why they are angry and will help you more accurately determine how to defuse the anger.

Some people find it unsettling that personality is categorized into only four groups in the Color Code. What needs to be understood is that the Color Code doesn't carelessly lump people into four categories. It only identifies what motivates them. In all the years of Dr. Hartman's research into the subject, he has never come across someone who was motivated by something other than power, intimacy, peace, or fun. Think of it this way: the human face, which has only a small number of variables (eyes, nose, chin, ears, hair, etc.), has never produced exactly the same look. The same is true of personality. While core personalities are "limited" to only four core motives (or colors), no two people are exactly the same. This concept will become evident as you work through this program.

Core Motive and Natural Talents

Any color can do any job. However, there are certain fields that enhance each color's strengths and take advantage of natural talents. Reds excel in leadership positions, Blues do well in areas that involve working with people and details, Whites shine in roles that allow them to use their gift of logical clarity in an independent setting, and Yellows feel very comfortable when they can tap into their social skills and enjoy a healthy amount of freedom. The Color Code will make it easier for you to know the natural talents of individuals by knowing their core color.

Summary

As this paper illustrates, personality assessments have proven to be a point of interest for centuries. Today the personality assessment industry is a \$400 million industry. A study by the American Management Association reveals that 39 percent of companies surveyed use personality assessment as part of their hiring process. More people are using personality assessments to evaluate their business partners, their dates and their spouses. Salespeople are using personality models to better understand the needs of their customers and to gain a competitive edge in the closing of deals. College students have started to use personality assessments to evaluate their roommates. Lawyers are beginning to use personality assessments for criminal behavior analysis, litigation profiling, witness examination and jury selection.