Objectives

To provide students with insight about their own personalities, strengths and weaknesses and how they can develop themselves into better individuals

**Risk Level:** Intermediate

**Cautions:** None

**Description:** Students will be given a True Colors inventory and will fill it out, resulting in a discovery of their personality traits, strengths and weaknesses.

**SCM:** Change, Common Purpose, Collaboration, Consciousness of Self

**MSL Theme:**

**Time:** 30-60 Minutes

**Materials:** True Colors Activity Sheet, Printed True Colors Inventory for each Participant, writing utensils

**Preparation:** Review of the activity and an understanding of how the True Colors Inventory works, what each color represents and an understanding of the debrief questions

**Follow Up:** Facilitate the following questions:

- Why is this activity important to the concept of leadership?
- Do you agree or disagree with your “Color”?
- With your color/colors identified, how do you think this will aid you in being an effective leader?
- Is any single “Color” better than the others?
- Why or why not?

Instructions

1. The facilitator should first print off and pass out a copy of the first and second page of the attachment below (true colors inventory) to each student, read the activity to them, and give them a few minutes to complete it.

2. After the activity has been completed by the students and they have tallied up their scores, read to them that those with a higher total in Group 1 = Orange, Group 2 = Gold, Group 3 = Blue, Group 4 = Green. Tell students to remember or write down their colors (Can also write on a board for them).

3. Read through the attached PowerPoint below and explain the colors at length with the breakdown handouts of each “color” within the activity.

4. After the facilitator has gone through the attachments below, lead the debrief with the attached discussion questions on this activity sheet.

Notes:

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

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________________________________________________________________________________________
## Assessment

<table>
<thead>
<tr>
<th>Questions:</th>
<th>How does this activity relate to the highlighted theme?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>What new perspective have you taken as it relates to yourself and/or the group(s) in which you are a part?</td>
</tr>
<tr>
<td>Activity Specific:</td>
<td>How does knowing your “color” allow for change?</td>
</tr>
</tbody>
</table>

## Instructions

Lead students in a dialogue using the assessment questions provided. Track your feedback as an assessment tool for your work, the toolbox, and leadership initiatives within the division.

Please consider sharing some of the feedback with the Standing Committee for Student Leadership Development.

**Notes:**

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
True Colors Word Sort

Describe Yourself: In the boxes below are groups of word clusters printed **horizontally** in rows. Look at all the choices in the first box (A,B,C,D). Read the words and describe **which of the four letter choices is most like you**. Give that a “4”. Then rank order the next three letter choices from 3-1 in descending preference. You will end up with a row of four letter choices, ranked from “4” (most like you) to “1” (least like you). Continue this process with the remaining four rows until you end you with five horizontal rows that each have a 4,3,2 and 1.

<table>
<thead>
<tr>
<th>Row One</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Active</td>
<td>parental</td>
<td>authentic</td>
<td>versatile</td>
</tr>
<tr>
<td></td>
<td>Opportunistic</td>
<td>traditional</td>
<td>harmonious</td>
<td>inventive</td>
</tr>
<tr>
<td></td>
<td>Spontaneous</td>
<td>responsible</td>
<td>compassionate</td>
<td>competent</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Row Two</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Curious</td>
<td>unique</td>
<td>practical</td>
<td>competitive</td>
</tr>
<tr>
<td></td>
<td>Conceptual</td>
<td>empathetic</td>
<td>sensible</td>
<td>impetuous</td>
</tr>
<tr>
<td></td>
<td>Knowledgeable</td>
<td>communicative</td>
<td>dependable</td>
<td>impactful</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Row Three</th>
<th>I</th>
<th>J</th>
<th>K</th>
<th>L</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Loyal</td>
<td>devoted</td>
<td>realistic</td>
<td>theoretical</td>
</tr>
<tr>
<td></td>
<td>Conservative</td>
<td>warm</td>
<td>open-minded</td>
<td>seeking</td>
</tr>
<tr>
<td></td>
<td>Organized</td>
<td>poetic</td>
<td>adventuresome</td>
<td>ingenious</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Row Four</th>
<th>M</th>
<th>N</th>
<th>O</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Concerned</td>
<td>daring</td>
<td>tender</td>
<td>determined</td>
</tr>
<tr>
<td></td>
<td>Procedural</td>
<td>impulsive</td>
<td>inspirational</td>
<td>complex</td>
</tr>
<tr>
<td></td>
<td>Cooperative</td>
<td>fun</td>
<td>dramatic</td>
<td>composed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Row Five</th>
<th>Q</th>
<th>R</th>
<th>S</th>
<th>T</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Philosophical</td>
<td>vivacious</td>
<td>exciting</td>
<td>orderly</td>
</tr>
<tr>
<td></td>
<td>Principled</td>
<td>affectionate</td>
<td>courageous</td>
<td>conventional</td>
</tr>
<tr>
<td></td>
<td>Rational</td>
<td>sympathetic</td>
<td>skillful</td>
<td>caring</td>
</tr>
<tr>
<td>Group 1</td>
<td>Group 2</td>
<td>Group 3</td>
<td>Group 4</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td></td>
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<tr>
<td>_____A</td>
<td>_____B</td>
<td>_____C</td>
<td>_____D</td>
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<td>_____H</td>
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<td>_____E</td>
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<td>_____K</td>
<td>_____I</td>
<td>_____J</td>
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<tr>
<td>_____N</td>
<td>_____M</td>
<td>_____O</td>
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<tr>
<td>_____S</td>
<td>_____T</td>
<td>_____R</td>
<td>_____Q</td>
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<tr>
<td>_____Total</td>
<td>_____Total</td>
<td>_____Total</td>
<td>_____Total</td>
<td></td>
</tr>
</tbody>
</table>
True Colors

Gold Orange Blue Green

True Colors

- True Colors is an inventory designed to help you better understand yourself and others.
- True Colors is an activity used to promote the appreciation of individual differences.
- True Colors is a self-awareness activity enabling individuals to become aware of their personality styles.
- True Colors is a team-builder helping members to understand the preferred styles of their colleagues.

True Colors

- Each color is reflective of your personality.
- You will identify a primary and secondary color. These are your preferred styles.
- The colors you do not choose will have some characteristics that are representative of you; however, it is not your preferred style.
- True Colors is valuable for improving your effectiveness in working with others.
TRUE COLORS

Take the Assessment
- Rank the word clusters from 1 to 4
  - 4-Most like you, 1-Least like you
- Once you have them ranked turn the sheet over and place the number with the corresponding letter.
  - If you put a 1 on row 1 (A), place that 1 on the back next to the A.
- Total all your columns and see which has the highest number, that is your color

Colors at a Glance
- Gold  "Be Prepared"
- Green  "Why?"
- Orange  "Just do it"
- Blue  "How does that make you feel?"

How is this Applicable to PB?
- How we work with each other
- How we communicate with each other
- Office time
- Events
- Any others?
TRUE COLORS

True Colors: Attributes

Gold

- Loves to plan
- Detail oriented
- Service oriented
- Values family traditions
- Helpful and trustworthy
- Conservative and stable
- Never breaks the speed limit
- Strives for a sense of security
- Punctual, predictable, precise
- Duty, loyalty, responsible
- There is a right way to do everything

Orange

- Playful
- Energetic
- Charming
- Risk taker
- Tests limits
- Quick witted
- Master negotiator
- Creative, inventive
- Impulsive and spontaneous
- Natural entertainer
- Likes tangible rewards
- Appreciates immediate feedback

Blue

- Mediators
- Optimistic
- Caring
- Passionate
- Peacemakers
- True romantics
- Cause oriented
- Cooperative rather than competitive
- Needs to feel special
- Always has a kind word
- Strong sense of spirituality
- Peace, harmony and relationship
- Motivates and encourages others
**True Colors: Attributes**

**Green**
- Intellectual
- Theoretical
- Idea people
- Philosophical
- Very complex
- Perfectivists
- Standard network
- Visionaries, futurists
- Can never have enough
- Cool, calm, collected
- Work is play, play to work
- Office not in the main stream
- Abstract, conceptual, global
- Need for independence and private time

**Gold**
- See Self
  - Stable
  - Providing Security
  - Dependable
  - Firm
- Always have a view
- Efficient
- Realistic
- Decision Maker
- Executive type
- Good planner
- Orderly, neat
- Practical, expects same

**Others see**
- Rigid
- Controlling, bossy
- Dull, boring
- Stubborn, pigheaded
- Diligent
- System bound
- Unimaginative
- Judgmental
- Limping flexibility
- Upfront
- Sets own agenda
- Rigid idea of time

**Orange**
- See Self
  - Fun loving, extra life
  - Charismatic
  - Flower children
  - Creative
  - Proficient, capable
  - Handling messes
  - Practical
  - Problem Solver
  - Good negotiator
  - Here and now person
  - Does every thing at once
  - Eclectic

**Others see**
- Irresponsible
- Rider
- White-trash
- Not serious
- Spends time on a things they enjoy
- Not interested in ideas
- Does not like to work
- Manipulative
- Let's play it by the book
- Over loaded, scattered
- Does not like to work
- Concerned with neat closure
**True Colors**

**Blue**
- See Self
  - Warm, caring, compassionate
  - Likes to please people
- Others see
  - Dependable
  - Supportive
  - Understanding
  - Kind
  - Trustworthy

**Green**
- See Self
  - Intellectual
  - Logical
  - Organized
  - Analytical
  - Practical
- Others see
  - Outgoing
  - Analytical
  - Critical
  - Task-Focused

**True Colors: conversations**

<table>
<thead>
<tr>
<th>Blue</th>
<th>Green</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Blue</strong></td>
<td><strong>Green</strong></td>
</tr>
<tr>
<td>Love to talk</td>
<td>Tend to rely on the facts</td>
</tr>
<tr>
<td>Talk about how they feel</td>
<td>Say things only once</td>
</tr>
<tr>
<td>Avoid issues that might end up in conflict</td>
<td>Ask questions</td>
</tr>
<tr>
<td>Pay attention to non-verbal communication</td>
<td>Say just the right things</td>
</tr>
<tr>
<td><strong>Orange</strong></td>
<td><strong>Gold</strong></td>
</tr>
<tr>
<td>Say just the right things</td>
<td>Use clear and precise language</td>
</tr>
<tr>
<td>Dominate what is being said</td>
<td>Cut the small talk</td>
</tr>
<tr>
<td>Make decisions quickly</td>
<td>Want to keep the conversation on track</td>
</tr>
<tr>
<td>Create energy or excitement</td>
<td>Talk about responsibilities</td>
</tr>
<tr>
<td>Focus on results</td>
<td>Focus on how efficient things are</td>
</tr>
<tr>
<td><strong>Gold</strong></td>
<td><strong>Orange</strong></td>
</tr>
<tr>
<td>Talk about responsibilities</td>
<td>Want to follow an agenda or plan</td>
</tr>
<tr>
<td>Focus on how efficient things are</td>
<td>Focus on results</td>
</tr>
<tr>
<td>Cut the small talk</td>
<td>Make decisions quickly</td>
</tr>
<tr>
<td>Want to keep the conversation on track</td>
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</tr>
<tr>
<td>Talk about responsibilities</td>
<td>Use clear and precise language</td>
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<td>Focus on how efficient things are</td>
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</tr>
<tr>
<td>Want to follow an agenda or plan</td>
<td>Say just the right things</td>
</tr>
</tbody>
</table>
**True Colors: Conversations**

Blue:
- Relate what you are saying to feelings
- Avoid open criticism
- Put people needs ahead of procedures
- Be honest and genuine
- Leave room for input and questions
- Keep your promises

Green:
- Use clear and precise language
- Use logic in support of your decision
- Get right to the point
- Keep the conversation relevant
- Ask meaningful questions
- Talk about possibilities

Orange:
- Cut to the heart of a problem
- Give them the straight stuff
- Be bold and say what is on your mind
- Focus on action
- Tell about results
- Keep the conversation lively

Gold:
- Give straightforward direction
- Use references to the past and tradition
- Not get sidetracked
- Keep conversation in order
- Follow an agenda
- Talk about responsibilities

**True Colors: Problem Solving**

Blue:
- How much do I care about what I gain or lose in each alternative?
- What are the values involved?
- How will people concerned react to the outcome?
- Who is committed to carry out the solution?

Orange:
- What are the possible solutions?
- What other ways are there to solve the problem?
- What does the data imply?
- What are the implications beyond the facts?

Green:
- What are the pros and cons?
- What are the logical consequences?
- What is the consequence of not acting?

Gold:
- What are the facts?
- What is the situation?
- What has been done?
- What are others doing?

**True Colors: Capture their interest**

Blue:
- Provide opportunities for social contact
- Offer clear outlined expectations
- Offer opportunities to do things that are creative
- Provide a way for them to express feelings
- Give individual attention to them
- Provide them with opportunities to please

Orange:
- Make assignments short-term and challenging
- Give them the opportunity to show cleverness
- Provide hands-on activities
- Focus on immediate needs and issues

Green:
- Ask them information
- Pose a problem and allow them to solve problems independently
- Provide opportunities for them to build and display competency
- Request explanations or additional insights

Gold:
- Allow them to display their leadership abilities
- Have them organize others
- Maintain stability, consistency, and rules
- Clarify expectations
- Provide consistent feedback
True Colors: Enhance Esteem

**Blue:**
- Treasure their self-worth
- Recognize their accomplishments
- Accept who they are
- Provide a harmonious environment

**Green:**
- Provide feedback on the quality of their work
- Provide assistance in choosing tasks that are difficult and challenging, but achievable

**Orange:**
- Provide frequent change
- Challenge their imagination

**Gold:**
- Provide consistency
- Give clear and specific feedback
- Establish clear rules and regulations
- Provide concrete rewards for success
TRUE COLORS

Leadership Toolbox Express

BLUE

I NEED TO FEEL UNIQUE AND AUTHENTIC.
Enthusiastic  Sympathetic  Personal
I LOOK FOR MEANING AND SIGNIFICANCE IN MY LIFE.
Warm  Communicative  Compassionate
I NEED TO CONTRIBUTE, TO ENCOURAGE, AND TO CARE.
Idealistic  Spiritual  Sincere
I VALUE INTEGRITY AND UNITY IN RELATIONSHIPS.
Peaceful  Flexible  Imaginative
I AM A NATURAL ROMANTIC, A POET, AND A NURTURER.

WORK:
I have a strong desire to influence others so they may lead more significant lives.
I often work in the arts, communication, education, and helping profession.
I am adept at motivating and interacting with others.

LEADERSHIP:
Expects others to express views
Assumes “family spirit”
Works to develop others potential
Individuals oriented
Democratic, unstructured approach
Encourages change via human potential

STRESS:
Attention-getting misbehaving
Lying to save face
Withdrawal
Fantasy, day-dreaming, and trancing out
Crying and depression
Passive resistance
Yelling and screaming

JOYS: Romance, hugs, acceptance, helping others, sharing
NEEDS: Understanding, security, sensitivity, support
STRENGTHS: Communication, optimism, compassion, giving
FRUSTRATIONS: Disharmony, injustice, conflict, disorder
VALUES: Honesty, friendship, trust, faith, empathy

FAMOUS BLUES:
Mozart  President Bill Clinton
Cinderella  Mohammad Ali
Ghandi  Martin Luther King, Jr.
Emily Dickenson  Dorothy (Wizard of Oz)
TRUE COLORS

GOLD

I FOLLOW THE RULES AND RESPECT AUTHORITY
Loyal   Dependable   Prepared
I HAVE A STRONG SENSE OF WHAT IS RIGHT AND WRONG IN LIFE
Thorough   Sensible   Punctual
I NEED TO BE USEFUL AND TO BELONG
Faithful   Stable   Organized
I VALUE HOME, FAMILY AND TRADITION
Caring   Concerned   Concrete
I AM A NATURAL PRESERVER, A GOOD CITIZEN AND HELPFUL.

WORK:    I provide stability and can maintain organization
          My ability to handle details and to work hard make me the backbone of many organizations
          I believe that work comes before play, even if I must work overtime to complete the task

LEADERSHIP:    Expects punctuality, order, loyalty
               Assumes “right” way to do things
               Seldom questions tradition
               Rules oriented
               Detailed/thorough approach-threatened by change
               Prolonged time to initiate any change
               Expects people to “play” their roles

STRESS:     Complaining and self-pity
            Anxiety and worry
            Depression and fatigue
            Psychosomatic problems
            Malicious judgments about yourself or others
            Herd mentality exhibited in blind following of leaders
            Authoritarianism and phobic reactions

JOYS:  Home, order, tidy, organized, achievement
NEEDS:  stability, consistency, order, respect
STRENGTHS:  loyal, structured, reliable, responsible
FRUSTRATIONS:  inefficiency, slobs, procrastinators, change, lack of control
VALUES:  punctuality, family, quality, honesty

FAMOUS GOLDS:  Harry Truman   Luci (Peanuts)
                Joan Rivers   Mr. Rogers
                Santa Claus   Gerald Ford
                George Washington   Nancy Reagan
TRUE COLORS

Leadership Toolbox Express

GREEN

I SEEK KNOWLEDGE AND UNDERSTANDING
Analytical  Global  Conceptual

I LIVE BY MY OWN STANDARDS
Cool  Calm  Collected

I NEED EXPLANATION AND ANSWERS
Inventive  Logical  Perfectionist

I VALUE INTELLIGENCE, INSIGHT, FAIRNESS, AND JUSTICE
Abstract  Hypothetical  Investigative

I AM A NATURAL NON-CONFORMIST, A VISIONARY, A PROBLEM SOLVER.

WORK:
I am conceptual and an independent. For me, work is play
I am drawn to constant challenge in careers, and like to develop models and explore ideas
Once I have perfected an idea, I prefer to move on, leaving the project to be maintained by others

LEADERSHIP:
Expects intelligence and competence
Assumes task relevancy
Seeks ways to improve systems
Visionary
Analytical
Encourages change for improvement
Constantly “in process” of change
Expects people to follow through

STRESS:
Indecisiveness
Refusal to comply or cooperate
Extreme aloofness and withdrawal
Snobbish, put-down remarks, and sarcasm
Refusal to communicate
Perfectionism due to severe performance anxiety

JOYS: high achievement, recognition, challenge of possibilities, big picture process

NEEDS: autonomy, accuracy, closure, space

STRENGTHS: confidence, persistent, insightful, inventive

FRUSTRATIONS: noise, unfairness, control, boxed

VALUES: logic, detail, freedom, information

FAMOUS GREENS: Socrates  Abe Lincoln
Frank Lloyd Wright  Madame Curie
Thomas Edison  Dwight Eisenhower
Sherlock Holmes  Eleanor Roosevelt
TRUE COLORS

Leadership Toolbox Express

ORANGE

I ACT ON A MOMENT'S NOTICE
Witty Charming Spontaneous

I CONSIDER LIFE A GAME, HERE AND NOW
Impulsive Generous Impactful

I NEED FUN, VARIETY, STIMULATION, AND EXCITEMENT
Optimistic Eager Bold

I VALUE SKILL, RESOURCEFULNESS, AND COURAGE
Physical Immediate Fraternal

I AM A NATURAL TROUBLESHOOTER, A PERFORMER, A COMPETITOR

WORK:
I am bored and restless with jobs that are routine and structured
I am satisfied in careers that allow me independence and freedom
I view any kind of tool as an extension of myself
I am a natural performer

LEADERSHIP:
Expects quick action
Assumes flexibility
Works in the here and now
Performance oriented
Flexible approach
Welcomes change
Expects people to “make it fun”

STRESS:
Rudeness and Defiance
Breaking the rules intentionally
Running away and dropping out
Acting our boisterously
Lying and cheating
Physical aggressiveness

JOYS: people, adventure, thrills, life, success
NEEDS: freedom, expression, challenge, stimulation
STRENGTHS: independence, humor, adaptable, leaders
FRIustrATIONS: interruptions, deadlines, criticism, nagging, lies
VALUES: integrity, optimism, risk taking, interaction

FAMOUS ORANGES:
JFK
Amelia Earhart
Charlie Brown
Garfield
Ernest Hemmingway
Teddy Roosevelt
Winston Churchill
Lucille Ball
TRUE COLORS

BLUE

BLUE ATTRIBUTES
- Mediators
- Optimistic
- Caretakers
- Passionate
- Peacemakers
- True Romantic
- Cause oriented

BLUE MAY SEE SELF AS:
- Warm
- Caring
- Compassionate
- Romantic
- Spiritual
- Creative
- Likes to please

- Affirming
- Expressive, expansive
- Caretaker
- Promoting growth
- Social interaction expert
- Idealistic
- Empathetic

OTHERS MAY SEE BLUE AS:
- Over-emotional
- “Bleeding Heart”
- Mushy
- Other-worldly
- Flaky
- Hopelessly naïve
- Talks to much

- cool, aloof, unfeeling
- Too trusting
- Smothering
- Teaching non-essentials
- Slick, manipulative
- Ignores policy
- Easily duped

GREEN

GREEN ATTRIBUTES
- “Should I be able to”
- “Why?”
- Intellectual
- Theoretical
- Idea People
- Philosophical
- Very complex
- Perfectionists
- Standard setters

- Visionaries, futurists
- Can never know enough
- Cool, calm, collected
- Work is play, play is work
- Often not in the mainstream
- Abstract, Conceptual, Global
- Need for independence and private time
- Explores all facets before making decisions
- Can spell and pronounce big words

GREEN MAY SEE SELF AS:
- Superior Intellect
- 98% right
- Tough-minded
- Efficient
- Powerful
- Rational

- Calm
- Under control
- Precise
- Able to find flaws
- Creative
- Seeking justice

OTHERS MAY SEE GREEN AS:
- Intellectual Snob
- Arrogant
- Heartless
- Unrealistic
- Eccentric
- Unfair

- Cool, aloof, unfeeling
- Afraid to open up
- Ruthless
- Not on my side
- Weird
- Unappreciative
TRUE COLORS

LEADERSHIP TOOLBOX EXPRESS

GOLD

GOLD ATTRIBUTES
“Be Prepared”
Loves to plan
Detail oriented
Service oriented
Values family traditions
Helpful and trustworthy
Conservative and stable
“Shoulds” and “Shoulds not”
Never breaks the speed limit

GOLD MAY SEE SELF AS:
Stable
Providing security
Firm
Efficient
Decisive
Good Planner
Organized
Realistic
Executive type
Dependable
Always have a view
Realistic
Executive type
Orderly, neat
Punctual
Finish what I started

OTHERS MAY SEE GOLD AS:
Rigid
Controlling
Dull, boring
Stubborn
Opinionated
System-bound
Unimaginative
Judgmental
Limiting flexibility
Uptight
Sets own agenda
Predictable
Rigid idea of time
End justifies the means
Limited

ORANGE

ORANGE ATTRIBUTES
Playful
Energetic
Charming
Risk Taker
“Just do it”
Tests limits
Quick Witted
Master Negotiator
Creative, Inventive
Impulsive

“Let’s Make a deal”
Natural Entertainer
High Need for mobility
Visual and kinesthetic
Pushes the limits
Natural Non-conformist
Thrives on competition
Likes tangible rewards
External locus of control
Appreciates immediate feedback

ORANGE MAY SEE SELF AS:
Fun Loving
Spontaneous
Flexible, adaptable
Carefree
Proficient
Problem solver
Enjoys Life
Here and now person
Do many things at once
Eclectic
Can deal with chaos
Curious

OTHERS MAY SEE ORANGE AS:
Irresponsible
Flaky
Scattered
Not serious
Indecisive
Manipulative
Wishy-washy
Cluttered
Uncontrollable
Disobeys rules
TRUE COLORS

HOW COLORS SPEAK

BLUE
In conversations with others, Blues:
Love to talk
Tend to be direct and honest
Talk about how they feel
Voice appreciation to others
Avoid issues that might end in conflict
Are verbally expressive and outgoing
Ramble and get off the subject
Are willing to talk about anything and everything
Prefer dealing with people concerns, not facts
Are very sympathetic
Pay attention to nonverbal communication
Personalize the situation
Try to be helpful

GREEN
In conversations with others, Greens:
Tend to rely on the facts
Ask many questions
Say things only once
Avoid small talk
Take a long time to make up their mind
Argue both sides of an issue
Use large vocabulary
Wander from idea to idea
Take a logical approach
Worry they are not understood
State things in overly technical terms
Are unaware of nonverbal cues
Appear to be indecisive

ORANGE
In conversations with others, Oranges:
Say just the right thing
Use language as a tool to make their point
Dominate what is being said
Cut in on others
Get right to the point
Make decisions quickly
Want to know what has been done already
Want to get on with things
Want to limit the conversations to the basics
Argue for argument sake
Create energy and excitement
Focus on results

GOLD
In conversations with others, Golds:
Use clear and precise language
Get right to the point
Reach conclusions quickly
Do not want to get sidetracked
Want to keep the conversation in order
Want to follow an agenda or plan
Establish goals for follow-up
Focus on things that need to be done
Talk about responsibilities
Talk about fulfilling duties
Focus on how efficient things are
Cut the small talk
TRUE COLORS

HOW TO SPEAK TO COLORS

BLUE
In order to speak to a blue in a way they will understand, you should:
- Relate what you are saying to feelings
- Avoid open criticism
- Put peoples needs ahead of procedures
- Use references to how it will help others
- Be honest and genuine
- Refrain from relying on facts to make your point
- Leave room for input and questions
- Ask the person how they feel about the issue
- Reassure them through body language
- Keep your promises
- Recognize their creativity
- Talk about the importance of enthusiasm

GREEN
In order to speak to a green in a way they will understand, you should:
- Use clear and precise language
- Use logic in support of your decision
- Get right to the point
- Use proven references and facts
- Be honest
- Be willing to debate issues without emotion
- Keep the conversation relevant
- Ask meaningful questions
- Talk about actual data/accomplishments
- Show sincere appreciation for their ideas
- Talk about possibilities
- Avoid talking about feelings

ORANGE
In order to speak to an orange in a way they will understand, you should:
- Cut to the heart of a problem
- Give them the straight stuff
- Talk about how to do things
- Use references to past experiences
- Be honest
- Be bold and say what is on your mind
- Keep the conversation lively
- Talk about getting things done now
- Praise them for the things they do
- Focus on action
- Talk about results
- Talk about how they can get things done

GOLD
In order to speak to a gold in a way they will understand, you should:
- Use clear and precise language
- Give straightforward direction
- Get right to the point
- Use references to the past and tradition
- Be honest
- Not get sidetracked
- Keep the conversation in order
- Follow and agenda or plan
- Talk about actual accomplishments
- Show sincere appreciation for what they do
- Talk about responsibilities
- Talk about how they can keep things going
TRUE COLORS

CAPTURING THEIR INTEREST

How to capture the interest of each color—tips for ensuring they are invested

BLUE
Provide opportunities for social contact
Offer a clear outline of expectations
Offer opportunities to do things that are creative
Provide a way for them to express feelings
Create opportunities for personal growth
Introduce changes from the usual routine
Give individual attention to them
Provide opportunities for them to please you

GREEN
Ask them for information
Pose problems and allow them to solve the problems independently
Provide opportunities for them to build and display competency
Request explanations or additional insights into a topic being studied

ORANGE
Make assignments short-term and challenging
Give them the opportunity to show cleverness
Focus on immediate needs and issues
Include art projects and dramatizations
Use games and create a competitive atmosphere
Provide opportunities for them to present work to others or “show off” in other ways
Provide hands-on activities
Make it clear what is going to be gained by doing what needs to be done

GOLD
Allow them to display leadership ability
Have them organize others
Let them set up schedules for goal accomplishment
Maintain stability, consistency, rules, and predictability
Provide an atmosphere of hard work
Clarify expectations
Provide consistent feedback
TRUE COLORS

Leadership Toolbox Express

ENERGY
Recognizing when you are worn out and ways to re-energize or enhance each color

Signs you are worn out:

**BLUE**
- Fantasizing and daydreaming
- Doing anything to get attention
- Lying to save face
- Withdrawing so others will feel sorry for you
- Crying, pouting
- Showing passive resistance
- Yelling and screaming
- Fishing for compliments

**GREEN**
- Becoming overly indecisive
- Refusing to cooperate with others
- Becoming more aloof or withdrawn
- Putting others down, using sarcasm
- Refusing to communicate
- Becoming highly critical
- Turning a cold shoulder to others
- Demanding unreasonable perfection

**ORANGE**
- Becoming rude
- Breaking the rules for spite
- Lying or cheating to control the situation
- Running away
- Using drugs or alcohol
- Acting out boisterously
- Becoming physically aggressive

**GOLD**
- Complaining
- Wallowing in self-pity
- Worrying
- Complaining of psychosomatic problems
- Blindly following the letter of the law
- Becoming overly authoritative
- Feeling a lot of anxiety or stress

To re-energize

**BLUE**
- Reassure them of their self-worth
- Recognize their accomplishments
- **Provide opportunities for them to:**
  - Demonstrate their creativity
  - Help others
  - Please those in authority
  - Motivate the group

**GREEN**
- Provide feedback on the quality of their work
- Provide assistance in choosing achievable tasks
- **Provide opportunities for them to:**
  - Learn and build competence
  - Build logical processes
  - Display their competence
  - Explore options

**ORANGE**
- Provide frequent change
- Challenge their imagination
- **Provide opportunities for them to:**
  - Express themselves
  - Act quickly
  - Defy risk
  - Use their intuition

**GOLD**
- Provide consistency
- Establish clear rules and regulations
- **Provide opportunities for them to:**
  - Display responsibility
  - Be of service to others
  - Demonstrate leadership
  - Organize things or people
TRUE COLORS

LEADERSHIP TOOLBOX EXPRESS

IMPROVING TEAM PERFORMANCE...

OF A GREEN BY:
Assigning projects which require analytical thinking and problem solving
Discussing your “big picture” with them
Eliciting their universal outlook in inspiring them with futuristic ideas and potentialities
Respecting their inclination to go beyond the established rules of the system
Allowing them the freedom to improve the system
Taking their ideas to the next step and encouraging them to think independently
Praising their inventiveness and their ingenuity
Understanding their need to avoid redundancy and repetitive tasks
Recognizing and appreciating their competence in the job

OF A GOLD BY:
Assigning work with requires detailed planning and careful follow-through
Defining the task in clear and concrete terms
Being punctual and reliable
Proving a well-structured, stable work environment and by avoiding abrupt changes
Giving standard rules and regulations and setting a good example
Sharing in the responsibilities and duties of the work place and by taking the work ethic seriously
Praising their neatness, organizational capabilities and efficiency
Giving feedback every step of the way on any project to reassure them that they are on the right track
Recognizing their need to be straightforward, dependable, responsible, and business minded
Giving tangible recognition for their work

OF AN ORANGE BY:
Assigning projects which are action-packed and which require a hands-on approach
Providing opportunities to be skillful and adventurous
Using their natural abilities as a negotiator
Allowing them the freedom to do the job in their own style and in non-traditional ways
Keeping a good sense of humor and avoiding boredom while on the job
Encouraging them to use their gifts of originality and flair
Providing opportunities for job competition
Allowing freedom of movement and understanding their preference for action over words
Praising their performance and skillfulness while on the job

OF A BLUE BY:
Creating a warm and personal working atmosphere
Interacting as much as possible with openness and honesty
Establishing a harmonious working environment and avoiding conflict and hostility
Showing your support, caring, and appreciation by offering a touch, a hug or a hand-shake
Allowing them the freedom to express feelings and the time to heal emotional wounds
Making use of their natural gifts for communication, nurturing, and people oriented ideas
Praising their imaginative and creative approach to the job
Providing them with one on one feedback