

COLORS INVENTORY

In the boxes below are some statements printed horizontally in rows. Read the statements in each row. Decide which statement is most like you. Next to the letter at the bottom of the statements rank order the groups in that row from 4-1. Four (4) being the most like you and one (1) being the least like you.

ROW 1 "I am...."	I'm caring, concerned and concrete. A _____	I'm cool, calm, and collected B _____	I'm a multi-tasker, and competitive C _____	I'm able to motivate and encourage others D _____
ROW 2 "Special Skills"	I enjoy taking on new challenges E _____	I communicate easily F _____	I'm a natural problem solver G _____	I'm prepared and loyal H _____
ROW 3 "Needs"	I need to be understood I _____	I need accuracy J _____	I need to be challenged K _____	I need consistency L _____
ROW 4 "In Life"	I live in the here and now M _____	I like to think things through N _____	I enjoy working hard O _____	I look for meaning and significance P _____
ROW 5 "Others have said that I'm..."	A perfectionist Q _____	Competitive R _____	A great listener S _____	An idea generator T _____
ROW 6 "Fears"	I fear loss of approval U _____	I fear confrontation and sudden change V _____	I fear the loss of control W _____	I fear embarrassment X _____
ROW 7 "A meaningful compliment to me is...."	"That was a great idea." Y _____	"That was awesome!" Z _____	"Thank you for being there." AA _____	"We appreciate your hard work." BB _____

SCORING:

Total the score of boxes: A, H, L, O, R, W, BB = _____ GOLD

Total the score of boxes: B, G, J, N, Q, X, Y = _____ GREEN

Total the score of boxes: D, F, I, P, S, V, AA = _____ BLUE

Total the score of boxes: C, E, K, M, T, U, Z = _____ ORANGE

After reading the explanations of true colors in the following pages, please reflect on your how this knowledge affects your life as a person, and as a leader.

REFLECTIONS:

ORANGE: “Doers”

Myers Briggs: ISFP – ISTP – ESTP - ESFP

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.

Oranges tend to be playful, bold and adventurous. Movers love to have fun. Known as “movers & shakers” – their favorite time is NOW!

Restless and spontaneous, their relatively short attention span can be dizzying to others who try to keep up with their pace. This style’s propensity for instant gratification enables them to find the quickest route to getting things done – which may include a taking a shortcut or bending the rules a bit.

Preferring to dive in when the urge hits them, Oranges (Doers) like to leave options open and go with the flow. Many Oranges use the term “plan” quite loosely. They like the thrill of not knowing what will come up next, and the challenge of being able to rise to the occasion. At the moment Oranges make a commitment, they may feel it’s a good idea. But as the date approaches and other more appealing options have appeared they can switch gears and toss out old plans for new ones in an instant.

Orange’s Internal Compass:

Up for adventure, Oranges seek active participation, a variety of experiences, and plenty of sensory stimulation. When they see a chance to take a risk or tackle a challenge they will dive right in with abandon. Movers brush off setbacks and move on without spending a great amount of time meticulously analyzing decisions or wallowing in regret. Their desire to be self-reliant and cherish their freedom shows itself early in life. Players resist relationships and careers that are routine preferring not to “know” what’s happening next. They’d rather be surprised by what life has to offer.

Orange’s Core Value: FREEDOM

Movers make decisions in the moment, weighing their options along the way. If they are not presented with any choices, they will begin to create them. One might say that Movers thrive with chaos. If there isn’t enough variety or stimulation in their lives they are apt to create some. Movers like to test the limits and just might stir up some commotion for a little excitement. It can actually be part of the fun for them to try to get out of the corner they have backed themselves into.

When Movers are faced with a challenge they like to dive right in and tackle it with abandon.

Oranges at 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.

Oranges in relationships: I seek a relationship with shared activities and interests. I like to explore new ways to energize relationship.

Oranges in childhood: Of all types of children, I had a difficult time fitting into academic routine. I learned by doing and experiencing rather than by listening and reading. I needed physical involvement in the learning process and was motivated by my own natural competitive nature and sense of fun.

Leadership:

Expects quick action

Assumes flexibility

Works in the here and now

Performance oriented

Welcomes change
Expects people to “make it fun”

Stress:

Rudeness and defiance
Breaking the rules intentionally
Running away and dropping out
Acting out boisterously
Lying and cheating
Physical aggressiveness

Joys: people, adventure, thrills, life, success

Needs: freedom, expression, challenge, stimulation
Strengths: independence, humor, adaptable, leaders
Frustrations: interruptions, deadlines, criticism, nagging, lies
Values: integrity, optimism, risk taking, interaction

How Oranges Speak: In conversations with others, Orange: 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, and focus on results.

How to speak TO Oranges: 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, and talk about how they can get things done.

Attributes: Playful, energetic, charming, risk taker “just do it”, tests limits, quick witted, master negotiator, creative, inventive, impulsive, natural entertainer, high need for mobility, visual, kinesthetic, pushes the limits, and thrives on competition.

See self as: Fun loving, spontaneous, flexible, adaptable, carefree, proficient, problem solver, enjoys life, here and now, multitasked, can deal with chaos, and curious.

Others see as: Irresponsible, flaky, scattered, not serious, indecisive, manipulative, wishy-washy, cluttered, uncontrollable, and disobeys rules.

Capture their interest by: Make assignment short-term and challenging, give them the opportunity to show cleverness, focus on immediate needs and issues, include art projects and dramatization, use games and create a competitive atmosphere, provide opportunities for them to “show off”, provide hands on activities, and make it clear what is going to be gained by doing what needs to be done.

Signs you are worn out: Becoming rude, breaking the rules for spite, lying/ cheating to control the situation, running away, using drugs or alcohol, acting out, and becoming aggressive.

How to re-energize: Provide frequent change, challenge their imagination, and provide opportunities for them to express themselves, act quickly, defy risk, and use their intuition.

Improve performance by: Assigning projects which are action-packed, 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 non-traditional ways, keeping a good sense of humor and avoiding boredom while on the job, encouraging them to use their gifts of originality, allowing freedom of movement, understanding their preference for action over words, and praising their performance and skillfulness while on the job.

GOLD: “Planners”:

Myers-Briggs: ISTJ – ISJF – ESTJ - ESFJ

Loyal Dependable Prepared

I have a strong sense of what is right and wrong in life.

I follow the rules and respect authority.

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.

Golds are steadfast, reliable, and conscientious.

Responsible by nature, Golds (Planners) aim to create a life that is safe and secure. Golds are never content to waste time; they tend to be responsibly active filling their schedules with “must dos” and “gotta-get done.” Planners usually have a well-defined picture of what things need to be like in order for them to be happy and plan accordingly with steadfast determination.

Not afraid to work hard for what they want. Golds may spend a great deal of their time in goal attainment. They have a realistic sense of what needs to happen – and when it should happen, in order to complete tasks and accomplish objectives. Their affinity for planning, drives them to make check lists for tasks and create back up plans in case things don’t go as anticipated.

Gold’s Inner Compass:

Golds like to establish a routine they can rely on. This gives them a sense of security in knowing they have something tried and true so they can have a strong foundation to stand on in case unexpected challenges arise. They are more likely to save for a rainy day than spend on a whim. Golds thrive on regularity, efficient use of time, and predictability. They believe in “work before play” and “doing the right thing.”

Gold’s Core Value: RESPONSIBILITY

Before Golds make a decision, they pause to determine, “What is my responsibility...what should I be doing?” Furthermore, they ask themselves, “What should others be doing...what is their responsibility?” When Golds say they will do something they will follow through. They will do what they say they will do, when they say they will do it...the way it is supposed to be done!

Once Golds make a commitment, they like to stick with it and do everything in their power to keep it.

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

Golds in relationships: I enjoy others who can work along with me, building secure, predictable relationships together. I demonstrate admiration through the practical things I do for the ones I love.

Golds in childhood: I wanted to follow the rules and regulations of the school. I understood and respected authority and was comfortable with academic routine. I was the easiest of all types of children to adapt to the education system.

Leadership:

Expects punctuality, order, and loyalty

Assumes “right” way to do things is there way

Seldom questions traditions. Rule oriented

Detailed/ thorough approach and is 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 judgment 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

How Golds Speak: In conversations with others, Gold's: 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, and cut the small talk.

How to speak TO Golds: 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 an agenda or plan, talk about actual accomplishments, show sincere appreciation for what they do, talk about responsibilities, and talk about how they can keep things going.

Attributes: Prepared, loves to plan, detail oriented, service oriented, values family tradition, helpful and trustworthy, conservative and stable, never breaks limits, sense of security, punctual, predictable, precise, values order, tends to be left-brained, useful.

See self as: Stable, providing security, firm, efficient, decisive, good planner, organized, realistic, executive type, dependable, always have a view, realistic, executive type, orderly, punctual, finish what I started.

Others see as: Rigid, controlling, dull stubborn, opinionated, system-bound, unimaginative, judgmental, limiting flexibility, uptight, sets own agenda, predictable, rigid idea of time, end justifies the means, limited.

Capture their interest by: 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.

Signs you are worn out: complaining, wallowing in self-pity, worrying, complaining of psychosomatic problems, blindly following the letter of the law, becoming overly authoritative, and feeling a lot of anxiety or stress.

How to re-energize: Provide consistency, establish clear rules and regulations, and let them: display responsibility, e of service to others, demonstrate leadership, and organize things.

Improve performance by: Assigning work that 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 responsibility and duties of the work place and by taking the work ethic seriously, praising their neatness, organizations 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, and giving tangible recognition for their work.

Blue: “Connectors”

Myers-Briggs: INFP – INFJ – ENFP - ENFJ

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.

Blues tend to be social souls and are generally friendly and approachable.

Blues (Connectors) enjoy being needed and helping others. They feel uplifted when they are able to contribute to the well being of others; be it a simple compliment, praise for a job well done, or supporting them through tougher times. Blues value diversity, teamwork and collaboration. Their engaging smile and positive attitude can light up a room and bring enthusiasm, warmth, and a sense of cohesion to a group.

Many Blues are fascinated by human behavior and relationships. They seek understanding of themselves and how they fit into the world around them. They may be drawn to the self-help and psychology sections of bookstores and are on a constant quest of self-exploration. As they seek to find themselves, connectors also engage in understanding how they can connect effectively with and contribute to the growth and self-expression of others.

Blue’s Internal Compass:

They may spend a great deal of their time seeking understanding of themselves and others or working towards the ultimate “This is what I am meant to do with my life” discovery. They view life’s challenges as opportunities for transformation and look for the lesson to be learned. When they are able to do so, it allows them to grow stronger and move forward with amazing resiliency.

They often let life unfold instead of trying to control their direction. Rather, they want their path or purpose to be revealed to them from life circumstances.

Blue’s Core Value: RELATIONSHIPS

Before Blues make a decision, they consider the impact it will have on others. They ask themselves, “How will this affect the relationship or people involved?” From the Connector perspective, harmony, happiness, and friendship are valued more highly than personal victory. Not only are relationships with others a top priority for Blues, their own self-expression (relationship with self) is very important.

Blues feel the most alive and fulfilled when they are included, appreciated and expressing their true selves.

Blues at 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.

Blues in relationships: I seek harmonious relationships. I believe in connectedness, warmth, and empathy in all relationships.

Blues in childhood: I was extremely imaginative and found it difficult to fit into the structure of school life. I responded to encouragement rather than competition.

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

How Blues Speak: 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, and try to be helpful.

How to speak TO Blues: 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 people's 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, and talk about the importance of enthusiasm.

Attributes: Mediators, optimistic, caretakers, passionate, peacemakers, true romantic, cause oriented, needs to feel special, always has kind words, sense of spirituality, sensitive to others needs, peace and harmony in relationships, and motivates and encourages others.

See self as: Warm, caring, compassionate, romantic, spiritual, creative, pleaser, affirming, expressive, caretaker, social expert, idealistic, and empathetic.

Others see as: Over-emotional, mushy, flaky, hopelessly naïve, talks to much, cool, too trusting, smothering, and easily duped.

Capture their interest by: 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, and provide opportunities for them to please you.

Signs you are worn out: 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 / screaming, and fishing for compliments.

How to re-energize: Reassure them of their self-worth, recognize their accomplishments, and provide opportunities for them to: demonstrate their creativity, help others, please those in authority, and motivate the group.

Improve performance 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, and providing them with one on one feedback .

Green: “Thinkers”

Myers-Briggs: INTJ – INTP – ENTP - ENTJ

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.

GREENS tend to be mentally active, constantly questioning and pondering.

Greens (Thinkers) enjoy discovering the information behind the information and may know a little bit (or a great deal) about just about everything. They rely on their logic, time to think, and investigation of the facts to make decisions. Thinkers are motivated by endeavors that increase knowledge and competence. They enjoy control over their own direction and seek intellectually interesting work.

Their disdain for herd mentality along with their tenacity to improve systems, ideas, methods, technology (well just about anything) compels them to investigate new solutions and a quest for never-ending developments. They prefer to work independently when possible and approach decision-making by gathering data and investigating the best strategy for success

Green’s internal compass:

Greens may spend a great deal of time lost in their thoughts and ideas and often derive great pleasure from doing so. They can hardly resist fixing, solving, or figuring out an intellectual challenge, especially when someone says it cannot be done. Greens like to devise systems for daily living to free their brain up for more important matters. They usually don’t look to material possessions for happiness in life. Instead, their motivational fires are fueled by learning, imagination, and invention.

Green’s Core Value: COMPETENCY

Greens seek to express themselves through their ability to be competent in everything they do. Before they make a decision or take an action, they stop to think, “Do I have all the information, have I researched all the data required to draw a sound conclusion, am I competent to respond to this?”

The last thing they would want to do is to “look stupid”, especially in front of others they respect or care about.

Greens at 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.

Greens in relationships: I prefer to let my head rule my heart. I dislike repetition, so it is difficult for me to continuously express feeling. I believe that once feelings stated, they are obvious to others. I am uneasy when my emotions control me: I want to establish a relationship, leave it to maintain itself, and turn my energies to me studies, work or other interests.

Greens in childhood: I appeared to be older than my years and focused on my greater interests, achieving in subjects that were mentally stimulating. I was impatient with drill and routine, questioned authority, and found it necessary to respect teachers before I could learn from them.

Leadership:

Expects intelligence and competence

Assumes task relevancy

Seeks ways to improve systems

Visionary and 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

How Greens Speak: 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, and appear to be indecisive.

How to speak TO Greens: 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, and avoid talking about feelings.

Attributes: Intellectual, theoretical, philosophical, complex, perfectionists, visionaries, futurists, not mainstream, explores all facets before decision-making, and can spell and pronounce big words.

See self as: Superior intellect, 98% right, tough-minded, efficient, powerful, rational, calm, controlled, precise, creative, and justice seeing.

Others see as: Snob, arrogant, heartless, unrealistic, eccentric, unfair, aloof, afraid to open up, ruthless, weird, not on my side, and unappreciative.

Capture their interest by: Asking them for information, pose problems and allow them to solve the problems independently, provide opportunities for them to build and display competency, and request explanation or additional insights into a topic being studied.

Signs you are worn out: Becoming overly indecisive, refusing to cooperate with others, becoming more aloof, putting others down, using heavy sarcasm, refusing communication, becoming highly critical, and demanding unreasonable perfection.

How to re-energize: Provide feedback on the quality of their work, provide assistance in choosing achievable tasks, and provide opportunities for them to learn, process, display competence, and explore options.

Improve performance 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 task. Recognizing and appreciating their competence in the job.