

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:

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.

Row One

A _____	B _____	C _____	D _____
Active	parental	authentic	versatile
Opportunistic	traditional	harmonious	inventive
Spontaneous	responsible	compassionate	competent

Row Two

E _____	F _____	G _____	H _____
Curious	unique	practical	competitive
Conceptual	empathetic	sensible	impetuous
Knowledgeable	communicative	dependable	impactful

Row Three

I _____	J _____	K _____	L _____
Loyal	devoted	realistic	theoretical
Conservative	warm	open-minded	seeking
Organized	poetic	adventuresome	ingenious

Row Four

M _____	N _____	O _____	P _____
Concerned	daring	tender	determined
Procedural	impulsive	inspirational	complex
Cooperative	fun	dramatic	composed

Row Five

Q _____	R _____	S _____	T _____
Philosophical	vivacious	exciting	orderly
Principled	affectionate	courageous	conventional
Rational	sympathetic	skillful	caring

TRUE COLORS

Leadership Toolbox Express

Group 1

_____A

_____H

_____K

_____N

_____S

_____Total

Group 2

_____B

_____G

_____I

_____M

_____T

_____Total

Group 3

_____C

_____F

_____J

_____O

_____R

_____Total

Group 4

_____D

_____E

_____L

_____P

_____Q

_____Total

TRUE COLORS

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

Leadership Toolbox Express

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, useful, responsible
- There is a right way to do everything



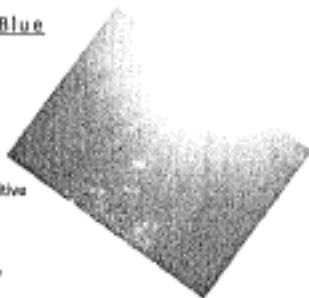
True Colors: Attributes Orange

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



True Colors: Attributes Blue

- Mediators
- Optimistic
- Caretakers
- Passionate
- Peacemakers
- True Romantic
- Cause oriented
- Cooperative rather than competitive
- Need to feel special
- Always has a kind word
- Strong sense of spirituality
- Peace, harmony and relationship
- Motivate and encourage others



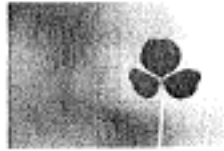
TRUE COLORS

Leadership Toolbox Express

True Colors: Attributes

Green

- Intellectual
- Theoretical
- Idea people
- Philosophical
- Very complex
- Perfectionists
- Standard setters
- Visionaries, futurists
- Can never know enough
- Cool, calm, collected
- Work to play, play to work
- Often not in the mainstream
- Abstract, conceptual, global
- Need for independence and private time



Gold

See Self	Others see
Stable	Rigid
Providing Security	Controlling, bossy
Dependable	Dull, Boring
Firm	Stubborn, pigheaded
Always have a view	Opinionated
Efficient	System-bound
Practical	Unimaginative
Decisive	Judgmental
Executive Type	Limiting flexibility
Good planner	Upright
Orderly, neat	Sets own agenda
Parochial, expects same	Rigid idea of time



Orange

See Self	Others see
Fun loving, carefree	Irresponsible
Sociable	Hazy
Flexible, adaptable	Whim-whay
Carefree	Not serious
Prolific, capable	Spends time a things they enjoy
Hand-on person	Not interested in ideas
Practical	Disobys rules
Problem solver	Misjudicial, not to be trusted
Good negotiator	Not able to stay on task
Here and now person	Self-centred, self-reliant
Does many things at once	Not organized
Eccentric	Unconventional, lack closure



TRUE COLORS


Leadership Toolbox Express

Blue

See Self	Others see
Warm, caring, compassionate	Overemotional
Likes to please people	Groveling, bowing, self
Trusting	Too trusting
Personable	Muddy
Spiritual	Howlaway call
Sensitive	Soft
Mediator	Woe
Team Player	Overthinking
Will do work the easy way for a group	Spies in the night
Unsettled	Ignored advice, creates chaos
Empathetic	Teases others
Will apologize	Logical, inconsistent

Green

See Self	Others see
Self-reliant	Intellectual snob
Selfish	Overly self
Selfish	Overly self
Others are dumb	Overly self
Others are dumb	Overly self
Original thinker	Overly self
Rational	Overly self
Great planner	Overly self
Calm, just a friend	Overly self
Pragmatic, will fix	Overly self
Under control	Overly self
Able to find flaws, creative	Overly self
Holding him to his	Overly self



True Colors: conversations

Blue: Love to talk Tend to be direct and honest Talk about how they feel Avoid issues that might end up in conflict Ramble and get off the subject Pay attention to non-verbal communication	Green: Tend to rely on the facts Ask many questions Say things only once Avoid small talk Argue both sides of any issue Worry that they are not being understood
Orange: Say just the right things Dominate what is being said Get right to the point Make decisions quickly Create energy or excitement Focus on results	Gold: Use clear and precise language Cut the small talk Want to keep the conversation in order Talk about responsibilities Focus on how efficient things are Want to follow an agenda or plan

TRUE COLORS

Leadership Toolbox Express

True Colors: conversations

In order to speak to a _____ in a way they will understand you should...

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 Talk 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?	Green: What are the pros and cons? What are the logical consequences? What is the consequence of not acting?
Orange: What are the possibilities? What other ways are there to solve the problem? What does the data imply? What are the implications beyond the facts?	Gold: What are the facts? What exactly is the situation? What has been done? What are others doing?

True Colors: Capture their interest

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 Give individual attention to them Provide them with opportunities to please	Green: Ask them information Pose problems and allow them to solve problems independently Provide opportunities for them to build and display competency Request explanations or additional insights
Orange: Make assignments short-term and challenging Give them the opportunity to show cleverness Provide hands-on activities Focus on immediate needs and issues	Gold: Allow them to display their leadership ability Have them organize others Maintain stability, consistency and rules Clarify expectations Provide consistent feedback

TRUE COLORS

True Colors: Enhance Esteem

Blue: Reassure them of 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

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)

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

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

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 TROUBLE SHOOTER, 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 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

FAMOUS ORANGES:

JFK	Amelia Earhart
Charlie Brown	Garfield
Ernest Hemmingway	Teddy Roosevelt
Winston Churchill	Lucille Ball

BLUE

BLUE ATTRIBUTES

Mediators	Need to feel special
Optimistic	Always has a kind word
Caretakers	Enjoys symbols of romance
Passionate	Strong sense of spirituality
Peacemakers	Sensitive to needs of others
True Romantic	Peace, harmony and relationship
Cause oriented	Motivate and encourage others

BLUE MAY SEE SELF AS:

Warm	Affirming
Caring	Expressive, expansive
Compassionate	Caretaker
Romantic	Promoting growth
Spiritual	Social interaction expert
Creative	Idealistic
Likes to please	Empathetic

OTHERS MAY SEE BLUE AS:

Over-emotional	cool, aloof, unfeeling
"Bleeding Heart"	Too trusting
Mushy	Smothering
Other-worldly	Teaching non-essentials
Flaky	Slick, manipulative
Hopelessly naïve	Ignores policy
Talks to much	Easily duped

GREEN

GREEN ATTRIBUTES

"Should I be able to"	Visionaries, futurists
"Why?"	Can never know enough
Intellectual	Cool, calm, collected
Theoretical	Work is play, play is work
Idea People	Often not in the mainstream
Philosophical	Abstract, Conceptual, Global
Very complex	Need for independence and private time
Perfectionists	Explores all facets before making decisions
Standard setters	Can spell and pronounce big words

GREEN MAY SEE SELF AS:

Superior Intellect	Calm
98% right	Under control
Tough-minded	Precise
Efficient	Able to find flaws
Powerful	Creative
Rational	Seeking justice

OTHERS MAY SEE GREEN AS:

Intellectual Snob	Cool, aloof, unfeeling
Arrogant	Afraid to open up
Heartless	Ruthless
Unrealistic	Not on my side
Eccentric	Weird
Unfair	Unappreciative

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

Strives for a sense of security
Punctual, predictable, precise
Value order and the status quo
Duty, Loyalty, useful, responsible
There is a right way to do everything
Tends to be left-brained and analytical
Strong belief in policies, procedures, rules
Most comfortable with format environment

GOLD MAY SEE SELF AS:

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

OTHERS MAY SEE GOLD AS:

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

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	Enjoys Life
Spontaneous	Here and now person
Flexible, adaptable	Do many things at once
Carefree	Eclectic
Proficient	Can deal with chaos
Problem solver	Curious

OTHERS MAY SEE ORANGE AS:

Irresponsible	Manipulative
Flaky	Wishy-washy
Scattered	Cluttered
Not serious	Uncontrollable
Indecisive	Disobeys rules

TRUE COLORS

Leadership Toolbox Express

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

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

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

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

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

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

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

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

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

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

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

ORANGE

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

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

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

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

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

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 which requires detailed planning and careful follow-through
- Defining the task in clear and concrete terms
- Being punctual and reliable
- Providing 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