"In the real world….it’s the relationships - the formal and informal networks of people - that really govern how the organization runs and how value is created."

Michael Schrage | Wall Street Journal | March 1990
True Colors: History

Don Lowry created the metaphor, *True Colors™*, to translate complicated personality and learning theory into practical information we can all understand and use. He has developed an easy and entertaining way to understand ourselves and others.
True Colors: Introduction

This session will help you:

- Identify Your **Personality Style and Work Style**
- Recognize your **Strengths and Weaknesses**
- Understand Your **Color at Work**
- Build Positive and Satisfying **Relationships and Teams**
Why Identify with a Color?

Learning your color will help you:

- Understand people better
- Process information differently
- Communicate more effectively
- Form successful partnerships/relationships
The Colors

The colors are:

- Orange
- Blue
- Gold
- Green

*Begin the True Colors Scoring Sheet…*

*It’s time to identify the color of your personality type!*
GROUP ACTIVITY
INTRODUCTIONS AND M&MS

True Colors
True Colors

YOUR PERSONALITY TYPE:
THE GOOD & THE BAD
Personality Type: Orange

- Those identifying with the color orange have the following strengths and weaknesses:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adventurous</td>
<td>Violent</td>
</tr>
<tr>
<td>Generous</td>
<td>Loud</td>
</tr>
<tr>
<td>Tolerant</td>
<td>Rude</td>
</tr>
<tr>
<td>Skillful</td>
<td>Impatient</td>
</tr>
<tr>
<td>Charming</td>
<td>Belligerent</td>
</tr>
</tbody>
</table>
Personality Type: Blue

Those identifying with the color blue have the following strengths and weaknesses:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warm</td>
<td>Untruthful</td>
</tr>
<tr>
<td>Kind</td>
<td>Unrealistic</td>
</tr>
<tr>
<td>Devoted</td>
<td>Emotional</td>
</tr>
<tr>
<td>Compassionate</td>
<td>Self-absorbed</td>
</tr>
<tr>
<td>Artistic</td>
<td>Withdrawn</td>
</tr>
</tbody>
</table>
**Personality Type: Gold**

- Those identifying with the color *gold* have the following strengths and weaknesses:

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistent</td>
<td>Abusive</td>
</tr>
<tr>
<td>Loyal</td>
<td>Self-righteous</td>
</tr>
<tr>
<td>Thorough</td>
<td>Fussy</td>
</tr>
<tr>
<td>Traditional</td>
<td>Compulsive</td>
</tr>
<tr>
<td>Cooperative</td>
<td>Demanding</td>
</tr>
</tbody>
</table>
**Personality Type: Green**

- Those identifying with the color **green** have the following strengths and weaknesses:

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Clever</td>
<td>Finicky</td>
</tr>
<tr>
<td>Level-headed</td>
<td>Critical</td>
</tr>
<tr>
<td>Logical</td>
<td>Skeptical</td>
</tr>
<tr>
<td>Competent</td>
<td>Sarcastic</td>
</tr>
<tr>
<td>Visionary</td>
<td>Non-compliant</td>
</tr>
</tbody>
</table>
True Colors

YOUR PERSONALITY TYPE:
HOW YOU LIKE TO WORK
True Colors At Work: Orange

Orange’s:

• Tackle their work with enthusiasm so they can quickly move on to other pursuits.
• They are great at working under pressure and prefer to work on jobs that are lively, risky, and unpredictable.
• They grow restless with jobs that tie them down and limit their personal freedom.
• They are straightforward, realistic, and practical workers who bring a flair, energy and excitement to the workplace.
• They are talented, resourceful, skillful and adaptable.
• They are upbeat and social in nature, and present a positive self-image of themselves and their company.
• They are action-oriented workers who know how to get results they desire.
True Colors At Work: Blue

Blue’s:

- Concentrate on people and relationships.
- Focus on service, and health and welfare of people.
- Prefer warm, supportive, harmonious environments where workers are free to cooperate and communicate with each other.
- Are imaginative, enthusiastic and concerned about the personal welfare of those around them.
- They dislike competition, conflict, bureaucracy and domineering authority figures.
- They promote creativity, flexibility, individuality and personal expression.
True Colors At Work: Gold

- **Gold’s:**
  - Prefer jobs that allow them to be thorough, accurate, and systematic.
  - Prefer to work in situations where they can see a job through to the end, and then touch and feel the results.
  - Are practical, efficient and cooperative workers that respect authority, discipline and punctuality.
  - Work best in environments that are traditional, structured, orderly and filled with other hard-working people.
  - Have a compelling need to follow established procedures and routines and do things the “right” way.
  - Are stable, honest and dependable workers who generally put the needs of the company above their own.
True Colors At Work: Green

- Green’s:
  - Driven towards work that involves an analytical and creative focus.
  - Visionary and independent workers who can tune out the world as they work on things that capture their interest.
  - Most productive when they can perfect an idea, then move on and leave the project to be maintained and supported by others.
  - Work well with complex strategies, abstract concepts and theoretical models.
  - Prefer a work environment with minimum structure and little bureaucracy.
  - Enjoy taking risks to test their innovative ideas.
  - Their biggest asset is their drive to be competent, logical and accurate.
YOUR PERSONALITY TYPE:
HOW TO WORK WITH ALL THE COLORS
Dealing With: Orange

KEYS TO GOOD COMMUNICATION
- Language is functional and operational
- Seems to know just what words to use
- Lends electricity to conversation and discussion
- Concise
- Clever
- Can change subject quickly
- Enjoys hearing and telling jokes and stories to enhance the communication

LIKES TO TALK ABOUT:
- Experiences
- Adventure

RESPONSES TO YOU:
- Practical application
- Usefulness
- Alternatives

KEYS TO WHAT AND HOW TO PRAISE
- Praise process more than product
- Note their cleverness
- Note their skill
- Note their quickness
- Note their impact
- Note their action
- Note their spontaneity
- Let he/she describe what was done and how

KEYS TO STRESS
- Being stuck at a desk
- Too many responsibilities
- Redundancy
- Deadlines
- Rules and regulations
- Nonnegotiable imposed structure
- Lack of freedom to function/perform
- Reading manuals and following “how-to’s”
- Too much attention to product and not enough to performance
- Criticism
- Abstractions

KEYS TO REDUCING CONFLICT
- Allow freedom of movement
- Get things done at their own pace
- Help them understand the reason for the task assigned and let them assist with how it can be accomplished
- Be clear about what needs to be done, direct, not abstract
- Take their need to act into consideration
- Allow freedom of possibilities, not just the way things have been done before
- Make tasks a challenge, a contest, a race with time
- Don’t make them wait too long to get started
- Leave the options open for how to accomplish the task
## Dealing With: Blue

### Keys to Good Communication
- Personalized
- Much nonverbal communication
- Can be subjective
- Can be very general
- Metaphorical and analogical
- Honest
- Need opportunities to express feelings and have these feelings accepted

### Likes to Talk About:
- Ways to increase harmony
- Personal issues
- Issues of life and living

### Responses to You:
- Accepting
- Good listener
- Interested in significance
- Abundant giver of appreciation
- Wish to be helpful and supportive

### Keys to What and How to Praise
- Comment on unique contributions
- Personal achievements
- Comment on personal characteristics that are valued and meaningful
- Be honest and sincere
- A touch on the shoulder
- Comment on how others have been helped by their performance
- Let the person know they have importance and significance to the well-being of the individuals and the group in general

### Keys to Stress
- Broken promises
- Too much criticism
- Not discussing what is occurring
- Structural demands
- Paperwork as a priority
- Clock watching
- Lack of social contacts
- People talking about them behind their back
- People not being a priority (the system before the people in it)
- Anger perceived in others whether or not directed towards them
- Being compared constantly to others and not evaluated for self
- Too much conformity without outlets for individuality

### Keys to Reducing Conflict
- Be sincere and direct
- Allow individual to help set deadlines if they must exist
- Allow some change in tasks, avoiding too much repetition
- Be clear about what needs to be done
- Be clear about how an individual can please and be successful
- Allow individual to bring in his/her own ideas and in other ways be creative
- Allow personal interaction, and opportunities to work with another person(s)
- Allow individual to express feelings and ask questions
- Keep comments positive and criticism to a minimum
- Public chastisement may be construed as personal rejection
- Respond in a way that allows other individuals his/her feelings, but offers alternatives that will move him/her in the direction that is most appropriate
- Take idealistic ideas into consideration
Dealing With: Gold

**KEYS TO GOOD COMMUNICATION**
- Authoritative
- Parental
- Clear and precise
- Get right to the point
- May make decisions to quickly
- Facts
- Ways to expedite the execution of plans

**LIKES TO TALK ABOUT:**
- Responsibility
- Accomplishments
- Efficiency
- Work completed
- What has worked before

**RESPONSES TO YOU:**
- Compliance
- Execution of plans
- Ways to keep the system running smoothly
- How to keep things functional

**KEYS TO WHAT AND HOW TO PRAISE**
- Honest and specific mention of what has been done
- Note thoroughness and sense of responsibility
- A pat on the back
- Words should reflect what has actually been accomplished
- Appreciation needs to be sincere
- Reminder of the importance of the task completed to the well-being of the organization
- Recognize as an integral part of the group

**KEYS TO STRESS**
- Incomplete tasks
- Ambiguous tasks
- Ambiguous answers
- Disorganization
- Too many things going on at the same time
- People who do not follow through
- Too many questions
- Irresponsible people
- Waste
- Non-conformity

**KEYS TO REDUCING CONFLICT**
- Keep requests clear and uncomplicated
- Make requests concrete and explicit
- Be consistent
- Assign one task at a time
- Communicate who is responsible for what and by what
- Be clear as to the process to be followed
- Don’t change tasks or modalities quickly or impulsively
Dealing With: Green

KEYS TO GOOD COMMUNICATION
- Says things once
- Might not say what he/she feels is obvious
- Concise
- Compact
- Logical
- Puts little attention into nonverbal cues
- Might be overly technical
- Enjoys playing with words
- Large vocabulary
- Does not feel assured that others will understand
- Have difficulty appreciating others verbally
- Might appear somewhat distant so might be difficult to approach
- Doesn’t much care for small talk

LIKES TO TALK ABOUT:
- Concepts and Ideas

RESPONSES TO YOU:
- Debate
- Analyze
- Putting things together
- Questions

KEYS TO WHAT AND HOW TO PRAISE
- Competence
- Quality of Work
- Cleverness
- Analysis of a situation
- Independent completion of a job
- Clear logical explanation of what the person has done without elaborate use of adjectives
- More opportunities to exhibit competence is the best reward for a job well done

KEYS TO STRESS
- Lack of control
- Lack of independence
- Repetitive conversation
- Elaborate use of adjectives
- Incompetence on the part of those around him/her
- Emotionality
- Lack of options
- Unclear picture
- Inability to use or display knowledge
- Small talk
- Dependency
- Routine
- Social functions
- Subjectivity

KEYS TO REDUCING CONFLICT
- Allow autonomy
- Provide a calm and non-conflicting environment
- Allow room to develop new ideas and plans
- Do not stifle intellectual development
- Do not stifle enthusiasm in possibilities
- Do not stifle decision making
- Do not stifle intellectual ingenuity and application
- Do not insist on significant amounts of busy work
- Sarcasm and ridicule concerning ability can be devastating
- Not allowing questions to be asked
- Becomes embarrassed when being told he/she has done a good job, particularly by someone not admired or respected
REFLECTION AND ASSESSMENT: WHY IS THIS IMPORTANT?
The Colors: Working as a Team

- Why is understanding your personality type important in terms of working here at FGCU?
- Has this helped you identify how to work better with your team?
- What have you learned from this exercise about yourself and others?
- How has learning about your personality type impacted the way you work in the future?
- Does this exercise help you better understand the roles of others and how they can contribute to your work and the team as a whole?