

# TRUE LEADER COLORS

## Examining Leaders

### PERSONAL STYLES

<p><b>Orange</b></p> <ul style="list-style-type: none"> <li>• New and varied activities</li> <li>• Provides power and authority</li> <li>• Provides prestige and challenge</li> <li>• Opportunities for individual accomplishment</li> <li>• Wide scope of operations</li> <li>• Gives direct answers</li> <li>• Opportunity for advancement</li> <li>• Freedom from controls and supervision</li> <li>• Unstructured</li> <li>• Exciting</li> </ul>	<p><b>Blue</b></p> <ul style="list-style-type: none"> <li>• Interactive</li> <li>• Action oriented</li> <li>• Personal</li> <li>• Friendly and social</li> <li>• Relaxed and unstructured</li> <li>• Freedom of expression</li> <li>• Democratic relationships</li> <li>• Freedom from control and detail</li> <li>• Opportunity to verbalize proposal</li> <li>• Opportunity for social recognition</li> </ul>
<p><b>Gold</b></p> <ul style="list-style-type: none"> <li>• Structured</li> <li>• Permanent</li> <li>• Efficient</li> <li>• Cooperative</li> <li>• Secure</li> <li>• Maintenance of status quo</li> <li>• Predictable routines</li> <li>• Credit for work accomplished</li> <li>• Sincere appreciation</li> <li>• Identification with a group</li> <li>• Standard operating procedures</li> <li>• Minimal conflict</li> </ul>	<p><b>Green</b></p> <ul style="list-style-type: none"> <li>• Focus</li> <li>• Conceptual</li> <li>• Doesn't like change</li> <li>• Organized</li> <li>• Intelligent</li> <li>• Efficient</li> <li>• New Ideas</li> <li>• Knowledgeable</li> <li>• Competence</li> <li>• Accurate</li> <li>• Truthful</li> </ul>

### LEADERSHIP STYLES

<p><b>Orange</b></p> <ul style="list-style-type: none"> <li>• Expects quick action</li> <li>• Assumes flexibility</li> <li>• Works in the here and now</li> <li>• Performance oriented</li> <li>• Flexible approach</li> <li>• Welcomes change</li> <li>• Institutes change quickly</li> <li>• Expects people to "make it fun"</li> </ul>	<p><b>Blue</b></p> <ul style="list-style-type: none"> <li>• Expects others to express views</li> <li>• Assumes "family spirit"</li> <li>• Works to develop other's potential</li> <li>• Individual oriented</li> <li>• Democratic, unstructured approach</li> <li>• Encourages change via human potential</li> <li>• Change time allows for sense of security</li> <li>• Expects people to develop their potential</li> </ul>
<p><b>Gold</b></p> <ul style="list-style-type: none"> <li>• Expects punctuality, order, loyalty</li> <li>• Assumes "right" way to do things</li> <li>• Seldom questions tradition</li> <li>• Rules oriented</li> <li>• Detailed/thorough approach</li> <li>• Finds change difficult</li> <li>• Prolonged time to initiate change</li> <li>• Expects people to play their roles</li> </ul>	<p><b>Green</b></p> <ul style="list-style-type: none"> <li>• Expects intelligence and competence</li> <li>• Assumes task relevance</li> <li>• Seeks way to improve systems</li> <li>• Visionary</li> <li>• Analytical</li> <li>• Encourages change for improvement</li> <li>• Constantly in process of change</li> <li>• Expects people to follow through</li> </ul>

## COLORS AT A GLANCE

	<b>ORANGE</b>	<b>BLUE</b>	<b>GOLD</b>	<b>GREEN</b>
<b>Characteristics</b>	Free Spontaneous Impetuous	Authenticity Affection Love	Influence Security Status	Competence Accuracy Truth
<b>Values</b>	Freedom Action Performing	Compassion Sympathy Rapport	Responsibility Dependability Stability	Intelligence Explanations Answers
<b>Regard</b>	Opportunity Competition Options	Significance Meaning Identity	Dedication Service Order	Efficiency Output Ideas
<b>Dislikes</b>	Rigidity Authority Rules	Insincerity Hypocrisy Deception	Non-conformity Ambiguity Waste	Incompetence Unfairness Injustice
<b>Expresses</b>	Optimism Confidence Openness	Enthusiasm Inspiration Vivacity	Purpose Stability Concern	Coolness Reservation New Ideas
<b>Fosters</b>	Recreation Enjoyment Fun	Harmony Community Growth	Institutions Traditions Rules	Inventions Technology Growth
<b>Respects</b>	Skills Expression	Nurturing Empathy	Loyalty Obligation	Knowledge Capability

## STRATEGIES FOR WORKING WITH EACH COLOR

### Strategies to improve your working relationships:

#### **BLUE**

- Present the team building aspects of your solution.
- Be sensitive to how your statements are received. Test for buy-in and significance.
- Starting your presentation with a concern for the people involved.
- Include people's feelings among the causes/facts to be considered.
- Be optimistic. Focus on the good that this decision will do for all concerned. Minimize the negative impact.
- Be real and sincere. Put your own ego away. Show your compassion. Get in touch with your own Blue side.
- Be sensitive to the feelings of the team members. Make sure you thank them for their contributions.

#### **GREEN**

- Talk one-on-one or in small groups.
- Start with the big picture to gain consensus on the goals, intentions, and objectives.
- Present possible solutions only after you have identified the needs, problems, or challenges.
- Make sure the solution is logical, solves the problem, and gives good answers.
- Be prepared to provide the technical data on solutions you suggest.
- Demonstrate how your solutions are innovative, visionary, and creative.
- Have your most articulate person present the proposal.
- If possible, tie your solution to existing resources to help them justify the use of those resources.
- Allow Greens time to think about your ideas by presenting a written plan beforehand.
- Don't expect to convince them the first time. They will need time to reflect and consider.

## **GOLD**

- Be punctual. If you set an appointment for a meeting or a phone call, don't be late.
- Give an explicit statement of the problem to be solved.
- Recognize their accomplishments and expertise.
- Establish a clearly defined goal for your meeting and track your success in reaching that goal.
- Be dependable. Whether you are delivering a presentation or samples of your products, if you say you will do something – Do it!
- Arrange your presentation in a logical way with a beginning, a sequence of points, and an end.
- Come prepared with a plan that can be modified on the spot as necessary.
- Work out the details of your plan before you present it.
- Include the pros and cons in your proposals.
- Show integrity. Be honest, ethical and moral. Don't suggest that you could cut corners to reduce the cost.
- Be cost-effective. Show them how the use of your products or services will enhance their effectiveness and that doing so will increase their financial position.

## **ORANGE**

- Project energy and enthusiasm.
- Present information in an exciting, energetic way. Show how solving their problems will be an adventure.
- Be action-oriented. Clearly identify the positive results of the task at hand.
- Identify the full spectrum of possibilities, from the risky ones to the conservative options and let them choose their comfort level.
- Give them many options demonstrating flexibility, creativity, and innovation.
- Listen for information you might have forgotten to consider. Revise your idea to take that information into account.
- Clearly outline the next action to be taken.
- Be out-going, engaging, and humorous.
- Help them realize that working with you will provide a job well done.

## STRATEGIES FOR WORKING WITH EACH COLOR

### Behaviors that would cause stress in your co-worker

#### **BLUE**

- Disharmony. Be aware of the other personality types involved and don't allow conflict to occur.
- Disrespect. Be respectful of age, seniority, and leadership roles.
- Arrogance and rudeness. Don't present yourself as the know-it-all who is here to save the day.
- Not feeling unique. Be sure to allow for some individualization in projects and tasks.
- Not Creating an environment where everyone works together to solve the organization's problems.
- Lack of Support. Make sure that you also present how your organization will support them after the task is completed and implementation has begun.
- Insincerity. Lying and gossiping or talking bad about others causes Blues to be uncomfortable.

#### **GREEN**

- Being boxed in. Whenever possible provide options and let them make the final decision on which way to go.
- Tedium. Greens dislike repetition, so refrain from processes that are boring and obvious. Strive for innovation and far-reaching.
- Ignorance. Take the time to do sufficient research so that you will not be caught unaware. Verify your facts before you present a proposal. Greens love to show you facts that you were unaware of but should have known.
- Distractions. Focus on the key components needed for your solutions. Resist the temptation to go off on tangents and cover interesting but unrelated information. You may never get back to your proposal.
- Not allowing them to display or use their knowledge. Greens like to show off their intelligence any chance they get. So give them opportunities.

## **GOLD**

- Interruptions. Turn off your cell phone. Pick a time for your meeting when the prospect will be less likely to be rushed.
- Insufficient time. Do not let yourself run out of time. Set clearly achievable goals for the time you have been allotted.
- Change of plan. Do not change your plans. If you set a time for a meeting or a phone call, be there on time. Present what you said you were there to talk about. Do not try to change the plan at the last minute.
- Chaos. Come prepared with all the materials you will need organized in an orderly way with everything easy to hand.
- Indecisiveness. Be a strong leader. Have a step by step plan and follow the plan.
- No Follow-Through. Make sure to check back later when you said you would to see what next step they would like to take

## **ORANGE**

- Negativity. Always be up-beat and positive. If you're having a bad day, stay home.
- Deadlines. As much as possible, let them define the deadlines and then be flexible.
- Waiting. Get your ducks in order and be ready to deliver. Provide a proposal that is results oriented, flexible, effective, achievable, results-oriented, and immediately deliverable. If you can't do that break it down in pieces that are deliverable.
- Imposed structure. Oranges love to be free and explore options, all options. Reading and following directions to the letter is not something they enjoy doing.
- Paperwork. Have your people take care of the paperwork. Try not to set yourself up to be waiting for paperwork from the Oranges.



Instructions: Compare all 4 boxes in each row. Do NOT analyze each word; just get a sense of each box.

**Score each of the four boxes in each row from most to least as it describes you:**

**4= most, 3= a lot, 2= somewhat, 1= least**

Row 1	<b>A</b> Active Variety Sports Opportunities Spontaneous Flexible	<b>B</b> Organized Planned Neat Parental Traditional Responsible	<b>C</b> Warm Helpful Friends Authentic Harmonious Compassionate	<b>D</b> Learning Science Quiet Versatile Inventive Competent
	SCORE _____	SCORE _____	SCORE _____	SCORE _____
Row 2	<b>E</b> Curious Ideas Questions Conceptual Knowledge Problem Solver	<b>F</b> Caring People Oriented Feelings Unique Empathetic Communicative	<b>G</b> Orderly On-time Honest Stable Sensible Dependable	<b>H</b> Action Challenges Competitive Impetuous Impactful
	SCORE _____	SCORE _____	SCORE _____	SCORE _____
Row 3	<b>I</b> Helpful Trustworthy Dependable Loyal Conservative Organized	<b>J</b> Kind Understanding Giving Devotes Warm Poetic	<b>K</b> Playful Quick Adventurous Confrontive Open Minded Independent	<b>L</b> Independent Exploring Competent Theoretical Why Questions Ingenious
	SCORE _____	SCORE _____	SCORE _____	SCORE _____
Row 4	<b>M</b> Follow Rules Useful Save Money Concerned Procedural Cooperative	<b>N</b> Active Free Winning Daring Impulsive Risk taker	<b>O</b> Sharing Getting Along Feelings Tender Inspirational Dramatic	<b>P</b> Thinking Solving Problems Perfectionist Determined Complex Composed
	SCORE _____	SCORE _____	SCORE _____	SCORE _____
Row 5	<b>Q</b> Puzzles Seeking Info Making sense Philosophical Principled Rational	<b>R</b> Social Causes Easy Going Happy Endings Approachable Affectionate Sympathetic	<b>S</b> Exciting Lively Hands on Courageous Skillful On Stage	<b>T</b> Pride Tradition Do Things Right Orderly Conventional Careful
	SCORE _____	SCORE _____	SCORE _____	SCORE _____
If any of the scores in the colored boxes are less than 5 or greater than 20 you have made an error.	<b>Total Orange Score</b> A, H, K, N, S _____	<b>Total Green Score</b> D, E, L, P, Q _____	<b>Total Blue Score</b> C, F, J, O, R _____	<b>Total Gold Score</b> B, G, I, M, T _____