

True Colors at a Glance

Oranges–Artisan

Their strengths include their ability to do a variety of tasks with ease and their sense of urgency when the situation demands it. These are the organizational troubleshooters. Their weaknesses include their disinterest in routine and being too present-orientated, at the expense of long-term thinking.

Leadership Style	Succeeding with an Orange Individual
<ul style="list-style-type: none"> • Expects quick action • Assumes flexibility • Works in the here and now • Performance oriented • Flexible approach • Welcomes change • Institutes change quickly • Expects people to “make it fun” 	<ul style="list-style-type: none"> • A direct right-to-the-point approach gets their attention • Respect their lack of structure and need for spontaneity • Get involved in physical activities with them • Compliment their generosity and sense of humor

Mentoring Orange: If you want an Orange to succeed, allow them to show off their skills without condemning them for their process. They are proficient, capable people, so give them immediate feedback and praise for the clever way they handle situations. Oranges are excellent multi-taskers but for best results, don’t insist that they drop what they are doing and give you their full attention. Instead, figure out what you can do to help them finish their projects or otherwise fit into their world.

Blues–Idealist

Their strengths include their ability to persuade and cooperate. These are the team builders. Their weaknesses include an over-personalization of organizational problems and their tendency to carry grudges.

Leadership Style	Succeeding with a Blue Individual
<ul style="list-style-type: none"> • Expects other to express views • Assumes “family spirit” • Works to develop others’ potential • Individual oriented • Democratic, unstructured approach • Encourages change via human potential • Change time allows for sense of security • Expects people to develop their potential 	<ul style="list-style-type: none"> • Respect their need to know about you • Take a creative approach to problem solving • Be truthful and sincere • Cooperate with other team members • Show that you value and appreciate them through thoughtfulness • Be helpful, open, and communicative

Mentoring Blue: If you want a Blue to succeed, help them develop by providing the training and tools they need to do their jobs and the opportunity to help others. Because they strive to be authentic, encourage them to find different ways to present their ideas. And if you really want them to excel, give them opportunities to train, guide, recruit and mentor others.

Golds–Guardian

Their strengths include their strong sense of responsibility and duty to the organization. These are the organization’s backbone. Their weaknesses include their rigidity and narrow focus on meeting rules and regulations.

Leadership Style	Succeeding with a Gold Individual
<ul style="list-style-type: none"> • Expects punctuality, order, loyalty • Assumes “right” way to do things • Seldom questions tradition • Rules oriented • Detailed/thorough approach • Finds change difficult • Prolonged time to initiate change • Expects people to play their roles 	<ul style="list-style-type: none"> • Be organized and neat in work and appearance • Be truthful • Plan ahead of them • Don’t beat around the bush; be upfront • Respect their need for tradition and stability • Be loyal and dependable • Support their need for structure and security

Mentoring Gold: If you want a Gold to succeed, give them opportunities to use their skills and hold them accountable. Be specific and logical when communicating with them. They don’t have a lot of patience with emotional outbursts and can be intimidating and verbally defensive if they feel threatened. Don’t take it personally. They are also secretly very hard on themselves. They expect things to go the way they planned 99% of the time and when that doesn’t happen, they become very self-critical – although you’ll never hear them say so.

Greens–Rational

Their strengths include their ability to think systematically and strategically. These are the natural analysts. Their weaknesses include their tendency to make things more complex than necessary and their impatience with incompetence.

Leadership Style	Succeeding with a Green Individual
<ul style="list-style-type: none"> • Expects intelligence and competence • Assumes task relevance • Seeks way to improve systems • Visionary • Analytical • Encourages change for improvement • Constantly in process of change • Expects people to follow through 	<ul style="list-style-type: none"> • Respect their preoccupation with ideas and logic • Know that they care, but may not express feelings freely • Respect their wisdom and knowledge • Think ahead; Greens appreciate future-orientation • Help them with day-to-day details • Praise them ingenuity and intelligence

Mentoring Green: If you want a Green to succeed, allow them quiet time to think and process information. They may seem to be introverts, but that’s just because they spend a great deal of concentrating on key details, planning, strategizing and being systematic in their approach to whatever they are working on. Greens consider the big picture, so you’ll want to ask for their input and then be sure to validate their responses.