UNDERSTANDING YOURSELF AND OTHERS

INFORMATION TAKEN FROM True Colors BY DON LOWRY
BASED ON Please Understand Me BY DR. DAVID KEIRSEY
TRUE COLORS WORD SORT

Describe Yourself: In the boxes below are groups of word clusters printed horizontally in rows. Look at all the sets of words in the first box (A, B, C, D). Read the words and decide which of the four sets is most like you. Give that set a “4” (most like you). Then rank order the next three sets of words from 3-1 in descending preference. Continue this process with the remaining four boxes. Each box should have a 1, 2, 3, and 4.

Row 1

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active</td>
<td>Parental</td>
<td>Authentic</td>
<td>Versatile</td>
</tr>
<tr>
<td>Opportunistic</td>
<td>Traditional</td>
<td>Harmonious</td>
<td>Inventive</td>
</tr>
<tr>
<td>Spontaneous</td>
<td>Responsible</td>
<td>Compassionate</td>
<td>Competent</td>
</tr>
</tbody>
</table>

Row 2

<table>
<thead>
<tr>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curious</td>
<td>Unique</td>
<td>Practical</td>
<td>Competitive</td>
</tr>
<tr>
<td>Conceptual</td>
<td>Empathetic</td>
<td>Sensible</td>
<td>Impetuous</td>
</tr>
<tr>
<td>Knowledgeable</td>
<td>Communicative</td>
<td>Dependable</td>
<td>Impactful</td>
</tr>
</tbody>
</table>

Row 3

<table>
<thead>
<tr>
<th>I</th>
<th>J</th>
<th>K</th>
<th>L</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loyal</td>
<td>Devoted</td>
<td>Realistic</td>
<td>Theoretical</td>
</tr>
<tr>
<td>Conservative</td>
<td>Warm</td>
<td>Open-minded</td>
<td>Seeking</td>
</tr>
<tr>
<td>Organized</td>
<td>Poetic</td>
<td>Adventuresome</td>
<td>Ingenious</td>
</tr>
</tbody>
</table>

Row 4

<table>
<thead>
<tr>
<th>M</th>
<th>N</th>
<th>O</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerned</td>
<td>Daring</td>
<td>Tender</td>
<td>Determined</td>
</tr>
<tr>
<td>Procedural</td>
<td>Impulsive</td>
<td>Inspirational</td>
<td>Complex</td>
</tr>
<tr>
<td>Cooperative</td>
<td>Fun</td>
<td>Dramatic</td>
<td>Composed</td>
</tr>
</tbody>
</table>

Row 5

<table>
<thead>
<tr>
<th>Q</th>
<th>R</th>
<th>S</th>
<th>T</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philosophical</td>
<td>Vivacious</td>
<td>Exciting</td>
<td>Orderly</td>
</tr>
<tr>
<td>Principled</td>
<td>Affectionate</td>
<td>Courageous</td>
<td>Conventional</td>
</tr>
<tr>
<td>Rational</td>
<td>Sympathetic</td>
<td>Skillful</td>
<td>Caring</td>
</tr>
</tbody>
</table>
SCORING SHEET

Add the numbers associated with the following letters:

A + H + K + N + S = __________  Color: Orange

C + F + J + O + R = __________  Color: Blue

B + G + I + M + T = __________  Color: Gold

D + E + L + P + Q = __________  Color: Green
BLUE

Value HARMONY above all else
Good at reading people, understanding human dynamics
Sensitive to others
Appreciate and know how others feel
Emotionally based decision making
Time is circular
Perceptive, “people pleaser”, a real team player
Use poetry, music, quotations to express affection in romance and friendships
Sympathetic, empathetic, compassionate
Think about the possibilities in people
Centered on people, relationships, interaction

I need to feel unique and authentic

I look for meaning and significance in life

I need to contribute, to encourage, and to care

I value integrity and unity in relationships

I am a natural romantic, a poet, a nurturer

<table>
<thead>
<tr>
<th>At work/school...</th>
<th>In love...</th>
<th>In childhood...</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a strong desire to influence others so they may have more significant lives.</td>
<td>I seek harmonious relationships.</td>
<td>I was extremely imaginative and found it difficult to fit into the structure of school life.</td>
</tr>
<tr>
<td>I often work in the arts, communications, education, and the helping professions.</td>
<td>I am a true romantic and believe in perfect love that lasts forever.</td>
<td>I reacted with great sensitivity to discordance or rejection and sought recognition.</td>
</tr>
<tr>
<td>I am adept at motivating and interacting with others.</td>
<td>I bring drama, warmth, and empathy to relationships.</td>
<td>I responded to encouragement rather than competition.</td>
</tr>
<tr>
<td>Use poetry, music, quotations to express affection in romance and friendships.</td>
<td>I enjoy the symbols of romance such as flowers, candlelight, and music, and I cherish the small gestures of love.</td>
<td></td>
</tr>
</tbody>
</table>
GOLD

Value responsibility and sense of DUTY above all else
Will follow through at all costs, dependable, true
Good at organizing vague, random thoughts and putting things into action
Detail oriented, predictable
Focus on the “here and now”
Serious, duty-oriented, aware of what one is “supposed to do”
Gather information form their senses
Steadfast, stable, “salt of the earth”
Practical and realistic
Like the Boy Scouts’ motto: Be prepared!
A deep commitment to the standards of our society
Heritage, history, family are important values
A high priority to belong to social units

I need to follow the rule and respect authority
Loyal…Dependable…Prepared
Thorough…Sensible…Punctual
Faithful…Stable…Organized
Caring…Concerned…Concrete

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

I need to be useful and to belong

I value home, family, and tradition

I am a natural preserver, a parent, a helper

I am a natural preserver, a parent, a helper

In work/school...
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 job.

In love...
I am serious and tend to have traditional, conservative views of both love and marriage.
I demonstrate love and affection through the practical things I do for my loved ones.

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 educational system.
GREEN

Strong urge to be COMPETENT
Good at solving problems, figuring things out, wondering all the time “What if...?”
Ask frequently “Why?”
Theoretical, puzzlers, need to know the reasons behind something
Objective, quantitative
Value cause and effect (if A then B)
Help us figure out a dozen possibilities
Most self-critical of the types
Badgers others about mistakes with resolve to improve
Respects abilities, skills, and ingenuity
Is hooked on storing up wisdom
Individualistic, can do work well independently
Can be vulnerable to “all work and no play”

I seek knowledge and understanding
I live life by my own standards
I need explanations and answers
I value intelligence. Insight, fairness, and justice
I am a natural nonconformist, a visionary, a problem solver

At work/school...
I am conceptual and am an independent thinker.
For me, work is play.
I am drawn to constant challenge in careers, and like to develop models, explore ideas, or build systems to satisfy my need to deal with the innovative.
Once I have perfected an idea, I prefer to move on, leaving the project to be maintained and supported by others.

In love...
I prefer to let my head rule my heart.
I dislike repetition, so it is difficult for me to continually express feelings. I believe that once feelings are stated, they are obvious to a partner.
I am uneasy when my emotions control me.
I want to establish a relationship, leave it to maintain itself, and turn my energies back to my career.

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

Good at adding spice to any situation
The best of all of us at living in the moment and using their physical senses to
Understand what is going on in any given situation
Future oriented
Gather information from their intuition
Exuberant and generous in gift-giving
May have short attention span
Especially interested in ACTION
Respond to tactile, tangible activities
Optimistic, bold, eager
At time, can be a bit of a “show off”
Our best performers, athletes, and actors

I act in a moments notice
I consider life as a game, here and now
I need fun, variety, stimulation, and excitement
I value integrity and unity in relationships
I am a troubleshooter, a performer, a competitor

At work/school...
I am bored and restless with jobs that are routine and structured.
I am satisfied in careers that allow me independence and freedom, while utilizing my physical coordination and my love of tools.
I view any kind of tool and an extension of self.
I am a natural performer.

In love...
I seek a relationship with shared activities and interests.
With my mate, I like to explore new ways to energize the relationship.
As a lover, I need to be bold and I thrive on physical contact.
I enjoy giving extravagant gifts that bring pleasure to my loved one.

Witty…Charming…Spontaneous
Impulsive…Generous…Impactful
Optimistic…Eager…Bold
Physical…Immediate…Fraternal

In childhood...
Of all types of children, I had the most difficult time fitting into academic routine.
I learned by doing and experiencing, rather than by listening and reading.
I need physical involvement in the learning process and am motivated by my own natural competitive nature and sense of fun.
<table>
<thead>
<tr>
<th></th>
<th>BLUE</th>
<th>GOLD</th>
<th>GREEN</th>
<th>ORANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Esteemed by:</td>
<td>Helping People</td>
<td>Being of Service</td>
<td>Insights</td>
<td>Recognition</td>
</tr>
<tr>
<td>Appreciated for:</td>
<td>Unique Contributions</td>
<td>Accuracy and Thoroughness</td>
<td>Their Ideas</td>
<td>Creativity</td>
</tr>
<tr>
<td>Validated by:</td>
<td>Personal Acceptance</td>
<td>Appreciation of Service</td>
<td>Affirming Their Wisdom</td>
<td>Visible Results</td>
</tr>
<tr>
<td>At work they are:</td>
<td>A Catalyst</td>
<td>Procedural</td>
<td>Pragmatic</td>
<td>Flexible</td>
</tr>
<tr>
<td>Their specialty is:</td>
<td>Relationships</td>
<td>Results</td>
<td>Strategy</td>
<td>Energy</td>
</tr>
<tr>
<td>Overall mood:</td>
<td>Committed</td>
<td>Concerned</td>
<td>Cool, Calm, Collected</td>
<td>Enthusiastic</td>
</tr>
<tr>
<td>Key character trait:</td>
<td>Authenticity</td>
<td>Responsibility</td>
<td>Ingenuity</td>
<td>Skillfulness</td>
</tr>
</tbody>
</table>
IMPROVING PERSONAL RELATIONSHIPS

With a Bright Green By
Recognizing their need for independence 😊 Valuing their abstract thinking 😊 Helping them with day-to-day details 😊 Preserving their privacy to think and read 😊 Accepting their lack of romantic gestures 😊 Realizing their stress comes from fear of feeling foolish 😊 Allowing them to be self critical 😊 Understanding that they esteem themselves by being competent 😊 Praising with ingenuity

With a Bright Orange By
Recognizing their need for freedom 😊 Valuing their playfulness 😊 Helping them think before they act 😊 Spontaneously playing with them 😊 Realizing their stress comes from lack of excitement 😊 Reinforcing their optimism 😊 Praising their skills 😊 Responding to their generosity

With a Bright Blue By
Making romantic gestures 😊 Having intimate talks 😊 Recognizing their need to contribute 😊 Providing the warm touch and embrace 😊 Reassuring your loving commitment 😊 Expressing your feelings 😊 Being open and responsive

With a Bright Gold By
Caring about their need for security 😊 Doing some reasonable planning 😊 Praising their responsible actions 😊 Remembering sentimental moments 😊 Acknowledging their stability 😊 Responding to important dates
IMPROVING JOB PERFORMANCE

Of a Bright Green By
Assigning projects which require analytical thinking and problem solving 😊 Discussing your “big picture” with them and by eliciting their universal outlook 😊
Inspiring them with futuristic ideas and potentialities 😊
Respecting their inclination to go beyond the established rules of the system 😊 Taking their ideas to the next step and encouraging them to think independently 😊 Praising their inventiveness and ingenuity 😊
Understanding their need to avoid redundancy and repetitive tasks 😊 Recognizing and appreciating their competence in the job

Of a Bright 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 Bright 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 of communication, nurturing, and people oriented ideas 😊 Praising their imaginative and creative approach to the job 😊 Providing them with one-on-one feedback

Of a Bright Gold By
Assigning work which requires detailed planning and careful follow-through 😊 Defining the tasks in clear and concrete terms 😊 Being punctual and reliable 😊
Providing a well structured, stable work environment 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 straight forward, dependable, responsibly, and business minded 😊
Giving tangible recognition for their work
Orange May See Self As:
- Fun-loving, enjoys self
- Spontaneous
- Flexible, adaptable
- Carefree
- Proficient, capable
- Hands-on person
- Practical
- Problem-solver
- Good negotiator
- Here and now person
- Do many things at once
- Eclectic
- Can deal with chaos
- Curios, welcomes new ideas
- Superior ability to discriminate among options
- See shades of gray

REFRAMING

Others See Orange As:
- Irresponsible
- Flaky
- Wishy-washy
- Not serious
- Spends time at things they enjoy
- Not interested in ideas
- Disobey rules
- Manipulative, not to be trusted
- Turn-off to past-oriented blue and future-oriented green
- Not able to stay on task
- Scattered, cluttered
- Uncontrollable, resists closure or decision
- Indecisive
Blue May See Self As:
- Warm, Compassionate
- Caring, Caretaker
- Romantic
- Spiritual
- Creative
- Idealistic
- People person
- Willing to work tirelessly for cause
- Trusting, Unselfish
- Empathic, Sympathetic
- Affirming
- Expressive, expansive
- Promoting growth, well being
- Social interaction expert
- Able to see need for exceptions
- Conscious of past relationships
- Great communicator
- Wanting Harmony
- Individualized personal values

Others See Blue As:
- Over-emotional
- “Bleeding Heart”
- Mushy
- Other-worldly
- Flaky, unrealistic
- Hopelessly naïve, too trusting
- Too tender hearted
- Easily duped
- Too “Touchy Feely”
- Just pathetic
- Too nice
- Smothering
- Teaching non-essentials
- Slick, manipulative
- Ignores policy, creates chaos
- Stuck in or lives in past
- Groveling, fawning, soft
- Obscures the issues
- Illogical, incomprehensible
Gold May See Self As:
Stable
Providing security
Dependable
Firm
Always has a view
Efficient
Realistic
Decisive
Executive type
Good planner
Orderly, neat
Organized person
Punctual, expects same
Goal oriented
Finish what I started
Good at sorting, weeding out

Others See Gold As:
Rigid
Controlling
Dull, boring
Stubborn, pigheaded
Opinionated
System-bound
Unimaginative
Judgmental
Bossy
Limiting flexibility
Uptight
Sets own agenda
Predictable
Rigid idea of time
End justifies the means
Limited, not able to do many things at once
Throws away good items needlessly
**Green May See Self As:**
- Superior intellect
- 98% right
- Tender-minded
- Efficient
- Powerful
- Creative, visionary
- Original, unique
- Eminently reasonable
- Rational
- Calm, not emotional
- Under control
- Precise, not repetitive
- Able to find flaws
- Objective
- Task/goal focus
- Holding firm to policy
- Seeking justice
- Assuming things will be done well
- Firm-minded, able to reprimand
- Great planner

**Others See Green As:**
- Intellectual snob
- Arrogant
- Heartless
- Doesn’t care about people
- Ruthless
- Unrealistic
- Eccentric, weird
- Emotionally controlled
- Ignores people values
- Cool, aloof, unfeeling
- Afraid to open up
- Covers subject from all angles
- Critical, fault finding
- Not on my side
- Devaluing relational aspects
- Having limited ability to see obvious differences
- Lacking mercy, unfair
- Unappreciative, stingy with praise
- Nasty, hatchet man
- Doesn’t consider people in plans
LEADERSHIP STYLES

ORANGE:
- Expects quick action
- Assumes flexibility
- Works in the here and now
- Performance oriented
- Flexible approach
- Welcomes change
- Institute change quickly
- Expects people to “make it fun”

BLUE:
- Expects others to express views
- Assumes “family spirit”
- Works to develop others potential
- Individuals oriented
- Democratic, unstructured approach
- Encourage change via human potential
- Change time allows for sense of security
- Expects people to develop their potential

GOLD:
- Expects punctuality, order, and loyalty
- Assumes “right” way to do things
- Seldom questions tradition
- Rules oriented
- Detailed/thorough approach, threatened by change
- Prolonged time to initiate change
- Expects people to “play” their roles

GREEN:
- Expects intelligence and competence
- Assumes task relevancy
- Seeks ways to improve system
- Visionary
- Analytical
- Encourages change for improvement
- Constantly “in process” of change
- Expects people to follow through