



MINNESOTA

NAHRO

Using True Colors for Enhanced Influence

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QUESTIONNAIRE

In each of the five boxes below, determine what three characteristics are most like you (A, B, C, or D) and put a 4 under those characteristics. Then, determine the next three characteristics and put a 3 under those. Do the same for 2 and finally, put a 1 in the box that least describes your personality characteristics. **In the Example below: A is most like me, and B is least like me.**

A	B	C	D
Active Opportunistic Spontaneous	Parental Traditional Responsible	Authentic Harmonious Compassionate	Versatile Inventive Competent
Rating: 4	Rating: 1	Rating: 3	Rating: 2

Your Turn

A	B	C	D
Active Opportunistic Spontaneous	Parental Traditional Responsible	Authentic Harmonious Compassionate	Versatile Inventive Competent
Rating:	Rating:	Rating:	Rating:

A	B	C	D
Competitive Unstructured Impactive	Practical Sensible Dependable	Unique Empathetic Communicative	Curious Conceptual Knowledgeable
Rating:	Rating:	Rating:	Rating:

A	B	C	D
Realistic Open-Minded Adventurous	Loyal Conservative Organized	Devoted Warm Poetic	Theoretical Seeking Ingenious
Rating:	Rating:	Rating:	Rating:

A	B	C	D
Daring Impulsive Fun	Concerned Procedural Cooperative	Tender Inspirational Dramatic	Determined Complex Composed
Rating:	Rating:	Rating:	Rating:

A	B	C	D
Exciting Courageous Skillful	Orderly Conventional Careful	Vivacious Affectionate Sympathetic	Philosophical Principled Rational
Rating:	Rating:	Rating:	Rating:

INTRODUCTION

From the moment we are born, we are instinctively social.

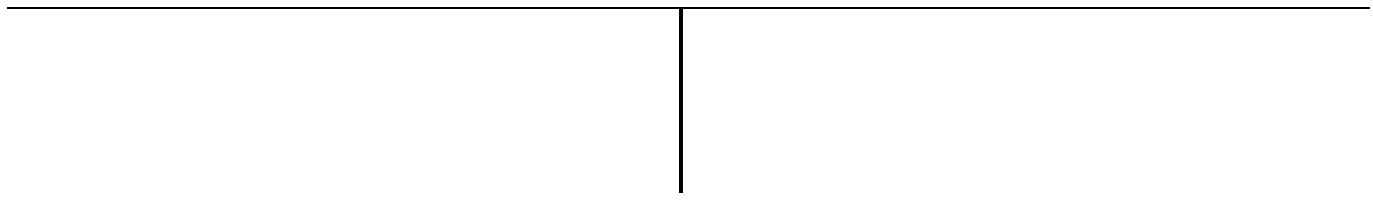
As humans, we need to belong.

How do I know I do a good job at work?

Self

Mix

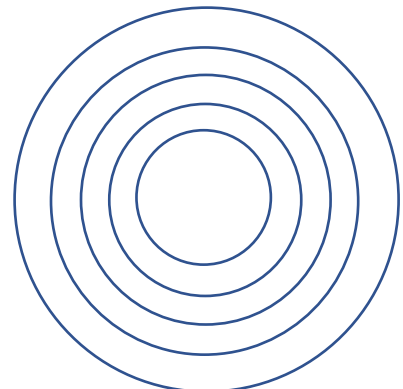
Other



TRUE COLORS STYLE

Preferences

- Effect what we pay attention to, what we experience, what we expect, the behaviors we demonstrate, and how we judge others.
- Preferences are strong habits.



VALUES OF EACH PREFERENCE

Purple Preferences

- Commitment
- Security
- Professionalism
- Etiquette
- Duty
- Honesty
- Membership
- Efficiency
- Tradition

Green Preferences

- Expertise
- Intellectual Achievement
- Knowledge
- Logic
- Accuracy
- Ingenuity
- Strategy
- Self-Sufficiency
- Improvement

Orange Preferences

- Adventure
- Forthrightness
- Options
- Experience
- Flair
- Spontaneity
- Opportunity
- Winning
- Expediency

Blue Preferences

- Compassion
- Friendship
- Honesty
- Sensitivity
- Sharing
- Trust
- Kindness
- Collaboration

TRUE COLORS STYLE

Purple Preferences Column B

33% - 50% of U.S. Population

Core Value: Responsibility

General Description

- Purposeful
- Respectful
- Appropriate
- Supportive of Policies and Rules
- Detail Oriented
- Chronological
- Loyal
- Coordinating
- Handling Details
- Organizing
- Planning
- Decision Making
- Completion

Green Preferences Column D

10% - 13% of U.S. Population

Core Value: Competence

General Description

- Logical and objective
- Includes facts and information
- Big picture
- Questioning
- Critiquing
- Dry sense of humor
- Slow-paced
- Analyzing
- Confidence
- Designing
- Developing
- Diagnosing
- Inventing

Orange Preferences Column A

12% - 33% of U.S. Population

Core Value: Taking Action

General Description

- Casual
- Spontaneous
- Now oriented
- Fast-paced
- Changes subjects quickly
- Straightforward
- Active
- Take Charge
- Thrives During Chaos
- Multitasking
- Adaptability
- Action Oriented
- Making An Impact

Blue Preferences Column C

12% - 25% of U.S. Population

Core Value: Passion

General Description

- Friendly
- Helpful
- Empathetic
- Optimistic
- Expressive with emotion
- Fostering or maintaining harmony
- Using metaphors
- Accepting
- Communicating
- Leading
- Listening
- Motivating
- Supporting

LEADERSHIP PERSPECTIVES

Purple Preferences: Director

- Expects punctuality, order, loyalty
- Assumes there is a 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

Green Preferences: Delegator

- Expects intelligence and competence
- Assumes task relevance
- Seeks ways to improve systems
- Visionary
- Analytical
- Encourages change for improvement
- Constantly in process of change
- Expects people to follow through

Orange Preferences: Coach

- 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”

Blue Preferences: Supporter

- Expects others to express views
- Assumes family spirit
- Works to develop other's potential
- Individual oriented
- Democratic, unstructured approach
- Encourages change via human potential
- Change time allows for sense of security
- Expects people to develop their potential

BEHAVIORS

Purple Preferences

Green Preferences

Orange Preferences

Blue Preferences

TIME

Purple Preferences:

Green Preferences:

Orange Preferences:

Blue Preferences:

WORKING WITH CHANGE

Purple Preferences:

Green Preferences:

Orange Preferences:

Blue Preferences:

MOTIVATION

Purple Preferences:

Green Preferences:

Orange Preferences:

Blue Preferences:

WORK ENVIRONMENTS

Purple Preferences:

Good:

- Structured
- Rules, processes and procedures

Draining:

- Too much change
- People who don't know or follow the rules
- Inefficiency

Green Preferences:

Good:

- Quiet
- Independent

Draining:

- Too much routine
- Rushing
- Incompetence

Orange Preferences:

Good:

- Fun
- Freedom and flexible

Draining:

- Being bored
- Inaction
- Following the plan

Blue Preferences:

Good:

- Engaged
- Harmonious

Draining:

- Those who value rules or ideas more than people
- Insensitivity to others' feelings
- Not doing something that has meaning

COMMUNICATION

Purple Preferences tend to:

- Use clear and precise language or directions.
- Cut the small talk and get right to the point.
- Reach conclusions and make up their minds quickly.
- Want to know or share the history of a situation.
- Drive orderly conversations.
- Talk about responsibilities.

A Purple's Focus:

- What to move ahead and not get sidetracked.
- Want to direct others.
- Honesty.
- What to see and follow the agenda or plan.
- Want others to follow their plan.
- Establish guidelines or goals.
- Show concern by discussing ways to solve problems.
- Focus on things that need to be done.
- Focus on efficiency.

Green Preferences tend to:

- Communicate about factual information and ideas.
- Ask a lot of questions if interested.
- Argue all sides of an issue.
- Use a large vocabulary
- Wander from idea to idea.
- Avoids discussing the obvious.
- Uses puns and plays with words.
- Uses technical jargon.

A Green's Focus:

- Rely on facts.
- Take awhile to make the right decision.
- Worry that others don't understand or care about their knowledge or ideas.
- Appear indecisive.
- Concern themselves with competence.

Orange Preferences tend to:

- Use language as a tool to make a point.
- Dominate what is being said.
- Get tight to the point.
- Interrupt others.
- Want limited conversations – just the basics.
- Be quick witted.
- Embellish a story.
- Move from item to item quickly.
- Keep conversation lively.
- Be bold – say what's on your mind.

An Orange's Focus:

- Create energy and excitement
- Focus on results
- Want to know what has been done – not what could be done.
- Make decisions quickly.
- Focus on how quickly something can get done.

Blue Preferences tend to:

- Love to communicate with others.
- Are honest.
- Take the time to listen.
- Talk about feelings.
- Voice appreciation to others.
- Are verbally expressive and outgoing.
- Are willing to open up and share.
- Ramble and get side tracked.
- Use references on how actions will help others.
- Leave room for others' input.

A Blue's Focus:

- Avoid conflictual issues.
- Personalize the situation or conversation.
- Try to be helpful.
- Pay attention to non-verbals.
- Prefer dealing with people rather than facts.
- Are genuine
- Follow through

NATURAL STRESSORS

Purple Preferences:

- Lack of follow-through
- Taking on too many responsibilities
- Irresponsibility in others
- Things are not in their place
- Indecision
- Change
- Unclear expectations
- Not adhering to plans or schedules
- Lack of closure

Green Preferences:

- Blocks imposed by others
- Overly sensitive people
- No flexibility
- Being limited to standards
- People who don't try to solve their own problems
- Not enough time to gather data
- Lack of mental stimulation
- Ignored ideas and recommendations

Orange Preferences:

- Lack of freedom
- Strict guidelines
- Limited humor in others
- Slow actions
- Indecisiveness
- Routine
- Details
- Paperwork

Blue Preferences:

- Conflict
- Overload
- Isolation/rejection
- Lack of trust
- Lack of tolerance
- Negativity
- Not feeling appreciated
- Insincerity
- Lack of cooperation

WORKING WITH STRESS

Purple Preferences:

Green Preferences:

Orange Preferences:

Blue Preferences:

BALANCED

Purple Preferences:

Stable	An executive/manager
Secure	Good planner
Dependable	Neat
Firm	A good organizer
Confident	Practical
Efficient	Goal oriented
Realistic	Gets things done
Decisive	Good at sorting, weeding out
Professional	

Green Preferences

Superior intellect	Calm
99% correct	Under control
Tough-minded	Precise
Efficient	Analytical
Powerful	Objective
Visionary	Task focused
Original	Holding firm to policy
Reasonable	Seeking justice
Rational	Assuming things will be done well
Firm	Great planner

Orange Preferences

Fun-loving	Practical
Enjoys life	Problem-solver
Spontaneous	Good negotiator
Flexible	Here and now person
Carefree	Multi-tasker
Proficient	Resourceful
Experiential	Can deal with chaos
See shades of gray	Curious
Swift	

Blue Preferences

Warm	Affirming
Caring	Expressive, expansive
Compassionate	Caretaker
Romantic	Promoting growth, well- being
Spiritual	Social interaction expert
Creative	Able to see need for exceptions
Idealistic	Conscious of past relations
Willing to work tirelessly for a cause	Like to please people
Unselfish	Sympathetic
Empathetic	Great communicator
Wanting harmony	Trusting
Individual values	

UNBALANCED

Purple Preferences:

Rigid	Limited flexibility
Controlling	Uptight
Dull	Sets own agenda
Boring	Predictable
Stubborn	Rigid idea of time
Pigheaded	End justifies the means
Opinionated	Single-minded
System-bound	The keeper of crap
Unimaginative	Bossy
Judgmental	Controlling

Green Preferences

Cool, aloof, unfeeling	Intellectual snob
Afraid to open up	Arrogant
Covers subject from all angles	Heartless
Critical & fault finding	Doesn't care about people
Not on my side	Ruthless
Devaluing relational aspects	Unrealistic
Having limited ability to see obvious differences	Eccentric, weird
Lacking mercy, unfair	Emotionally controlled
Unappreciative, stingy with praise	Ignores people values
Hatchet person	
Doesn't consider people in plans	

Orange Preferences

Irresponsible	Turn off to past-oriented blue
Flaky	
Wish-washy	Turn off to future-oriented green
Not serious	Not able to stay on task
Spends time at things they enjoy	Scattered, cluttered
Not interested in ideas	Uncontrollable
Indecisive	Resists closure or decision
Disobeys rules	Manipulative, not to be trusted

Blue Preferences

Over-emotional	Too "touchy feely"
Bleeding heart	Too nice
Flaky	Naive, too trusting
Unrealistic	Smothering
Hopelessly naive	Worrying about non-essentials
Too tender-hearted	Slick, manipulative
Easily duped	Ignores policy
Talks too much	Groveling
Obscures the issues	Ignores problems/conflict
Creates chaos	

INFLUENCING OTHERS

How can I better influence those with Orange Preferences?

How can I better influence those with Green Preferences?

How can I better influence those with Blue Preferences?

How can I better influence those with Purple Preferences?
