



THE COLOR QUIZ
WORKBOOK

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Prepared by Miki Kellerman from *Living Your Colors* by Tom Maddron

Take this quiz prior to watching The Color Quiz segments on Eyes to See ... Leader Segments.

Rank the set of words 4, 3, 2, 1 according to how well they describe you with 4 being the most like you.

1. a. _____ solid, steady, careful
b. _____ feeling, sympathetic, kind
c. _____ cool, clever, independent
d. _____ lively, witty, energetic
2. a. _____ reasonable, moral, hardworking
b. _____ sensitive, sincere, caring
c. _____ logical, abstract, moral
d. _____ skillful, playful, fun-loving
3. a. _____ dependable, faithful, devoted
b. _____ close, personal, involved
c. _____ curious, scientific, thoughtful
d. _____ daring, energetic, brave
4. a. _____ reliable, organized, serious
b. _____ peaceful, harmonious, warm
c. _____ impatient, perfectionist, heady
d. _____ here-and-now, impulsive, active
5. a. _____ consistent, structured, planned
b. _____ meaningful, spiritual, inspired
c. _____ analyzing, testing, model making
d. _____ high impact, persuasive, generous
6. a. _____ sane, faithful, supportive
b. _____ poetic, musical, artistic
c. _____ theoretical, studious, principled
d. _____ performing, playing, creating
7. a. _____ commit, follow through, persist
b. _____ communicate, encourage, nurture
c. _____ inform, discuss, question
d. _____ energize, compete, engage
8. a. _____ conserve, maintain, protect
b. _____ inspire, understand, appreciate
c. _____ design, invent, construct
d. _____ promote, excite, activate
9. a. _____ value, honor, provide
b. _____ share, connect, express
c. _____ respect, stimulate, dialogue
d. _____ touch, pleasure, surprise
10. a. _____ traditional, loyal, conservative
b. _____ belonging, involved, cooperative
c. _____ skeptical, nonconforming, fair
d. _____ free, independent, rebellious

RESULTS

Total each letter:

- a. ____ = Gold
 - b. ____ = Blue
 - c. ____ = Green
 - d. ____ = Orange
- 

COLORS-AT-A-GLANCE: BLUE

Priority	Relationships with others and relationship with self
What Blues Think	"How will this affect the relationship or people involved?"
What to Know About Blues	<ul style="list-style-type: none">• Fascinated by human behavior and relationships• Seeks to explore themselves & how to connect with others• Connects on deeper level than other colors• Listening goes beyond words• Compassionate, empathetic• Reads others' body language• Good at "reading" the room• Looks for positive attributes in others and can usually find them• Tries to be everything to everyone• Enjoys making others feel special• Generous nature• Good friends• Reluctant to get involved if they don't see value
Bring out the Best in Blues	<ul style="list-style-type: none">• Enjoys a harmonious environment• Drawn to the underdog• Self-sacrificing• Point out how others will benefit from their involvement• Grant opportunities for personal growth• Give individual attention (seek to connect with others)
Self Esteem and Stressors for Blue People who are healthy can enter into stressful situations and environments. The foundation of our level of confidence and self-worth is based on our own beliefs about ourselves.	<ul style="list-style-type: none">• Can be overwhelmed by spreading themselves too thin• Conflict• Isolation or feeling left out• Rejection• Lack of trust• Lack of acknowledgement• Lack of tolerance• Negativity• Not able to express genuine self• Not able to share• Insincerity• Rigidity• Unsure or unsafe environment (can't ask questions without feeling put down)
What That Looks Like	<ul style="list-style-type: none">• Seeks attention• Will tell white lies to save face• Daydreams excessively• Cries often and may seem depressed• Engages in passive-aggressive behaviors• Expresses emotions by yelling and screaming

COLORS-AT-A-GLANCE: BLUE

How to Brighten Your Blue

- Learn to accept “Negative” emotions
- Take a stand
- Foster growth in others by doing less
- Recognize the need of life’s personal struggles
- Let it go
- Validate yourself
- Set boundaries
- Take care of yourself
- Express your true self

Turn to a Blue for:

Validation
Sharing

Creative Ideas
A Confidante

Affection
A Mentor

Friendship
Help

Training

Others may see Blue as

- Overly emotional
- Mushy
- Unrealistic
- Too tenderhearted
- Wishy-washy
- Smothering
- Manipulative
- Groveling
- Talks too much
- Nosy

Blues may see self as:

- Caring
 - Romantic
 - Spiritual
 - Having strong faith
 - Nice
 - Flexible
 - Caretakers
 - Pleasant, not pushy
 - Polite
 - Willing to work tirelessly for a cause
 - Great communicator
 - Genuinely interested in the welfare of others
-

I am Blue.

My Motto is “Create Harmony.”

I lead with my heart and dream of a better world. I feel things deeply; both joy and pain. I love to discover beauty in people and in nature. I love to nurture and care for people and things and watch them grow. I’m very romantic.

Personal relationships are important to me. Honest sharing and real communication are some of the highest things in life. Being with other people can be hard, especially when they are selfish and uncaring.

I always try to make peace, but I would rather be alone than with people who can’t or won’t get along. I am sometimes moody, and old feelings and experiences from the past stay with me a long time.

I always want to find the best in people. I value cooperation and goodwill. I am interested in spiritual things. I wish for “the peace that passes understanding.”

COLORS-AT-A-GLANCE: GOLD

Priority

Responsibility

What Golds Think

“What is my responsibility? What should I be doing?”
“What should others be doing? What is their responsibility?”

What to Know About Golds

- Prepared
 - Not procrastinators
 - Has plan A, B & probably a C
 - Linear thinkers
 - Often have checklists
 - Detail-oriented: notices things others may not ever think of. Sees the trees in the forest as well as the bark, bugs, and leaves
 - Punctual and Conscientious
 - Strong sense of duty
 - Trustworthy
 - Belief in policies
 - Conservative and stable
 - Values tradition
 - Strong shoulds and should-nots
 - Most comfortable with a structured environment
 - Doesn't bend rules or make exceptions to rules or traditions
-

Bring out the Best in Golds

- Provide opportunities for leadership
 - Appeal to their strong sense of right and wrong
 - Grant opportunities to express traditional values
 - Value their efforts. Be specific with encouragement or criticism
-

Self Esteem and Stressors for Gold

People who are healthy can enter into stressful situations and environments.

The foundation of our level of confidence and self-worth is based on our own beliefs about ourselves.

- Lack of follow through – others not doing as promised
 - Taking on too many responsibilities, many things going on at the same time
 - Irresponsibility, untrustworthiness
 - Not adhering to schedule or plans
 - Lack of closure
 - Indecision
 - Change – especially frequent and unanticipated
 - Unclear expectations, instructions, or guidelines
 - Waste
 - Disorganization
 - Lack of cooperation
 - Not being appreciated
-

What That Looks Like

- Digs in heels
 - Overly rigid
 - Exhibits anxiety and worry
 - Reacts physically to stress
 - Judges self and others harshly
 - Becomes controlling and close-minded
 - Displays negative attitude
-

COLORS-AT-A-GLANCE: GOLD

How to Brighten Your Gold

- Validate yourself
- Get involved
- Be responsible, for yourself
- Focus on what you can control
- Start new traditions
- Give yourself a break, delegate
- Bring closure to past issues
- Lighten up
- Have patience

Turn to a Gold for:

Supervision To follow the rules	Trust To be on time	Details Tradition	Planning Fairness	Responsibility Organization	Accuracy To enforce an agenda
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Others may see Gold as

- Rigid
- Boring
- Self-righteous
- Restricted
- Stubborn
- System-bound
- Unimaginative
- Judgmental
- Bossy
- Married to task

Gold may see self as:

- Stable
 - Providing security
 - Dependable
 - Firm
 - Knowing what's best
 - Efficient
 - Realistic
 - Appropriate
 - Responsible
-

I am Gold.

My Motto is: "Tradition, good order, and good work."

I am solid, traditional, hardworking and productive. I use my skills and energy to help things work out and go well. I like things to run smoothly.

I respect wisdom that has been handed down in customs and traditions. I need security in my work and in my relationships.

Love means loyalty and responsibility. It's very easy for things to get muddled up and to fall apart, so I take good care to keep it all together.

I make plans and lists and I follow through with them. I am on time and cooperate in groups. I try to get other people to get with the program, but I often end up carrying most of the load. People depend on me.

I try to measure up to high standards, and I feel guilty if I don't meet them. I'm pretty successful, and I do it the old fashioned way: "I earn it!"

COLORS-AT-A-GLANCE: GREEN

Priority	Competency
What Greens Think	"Do I have all the information?"
What to Know About Greens	<ul style="list-style-type: none">• Tenacious problem solver• "Why" mentality: questions the "We have always done it this way."• Desires logic or theory• Inquisitive• Very complex and abstract thinker• Global thinker (big picture)• Standard-setter; visionary, idea person• Insightful• Calm & collected: maintains composure when others become emotional• Makes decisions objectively• Work is play and play is work• Need for independence and private time• Works best without constant direction or coaching• Seeks autonomy, doesn't always see value in teamwork• Perfectionist• Approaches interpersonal relationships in a logical manner• Prefer to discuss thoughts over feelings (head over heart)
Bring out the Best in Greens	<ul style="list-style-type: none">• Honor their need for privacy• Give them time to process before sharing• Understand their necessity to question your knowledge of facts.• Let them know you value their wisdom.• Acknowledge their feelings. They will show their feelings to those they trust.
Self Esteem and Stressors for Greens People who are healthy can enter into stressful situations and environments. The foundation of our level of confidence and self-worth is based on our own beliefs about ourselves.	<ul style="list-style-type: none">• Overly sensitive people• Lack of flexibility• Incompetence and unfairness• Not enough time to gather data• Lack of mental stimulation• Lack of independent thinking• Blocks imposed on their ability to display intelligence• Redundancy, routine• Ignored recommendations• Made to look stupid or incompetent
What That Looks Like	<ul style="list-style-type: none">• Limited Patience• Irritations become unbearable• Shifts from intelligent and rational to critical, uncompromising and harsh• Typical wit becomes intentional ridicule• Withdraws and detaches, refusing to take part• Behaves indecisively• Becomes obsessive• Refuses to communicate• Becomes aloof

COLORS-AT-A-GLANCE: GREEN

How to Brighten Your Green

- Balance your critiques
- Honor your independence
- Pay attention to your physical condition – Smile!
- Prioritize
- Invite yourself to make mistakes
- Recognize how you can only change yourself
- Reach out to others
- Read

Turn to a Green for:

Information	Competence	Tenacity	Firmness	The right word
Technology	Critique	New Learning	To get something fixed	To invent
Creativity	Objective decision making			

Others may see Green as

- Arrogant
- Intellectual snobs
- Heartless
- Unrealistic
- Eccentric, weird
- Unfeeling
- Anti-social
- Cool, aloof
- Sarcastic
- Critical
- Lacking mercy
- Unappreciative

Greens may see self as:

- Knowledgeable
- 98% right
- Expedient
- Visionary
- Innovative
- Rational
- Independent
- Deep thinkers
- Witty
- Assuming things will be done well
- Able to find flaws

I am Green.

My Motto is: "Figure It Out!"

I love to solve problems and create new ideas. I need freedom to explore, learn, experiment, and gather information and knowledge. I need time to think and analyze before I make a decision. I want the facts and don't want to put up with any foolishness. There are lots of possible answers to any question. I am very curious, and I need my independence in order to understand.

I like to learn about the things that interest me, and I am interested in many things. I don't like to be told what to do or what to think about. I don't like or trust authority unless it proves itself. I don't like to do the same things over and over again. I like to create and move on, letting others handle the details.

I am more comfortable with ideas and things than I am with feelings and relationships. I want people to appreciate my special contribution to the world. I have strong feelings and I care about what other people feel, but I prefer not to talk about it too much.

COLORS-AT-A-GLANCE: ORANGE

Priority

Freedom

What Oranges Think

“What are my options”

What to Know About Oranges

- Energetic; high need for mobility, must have movement throughout the day
- Desires variety, resourcefulness, questions status quo, takes chances
- Playful, quick-witted, humorous. Likes to bring fun to every situation.
- Master negotiator and charming.
- “NO” is often interpreted as “maybe”
- Natural entertainer
- Pushes boundaries, tests limits. Natural non-conformist and risk-taker.
- Bends rules to accomplish goals
- Accepts challenges. Acts will in crisis. May get into situation to see if they can succeed where others fail.
- Impulsive and spontaneous
- Appreciates immediate feedback; delayed feedback is meaningless
- Most productive in non-structured environment allowing variety/flexibility
- Self-confident; takes initiative
- Quick decision-makers and quick at changing their minds
- Likes larger-than-life circumstances
- If not given choices, they will create them

Bring out the Best in Oranges

- Understand their way of relating
- Understand their impulse to take each moment as it comes
- Allow them to show off their skills without condemning their process
- Avoid slowing them down when they are on a quest

Self Esteem and Stressors for Orange

People who are healthy can enter into stressful situations and environments.

The foundation of our level of confidence and self-worth is based on our own beliefs about ourselves.

- Lack of freedom or choices
- Feeling trapped
- Lack of challenges
- Not being able to use their skills
- Rigidity; strict guidelines or rules
- Forced to keep quiet or not allowed to participate
- Limited humor in others
- Waiting; other’s slow actions or responses
- Indecisiveness
- Routine
- Details, paperwork
- Inactivity, restriction of physical movement

What That Looks Like

- Acts rude and defiant
- Breaks rules on purpose
- Fails to complete things, runs away, quits job
- May joke or tease inappropriately
- Overly competitive, manipulative
- Deceitful conduct
- Violent behavior

COLORS-AT-A-GLANCE: ORANGE

How to Brighten Your Orange

- Get hands-on
- Find other oranges
- Focus
- Prioritize
- Reward yourself
- Compete
- Keep healthy habits – stay away from behaviors becoming impulsive

Turn to a Orange for:

Leadership	Trouble shooting	Fun ideas	Action	Proficiency with tools
Variety	Negotiation	Entertainment	Attention	Straight Answers
A good laugh	Tasks requiring risk and chance			

Others may see Orange as

- Rude
- Irresponsible
- Not serious
- Selfish or self-centered
- Ignoring the rules
- Unprepared
- Flirtatious
- Taking advantage of others
- Flaky
- Easily distracted
- Impatient

Blues may see self as:

- Straight forward
 - Easy going
 - Enjoying the process
 - Good negotiator
 - Mover and shaker
 - “NOW”- oriented
 - Multitasker
 - Spontaneous
 - Friendly
 - Flexible
-

I am Orange.

My Motto is “Move it!”

I want to be free to act. I want to make things happen. I love to be good at lots of things. I love to compete with others and do my best. I love to win!

I don't understand how people can sit around all day and endlessly talk, talk, talk. Life is an adventure. Action and excitement are the spice of life. I want to move, and laugh, and achieve things. I want to be with people who want to do things.

I'm impulsive and spur-of-the-moment. Too much planning, seriousness, or thinking all get in the way of living now! I want to be respected for my skill, creativity, and energy. Live and learn. We learn by doing then do something with what you've learned. Otherwise, what's the point?

SUNBURST - WHEN BLUE AND ORANGE BLEND

- Right-brained
- Full of physical energy
- Strong feelings that show themselves at the right times – and the wrong times
- Work is a very personal adventure, but they are highly engaged with other people.
- Love is emotional and creative, full of fantasy and fiery feelings
- Love is passion, but so is everything else
- Strong physical energy
- Lively heart
- Enthusiasm follows enthusiasm, with occasional bouts of exhausted depression.
- Negative feelings can be as strong as positive ones
- Passionate anger can follow passionate affection
- Anger can be a flash and gone, or sometimes can be a lifelong preoccupation
- Creativity is a very high value and freedom is a higher one
- Brings energy (so someone else needs to be organized)
- Inner conflicts occur between their powerful impulse to act and their concern for other people.
- May simply follow an impulse, even if it will cause pain to someone, but guilt follows.
- High energy and strong feelings are a double-edged sword.

MYSTIC - WHEN BLUE AND GREEN BLEND

- Lives in a world where deep thought interacts with profound feelings: sacred texts, wise sayings, philosophical understandings
- Values, thinks about and talks about dreams
- Keeps precious objects nearby, and may assign special value and power.
- Pays close attention to matters of personal identity and spiritual influence
- Shares emotions carefully and respectfully.
- Gift giving takes on a deeply personal, often spiritual significance.
- May avoid or downplay organized religious structures
- Makes an independent spiritual journey
- Visiting and caring for special places often has a ritual quality. Fascinated by other cultures and ancient ways
- Sensitive to shocks, both physical and emotional.
- Not cut out for the rough-and-tumble of the marketplace
- Strives to make a quiet place for themselves where inner exploration mixes with serene intensity
- Problems may occur around inwardness and passivity
- Indecision and fear of others' reactions combine to suppress spontaneity; may find it hard to act
- Sentimental Blue feelings argue with the Green rationality which postpones action
- Tendency towards withdrawal as a life strategy

DIAMOND - WHEN GREEN AND GOLD BLEND

- Knows the value of things and loves quality.
- Pride and humiliation are the two extremes of their measuring stick
- Beauty and order, refined skill, special knowledge, careful appearances, and recognition are hallmarks of success.
- Values physical attractiveness, careful hygiene, quality gifts given and received, good clothes, and a well-cared for home
- Highly values responsibility, duty, and service and carefully and quietly seeks power
- Appreciates being able to lead from behind
- Wishes to maintain a low profile while exercising an effective guiding hand
- Calm and deliberate demeanor
- Expresses little emotion; gushy sentiments seem shallow and gauche
- Do not wish to be fawned over and has a hard time giving praise
- Wants to be recognized for the true value of their actions and way of life
- In work, feels rewards are justly earned and recognizes the same worth in others
- In love, duty and mutual respect are very important. Love means doing and giving, not fine phrases and emotions
- Supports careful analysis, correct and thoughtful action, and tough but clear business dealings.
- Conflict between the demand for action and the wish for “a little more information first” can keep them in a quandary
- Patterns of self-doubt may result from impulses of social responsibility and goal-orientation from the Gold side combined with the desire for seclusion and autonomy arising from the Green

FIRECRACKER - WHEN ORANGE AND GREEN BLEND

- Stand-up comics
- Masters of satire and irony
- Independent and excitable with a very low tolerance for “stuffed shirts”
- Pokes fun at people who put on airs or are condescending
- Not sentimental and not easily impressed
- Demands independence
- Thinks for themselves.
- Cantankerous and eccentric at times
- Loves clever ideas and ingenious things.
- Skeptical of others but often fall in love with their own ingenious ideas
- Anything mushy, touchy-feely or romantic is feels foreign
- In work, masters of their specialty
- In love, autonomous and independent
- The orange side brings physical energy and social aggressiveness. The green side brings sharp insights and clever language.
- Orange and green temperaments bring out a very sharp-tongued and sometimes tactless social style.
- Physical impulses and sensation-seeking of the orange argue with the cool logic of the green.
- Can cleverly talk their way out of trouble caused by following impulses

TORCHBEARER - WHEN ORANGE AND GOLD BLEND

- Full of drive, energy, and social responsibility
- Carries the load but whistle while they work
- Loves tough tasks and laughter
- Loves accomplishment more than anything
- They like to do fun, productive and team activities
- Usually runs things well
- Goals, purposes, and schedules top their lists
- Focuses on concrete realities
- Has a little difficulty relating to sensitive philosophy and mad emotionalism
- Highly values family and relationships
- Gregarious and socially responsible
- Values speed
- Has a highly aggressive personality
- Orange impulses argue with the orderly, goal-directed motives of the Gold

HOMEBUILDER - WHEN BLUE AND GOLD BLEND

- Serious, down to earth, and tenderhearted
- Loves to care for places, people, children, animals, gardens, and communities
- Helpful to the community
- Commitment to the things that matter and to practical efforts runs deep and it is expected in return
- Grounded in a deep feeling for the practical and meaningful
- Work is a part of this grounded commitment
- Playful and serious in their natural and proper season
- Solid
- Endlessly helpful
- Able to help and guide others through any situation
- Inner life is a conversation between various sensitivities and sympathies on one hand and practical realities on the other
- Not always easy to resolve the tension between duty and compassion, often resulting in a quiet sadness
- Usually found in the service industries or the education field
- Often wish they could change colors

STRENGTHS OF BLUE IN LEADERSHIP

- Driving force is commitment to the people involved and to a strong sense of community
- Wants to nurture people
- Oriented to individual strengths and relationships
- Participation is key value
- Seeks consensus based on communication and involvement
- Willing to be patient
- Team/community is important
- Democratic management style
- Manages with love
- Gives appreciation and support abundantly
- Likes flexible and creative solutions
- Favors flexible procedures
- Puts a high value on day-to-day learning
- Egalitarian (all are equal)
- Highly empathetic, strives to keep everyone happy which leads to great teamwork, satisfactory outcomes and customer loyalty
- Visionary
- Holistic thinkers
- Able to inspire others with their vision
- Enthusiasm is effective motivator
- Good communicators
- Deeply intuitive
- Wants to educate/lead people to meaningful things
- Drawn to arts and spiritual dimension
- Values community involvement
- Values caring for environment
- Invests for the good of all

STRUGGLES OF BLUE IN LEADERSHIP

- Reluctant to exercise arbitrary authority
- Will sacrifice well-regulated efficiency to maintain harmony
- Uncomfortable with authority and laying down the law can be difficult
- Challenged by tough negotiations
- Desire for consensus and win-win can undermine ability to strike a hard bargain
- Closing a sale or deal is usually a bumpy process
- Firing someone is always traumatic and often avoided
- Loses sleep over incompetence or disruptiveness of an employee
- Tends to avoid conflict and confrontation but at some point there will be an outburst which can be frighteningly powerful and followed by long-term regrets
- When confidence is lost, depression can be deep and infectious
- Difficult to move on from disaster

STRENGTHS OF GOLD IN LEADERSHIP

- Leads because someone has to
- Work is important and must be done right
- Sixth sense for what really needs to be done
- Ideas are clearly defined
- Dedicated to the institutions they serve
- Aware of the potential for slipups, chaos, and failure
- Believes if something can go wrong, it will
- Strives for stability and good order
- Tradition is a primary value – ways of the past are proven
- Organization is essential – everything has its place
- Desires well defined responsibilities, plans and timelines
- Must have accountability
- Requires fairness in policies and norms
- Wants standards set and enforced
- Able to let people go who are not contributing
- Strikes a hard bargain in negotiation, contracts are important
- Values others and believes in fairness, but respect
- Has a competitive advantage
- Places a high value on loyalty and trust
- Outward and visible signs of success mean much
- Public recognition based on merit is important
- Spontaneous recognition of their achievement brings gratitude

STRUGGLES OF GOLD IN LEADERSHIP

- Incredibly high standards
- Standards are hardly fully met
- Driven by the fear of falling short
- Delegation is a gamble
- Tempted to micromanage
- Sentiment has its place, but not at the expense of goal or organization
- Can be overly “stern”
- Can be too serious
- Harder on themselves for their own failure than they are for anyone else’s
- Not sentimental about business relationships

STRENGTHS OF GREEN IN LEADERSHIP

- Brings intellect, ingenuity, pragmatism, and design
- Works smart
- Understands details that make up big picture
- Creates pathways to move things forward
- Applies technology
- Solves problems
- Adjusts goals in a realistic way
- Desires thorough assessment, sufficient information, careful reasoning based on information
- Plans action with attention to feedback
- Wants to follow the facts
- Works conceptually
- Can explain what they are doing
- Keeps up to date with trends
- Expects others to pay attention
- Gives information and then moves on
- Values individual autonomy and responsibility
- Loves to teach
- Leads by instructing (principles and techniques to be applied)
- Brings in outside experts, good reading materials and interactive learning tools
- Wants to contribute to growth and competence
- Learning is a catalyst
- Research is essential
- Focuses on the vision and on analysis of tasks and information
- Good work is good work; the facts speak for themselves

STRUGGLES OF GREEN IN LEADERSHIP

- Not moved by sentiment and enthusiasm
- Greatest fear is failure
- Needs time to process before making a decision
- Avoids any form of perceived stupidity
- Redundancy
- Confusion
- Emotionalism
- Irrationality
- Impulsivity
- Autonomous
- Feels firing someone is dramatic – parting should be obvious from data and performance
- Niceties of social interaction sometimes escape them
- Not interested in subtleties of feelings and relationships
- Dry leadership style
- Not given to praise and gives little thought to emotional support

STRENGTHS OF ORANGE IN LEADERSHIP

- Focuses on action
- Everything exists to make action possible
- Gets the job done and moves on
- Sky is the limit when resources are available
- Show the problem, give the tools, and get out of the way
- Loves troubleshooting
- Strong in crisis
- Thinks well on their feet
- Improvisers
- Entrepreneurial spirit
- Leads by example, learns by doing
- Coaches
- Cheerleader
- Pushes co-workers to perform with encouragement and strong expectations
- Expects directions to be followed
- Physically touches people
- Infectious sense of humor
- Natural ability to move on from difficult situations without much effort
- Realist
- Has concrete goals
- Highly competitive with their own past performance, personal goals and others within the organization
- Uses competition as motivator, challenging others to improve themselves
- Welcomes change
- Wants to improve on old ways
- Flexible and confident

STRUGGLES OF ORANGE IN LEADERSHIP

- Dislikes learning from manuals and/or verbal instructions
- Can be very authoritarian
- Impatient with opposition
- Dislikes slowness or resistance in others
- Highly competitive with their own past performance, personal goals and with others within organization
- Uses competition as motivator
- Fear is the enemy
- Utter devastation and complete failure are just events of life
- Likes to be their own boss and set their own timeline, parameters and pace
- Rules and time are merely suggestions