

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

P

A

B

C

D

Active Parental Authentic Versatile

Opportunistic Traditional Harmonious Inventive

Spontaneous Responsible Compassionate Competent

E

F

G

H

Curious Unique Practical Competitive

Conceptual Empathetic Sensible Impetuous

Knowledgeable Communicative Dependable Impactful

I

J

K

L

Loyal Devoted Realistic Theoretical

Conservative Warm Open-minded Seeking

Organized Poetic Adventuresome Ingenious

M

N

O

Concerned Daring Tender Determined

Procedural Impulsive Inspirational Complex

Cooperative Fun Dramatic Composed

Philosophical Vivacious Exciting Orderly  
Principled Affectionate Courageous Conventional

Rational Sympathetic Skillful Caring

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Q |  | R |  | S |  | T |  |
|  |  |  |  |  |  |  |  |

**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

Enthusiastic...Sympathetic...Personal

I look for meaning and significance in life

Warm...Communicative...Compassionate

I need to contribute, to encourage, and to care

Idealistic...Spiritual...Sincere

I value integrity and unity in relationships

Peaceful...Flexible...Imaginative

I am a natural romantic, a poet, a nurturer

**At work/school...**

I have a strong desire to influence others so they may have more significant lives.

I often work in the arts, communications, education, and the helping professions.

I am adept at motivating and interacting with others.

**In love...**

I seek harmonious relationships.

I am a true romantic and believe in perfect love that lasts forever.

I bring drama, warmth, and empathy to relationships.

I enjoy the symbols of romance such as flowers, candlelight, and music, and I cherish the small gestures of love.

**In childhood...**

I was extremely imaginative and found it difficult to fit into the structure of school life.

I reacted with great sensitivity to discordance or rejection and sought recognition.

I responded to encouragement rather than competition.

**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

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

Thorough...Sensible...Punctual

I need to be useful and to belong

Faithful...Stable...Organized

I value home, family, and tradition

Caring...Concerned...Concrete

I am a natural preserver, a parent, a helper

**At 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 want a mate who can work along with me, building a secure, predictable life together.

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

Analytical...Global...Conceptual

I live life by my own standards

Cool...Calm...Collected

I need explanations and answers

Inventive...Logical...Perfectionistic

I value intelligence. Insight, fairness, and justice

Abstract...Hypothetical...Investigative 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

Witty...Charming...Spontaneous

I consider life as a game, here and now

Impulsive...Generous...Impactful

I need fun, variety, stimulation, and excitement

Optimistic...Eager...Bold

I value integrity and unity in relationships

Physical...Immediate...Fraternal

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.

**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.

WHAT’S YOUR COLOR?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | BLUE | GOLD | GREEN | ORANGE |
| Esteemed by: | Helping  People | Being of  Service | Insights | Recognition |
| Appreciated  for: | Unique  Contributions | Accuracy and  Thoroughness | Their Ideas | Creativity |
| Validated by: | Personal  Acceptance | Appreciation of  Service | Affirming Their  Wisdom | Visible Results |
| At work they  are: | A Catalyst | Procedural | Pragmatic | Flexible |
| Their specialty  is: | Relationships | Results | Strategy | Energy |
| Overall mood: | Committed | Concerned | Cool, Calm,  Collected | Enthusiastic |
| Key character  trait: | Authenticity | Responsibility | Ingenuity | Skillfulness |

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 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 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 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  
then 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

 Expects punctuality, order, and loyalty  Assumes “right” way to do things

GOLD :

 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