MEET YOUR FACILITATOR!
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DO WHAT MATTERS!
REFLECTIVE LEADERSHIP

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FOUNDER

CREAM CITY CONSERVATION

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True Colors is a personality profiling system created by Don Lowry in 1978. It was originally created to categorize four basic learning styles using the colors blue, orange, gold and green to identify the strengths and challenges of these core personality types.
Why Discover Your Personality Type?
GOALS

● understand human behavior
● uncover motivators specific to each temperament
● gain an understanding of the four colors (each corresponding to a personality type)
● discover where you & your team members fall as an individual on the Real Colors spectrum
● learn to recognize characteristics of each of the four colors
● discuss with fellow workshop participants what it’s like to be each color
● improve communication with others
Different Drums and Different Drummers

(Excerpted from Please Understand Me by David Keirsey and Marilyn Bates)

If I do not want what you want, please try not to tell me that my want is wrong. Or if I believe other than you, at least pause before you correct my view. Or if my emotion is less than yours, or more, given the same circumstances, try not to ask me to feel more strongly or weakly.
“Our attempts to reshape others may produce change, but the change is distortion rather than transformation.”
Perspective

- It’s a Fan!
- It’s a Spear!
- It’s a Wall!
- It’s a Snake!
- It’s a Tree!
- It’s a Rope!
Insights of Colors

$\frac{1}{2}$ Self-Awareness

+  

$\frac{1}{2}$ Choosing to Value Others

(instead of wanting them to be more like ourselves.)
Today we are going to discover those differences in each of us!
What are the 4 Types?

Let's discover what you are first!!
Now that I know what I am, what does that mean?
Break Out Group Activity

Assign a notetaker & volunteers to report out for your group

- What are the characteristics of your color?
- What are your colors’ strengths?
- What are your colors’ areas of opportunity?
- What characteristics of others frustrates you?
- How should others work/communicate with you?
- What’s your COLOR motto?
“Weakness” implies a fixed state. Our intelligence and capabilities are malleable.

We can learn anything!
The Fixed Mindset

- One mindset believes that talent/intelligence is fixed and that talent/intelligence alone creates success – without effort.

- You either have it or you don’t.

- It’s not enough just to look smart and talented. You have to be pretty much flawless.
The Growth Mindset

- The other mindset believes that intelligence and talent are just a starting point.
- Dedication and hard work can develop even the most basic abilities.
- Love of learning and resilience are the hallmarks that lead to great accomplishments.
- Intelligence is malleable.
Gold

How you see yourself

- Stable
- Providing security
- Dependable
- Firm
- Always have a view
- Efficient
- Realistic
- Decisive
- Executive type
- Good planner
- Orderly, neat
- Organizer person
- Practical, expects same
- Goal oriented
- Finish what I started
- Good at sorting, weeding out
Gold

How others may see you...

- Rigid and controlling
- Dull, boring
- Stubborn, pigheaded
- Opinionated
- Unimaginative
- Judgmental
- Bossy, controlling
- Limiting flexibility
- Uptight
- Sets own agenda
- Predictable
- Rigid idea of time
- Not able to do many things at once
- Throws away good items needlessly
Stressors

- Being taken advantage of
- Clutter and disorganization
- Non-productive meetings/work
- Too many things unfinished
- Inefficiency and long lines
- Lack of clear instructions
- Disloyalty or lack of respect
- Too much responsibility
- Non-productive meetings/work
- People who don’t follow through

- Action before planning
- Exceptions to rules
- Interruptions
- Last-minute changes
- Tardiness
- Change in routine
- Loss of control
- Worrying too much
- Taking on too much
- Having to rely on others

Complete list on Pg 59 – Life in Colors by George J. Boelcke, CCP
Green

How you see yourself

- Superior intellect -- 98% right
- Tough-minded
- Efficient and Powerful
- Creative, visionary
- Eminently reasonable
- Rational and Calm, not emotional
- Under control
- Precise, not repetitive
- Able to find flaws
- Task, goal focus
- Holding firm to policy
- Seeking justice
- Assuming things will be well done
- Great planner
- Firm-minded, able to reprimand
Green

How others may see you...

- Intellectual snob
- Arrogant
- Heartless
- Doesn't care about people
- Ruthless
- Unrealistic
- Eccentric, weird
- Emotionally weird
- Ignores people values
- Cool, aloof, unfeeling
- Afraid to open up
- Critical, fault finding
- Not on my side
- Devaluing relational aspects
- Lacking mercy, unfair
- Unappreciative, stingy with praise
- Doesn't consider people in plans
Stressors

- Emotional outbursts
- Incompetence
- Insufficient information
- Violation of personal space
- Meetings with no point
- Dishonesty in others
- Quick decision-making
- Rules that don’t make sense
- Deadlines
- Inconsistencies

- Redundancies
- Interruptions
- Illogic
- No challenge or too much
- Doubt without justification
- Not enough alone-time
- People not valuing learning
- Pushy salespeople
- Having to rely on others
- Spelling & grammatical errors
Blue

How you see yourself

• Warm, Caring, Compassionate
• Romantic
• Spiritual
• “People person”
• Willing to work tirelessly for a cause
• Unselfish
• Empathetic
• Affirming
• Caretaker
• Social interaction expert
• Able to see need for exceptions
• Conscious of past relations
• Like to please people
• Sympathetic
• Great communicator
• Wanting harmony
Blue

How others may see you...

- Over-emotional
- Bleeding heart
- Mushy
- Flaky, unrealistic
- Hopelessly naive
- Too tender-hearted
- Easily duped
- Too "touchy feely"
- Too nice
- Naive, too trusting
- Smothering
- Stuck in/lives in the past
- Groveling, fawning, soft
- Talks too much
- Obscures the issues
<table>
<thead>
<tr>
<th>Stressors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worrying about others’ problems</td>
</tr>
<tr>
<td>Inability to say no, burnout</td>
</tr>
<tr>
<td>Humorless people</td>
</tr>
<tr>
<td>Criticism, harsh tone/voice</td>
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<tr>
<td>Feeling they haven’t done enough</td>
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<tr>
<td>Not being taken seriously</td>
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<tr>
<td>Lack of empathy or hugs</td>
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<tr>
<td>People without integrity</td>
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<tr>
<td>Giving and receiving criticism</td>
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<tr>
<td>Inability to save the world</td>
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<tr>
<td>Attempting to please everyone</td>
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<tr>
<td></td>
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<tr>
<td>Arguments</td>
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<tr>
<td>Domineering people</td>
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<tr>
<td>Cold people</td>
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<tr>
<td>Lack of romance</td>
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<tr>
<td>Silent treatment</td>
</tr>
<tr>
<td>Paperwork</td>
</tr>
<tr>
<td>Phony or pushy people</td>
</tr>
<tr>
<td>Feeling unappreciated</td>
</tr>
<tr>
<td>Deadlines</td>
</tr>
<tr>
<td>Inflexibility in others</td>
</tr>
<tr>
<td>Conflict, disharmony</td>
</tr>
</tbody>
</table>
Orange

How you see yourself

- Fun-loving, enjoys life
- Spontaneous
- Flexible, adaptable
- Carefree
- Proficient, capable
- Hands-on person
- Practical
- Problem-solver
- Good negotiator
- Here and now person
- Do many things at once
- Resourceful
- Can deal with chaos
- Curious, welcomes new ideas
- Superior ability to discriminate among options
Orange

How others may see you...

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

- Boredom and lack of action
- Slow people
- Fixed rules and policies
- Having to be on time
- Making lists
- Meetings and deadlines
- Non-party people
- Manuals and procedures
- Lack of recognition
- Whiners, complainers, worriers
- Rigid schedules
- Sappy songs
- Paperwork
- Conformity
- Losing
- Needy people
- Lack of challenges
- Political correctness
- Routines
- Sitting still

Complete list on Pg 79 – Life in Colors by George J. Boelcke, CCP
Total of USA Population

**BLUE – 16.5%**
- Introvert 5.9%
- Extrovert 10.6%
Female Population = 19.2% Blue
Male Population = 13.4% Blue

**GOLD – 46.4%**
- Introvert 25.4%
- Extrovert 21.0%
Female Population = 49.5% Gold
Male Population = 43.2% Gold

**ORANGE – 27%**
- Introvert 14.2%
- Extrovert 12.8%
Female Population = 25.4% Orange
Male Population = 28.6% Orange

**GREEN – 10.4%**
- Introvert 5.4%
- Extrovert 5.0%
Female Population = 5.9% Green
Male Population = 14.8% Green

*Statistics extrapolated from CAPT (Center for Applications of Psychological Type) at:
Now that we realize our differences, how do we succeed together as a team?

Recognize the strengths and opportunities for growth!
Gold

• Their strengths include their strong sense of responsibility and duty to the organization. These are the organization’s backbone.

• Their opportunity areas include their rigidity and narrow focus on meeting rules and regulations.
How to succeed with Gold

- Be organized and neat in work and appearance
- Be truthful
- Plan ahead of them
- Don’t beat around the bush; be up front
- Respect their need for tradition and stability
- Be loyal and dependable
- Support their need for structure and security
Green

- Their strengths include their ability to think systematically and strategically. These are the natural analysts.

- Their opportunity areas include their tendency to make things more complex than necessary and their impatience with incompetence.
How to succeed with Green

- 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 their ingenuity and intelligence
Blue

• Their strengths include their ability to persuade and cooperate. These are the team-builders.

• Their opportunity areas include an over-personalization of organizational problems and their tendency to carry grudges.
How to succeed with Blue

- 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
Orange

• 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 opportunity areas include their disinterest in routine and being too present-oriented, at the expense of long-term thinking.
How to succeed with Orange

• 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
Things to Remember

• No Hierarchy
• Not One-Dimensional
• Honor All the Colors
The Whole Person

Workplace
- Teams
- Conflict
- Performance

Family
- Parenting
- Siblings
- School

Relationships
- Friends
- Romance
- Spirituality

Well-being
- Stress
- Absenteeism
- Presenteeism
NORMAL

Freedom & Fun
Adventurous
Flexible
Practical
Decisive

Relationships
Perceptive
Nurturing
Harmony
Optimistic

Competence
Abstract
Private
Philosophical
Systematic

Responsibility
Dependable
Loyal
Organized
Trustworthy
UNDER STRESS

Freedom & Fun
- Impulsive
- Belligerent
- Angry
- Abrupt

Relationships
- Depressed
- Emotional
- Aggressive
- Neglectful

Competence
- Cynical
- Reserved
- Perfectionistic
- Indecisive

Responsibility
- Self-righteous
- Bully
- Complaining
- Controlling
Process

On Time
Planner
Think First
Detail Oriented
To the Point

People

Always Late
Spontaneous
Act First
Big Picture
Story Teller
WHAT WE HAVE IN COMMON

Concrete Appreciate Rules
- Cooperation
- Family Traditions
- Privacy
- Detail-oriented
- Concrete
- Respect Rules

Flexible Inventive
- Abstract
- Idealistic
- Privacy
- Detail-oriented
- Creative
- Enthusiastic

Creative Enthusiastic
- Variety
- Easily Bored
- Concrete
- Respect Rules

Community Service
- Creative
- Enthusiastic
- Abstract
- Idealistic
- Gold
- Blue
“Strength lies in differences, not in similarities.”

- Stephen Covey, Author The 7 Habits of Highly Effective People

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Activity: Who Are You?

Each partner take turns asking the set of questions:

**Question 1: Who Are You?**
Ask 3 times

**Question 2: What do people see when they look at you?**
Ask 3 times

**Questions 3: What do you want people to know about you?**
Ask 3 times
Defining Identity…

Merriam-Webster Definition of IDENTITY

1a: SAMENESS of essential or generic character in different instances  
b: sameness in all that constitutes the objective reality of a thing: ONENESS

2a: the DISTINGUISHING character or personality of an individual: INDIVIDUALITY  
b: the relation established by psychological: IDENTIFICATION
Salience

Merriam-Webster **Definition of SALIENCE**

1: the quality or state of being **SALIENT** standing out conspicuously : **PROMINENT**; *especially*: of notable significance

2: a striking point or feature : **HIGHLIGHT**

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Identity Anxiety

- **People of Underrepresented Groups**
  - Fear they will experience discrimination, hostile treatment, or invalidation.

- **People in Majority Groups**
  - Fear their words or actions will be perceived as offensive, prejudiced, phobic, or -ist.

Adapted from Tropp & Page-Gould (2015).
Stereotype Threat

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Identity & Stress, Crisis, and Trauma
Activity: Who Are You Bringing to the Situation?

Reflect on the answers to these questions in the context of your interactions:

- What identities are coming with you?
- How did you feel about those identities?
- How do your identities impact your response?
- How do others experience you and your identities?
- Does this change when you insert different people?
  - How?
  - Why?

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Tips for Facilitating Discussion

- Setting the tone
- Active Listening
- Asking effective questions
- Protect reflection time
Nonviolent Communication

(1) OBSERVATION
  ○ What you SEE, HEAR, REMEMBER, IMAGINE (without judgment or evaluation)

(2) FEELINGS
  ○ How you FEEL (emotion, not thoughts or experience) about the OBSERVATION

(3) NEEDS
  ○ What you NEED or VALUE (underlying needs, not preferences or specific actions) that contributes to the FEELINGS

(4) REQUESTS
  ○ Concrete actions that will address the NEEDS

Activity: DEFINING RESPECT

- What does it mean for you to show respect?
- What does it mean for you to be shown respect?
- What does showing respect look like?
Embracing Conflict

- Focus on Seeking Understanding
- Explore Their Experience
- Let Go of Blame
- Acknowledge Feelings
- Consider the Stakes
- Listen without Judgment
- Be Aware of Power Dynamics

Cultural Humility

• Active Commitment
• Humility
• Acknowledgement of Bias & Privilege
• Respectful Curiosity
• Cultural Flexibility
• Intentional Collaboration

Conversational Flags

- **Overcompensating**
  - Martyrdom
  - Qualifying
  - Virtue Signaling
- **Inauthentic Attempts to Connect**
  - Overly friendly
  - Overly positive with feedback
  - Performative Allyship
- **Avoidance**
  - Intentional Ignorance/Denial
  - Disassociating
  - Gratitude Defense/Shaming
  - Shutting Down/Dismissing
  - Derailing, “What-about-ism”
- **Microaggressions**
- **Loss of Control**
  - Temper Tantrums
- **Lost Confidence**

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Making Amends

Steps for an Effective Apology:

- Admit What You Did
- Express Remorse
- Acknowledge the Impact
- Commit to Specific Change
- Make the Change

- Be present, open, and vulnerable
- Apologize authentically
- Be accountable
- Utilize compassion and courage
  - Let go of expectations of outcome
- Pay attention to power dynamics

HOMEWORK:
Consider how you can use **True Colors** in the positions of power you occupy.

• List 2-3 ways you can leverage the “true colors” of your colleagues and staff based on their primary color?

• Reflect on today’s workshop as a whole: What existing perspectives may you need to examine/shift to be more a more effective leader?

• **Extra Credit:** Create a “**User Guide**”
  
Here’s an example of a completed one