



the kung group

CULTIVATING POWERFUL ORGANIZATIONS

True Colors 24™



REPORT PREPARED FOR:

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Introduction

True Colors 24™ is an assessment tool that organizes personality type into a sequence of four colors: Gold, Orange, Blue and Green. Each Color defines a different set of natural preferences for taking in information and behaving in the world. The four Colors are based on observable patterns of thinking and action, and are not an arbitrary collection of characteristics. They cover things like information gathering, decision-making and communication habits as well as personal attitudes, values, and natural abilities. Use this tool to help understand your own preferences first, then use it to observe others. It is designed to help individuals and teams leverage their strengths and make constructive use of differences.

Your score for the True Colors assessment will indicate your Color profile in order of preference. You will receive a maximum of 20 points for a high preference and 5 points for a low preference. Your report may show a tie score between two or more Colors; however, the scores will be listed in order of your preferences, with your highest or primary Color on the left and your 4th or last color preference on the right. Your high scores will indicate areas of natural talent- this where your greatest strengths lie. A well developed person is aware of these strengths and actively works to develop them in work and life.

There are a few basic principles to follow when using True Colors 24™:

- Treat all Colors as normal and valuable. None of the Colors are more or less desirable than the other. Each one has its own strengths and potential pitfalls. The goal is to understand your natural preference and grow from these strengths.
- Notice that you will have points for all of the four Colors. You have access to all of these preferences in you. Most of us will gravitate to one or two of the Colors more naturally. But it is important to note that you have all four Colors in you, and you may find that your scores will change over time as you master use of one Color and move on to practice another.
- Pay attention to your lowest Color score. This is the area of potential weakness for you, or a blind spot. While you may never excel at this Color, you will want to mitigate any potential weakness by paying more attention to using it when the situation calls for it, or find ways to lean on others with a strength in that Color.
- Avoid stereotyping. All of these psychological assessments are meant to provide indicators and “prompts” to reading yourself and others. They should not be used to put people in boxes and assume that they will always behave in a certain way. The main purpose is to find the fastest way to self-knowledge, relationship bridge building and resolving differences.



Your Scores

18 16 8 8

Your Profile

Gold / Blue / Green / Orange

“No detail is too small.” You embody that motto.

Your Gold strength for acting responsibly to maintain stability is motivated through your Blue need to help others. You know that people can't be supported in a long-term, tangible capacity, when there's chaos—so you create the calm structure wherein help can be delivered regularly and promptly. This help is often delivered by you, personally. For you, it's a way of life to ensure stability and practical support, because this is everyone's most basic sustenance, even if they don't realize it. However, not everyone is willing to do the hard, “detail” work required to meet these foundational needs. Luckily for others, you're an expert.

You do this for one basic reason: You care. You care about others in a concrete way (as in, preventing illness or accident or chaos) and in an emotional way (as in, preventing upset). You are conscientious, honest, practical, modest, and caring to the maximal degree. You may be holding the fort down, but that may be your secret. That's okay—being Gold/Blue, you don't need many accolades from others. If you ever have any sort of inner-conflict, it's between your need to follow the rules to the letter, and your need to do things a little more creatively, sometimes.

As a Gold/Blue/Green/Orange, you're happy to work behind-the-scenes making sure that everything runs smoothly and as planned. Your third Green helps you to see ways to improve upon existing methods for doing things, and to appreciate abstract concepts. Your Green enhances your Gold in making you more logical and strategic, and your Green enhances your Blue in making you more sensitive to others. Be sure not to miss challenging new opportunities that may come your way—your pale Orange signifies that you may overlook these opportunities for yourself, in life.

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Use of True Colors 24 to Discover Your True Talents

Gold is your Primary Color

“Good as Gold”

Golds are traditional, responsible, organized people who say what they’ll do and do what they say. They are practical individuals who rely on factual information from their own experience to navigate their world. They learn from doing rather than from abstract concepts. They are detail oriented planners who like clear expectations, structure and order. Golds like to create process, follow rules and complete what they start. They typically cannot have fun until their work is done.

| Values | | Strengths | |
|---------------------------|--------------|------------------------------------|------------------|
| • Doing the “right thing” | • Belonging | • Planning | • Accuracy |
| • Loyalty | • Commitment | • Organizing | • Details |
| • Security | • Fairness | • Supervision | • Follow through |
| • Tradition | | • Creating policies and procedures | |

Challenges for Golds

Because Golds like predictability and structure, they can have a hard time with change or ambiguity. They will always try to create order during times of uncertainty, but too much uncertainty will inevitably cause them stress. They can also have a tough time thinking creatively about future possibilities since they like concrete things and tend to live in the present and the past. Golds need to watch out for becoming too rigid or inflexible. They tend to think that they are “right” and can become judgmental and critical of others who don’t see things their way. They can also get stuck with blinders on when they are implementing their plans and miss new opportunities or important feelings in themselves and others.

As a Gold, To Succeed At Work, I Need:

- Clearly defined expectations
- A safe, orderly working environment
- Staying on schedule—no surprises!
- Follow-through from others in the company
- To bring closure to tasks
- Realistic consideration of time and budgetary constraints
- An established, effective system within which to work



Overview of the Four Colors

| Golds | |
|---|---|
| <ul style="list-style-type: none">• Like work clearly defined• Pay close attention to detail• Organized, accurate, dependable and loyal• Have a strong sense of right and wrong• Think of themselves as “right”• Plan ahead; keep lists• Honor commitment and play by the rules• Are clear-cut, practical and sensible• Home and family are very important | <ul style="list-style-type: none">• Like structure and organization; no abstract concepts• Like to be told when they are on track• Spend a lot of time creating the structure• Enjoy recognition of their efforts• Great follow-through• Will carry their share of the load and watch that others do the same• Can’t have fun until all the work is done |
| Oranges | |
| <ul style="list-style-type: none">• Are action-oriented and involved• Are good trouble-shooters and negotiators• Are courageous and charming• Work quickly; shoot from the hip• Believe life is to be enjoyed; don’t tie them to a desk• Won’t participate unless it’s fun; like a positive attitude• Will try out ideas in draft and fix it later• Usually finish first and move on to something else• Adapt well to changing situations• Enjoy achieving | <ul style="list-style-type: none">• Enjoy things that offer intense living and a full experience• Are pioneers, outgoing & adventurous• Like to use ideas immediately; want it now; learn by doing• Have boundless energy• Are great in crisis situations; are humble• Like to travel; don’t like “tame”; have a lot of energy• Daydream; take risks; want to achieve results; may act impulsively; “just do it”• Deadlines, boredom and authority figures are major stress points |



Blues

- | | |
|---|---|
| <ul style="list-style-type: none">• Are aware of people and their feelings• Are compassionate, encouraging and supportive• Like to inspire and motivate• Like praise and affection• People persons: "I'm making / doing this for somebody"• Like working in a group setting• Are creative, verbal and imaginative• Are team players; like harmony; enjoy pleasing people• Change their color to suit other colors (chameleon) | <ul style="list-style-type: none">• Conflict, insensitivity & put downs = major stress points• Make an effort to see everyone's point of view• Not driven by the task• More intent on meeting others' needs than doing task at hand• Like to talk together and have fun• Value humor; like to laugh• Are very sensitive to criticism and rejection• Take everything personally |
|---|---|

Greens

- | | |
|--|--|
| <ul style="list-style-type: none">• Conceptual, philosophical "masterminds of universe"• Love to learn about anything• Like analyzing, problem solving, and designing systems• See big picture before others; can get frustrated by people who can't• Like to get to the bottom line• Are persistent, determined, and driven to understand• Prefer to work independently and don't like to be rushed• Depend on information, not feelings, to create sense of well-being• Want to be seen as competent | <ul style="list-style-type: none">• Ask a lot of questions to gain understanding• Don't like small talk• Are perfectionists, have very high standards• Value intelligence• Tend to like high tech and Internet• Need autonomy and flexibility; need time alone• Need appreciation• Have very deep feelings but often keep them buried• May be resistant to change if it cannot be proven that it is warranted• Quote from a green: "We are really close to people who leave us alone" |
|--|--|



Colors Style Summary

| | Golds | Oranges | Blues | Greens |
|---------------------------------------|---------------------------------|-----------------------------------|--|----------------------------------|
| Behavior Pattern: | Self-contained & Direct | Open & Direct | Open & Indirect | Self-contained & Indirect |
| Work space: | Efficient & Structured | Stimulating, Friendly & Cluttered | Personal, Relaxed & Friendly | Functional & Organized |
| Pace: | Fast / Decisive | Fast / Spontaneous | Moderate / Easy | Slow / Systematic |
| Priority: | The Tasks: The Results | Interaction with others | Maintaining Relationships | The Task: The Process |
| Seeks: | Productivity | Recognition | Attention | Accuracy |
| Wants to Maintain: | Success | Achievement | Relationships | Credibility |
| Under Tension Will: | Dictate | Attack / Be sarcastic | Acquiesce | Withdraw / Avoid |
| Support Their: | Goals | Ideas | Feelings | Thoughts |
| Wants to be: | In Charge | Admired | Liked | Correct |
| Frustrated by: | Inefficiency / Lack of Order | Boredom / Routine | Insensitivity / Disharmony | Too many rules / Incompetence |
| Likes You to be: | Direct | Stimulating | Friendly | Precise |
| Measures Personal Work by: | Results / Track Record | Acknowledgment / Recognition | Depth of Relationships / Compatibility | Activity Level / Precision |



Colors Profile Table

| | | PRIMARY | | | |
|-----------|--------|---|---|--|---|
| | | Gold | Orange | Blue | Green |
| SECONDARY | Gold | | Your Orange strengths for doing things quickly and well are motivated through your Gold need to get concrete results. You are action-oriented and respectful of the rules that make sense. While you want to have fun, much of your enjoyment comes from personal accomplishment and gaining recognition. | You are the one who is making sure that people are getting done what needs to get done and caring for people in the way they need. You like to socialize, but only when your work is done. Doing anything that involves planning and people – you shine. | Your Green talents for innovation and global thinking are motivated by your Gold gifts for creating organization and stability. You are likely drawn to opportunities that will allow you to run systems. |
| | Orange | Your Gold need to create stability is motivated through your Orange need to take action. You are a person who enjoys the advantages of self-leadership, self-discipline and active participation in assisting others | | In your relationships with others, you're like the icing on the cake – your specialty is to help people be happier and enjoy themselves. In anything you do, you bring a caring, human touch and will also contribute the playful, creative energy of a child. | Whatever you create or improve, you intend to impact a lot of people. You like to think things through before you act, seek perfection and hate to make mistakes. But the orange side of you is willing to take big risks and thrives on taking immediate action. |
| | Blue | Your Gold strength for acting responsibly to maintain stability is motivated through your Blue need to help others. You care about others in a concrete way and in an emotional way. | Your Orange strengths for creating fun and adventure are motivated through your Blue need to help and nurture others. You need the freedom to be creative, and have enjoyable relationships where you help others feel good. | | You are likely attracted to systems of thought and activities that serve the world. You are likely to engage in highly abstract thought and love to talk about ideas and philosophize. |
| | Green | Your Gold strength for creating stability through solid dedication is motivated through your Green need to retain, advance and use knowledge and information correctly. You prioritize your thoughts and knowledge, and deliver individualized, detailed information. | Your Orange strengths for creating more fun and adventure in life are motivated through your Green need to innovate. You are someone that others marvel at but don't often understand. You have a willingness to experiment on a large scale. | Your strong desire to help others is achieved through your sensitive, original approach. You enjoy sharing your helpful, unique creations. | |



How To Effectively Engage Each Color

| Golds | Oranges |
|---|--|
| <ul style="list-style-type: none"> • Assign work that requires detailed planning and careful follow-through • Define the tasks in clear and concrete terms • Be punctual and reliable • Provide a well-structured, stable work environment and avoid abrupt changes • Provide standard rules and regulations and set a good example • Share in the responsibilities and duties of the workplace and take the work ethic seriously • Praise their neatness, organizational capabilities, and efficiency • Give feedback every step of the way on any project to reassure them that they are on the right track • Recognize their need to be straightforward, dependable, responsible, and business-minded • Give tangible recognition for their work | <ul style="list-style-type: none"> • Assign projects that are action-packed and require a hands-on approach • Provide opportunities to be skillful and adventurous • Use their natural abilities as negotiators • Allow them the freedom to do the job in their own style and in nontraditional ways • Keep a good sense of humor and avoiding boredom while on the job • Encourage them to use their gifts of originality and flair • Provide opportunities for job competition • Allow freedom of movement and understand their preference for action over words • Praise their performance and skillfulness while on the job |
| Blues | Greens |
| <ul style="list-style-type: none"> • Create a warm and personal working atmosphere • Interact as much as possible with openness and honesty • Establish a harmonious working environment and avoid conflict and hostility • Show your support, care, and appreciation • Allow them the time to express feelings and the time to heal emotional wounds • Make use of their natural gifts for communication, nurturing, and people-oriented ideas • Praise their imaginative and creative approach to the job • Provide them with one-on-one feedback | <ul style="list-style-type: none"> • Assign projects that require analytical thinking and problem solving • Discuss your “big picture” with them and elicit their universal outlook • Inspire them with futuristic ideas and potentialities • Respect their inclination to go beyond the established rules of the system • Allow them the freedom to improve the system • Take their ideas to the next step and encourage them to think independently • Praise their inventiveness and their ingenuity • Understand their need to avoid redundancy and repetitive tasks • Recognize and appreciate their competence in the job |



Colors Under Pressure

| Golds Behavior Under Pressure | Golds Personal Strategies Under Pressure |
|---|---|
| <ul style="list-style-type: none"> • Closed minded • Rigid and inflexible • Argumentative and defensive • Overly controlling • Obsesses about facts and details • Demanding • Self righteous and bossy | <ul style="list-style-type: none"> • Be aware of your behavior: you may be shutting down to others and becoming more controlling and rigid • Pause to identify the bigger picture. Ask yourself what the higher purpose of the work is, and why it is important • Pay attention to others' emotional needs and different work styles • Reset or reconfirm the goals based on the purpose. Adjust plans accordingly • Examine alternative options for achieving the goals |

Golds Interaction With Other Colors Under Pressure

| | Under Pressure | How to Handle |
|----------------|--|---|
| Oranges | <ul style="list-style-type: none"> • Unfocused and short attention span • Impulsive • Interrupts or changes the subject frequently • Sarcastic and hostile • Uses humor to deflect • Manipulative and opportunistic | <ul style="list-style-type: none"> • Allow them to talk and express their point of view right away • Summarize their main points and agree on shared purpose or desired outcomes • Keep the discussion focused • Make clear agreements about follow up on both sides • Acknowledge their need for freedom/autonomy and the energy, creativity they bring |
| Blues | <ul style="list-style-type: none"> • Withdraws into feelings • Silent treatment • Visible signs of emotional distress (pay attention to facial reactions, body language, tears) • Passive aggressive • Apologetic, takes blame • Victim or martyr behavior | <ul style="list-style-type: none"> • Recognize their good intentions and contributions • Identify and express empathy for their feelings • Ask open questions to draw them out • Agree on how you can support them and the team • Acknowledge their value and role as a catalyst |
| Greens | <ul style="list-style-type: none"> • Withdraws into judgment • Cynical and arrogant • Obsesses about concepts, corner cases, completeness of theory or information • Dives into complexity • Micromanagement of details • Indecision and paralysis | <ul style="list-style-type: none"> • Set context at the start (define the big picture) • Provide a framework for the conversation • Invite them to share their knowledge (in diagnosis and solutions) • Close • Acknowledge their content expertise and innovation |