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Thrive Under Fire: Strategies for Internal and External Customer Communication

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View the entire course including any applicable handouts/resources. Complete a post-test assessment. You must score 80% or better on the post-test and complete the course evaluation to earn a certificate of completion for this activity. If required, Select Rehabilitation will report attendance to CE Broker.

ABOUT THE COURSE AUTHOR

Dr. Kathleen Weissberg, (MS in OT, 1993; Doctoral 2014) in her 30 years of practice, has worked in rehabilitation and long-term care as an executive, researcher and educator. She has established numerous programs in nursing facilities; authored peer-reviewed publications on topics such as low vision, dementia quality care, and wellness; has spoken at numerous conferences both nationally and internationally, for 20+ State Health Care Associations, and for 25+ state LeadingAge affiliates. She provides continuing education support to over 30,000 therapists, nurses, and administrators nationwide as National Director of Education for Select Rehabilitation. She is a Certified Dementia Care Practitioner, Certified Montessori Dementia Care Practitioner, Certified Fall Prevention Specialist, and a Certified Geriatric Care Practitioner. She serves as the Region 1 Director for the American Occupational Therapy Association Political Action Committee and is an adjunct professor at Gannon University in Erie, PA.

POST-TEST

1. Which of these is not a common complaint from employees?
 - a) More flexible work options
 - b) Better work-life balance
 - c) Dedicated parking spaces
 - d) Relationships with supervisors and co-workers

2. The intent of the True Colors Assessment/Inventory is:
 - a) Inventory designed to help you better understand yourself and others
 - b) Activity used to promote the appreciation of individual differences
 - c) Team builder helping members to understand the preferred styles of their colleagues
 - d) All of the above
3. The characteristics of “Loyal, Dependable, Prepared” are typical of which personality color?
 - a) Blue
 - b) Gold
 - c) Green
 - d) Orange
4. Which “difficult” personality type can be described as “having an opinion on any issue, yet when they are wrong, they pass the buck or become defensive?”
 - a) The Tank
 - b) The Grenade
 - c) The Whiner
 - d) The Know-it-All
5. Which of these does NOT constitute “best care?”
 - a) Trust and privacy
 - b) Efficiency and professionalism
 - c) Developing the care plan without patient input
 - d) Accurate and timely information

The post-test and corresponding course evaluation can be accessed at:
https://www.surveymonkey.com/r/Thrive_On_Demand

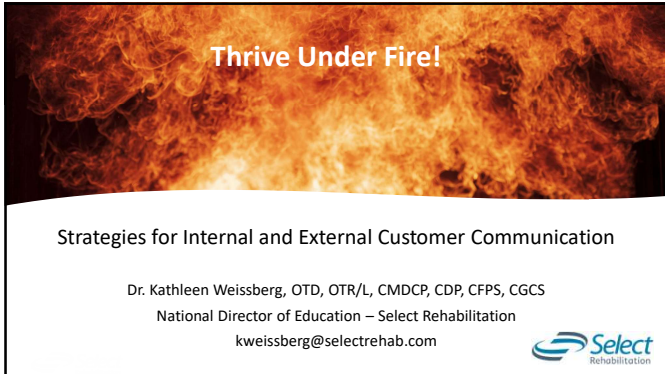
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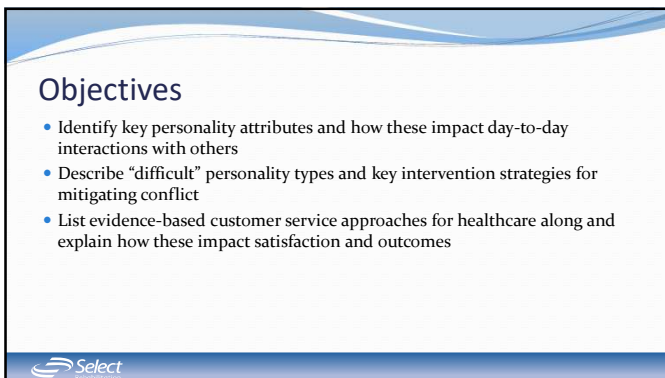
Thrive Under Fire!

Strategies for Internal and External Customer Communication

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1

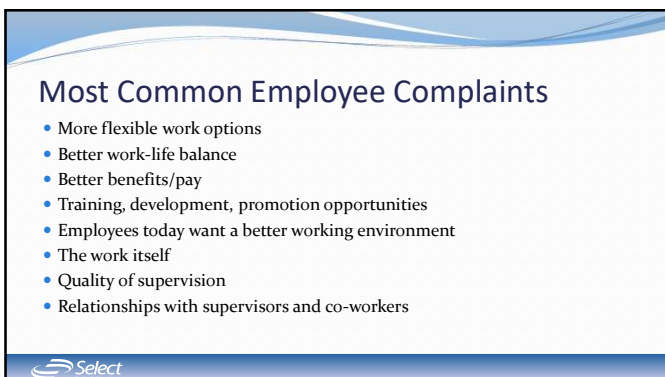


Objectives

- Identify key personality attributes and how these impact day-to-day interactions with others
- Describe "difficult" personality types and key intervention strategies for mitigating conflict
- List evidence-based customer service approaches for healthcare along and explain how these impact satisfaction and outcomes




2



Most Common Employee Complaints

- More flexible work options
- Better work-life balance
- Better benefits/pay
- Training, development, promotion opportunities
- Employees today want a better working environment
- The work itself
- Quality of supervision
- Relationships with supervisors and co-workers



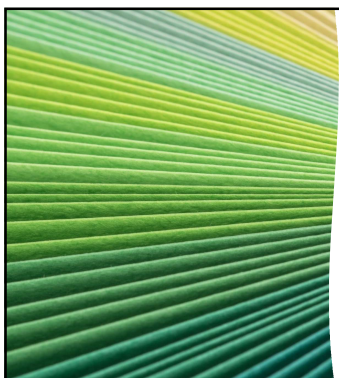
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True Colors Assessment

- Inventory designed to help you better understand yourself and others
- Activity used to promote the appreciation of individual differences
- Self-awareness activity enabling individuals to become aware of their personality styles
- Team builder helping members to understand the preferred styles of their colleagues

4



True Colors Assessment

- Each Color is reflective of your personality
- You will identify a primary and secondary color. These are your preferred styles. The colors you do not choose will have some characteristics that are representative of you; However, it is not your preferred style.
- True Colors is valuable for improving your effectiveness in working with others.

5



Blue Characteristics

- 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

6

Blue Characteristics

- At work...
 - I have a strong desire to influence others so they may lead more significant lives.
 - I often work in the arts, communication, education, and helping professions.
 - I am adept at motivating and interacting with others.



7

Blue Characteristics

- Leadership Style...
 - Expects others to express views
 - Assumes "family spirit"
 - Works to develop others' potential
 - Individuals oriented
 - Democratic, unstructured approach
 - Encourages change via human potential
 - Change time allows for sense of security
 - Expects people to develop their potential



8

Blue Characteristics

- Symptoms of Stress...
 - Attention-getting misbehaving
 - Lying to save face
 - Withdrawal
 - Fantasy, day-dreaming, and going into a trance
 - Crying and depression
 - Passive resistance
 - Yelling and screaming



9

Gold Characteristics

I need to follow rules 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 belong

Faithful, Stable, Organized

I value home, family, and tradition

Caring, Concerned, Concrete

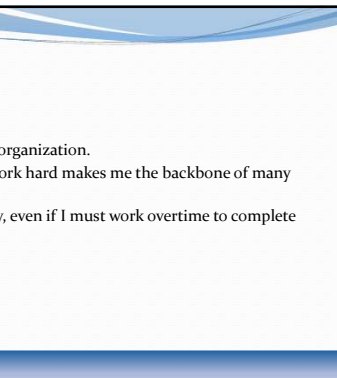
I am a natural preserver, a parent, a helper



10

Gold Characteristics

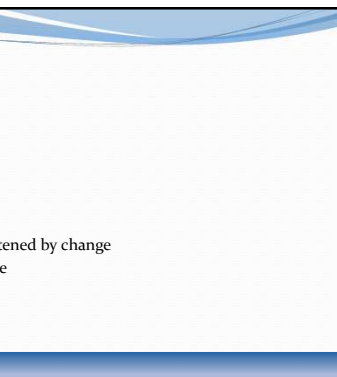
- At work...
 - I provide stability and can maintain organization.
 - My ability to handle details and to work hard makes me the backbone of many organizations.
 - I believe that work comes before play, even if I must work overtime to complete the task.



11

Gold Characteristics


- Leadership Style...
 - Expects punctuality, order, loyalty
 - Assumes "right" way to do things
 - Seldom questions tradition
 - Rules oriented
 - Detailed/thorough approach - threatened by change
 - Prolonged time to initiate any change
 - Expects people to "play" their roles



12

Gold Characteristics

- Symptoms of Stress...
 - Complaining and self-pity
 - Anxiety and worry
 - Depression and fatigue
 - Psychosomatic problems
 - Malicious judgments about yourself or others
 - Herd mentality exhibited in blind following of leaders
 - Authoritarianism and phobic reactions



13

Orange Characteristics

I act on a moment's notice

Witty, Charming, Spontaneous

I consider life a game, here and now

Impulsive, Generous, Impactful


I need fun, variety, stimulation, and excitement

Optimistic, Eager, Bold

I value skill, resourcefulness, and courage

Physical, Immediate, Fraternal


I am a natural trouble shooter, a performer, a competitor



14

Orange Characteristics


- At work...
 - 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 as an extension of myself.
 - I am a natural performer.



15

Orange Characteristics


- Leadership Style...
 - Expects quick action
 - Works in the here and now
 - Performance oriented
 - Flexible approach
 - Welcomes change
 - Expects people to "make it fun"



16

Orange Characteristics

- Symptoms of Stress...
 - Rudeness and defiance
 - Breaking the rules intentionally
 - Running away and dropping out
 - Use of stimulants
 - Acting out boisterously
 - Lying and cheating
 - Physical aggressiveness



17

Green Characteristics

- I seek knowledge and understanding
- Analytical, Global, Conceptual**
- I live by my own standards
- Cool, Calm, Collected**
- I need explanation and answers
- Inventive, Logical, Perfectionist**
- I value intelligence, insight, fairness, and justice
- Abstract, Hypothetical, Investigative**
- I am a natural non-conformist, a visionary, a problem solver



18

Green Characteristics

- At work...
 - I am conceptual and 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 innovation.
 - Once I have perfected an idea, I prefer to move on, leaving the project to be maintained and supported by others.



19

Green Characteristics

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



20

Green Characteristics

- Symptoms of Stress...
 - Indecisiveness
 - Refusal to comply or cooperate; the silent treatment
 - Extreme aloofness and withdrawal
 - Snobbish, put-down remarks, and sarcasm
 - Perfectionism due to severe performance anxiety
 - Highly critical attitudes toward yourself or other



21

Colors at a Glance

Blue – How does that make you feel?

Gold – Be prepared

Orange – Just do it

Green – Why?



22

Blue Attributes

- Mediators
- Optimistic
- Caretakers
- Passionate
- Peacemakers
- True romantic
- Cause oriented
- Cooperative rather than competitive
- Need to feel special
- Always has a kind word
- Strong sense of spirituality
- Peace, harmony and relationship
- Motivate and encourage others

23

Gold Attributes

- Loves to plan
- Detail oriented
- Service oriented
- Values family traditions
- Helpful and trustworthy
- Conservative and stable
- Strives for a sense of security
- Punctual, predictable, precise
- Duty, loyalty, useful, responsible
- There is a right way to do everything

24

Orange Attributes

- Playful
- Energetic
- Charming
- Risk taker
- Tests limits
- Quick witted
- Master negotiator
- Creative, inventive
- Impulsive and spontaneous
- Natural entertainer
- Likes tangible rewards
- Appreciates immediate feedback

25

Green Attributes

- Intellectual
- Theoretical
- Idea people
- Philosophical
- Very complex
- Perfectionist
- Standard setters
- Visionaries, futurists
- Can never know enough
- Cool, calm, collected
- Work is play, play is work
- Often not in the mainstream
- Abstract, conceptual, global
- Need for independence and private time

26

How Colors Speak

Blue Love to talk Tend to be direct and honest Talk about how they feel Voice appreciation to others Avoid issues that might end in conflict Are verbally expressive and outgoing Ramble and get off the subject Are willing to talk about anything and everything Prefer dealing with people concerns, not facts Are very sympathetic Pay attention to nonverbal communication Personalize the situation	Orange Say just the right thing Use language as a tool to make their point Dominate what is being said Cut in on others Get right to the point Make decisions quickly Want to know what has already been done Want to get on with things Want to limit the conversations to the basics Argue for argument sake Create energy and excitement Focus on results
Green Tend to rely on facts Ask many questions, indecisive Say things only once Avoid small talk Take a long time to make up their mind Argue both sides of an issue Use large vocabulary Wander from idea to idea Take a logical approach Worry they are not understood State things in overly technical terms Are unaware of nonverbal cues	Gold Use clear and precise language Get right to the point Reach conclusions quickly Do not want to get sidetracked Want to keep the conversation in order Want to follow an agenda or plan Establish goals for follow up Focus on things that need to be done Talk about responsibilities Talk about fulfilling duties Focus on how efficient things are Cut the small talk

27

How to Speak to Colors

Blue Relate what you are saying to feelings Avoid open criticism Put people's needs ahead of procedures Use references to how it will help others Be honest and genuine Refrain from relying on facts to make your point Leave room for input and questions Ask the person how they feel about the issue Reassure them through body language Keep your promises Recognize their creativity Talk about the importance of enthusiasm	Orange Cut to the heart of the problem Give them the straight stuff Talk about how to do things Use references to past experiences Be honest Be bold and say what is on your mind Keep the conversation lively Talk about getting things done now Praise them for the things they do Focus on action Talk about results Talk about how they can get things done
Green Use clear and precise language Use logic in support of your decision Get right to the point Use proven references and facts Be honest Be willing to debate issues without emotion Keep the conversation relevant Ask meaningful questions Talk about actual data and accomplishments Show sincere appreciation for their ideas Talk about possibilities Avoid talking about feelings	Gold Use clear and precise language Give straightforward direction Get right to the point Use references to the past and tradition Be honest Do not get sidetracked Keep the conversation in order Follow an agenda or plan Talk about actual accomplishments Show sincere appreciation for what they do Talk about responsibilities Talk about how they can keep things going

28

Capturing Interest

Blue Provide opportunities for social contact Offer a clear outline of expectations Offer opportunities to do things that are creative Provide a way for them to express feelings Create opportunities for personal growth Introduce changes from the usual routine Give individual attention to them Provide opportunities for them to please you	Orange Make assignments short term and challenging Give them the opportunity to show cleverness Focus on immediate needs and issues Include art projects and dramatizations Use games and create a competitive atmosphere Provide opportunities for them to present work to others or show off in other ways Provide hands-on activities Make it clear what is going to be gained by doing what needs to be done
Green Ask them for information Pose problems and allow them to solve the problems independently Provide opportunities for them to build and display competency Request explanations or additional insights into a topic being studied	Gold Allow them to display leadership ability Have them organize others Let them set up schedules for goal accomplishment Maintain stability, consistency, rules and predictability Provide an atmosphere of hard work Clarify expectations Provide consistent feedback

29

Signs You're Worn Out or Stressed

Blue Fantasizing and daydreaming Doing anything to get attention Lying to save face Withdrawing so others will feel sorry for you Crying, pouting Showing passive resistance Yelling and screaming Fishing for compliments	Orange Becoming rude Breaking the rules for spite Lying or cheating to control the situation Running away Using drugs or alcohol Acting out boisterously Becoming physically aggressive
Green Becoming overly indecisive Refusing to cooperate with others Becoming more aloof or withdrawn Putting others down, using sarcasm Refusing to communicate Becoming highly critical Turning a cold shoulder to others Demanding unreasonable perfection	Gold Complaining Wallowing in self-pity Worrying Complaining of psychosomatic problems Blindly following the letter of the law Becoming overly authoritative Feeling a lot of anxiety or stress

30

Re-Energizing

Blue Reassure them of their self-worth Recognize their accomplishments Provide opportunities for them to: Demonstrate their creativity Help others Please those in authority Motivate the group	Orange Provide frequent change Challenge their imagination Provide opportunities for them to: Express themselves Act quickly Defy risk Use their intuition
Green Provide feedback on the quality of their work Provide assistance in choosing achievable tasks Provide opportunities for them to: Learn and build confidence Build logistical processes Display their competence Explore options	Gold Provide consistency Establish clear rules and regulations Provide opportunities for them to: Display responsibility Be of service to others Demonstrate leadership Organize things or people

31

Improve Team Performance

Of a 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 handshake
- Allowing them the freedom to express feelings and the time to heal emotional wounds
- Making use of their natural gifts for communication, nurturing, and people-oriented ideas
- Praising their imaginative and creative approach to the job
- Providing them with one-on-one feedback

Of a gold by:

- Assigning work which requires planning
- Defining the task in clear and concrete terms
- Being punctual and reliable
- Providing a well-structured, stable work environment and by avoiding abrupt changes
- Giving standard rules and regulations and setting a good example
- Sharing in the responsibilities and duties of the workplace and by taking the work ethics seriously
- Praising neatness, organization, efficiency
- Giving feedback every step of the way
- Recognizing their need to be straightforward, dependable, responsible, and business minded
- Giving tangible recognition for their work

32

Improve Team Performance

Of an 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 green by:

- Assigning projects which require analytical thinking and problem solving
- Discussing your big picture with them
- Eliciting their universal outlook in inspiring them with futuristic ideas and potential
- Respecting their inclination to go beyond the established rules of the system
- Allowing them the freedom to improve the system
- Taking their ideas to the next step and encouraging them to think independently
- Praising their inventiveness and their ingenuity
- Understanding their need to avoid redundancy and repetitive tasks
- Recognizing and appreciating their competence in the job

33

The Tank

- Watch your emotions, as they can be your greatest point of vulnerability. Any attempt to attack, defend, or withdraw will work against you.
- Pushy and ruthless, loud and forceful. They assume that the end justifies the means.
- Your goal: command respect
- Action plan:
 - Hold your ground
 - Interrupt the attack
 - Aim for the bottom line and fire
 - Never close the door in the tanks face



34

The Sniper

- Whether unfriendly fire or friendly fire, deal directly and assertively with the sniper's behavior.
- Snipers identify your weaknesses and use them against you through sabotage behind your back or put downs in front of the crowd.
- Your goal: bring the sniper out of hiding.
- Action plan:
 - Stop, look, backtrack
 - Use Searchlight questions
 - Go on a grievance patrol
 - Suggest a civil future



35

The Know-it-Alls

- When confronted by a Know-it-All, you must overcome the temptation of becoming a Know-it-All yourself
- They believe they are experts on everything. They have opinions on any issue, yet when they are wrong, they pass the buck or become defensive.
- Your goal: open their minds to new ideas.
- Action plan:
 - Be prepared and know your stuff
 - Backtrack respectfully
 - Blend with their doubts and desires
 - Present your view indirectly
 - Turn them into mentors



36

The Think-They-Know-It-Alls

- Do not be too quick to judge, thinking you are above this kind of behavior. Restrain the urge to show him up by stating information you are uncertain of.
- They exaggerate, brag, mislead, and distract.
- Your goal: give their bad idea the hook.
- Action plan:
 - Give them a little attention
 - Clarify for specifics
 - Give them a break
 - Break the cycle



37

The Grenade

- The two most common reactions to people who explode are: blow up at the grenade for blowing up, or quietly withdraw and hate the grenade from a safe distance
- When they blow their tops, they're unable to stop. When the smoke clears and the dust settles, the cycle begins again.
- Your goal: take control of the situation
- Action plan:
 - Get their attention
 - Aim for the heart
 - Reduce intensity
 - Time off for good behavior
 - Grenade prevention



38

The Yes Person


- Simply lacking skill in the area of organization
- "Yes" people agree to any commitment, promise any deadline and yet slow were rarely deliver, leaving a trail of unkept commitments and broken promises
- Your goal: get commitments you can count on
- Action plan:
 - Make it safe to be honest
 - Talk honestly
 - Help them learn to plan
 - Ensure commitment
 - Strengthen the relationship



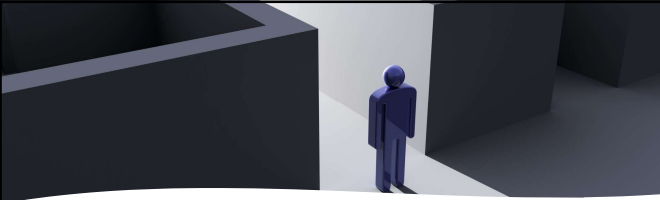
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The Maybe Person

- Impatient with procrastination creates static, and static makes a tough decision even tougher
- Maybe person: when faced with a crucial decision, they keep putting it off until it is too late and the decision makes itself
- Your goal: help them learn to think decisively
- Action plan:
 - Establish and maintain the comfort zone
 - Surface conflicts, clarify options
 - Use a decision-making system
 - Reassure then ensure follow through
 - Strengthen the relationship



40



The Nothing Person

- No verbal or nonverbal feedback
- Your goal: persuade the nothing person to talk
- Action plan:
 - Plan enough time
 - Ask open-ended questions expectantly
 - Lighten it up
 - Guess
 - Show the future

41



The No Person

- Have compassion instead of contempt. You will need perspective and patience.
- No people are negative, pessimistic, inflexible, resist change, complain frequently
- Your goal: transition to problem solving.
- Action plan:
 - Go with the flow
 - Use them as a resource
 - Leave the door open
 - Go for the polarity response
 - Acknowledge their good intent

42

The Whiner

- Don't agree with them, don't disagree with them, don't try to solve their problems
- Your goal: form a problem-solving alliance
- Action plan:
 - Listen for the main points
 - Interrupt and get specific
 - Shift the focus to solutions
 - Show them the future
 - Draw the line



43

Weaponized Incompetence

- A person "gets their way" by falling into a pit of incompetence. Signs include:
 - They Do Simple Tasks Badly
 - You Take On Most or All of the Work
 - You Feel Manipulated or Taken Advantage of
 - You Feel Alone
 - You Don't Trust Them
 - You Feel Burnt Out
 - You Find Yourself Hearing Certain Phrases a Lot



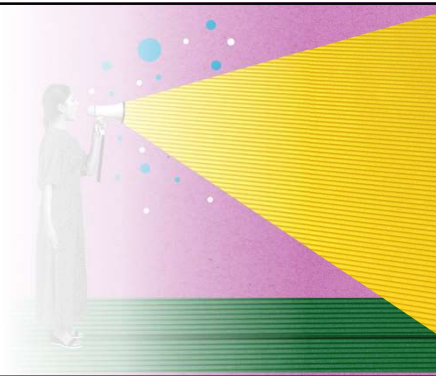
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Weaponized Incompetence

- Talk to Them About It
- Hear Them Out
- Set Clear Boundaries
- Hold Each Other Accountable
- Create Actionable Plans



45



Most Common Complaints

- Slow responses to calls
- Poor food quality
- Staffing issues
- A lack of social interaction
- Disruptions in sleep

46

Customer Service in Healthcare

- What do these phrases even mean?
 - "Go above and beyond for the best customer service experience"
 - "The customer is always right"
 - "The customer is king"
- According to latest surveys, 70% of patients feel "delighted" when we specifically address their issues and concerns

47

What is "Best Care?"

"Patients are made to feel that, because healthcare is a necessity rather than a luxury, they aren't entitled to a superior patient experience. And this is probably the biggest mistake our industry makes." James Merlino

- Care and empathy
- Efficiency and professionalism
- Accurate and timely information
- And a complete sense of trust and privacy



48

Why Focus on Customer Service in Healthcare?

- Patients are now more aware than ever
- The internet (and social media) is becoming a patient's new best friend
- Referrals depend on it



49

Top 10 Healthcare Do's

- Start seeing patients as customers
- Be courteous and respectful
- Never show indifference to patients
- Don't contradict, argue or match wits
- Tell patients you appreciate their business
- Use plain terms and simple explanations
- Good manners will get you everywhere
- Keep seeing healthcare as a calling
- Stay in touch with patients
- Keep your promises

50

What Else?

- Hire the right kind of people
- Train your employees in the right way
- Establish clear, measurable goals for every employee
- Observe your employees and how they interact with patients
- Collect feedback from your patients
- Protect patients first
- Continuation of healthcare/follow-ups
- Billing and insurance
- Honesty and transparency

51

True Colors Assessment

Instructions: This questionnaire describes forty different personality traits grouped together into four sets of ten statements each. Read each statement and circle the number that most naturally describes how often that personality trait applies to you (i.e. not learned behavior). Add the values of the circled numbers for each set of ten traits. Enter the total for those ten traits only in the appropriate total score space provided at the bottom of each side of the page. **Your highest trait total score is your core personality color.** Knowing your "core color" is a key to a better understanding of yourself and others.

Never	Seldom	Sometimes	Often	Most Often	Always
0	1	2	3	4	5

1. I am naturally organized. I need order and structure in my life.

0 1 2 3 4 5

2. I need to be valued for being responsible, hard working, and dedicated.

0 1 2 3 4 5

3. I naturally respect authority and follow the rules.

0 1 2 3 4 5

4. I seek to develop, responsibility and good behavior in myself and others.

0 1 2 3 4 5

5. I believe the purpose of life is to work hard and do what is right.

0 1 2 3 4 5

6. I am a practical person. I have a strong need for security.

0 1 2 3 4 5

7. I cherish the traditions of home and family and try to uphold them.

0 1 2 3 4 5

8. I like to make lists and follow them so I can get lots of things done.

0 1 2 3 4 5

9. I have a strong sense of right and wrong.

0 1 2 3 4 5

10. I usually plan ahead. I like stability and predictability in my life.

0 1 2 3 4 5

Gold Total Score: _____

Never	Seldom	Sometimes	Often	Most Often	Always
0	1	2	3	4	5

1. I seek to create harmony and cooperation among people. I hate conflict.

0 1 2 3 4 5

2. Relationships are the central focus of my life.

0 1 2 3 4 5

3. I naturally care about other's feelings and want them to care about mine.

0 1 2 3 4 5

4. I need to feel important and significant to those I care about.

0 1 2 3 4 5

5. I believe life must be meaningful. I try to make a difference in the world.

0 1 2 3 4 5

6. Harmony is essential in order for me to be productive and happy in life.

0 1 2 3 4 5

7. I need authenticity and honesty in my relationships.

0 1 2 3 4 5

8. I like to be seen as different and unique. I desire to express my true self.

0 1 2 3 4 5

9. I am a true romantic. I enjoy being affectionate and loving in my behavior.

0 1 2 3 4 5

10. I seek to develop the potential in others so they can be their best.

0 1 2 3 4 5

Blue Total Score: _____

True Colors Assessment

Never	Seldom	Sometimes	Often	Most Often	Always
0	1	2	3	4	5

1. I thrive on action and adventure.

0 1 2 3 4 5

2. I seldom plan ahead. I dislike too much structure in my life.

0 1 2 3 4 5

3. I am naturally impulsive. I prefer to be spontaneous.

0 1 2 3 4 5

4. I welcome change and like variety.

0 1 2 3 4 5

5. I naturally like to take risks.

0 1 2 3 4 5

6. I am competitive by nature. I go all out to win.

0 1 2 3 4 5

7. I seek to create excitement in my life.

0 1 2 3 4 5

8. I believe the purpose of life is to be enjoyed.

0 1 2 3 4 5

9. I am naturally playful. I have a good sense of humor.

0 1 2 3 4 5

10. I value physical skillfulness more than intelligence and/or sensitivity.

0 1 2 3 4 5

Orange Total Score: _____

List your highest trait total to lowest trait total and corresponding color below:

#1 _____ (Core Color)

#2 _____

Never	Seldom	Sometimes	Often	Most Often	Always
0	1	2	3	4	5

1. I am driven to understand things and events using logic and analysis.

0 1 2 3 4 5

2. I need to be valued for my knowledge and expertise.

0 1 2 3 4 5

3. I am good at developing strategies to solve problems.

0 1 2 3 4 5

4. I seek to develop competence in myself and others. I value intelligence.

0 1 2 3 4 5

5. I believe the purpose in life is to be successful at whatever one does.

0 1 2 3 4 5

6. I am an abstract thinker. I live in a world of ideas. I enjoy thinking.

0 1 2 3 4 5

7. If asked for my opinion, I am likely to offer constructive criticism.

0 1 2 3 4 5

8. I like to think about how things work-- "cause and effect" relationships.

0 1 2 3 4 5

9. My head rules my heart: Logic is more important than feelings.

0 1 2 3 4 5

10. Others often see me as cool and unemotional. I dislike being emotional.

0 1 2 3 4 5

Green Total Score: _____

#3 _____

#4 _____