

TRUE COLORS

THE MENTORING SPECTRUM:

How to Mentor Across Personality Differences



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LEARNING OUTCOMES

- Assess your own True Colors
- Investigate the differences in the four types
- Recognize the impact of using our “true colors” in all stages of the mentoring cycle
- Better understand yourself and others



BENEFITS OF KNOWING “STYLES”

- **Improves communications**
- **Builds positive self-esteem for self and others**
- **Creates more effective relationships**
- **Appreciate and encourage diversity**
- **Builds effective teams**
- **Clarifies career direction through self-understanding**



PITFALLS OF KNOWING “STYLES”

- Pigeonholing– one color vs. spectrum
- Losing sight of people’s complexity
- Engaging in expected behaviors
- Using “style” as excuse for behavior
- Tokenism

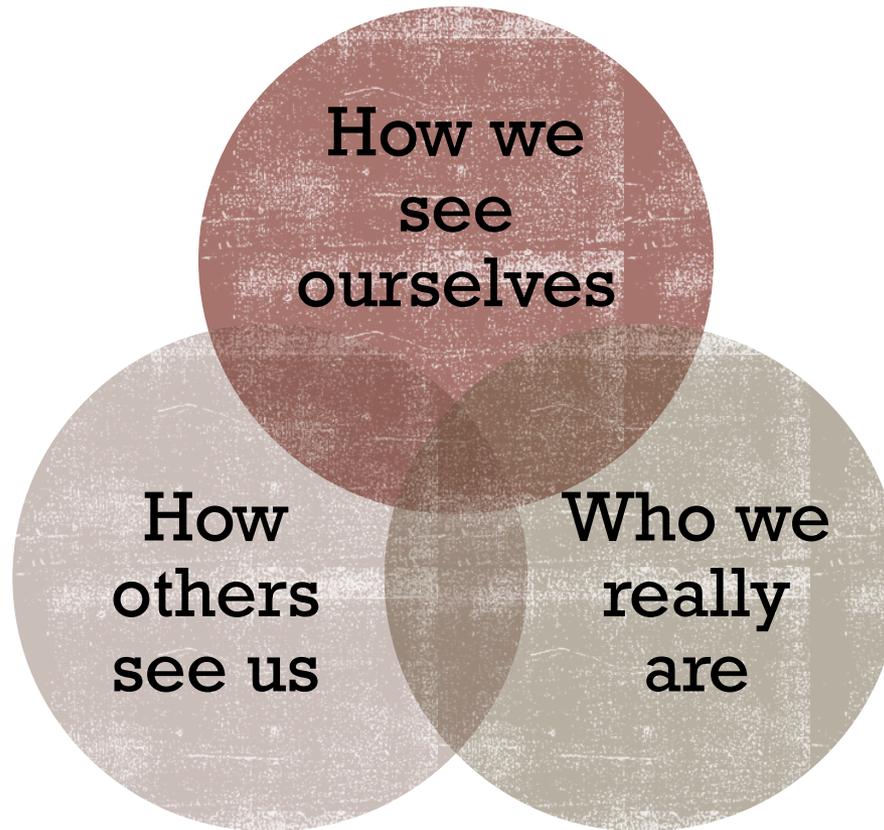


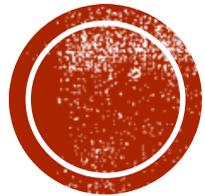
INFLUENCES ON OUR BEHAVIOR

- Gender roles
- Age
- Race
- Religion
- Socio-economics
- Abilities
- Nation
- Region



THREE PEOPLE IN ONE





ASSESSMENT

1. TAKE THE NEXT 5-7 MINUTES TO TAKE THE ASSESSMENT
2. ADD EACH COLOR SECTION
3. LIST THE HIGHEST SCORE COLOR TO THE LOWEST SCORE COLOR

ORANGE

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, RISK TAKER



ORANGE

MENTOR

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

MENTEE

- I am bored and restless with jobs that are routine and structured
- I am satisfied in careers that allow me independence and freedom
- I view any kind of tool as an extension of myself
- I am a natural performer

JOYS: people, adventure, thrills, life, success

NEEDS: freedom, expression, challenge, stimulation

STRENGTHS: independence, humor, adaptable, leaders

FRUSTRATIONS: interruptions, deadlines, criticism, nagging, lies

VALUES: integrity, optimism, risk taking, interaction



ORANGE SEES SELF AS:

- Fun loving, enjoys life
- Spontaneous
- Flexible, adaptable
- Carefree
- Proficient, capable
- Hands-on, person/Physical
- Independent
- Good Negotiator
- Able to do many things at once
- Curious, likes variety & change
- Sees shades of grades
- “Here and Now” Attitude
- Witty, funny
- Left-Right brain integrated

OTHERS MAY SEE ORANGE AS:

- Irresponsible
- Flaky
- Unorganized
- Scattered
- Cluttered
- Invading others space
- Disobeys rules
- Manipulative
- Unable to stay on task
- Uncontrollable
- Indecisive
- Can't be trusted
- Selfish or unsympathetic
- Wishy-washy



GREEN

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



GREEN

MENTOR

- 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

MENTEE

- I am conceptual and an independent. For me, work is play
- I am drawn to constant challenge in careers, and like to develop models and explore ideas
- Once I have perfected an idea, I prefer to move on, leaving the project to be maintained by others

JOYS: high achievement, recognition, challenge of possibilities, big picture process

NEEDS: autonomy, accuracy, closure, space

STRENGTHS: confidence, persistent, insightful, inventive

FRUSTRATIONS: noise, unfairness, control, boxed

VALUES: logic, detail, freedom, information



GREEN SEES SELF AS:

- Superior intellect
- 98% right
- Tough-Minded
- Powerful
- Visionary
- Original, unique
- Eminently reasonable
- Rational
- Calm
- Under-control
- Precise, Objective
- Holding firm to policy
- Seeking justice
- Firm-minded

OTHERS MAY SEE GREEN AS:

- Intellectual snob
- Arrogant
- Heartless
- Doesn't care about others
- Ruthless
- Unrealistic
- Eccentric, weird!
- Emotionally controlled
- Cool, aloof, unfeeling
- Afraid to open up
- Critical and fault finding
- Lacking compassion
- Stingy with praise
- Inconsiderate of others



BLUE

I NEED TO FEEL UNIQUE AND AUTHENTIC

Enthusiastic Sympathetic Personal

I LOOK FOR MEANING AND SIGNIFICANCE IN MY LIFE.

Warm Communicative Compassionate

I NEED TO CONTRIBUTE, TO ENCOURAGE, AND TO CARE.

Idealistic Spiritual Sincere

I VALUE INTEGRITY AND UNITY IN RELATIONSHIPS. MEDIATORS.

Peaceful Flexible Imaginative

**I AM A TRUE ROMANTIC, A POET, OPTIMISTIC,
CARETAKERS, AND A NURTURER**



BLUE

MENTOR

- Expects others to express views
- Assumes "family spirit"
- Works to develop others potential
- Individuals oriented
- Democratic, unstructured approach
- Encourages change via human potential
- Self-searching

JOYS: Romance, hugs, acceptance, helping others, sharing

NEEDS: Understanding, security, sensitivity, support

STRENGTHS: Communication, optimism, compassion, giving

FRUSTRATIONS: Disharmony, injustice, conflict, disorder

VALUES: Honesty, friendship, trust, faith, empathy

MENTEE

- 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 profession.
- I am adept at motivating and interacting with others.



BLUE SEES SELF AS:

- Warm
- Caring, Compassionate
- Romantic
- Spiritual
- Cause-Oriented
- Unselfish, Caretaker
- Empathetic, People-person
- Affirming and Accepting
- Kind and considerate
- Sympathetic
- Desiring harmony & unity

OTHERS MAY SEE BLUE AS:

- Overly-Emotional
- “Bleeding Heart”
- Mushy, immature
- Other-worldly, weird
- Unrealistic
- Smothering
- Too trusting
- Hopefully naïve
- Easy to manipulate
- Soft, fawning, groveling
- Out of touch with reality



GOLD

I FOLLOW THE 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 TO BELONG

Faithful Stable Organized

I VALUE HOME, FAMILY AND TRADITION

Caring Concerned Concrete

I AM A NATURAL PRESERVER, A GOOD CITIZEN AND HELPFUL



GOLD

MENTOR

- 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

MENTEE

- 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 task

JOYS: Home, order, tidy, organized, achievement

NEEDS: stability, consistency, order, respect

STRENGTHS: loyal, structured, reliable, responsible

FRUSTRATIONS: inefficiency, slobs, procrastinators, change, lack of control

VALUES: punctuality, family, quality, honesty



GOLD SEES SELF AS:

- Stable
- Providing security
- Dependable
- Firm
- Efficient
- Realistic
- Decisive
- Executive-type
- Orderly and neat
- Organized
- Punctual
- Goal-oriented

OTHERS MAY SEE GOLD AS:

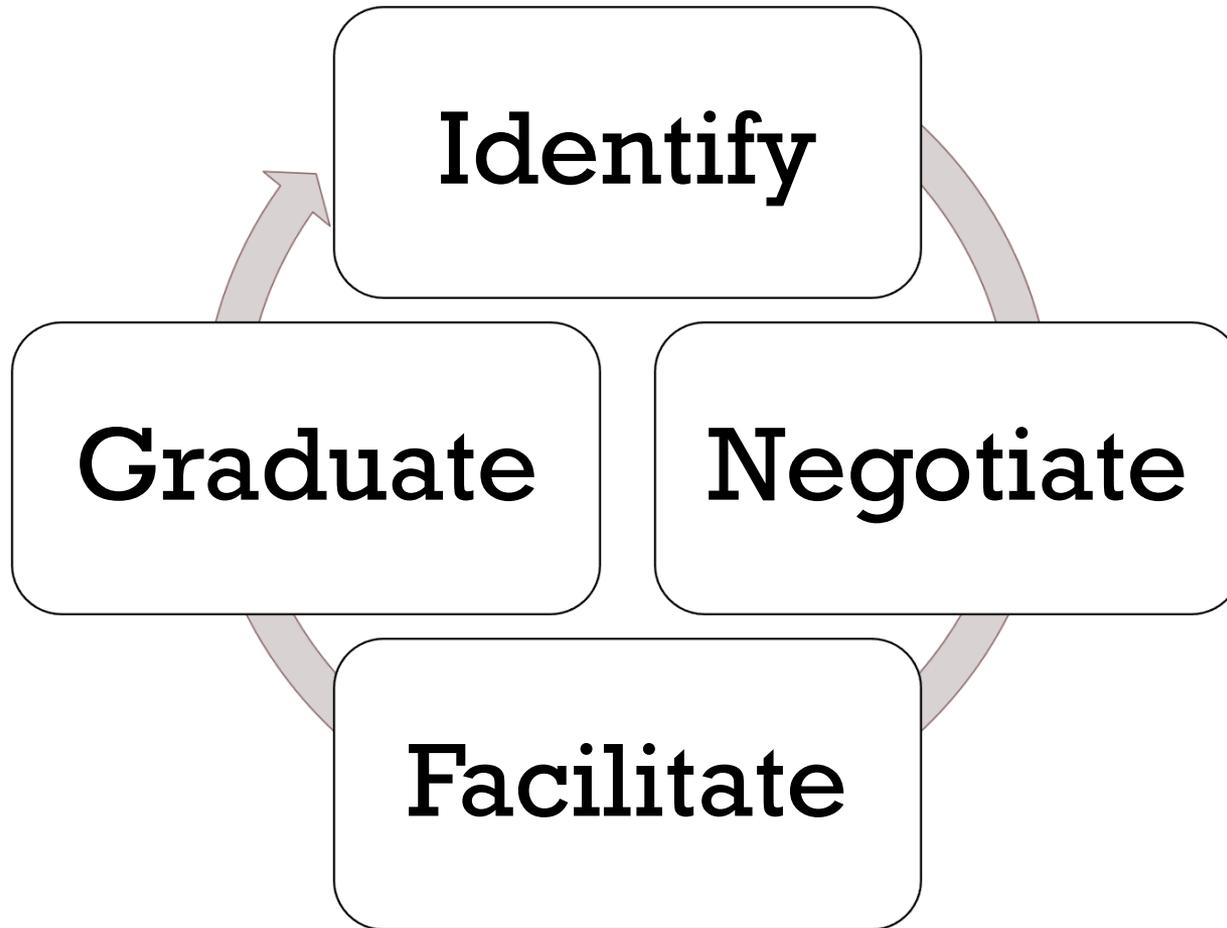
- Rigid
- Controlling
- Boring
- Stubborn
- System-Bound
- Unsympathetic
- Judgmental
- Bossy
- Fussy, limited flexibility
- Uptight
- Predictable
- Rigid idea of time



NEGOTIATE: ROLES AND EXPECTATIONS



CYCLE OF MENTORING

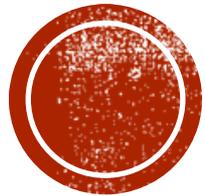


EXPERIENCE YOUR COLOR

Move to the corner of your brightest color

Discuss:

- How does your dominant color affect the way you would communicate with the other 3 colors?
- How would you set up your relationship with your mentee from each of those 3 colors?
- How would you give feedback to each of those 3 colors?



THANK YOU!

Questions?

Contact us anytime: www.diversitycenter.caltech.edu