



Leadership Inventory

Name: _____

_____ Creativity _____ Persistence

_____ Calmness _____ Confidence

_____ Intelligence _____ Strong Values

_____ Ambition _____ Cleverness

_____ Motivation _____ Trustworthiness

_____ Adaptability _____ Likability

_____ Imagination _____ Empathy

_____ Dedication _____ Sense of Humor

_____ Loyalty _____ Open-Mindedness

Taken from Jossey-Bass (1998) 101 Great Games & Activities. San Francisco, CA: Pfeiffer.





True Colors

Instructions: Next to each box below are three words. In each row (left to right), score each group of words giving yourself (4) for most like you, (3) for next most like you, (2) for next, and (1) for least like you.

Active Variety Sports	<input type="checkbox"/>	Organized Plan Neat	<input type="checkbox"/>	Nice Helpful Friends	<input type="checkbox"/>	Learning Science Privacy	<input type="checkbox"/>
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Fun Action Contests	<input type="checkbox"/>	Clean On-Time Honest	<input type="checkbox"/>	Caring People Feelings	<input type="checkbox"/>	Curious Ideas Questions	<input type="checkbox"/>
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Playful Quick Adventurous	<input type="checkbox"/>	Helpful Trustworthy Dependable	<input type="checkbox"/>	Kind Understanding Giving	<input type="checkbox"/>	Independent Exploring Doing Well	<input type="checkbox"/>
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Busy Free Winning	<input type="checkbox"/>	Follow Rules Useful Save Money	<input type="checkbox"/>	Sharing Getting Along Animals	<input type="checkbox"/>	Problem Solve Thinking Challenge	<input type="checkbox"/>
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Exciting Lively Hands-On	<input type="checkbox"/>	Do Things Right Tradition Pride	<input type="checkbox"/>	Nature Easy Going Happy Endings	<input type="checkbox"/>	Books Math Making Sense	<input type="checkbox"/>
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TOTAL

ORANGE

TOTAL

GOLD

TOTAL

BLUE

TOTAL

GREEN





Orange Attributes

Impulsive and Spontaneous	Playful	Energetic	Charming
Just Do It	Tests Limits	Quick Witted	Master Negotiator
Let's Make A Deal	A Natural Entertainer	High Need for Mobility	Visual & Kinesthetic
Pushes the Boundaries	Natural Non-Conformist	Thrives on Competition	Likes Tangible Rewards
External Focus of Control	Appreciates Immediate Feedback	Risk Taker	Tends to be Left/Right Brain Integrated
	Creative, Inventive	Stimulates Economy	Most productive in informal settings

Orange may see self as:

- * 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
- * Eclectic
- * Can deal with Chaos
- * Curious, welcomes new ideas
- * Superior ability to discriminate among options, see shades of gray.

Others may see Orange as:

- * Irresponsible
- * Flaky
- * Wishy Washy
- * Not Serious
- * Indecisive
- * Disobeys Rules
- * Not interested in Ideas
- * Spends time at things they enjoy
- * Unimaginative, dull
- * 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

ORANGE...Your Strength is Skillfulness

If your brightest color is orange, you need freedom to take immediate action! A zest for life and a desire to test the limits best express your nature. You take pride in being highly skilled in a variety of fields. You are a master negotiator. Adventure is your middle name. You prefer a hands-on approach to problem solving and a direct line of reasoning creates the excitement and immediate results that you admire.

Your Keys to Personal Success...

The impulse to really live
 Testing the limits
 The need for variation
 Excitement & light-heartedness
 Charged adventure

Being a natural entertainer
 Spontaneous relationships
 Taking off for somewhere else
 Being able to act in a crisis

A love of tools
 Charm, wit and fun
 Taking defeats only temporarily
 Considering waiting as emotional death

Esteem Yourself by Being Adventurous

People with orange as their brightest color see life as one big party to enjoy. They live in the here and now, for who knows what tomorrow may bring? They are always ready for a business deal, or a deal of any sort, loving competition and never missing an opportunity. Their impulsiveness drives everything they do. They are symbolized by the flight of the eagle, the sensation of riding a motorcycle, the roaring of the rapids, and the skillfulness of a virtuoso.

With Orange as your Brightest Color, you tend to:

Dream of:	Being free, spontaneous, impetuosity
Value:	Skills, grace, finesse, and charisma
Regard:	Opportunities, options, and competition
Dislike:	Rigidity, authority, and forcelessness
Express:	Optimism, impatience, eagerness, and confidence
Foster:	Recreation, fun, and enjoyment
Respect:	Skill and artistic expression
Promote:	Stimulation and risk





Green Attributes

“Should be able to”	“Why?”	Perfectionists	Idea People
Philosophical	Very Complex	Cool, calm, collected	Visionaries
Futurists	Can never know enough	Theoretical	“Abstract”
Often not in the mainstream	Need for Independence	Standard Setters	Explores all facets before making decisions
Knows how to spell and pronounce “big words”	Private Time	Work is play, play is work	Intellectual

Green may see self as:

- * Superior Intellect
- * 98% Right
- * Tough-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 well done
- * Firm-minded, able to reprimand
- * Great Planner

Others may see Green as:

- * Intellectual Snob
- * Arrogant
- * Heartless
- * Doesn't care about
- * Ruthless
- * Unrealistic
- * Eccentric, weird
- * Emotionally controlled
- * Ignores peoples 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

GREEN...Your Strength is Knowledge

If your brightest color is green, you feel best about yourself when you are solving problems and when your ideas are recognized, especially when you feel ingenious. You seek to express yourself through your ability to be an expert in everything. Your idea of a great day is to use your know-how like a laser to create solutions, in that you are a complex individualist with great analytical ability. Although you do not express your emotions openly, you do experience deep feelings.

Your Keys to Personal Success...

- Developing models
- Thinking abstractly
- Analytical processes
- Exploring ideas
- A variety of interests
- Striving for competency
- Admiring intelligence
- Storing wisdom and knowledge
- Being a perfectionist
- Abhorring redundancy
- Utilizing precise language
- Handling complexity

Estem Yourself by Utilizing Ingenuity

People with green as their brightest color have curious minds. They explore every facet of a problem or an idea to control the realities of life. They are global by nature, always seeking universal truth. They acquire skills and perfect any product or system on which they choose to focus. They are symbolized by the abstract thinker, the unknown challenger of outer space, the complexity and simplicity in design, and the symmetry of forms.

With Green as your Brightest Color, you tend to:

Dream of:	Truth, perfection, accuracy
Value:	Answers, resolutions, intelligence, explanations
Regard:	Efficiency, increased output, reduced waste
Dislike:	Injustice and unfairness
Express:	Coolness, calm, and collected reservation
Foster:	Inventions and technology
Respect:	Knowledge and capability
Promote:	Effectiveness, competence, and know-how





Blue Attributes

Mediators
Peacemaker
Always has a kind word
Motivate and encourage others

Optimistic
Passionate
Enjoys symbols of romance
Relationship oriented

Caretaker
True romantic
Strong sense of spirituality
Peace, harmony,

Cause-oriented
Need to feel "special"
Sensitive to the needs of others
Cooperative rather than competitive

Blue may see self as:

* Warm	* Affirming
* Caring	* Expressive, expansive
* Compassionate	* Caretaker
* Romantic	* Promoting growth, wellbeing
* Spiritual	* Social interaction expert
* Creative	* Able to see need for exceptions
* Idealistic	* Conscious of past relationships
* People person	* Likes to please people
* Willing to work cause	* Sympathetic
* Unselfish	
* Empathetic	

Others may see Blue as:

* Over-emotional	* Smothering
* "Bleeding Heart"	* Teaching non-essentials
* Mushy	* Slick, manipulative
* Other-worldly	* Ignores policy, creates chaos
* Flaky, unrealistic	* Stuck in/lives in the past
* Hopelessly naïve	* Groveling, fawning, soft
* Too tender-hearted	* Talks too much
* Easily duped	* Obscures the issues
* Too "touchy-feely"	* Illogical, incomprehensible
* Just pathetic	
* Too nice	
* Naïve, too trusting	

BLUE...Your Strength is Knowledge

If your brightest color is blue, you seek to express the inner you. Authenticity and honest are valued above all other characteristics. You are sensitive to subtlety and – with great flair – you create roles in life’s drama. You enjoy close raltionships with those you love and you possess a strong spirituality in your nature. Making a difference in the world is easy for you because you cultivate the potential in yourself and in others.

Your Keys to Personal Success...

Authenticity as a standard Seeking reality Devotion to relationships Cultivating the potential of others	Assuming creative roles in life’s drama Writing and speaking with poetic flair Self-searching Having a life of significance	Sensitivity to subtlety Spirituality Making a difference in the world Seeking harmony
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Esteem Yourself by Being Sincere and Sympathetic

People with blue as their brightest color are persons of peace and love. They are the natural romantics in life, idealizing the perfect moment and gestures of love. They are most satisfied when nurturing the potential in others, bringing out the best in them. They are facilitators of human potential. They are symbolized by the dove of peace, the romantic ballad, the drama of life, and the importance of a simple touch or handshake

With Blue as your Brightest Color, you tend to:

Dream of:	Love, affection, authenticity
Value:	Compassion, sympathy, rapport
Regard:	Meaning, significance, identity
Dislike:	Hypocrisy, deception, insincerity
Express:	Vivacity, enthusiasm, inspiration
Foster:	Potential growth in people, harmony
Respect:	Nurturing, empathy, sharing of feelings
romote:	Growth and development in others





Gold Attributes

“Be prepared”	Loves to plan	Detail oriented	Service Oriented
Values family traditions	Helpful and Trustworthy	Conservative and stable	“Shoulds” & “Should nots”
Never breaks the speed limit	Strives for sense of security	Punctual, predictable, precise	Value order & status quo
Duty, loyalty, useful, responsible	There is a right way to do everything	Tends to be left-brained analytical	Most comfortable with formal environment
Strong belief in policies, procedures, rules			

Gold may see self as:

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

Others may see Gold as:

* Rigid	* Predictable
* Controlling	* Rigid idea of time
* Dull, boring	* End justifies the means
* Stubborn, pig-headed	* Limited-not able to do many things at once
* Opinionated	* Throws away good items needlessly
* System-bound	
* Unimaginative	
* Judgmental	
* Bossy, controlling	
* Limiting flexibility	
* Uptight	
* Sets own agenda	

GOLD...Your Strength is Duty

If your brightest color is gold, you value order and cherish the traditions of home and family. You provide for and support the structure of society. Steadfastness and loyalty are your trademarks. Generous and parental by nature, you show you care by making everyone do the right thing. To disregard responsibility of any kind never occurs to you.

Your Keys to Personal Success...

Generosity The work ethic A parental nature Ceremony	A sense of history Dignity, culture Perpetuating heritage Steadfastness	A value of order Predictability Home and family Establishing and organizing institutions
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Esteem Yourself by Behaving Responsibly

Be prepared is the motto of those with gold as their brightest color. They enjoy the status and security that being prepared represents. They have an instinct for keeping the product in production, for maintaining the structure, and for supporting the rules. They have a strong awareness of right and wrong, with respect for the should and should nots. They are symbolized by the pillars of strength – the flag, the preservation of honored institutions, and the purity of home and family.

With Gold as your Brightest Color, you tend to:

Dream of:	Assets, wealth, influence, status, security
Value:	Dependability, accountability, responsibility
Regard:	Service, dedication
Dislike:	Disobedience, non-conformity, insubordination
Express:	Concern, stability, purpose
Foster:	Institutions and traditions
Respect:	Loyalty and obligation
Promote:	Groups, ties, bonds, associations, and organizations



Improving Personal Relationships

With a Orange by:

- * Recognizing their need for freedom
- * Valuing their playfulness
- * Helping them to 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 Blue by:

- * Making romantic gestures
- * Having intimate talks
- * Recognizing their need to contribute
- * Providing a warm touch and embrace
- * Reassuring your loving commitment
- * Expressing your feelings
- * Being open and responsive

With a Gold by:

- * Caring about their need for security
- * Doing some responsible planning
- * Praising their responsible actions
- * Remembering sentimental moments
- * Acknowledging their stability
- * Responding to important dates

With a 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 appearing foolish
- * Allowing them to be self-critical
- * Understanding that they esteem themselves by being competent
- * Praising with ingenuity

Improving Job Performances

Of an Orange by:

- * Assigning projects which are action-paced and which require a hands-on approach
- * Providing opportunities to be skillful and adventurous
- * Using their natural abilities as negotiators
- * 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 word
- * Praising their performance and skillfulness while on the job

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 touch, hug, or hand-shake
- * 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:

- * Assign 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 and 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 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 straightforward, dependable, responsible and business-minded
- * Giving tangible recognition for their work

Of a Green by:

- * Assigning projects which require analytical thinking and problem solving
- * Discussing you "big-picture" with them and by eliciting their universal outlook
- * 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 ingenuity
- * Understanding their need to avoid redundancy and repetitive tasks
- * Recognizing and appreciating their competence in the job





At Work, In Love, In Childhood...

GREEN

At work: I am a 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 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 continuously 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 appeared to be older than my years and focused on my greatest interests, achieving in subjects that were mentally stimulating. I was impatient with drill and routine, questioned authority, and found it necessary to respect teachers before I could learn from them.

BLUE

At work: I have a strong desire to influence others so they may lead 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 all relationships. I enjoy the symbols of romance such as flowers, candlelight, and music and cherish the small gestures of love.

In childhood: I was extremely imaginative and found I difficult to fit into the structure of school life. I reacted with great sensitivity to discordance or refection and sought recognition. I responded to encouragement rather than to competition.

ORANGE

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 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 obvious pleasure to my loved one.

In childhood: Of all tupes of children, I had the most difficult time fitting into the academic routine. I learn 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.

GOLD

At work: I provide stability and can maintain organization. My ability to handle details and to work hard made me the backbone of my organization. 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 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.





Leadership Definitions

A leader is an individual directing, commanding, or guiding a group or activity

- *Webster's Dictionary*

A leader is a person who has an unusual degree of power to project onto other people his or her shadow or his or her light.

- Parker J. Palmer, *Insight on Leadership: Service, Stewardship, Spirit, and Servant-Leadership*

A leader is anyone who inspires and promotes positive change, be engaging followers or enabling them to exercise leadership in their own right.

- Delorese Ambrose, *Leadership: The Inward Journey*

Leadership is not a position but a job. It's hard and exciting work. It's also a serious meddling in other people's lives. One examines leadership beginning not with techniques but rather with premises, not with tools but with beliefs, not with systems but with understandings.

- Max DePree, *Leadership Jazz*

Leadership is the art of getting others to want to do something you are convinced should be done.

- Vance Packard, *The Pyramid Climbers*

A leader is best when people barely know he exists, when his work is done, his aim fulfilled, They will say: We did it ourselves.

- Lao-Tzu, *Founder of Taoism*

A leader is one who leads others to lead themselves.

- Charles Manz & Henry Sims, *Superleading*

A leader is not necessarily a person who holds some formal position of leadership or who is perceived as a leader by others. Rather, a leader is one who is able to affect positive change for the betterment of others, the community and society.

- Higher Education Research Institute

Leadership is a process, not a position.

- Alexander Astin, *Social Change Model of Leadership Development*

A leader is someone who inspires people with clear vision of how things can be done better.

- Frank Sonnenberg, *Managing with a Conscience*

A leadership is one who exerts influence by virtue of their position in an organization.

- Joseph Murray, *Training for Student Leaders*

A leader is born, not made, and innately possesses a number of attributes which are common to all leaders.

- Stodgill & Bass, *Stodgill's Handbook of Leadership*

A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.

Rosalynn Carter, *U.S. First Lady*

Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good.

Joanne Ciulla, *Jepson School of Leadership Studies*

