



The Quarterly Newsletter of the International True Colors Association, Volume VI, Issue 2, October, 2011

Have you considered hosting an ITCA Regional Conference?

Every year ITCA holds either an International Conference (like we did this last June) or a Regional Conference (like we plan to do this coming year in 2012). The ITCA Board is currently accepting ideas for our 2012 ITCA Regional Conference and we'd love to hear from YOU!

Lately have you been unable to attend a conference but wished you could have? Do you want to stay current on the new True Colors tools and techniques? Do you have unique training applications for True Colors that you would like to share with others?

If you answered "YES!" to any of these questions, than YOU should consider **hosting an ITCA Regional Conference!**

For more information go to the ITCA website, login, click on Conference Resources, download the Conference Proposal Form, fill it out and email it to brucemaxwell@truecolorsassociation.org OR, if you are thinking about it, but are not quite ready to commit to doing one, just send him an email.

Volunteer to give a webinar

ITCA and TCI are working together to set up *webinars* for certified True Colors Facilitators. We know we have many certified facilitators who have become expert at delivering True Colors to a variety of audiences and we'd like to offer the opportunity for other members of the True Colors community to learn from you.

If you are an expert facilitator and have valuable information to share, such as:

- how do you handle groups over 60
- what do you do when the technology fails you or you do not have equipment available (computer, projector, etc.)
- how do you prep for your workshops
- how do you handle individuals with disabilities
- how do you follow-up with the group to keep the momentum going

we'd like to ask you to consider doing a webex seminar for other Facilitators.

If interested, please submit a brief outline of your seminar to:

SherriSutton@truecolorsassociation.org.

We will review the outlines and work with you to deliver these webinars through **fifty minute** Webex sessions. We will advertise the webinars, collect the registrations, run the Webex session for you and offer you training and practice on the Webex tool if you need it.



Using True Colors to Help You Face Change Know Change...or NO change will occur!

The perspectives that make up our personality type dictate the way we see things, the way we think about the world, and the way we approach problems. Some perspectives are minor and unique to us. Others can be more significant and shared by an entire nation.

We also know that everyone has characteristics of all four Colors in varying degrees and some people use different characteristics to face different problems. Therefore, before you can bring about change, you have to know what perspective a person is coming from on a specific issue. Most of us have tried to change not only our own minds, but other minds as well. Most of the time, we have failed. There are a number of reasons for this:

1. Our personality is part of our “cognitive unconscious” where we have already formed mental maps that have become our points of reference as we look at the world. Most of the time we are unaware of these mental maps or the impact they have.

Our mental maps are literally built from our experiences in life. As we process information, most often unconsciously, we are looking for patterns and scanning the mental maps we have already formed. Sometimes our mindsets are helpful and sometimes they are not.

Most change requires that we challenge our perspective and form new connections in the brain. This takes energy and motivation. When we understand how our mental maps are working and how they have created our True Colors, we are better prepared to adapt and respond to the change that is constantly occurring around us.

2. Our True Colors are firmly engrained in our self identity. Our Color schema is reinforced by the structure and very nature of our personality. We turn to our mindset as we are processing any new information, and we need to learn how to develop, practice and maintain it.

Each and every personality is as unique and different as your thumbprint. We literally build that Color schema throughout the course of our lives, creating and fine-tuning our own unique style and building our mindset. All learners are constantly filling in the blanks unconsciously, based on their prior experience. Look at the following diagram and read out-loud what you see:

ICECREAM IS GOOD

What do you see? Ice cream is good? Groups around the globe who have completed this exercise are 100% sure that is the phrase provided. However, when you reveal the entire phrase you see: JGFGPFAM JS CQQD. (Take a piece of paper and cover up the lower portion of the letters and see for yourself). Thus, our True Colors, based on all of our experiences thus far in our lives, has preprogrammed what we see and how we think or feel about a given subject or topic. When we engage others in a change process we are asking them to challenge their previous mental maps and make new neural connections in their brains.

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3. Isolated facts have little effect on your perspective. If the fact does not fit your approach, it gets rejected instantly. When 90% of heart patients do not listen to their doctor, then you know something is wrong. What is it about our personality that resists change so tenaciously? Why do we fight change, even when we know it to be in our vital interests? The reason is that our thinking relies on our mental maps and our Color schema, not on facts. Our personality gets in the way of change and unless addressed correctly, will stop any change from ever taking place.

What can you do to shift your perspective to accept change?

GREEN - Define and Analyze it

What is your True Color schema?

What is the primary Color that is shaping your thinking?

What are the strengths and weaknesses of your schema?

What are some of the recent decisions you have made that might have been influenced by this schema?

How has your own education and experience shaped your personality?

GOLD - Develop a Plan

Should you change your schema and how?

Ask yourself, "In what way are your current Colors working or not working for you in challenging situations?"

What is consistent about your approach? When does that cause problems?

How can you change or modify your current schema to improve results?

What are some of the characteristics of the other Colors you have that might be brought in to bring better balance?

What are the low cost, low risk ways of testing this new schema?

BLUE - Talk about it

How do others see you?

How do your feelings and emotions drive your behaviors?

How is your Color schema different from those of the people around you?

Who can you talk with to gain greater clarity on the situation at hand?

Who can help you look at things differently than you normally do in challenging situations?

ORANGE - Challenge it

What can you do to WIN more consistently?

When things don't work out the way you had imagined, why do you hold on to this Color approach and why won't you let go of it?

What are the potential blind spots of your approach?

What are some of the blocks/barriers that might be holding you back and keeping you locked into a particular approach?

What are the challenges and opportunities in exploring a new Color schema?

When communicating change, be sure to utilize approaches that address the values and perspectives of all four True Colors and answer the following questions to ensure you are speaking to all of the Color types you may encounter:

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Swanson's UnWritten Rules

When **William H. Swanson** joined Raytheon as a young engineer in 1972, he was timid and sat quietly scribbling notes at meetings. He boiled down decades of observations and wisdom into 33 concise leadership tips that Raytheon had printed into a 3½-by-6-inch booklet called *Swanson's UnWritten Rules of Management*. He is the current Raytheon CEO and Chairman of the Board.

- 1: Learn to say, "I don't know." If used when appropriate, it will be used often.
- 2: It is easier to get into something than to get out of it.
- 3: If you are not criticized, you may not be doing much
- 4: Look for what is missing. Many know how to improve what's there; few can see what isn't there.
- 5: Presentation rule: When something appears on a slide presentation, assume the world knows about it and deal with it accordingly.
6. Work for a boss to whom you can tell it like it is. Remember, you can't pick your family, but you can pick your boss.
- 7: Constantly review developments to make sure that the actual benefits are what they were supposed to be. Avoid Newton's Law.
- 8: However menial and trivial your early assignments may appear, give them your best effort.
- 9: Persistence or tenacity is the disposition to persevere in spite of difficulties, discouragement or indifference. Don't be known as a good starter but a poor finisher!
- 10: In doing your project, don't wait for others; go after them and make sure it gets done.
- 11: Confirm the instructions you give others, and their commitments, in writing. Don't assume it will get done.
- 12: Don't be timid: Speak up, express yourself and promote your ideas.
- 13: Practice shows that those who speak the most knowingly and confidently often end up with the assignment to get the job done.
- 14: Strive for brevity and clarity in oral and written reports.
- 15: Be extremely careful in the accuracy of your statements.
- 16: Don't overlook the fact that you are working for a boss. Keep him or her informed. Whatever the boss wants, within the bounds of integrity, takes top priority.



17: Promises, schedules and estimates are important instruments in a well-run business. You must make promises — don't lean on the often-used phrase: "I can't estimate it because it depends on many uncertain factors."

18: Never direct a complaint to the top; a serious offense is to "cc" a person's boss on a copy of a complaint before the person has a chance to respond to the complaint.

19: When interacting with people outside the company, remember that you are always representing the company. Be especially careful of your commitments.

20: Cultivate the habit of boiling matters down to the simplest terms: the proverbial "elevator speech" is the best way.

21: Don't get excited in engineering emergencies: Keep your feet on the ground.

22: Cultivate the habit of making quick, clean-cut decisions.

23: When making decisions, the "pros" are much easier to deal with than the "cons."
Your boss wants to see both.

24: Don't ever lose your sense of humor.

25: Have fun at what you do. It will be reflected in you work. No one likes a grump except another grump!

26: Treat the name of you company as if it were your own.

27: Beg for the bad news.

28: You remember 1/3 of what you read, 1/2 of what people tell you, but 100% of what you feel.

29: You can't polish a sneaker.

30: When facing issues or problems that are becoming drawn-out, "short them to the ground."

31: When faced with decisions, try to look at them as if you were one level up in the organization. Your perspective will change quickly.

32: A person who is nice to you but rude to the waiter or to others is not a nice person. (This rule never fails).

33: Never be afraid to try something new. Remember, an amateur built an ark that survived a flood while a large group of professionals built the Titanic!

Postscript: The qualities of leadership boil down to confidence, dedication, integrity and love.

(Facing Change — Continued from page 3)

HELPING PEOPLE USE THEIR TRUE COLORS TO CHANGE

GREEN

- What is the bottom line?
- What are the facts?
- What are the financial consequences?
- What's the logic behind the decision?
- What's the goal or objective of the change?

GOLD

- Are there specific timelines?
- What are the specifics of the change?
- What's the track record for this type of change?
- Are there references I can talk to?
- How can I minimize surprises?
- What are the risks to me?

BLUE

- What will the emotional impact be on me, my family and my team?
- What are the implications for my customers?
- Who will be available to listen to my concerns?
- Can you engage me personally before you get focused on all the facts?

ORANGE

- How is this going to affect my future?
- How does this fit into the big picture?
- What's the "why" behind the change?
- Do I have freedom to influence how this gets rolled out?
- How might this constrain me?

Better yet, ground each team member involved in the change process in an understanding of their True Colors, their thinking style, and how that will impact their role and effectiveness in the change process. This information provides a benchmark, common language and frame of reference to guide the organization through the change process in a more predictable and successful way.

Use True Colors to avoid the mindset traps we are all susceptible to. If what Plato said is true: "Nothing endures but change", then whatever we can do to change our perspective to adapt more easily will help. The next time you face the need to change, how will you use your knowledge of True Colors to help you?

This article was adapted to True Colors from a white paper by Michael Morgan and Ann Nehdi titled, *Know Change or No Change Will Happen*



WHAT FUN!!

Ever passed a construction site and wished you could go in and operate one of those front loaders? Now you can – in Las Vegas! There is a new five acre theme park that offers vacationers 14 years and older the chance to dig trenches, build mounds, and move heavy items. Half the visitors are women! Check it out at: <http://www.digthis.info/#Home>

WORK FOR YOURSELF?

This year 2.1 million brides will hire wedding planners to create their dream wedding (with the average wedding costing \$23,000). You could have a piece of that business – even if you have never done that type of work before. In 2010 MS released a free wedding planner template based on their One-Note planning software where you can use your GOLD to help all the other Colors have the best wedding ever! Keep all the details in one easy-to-access digital organizer: tux sizes, dress orders, travel details, scan in receipts, email and phone call scripts, budget tracking, wedding party plans, guest tracking, honeymoon planning (including travel template). It will make you look like a pro! And best of all, it's a free download at:

<http://office.microsoft.com/en-us/onenote/onenote-travel-wedding-remodel-FX102665185.aspx>

WANT TO SAVE MONEY?

You can save on electricity by reducing the brightness on your high-definition TV. For many manufacturers the TVs are set on “retail mode” so they will provide optimum picture clarity in the store, but there is also a “home mode” that will dial down the brightness. Go to your setup menu and reset your TV and save \$50 a year on electricity

Get free audiobooks from LibriVox they offer more than 4,000 unabridged classics in the public domain read by volunteers. You can also get them from: literalsystems.org and audiobooksforfree.com

Hotel Rates – You can get an immediate 10% discount on the cost of a hotel rate when making a reservation online by using the code: 00333300.

Looking for a grant? Check out this Google for non-profits site: <http://www.linkedin.com/news?action-Bar=&articleID=470201474&ids=0NdzoMdzoTczkIdj8RejcOd3oRb3AUcPoVdP8SdiMRejsScj0PdzkId3sQcj0Oc3sQ&ag=true&freq=weekly&trk=eml-tod-b-ttle-68>

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Check out the 2011 International Conference PHOTOS on our Flickr Account. Go to Flickr.com Search for TrueColorsAssociation under the PEOPLE tab.

The Crayon Box



This is the Quarterly Newsletter of the International True Colors Association (ITCA).

If you would like to help by writing an article, interviewing a member, submitting a Best Practice, or have ideas you would like to submit for the December newsletter please send them to:

brucemaxwell@truecolorsassociation.org

The DEADLINE for submissions for the next Newsletter is:

December 15, 2011.