

*City of Florence*  
**A City in Motion**



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# Welcome and Opening Thoughts!



# Today:

- Interview Summary
- True Colors
- Carver Governance Review
- Norms review/updates

# What are we **solving** for?



**Public  
discourse**



**Deliver the best product**  
for your residents, businesses,  
and visitors



**Make you attractive**  
to developers,  
new residents, etc



**Attracting & retaining**  
the best talent



**Legal  
problems**

# Interview Summary

**Big Improvements &  
greater  
commitment**



Three Pillars are working



Growth Opportunities



Uncharted waters



Big Bowl issues



# TRUE COLORS®

Valuing Differences - Creating Unity

Laura Smith

- Certified in True Colors assessment
- Team Leadership expert in private and public sectors for 15 years
- Last decade working with city teams on culture creation



**TRUE COLORS<sup>®</sup>**

Valuing Differences - Creating Unity



# A little about me:







# Today's Objectives

- Have a solid understanding of each color.
- Develop a better understanding of yourself, and how your color spectrum shows up in your day to day.
- Develop a better understanding of others and appreciate different personalities and work styles.

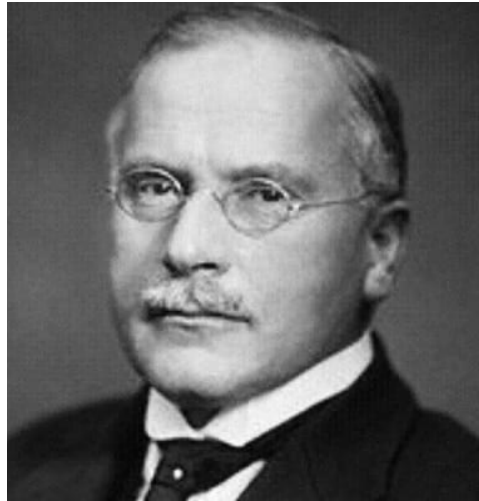
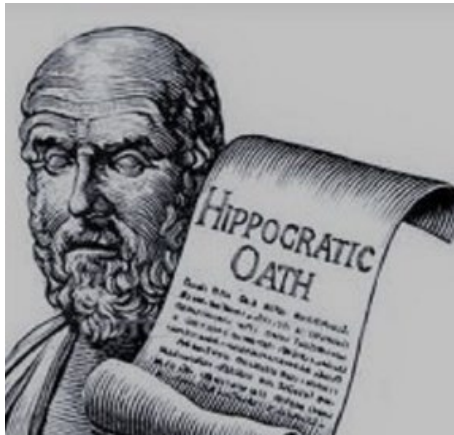


# What to expect

- What is True Colors?
- Attributes of each color
- Who is at the table?
- Strengths you bring with your bright color
- Brightening pale colors
- Closure



# History of True Colors



# History of True Colors



**1978 Don Lowry**

**True Colors – Four Color Types**

**Green**



**Orange**



**Blue**



**Gold**




***Valuing Differences, Creating Unity***



# Why True Colors?

- True Colors:
  - Shows your spectrum.
  - Is easy to understand and remember.
  - Has been validated and studied.

When we have a better understanding of ourselves and others, we can work better together.





# True Colors Ground Rules



This is a self-reporting technique



Each person possesses the full four-color spectrum

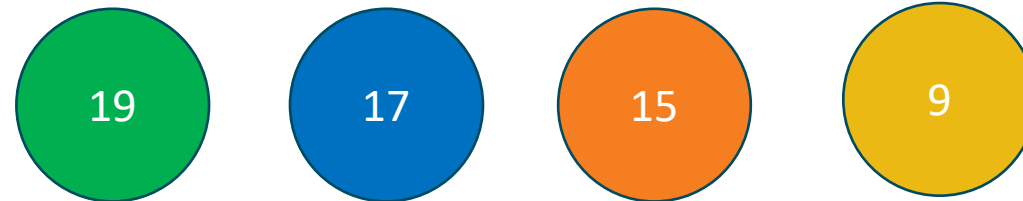


Personality styles, types, colors are not the whole story but they are the foundation on which human behavior is based



# Your True Color spectrum

- Highest score is your primary, or dominant color
- Your lowest score is your palest, or least present color.



# General traits of ORANGE

- **ACTION ORIENTED**
- **ENERGETIC**
- **ADVENTUROUS**
- **RESOURCEFUL**
- **SPONTANEOUS**
- **JUST DO IT**







# True Colors At Work: Orange

- Tackle their work with **enthusiasm** so they can **quickly move** on to other pursuits.
- They are great at working **under pressure** and prefer to work on jobs that are **lively, risky, and unpredictable**.
- They **grow restless** with jobs that tie them down and **limit their personal freedom**.
- They are **straightforward, realistic, and practical workers** who bring a flair, energy and excitement to the workplace.
- They are talented, resourceful, skillful and **adaptable**.
- They are **upbeat and social** in nature, and present a positive image of themselves and their company.
- They are **action-oriented** workers who know how to get results they desire.

# General traits of GOLD

- RESPONSIBLE
- DEPENDABLE
- ORGANIZED
- DUTIFUL
- DETAILED
- SCHEDULED





# True Colors At Work: Gold

- Prefer jobs that allow them to be thorough, accurate, and systematic.
- Prefer to work in situations where they can see a job through to the end, and then touch and feel the results.
- Are practical, efficient and cooperative workers that respect authority, discipline and punctuality.
- Work best in environments that are traditional, structured, orderly and filled with other hard-working people.
- Have a compelling need to follow established procedures and routines and do things the “right” way.
- Are stable, honest and dependable workers who generally put the needs of the company above their own.

# General traits of GREEN

- **ANALYTICAL**
- **INTELLIGENT**
- **VISIONARY**
- **KNOWLEDGEABLE**
- **COMPETENT**
- **THEORETICAL**





# True Colors At Work: Green

- Driven towards work that involves an **analytical and creative** focus.
- Visionary and independent workers who can **tune out the world** as they work on things that capture their interest.
- Most productive when they can **perfect an idea**, then move on and leave the project to be maintained and supported by others.
- Work well with **complex strategies, abstract concepts** and theoretical models.
- Prefer a work environment with **minimum structure** and little bureaucracy.
- Enjoy **taking risks** to test their innovative ideas.
- Their biggest asset is their drive to be **competent, logical and accurate**.

# General traits of BLUE

- AUTHENTIC
- EMPATHETIC
- PASSIONATE
- COMMUNICATIVE
- HARMONIOUS
- RELATIONSHIP-ORIENTED





# True Colors At Work: **Blue**

- Concentrate on **people and relationships**.
- Focus on service, and health and **welfare of people**.
- Prefer **warm, supportive, harmonious environments** where workers are free to cooperate and communicate with each other.
- Are imaginative, **enthusiastic** and concerned about the personal welfare of those around them.
- They **dislike competition, conflict, bureaucracy** and domineering authority figures.
- They promote **creativity, flexibility, individuality** and personal expression.



# ORANGE

## **Others perceive orange as:**

- Goofs off too much
- Manipulative
- Scattered
- Unable to stay on task
- Takes unnecessary risks
- Resists closure or decisions
- Obnoxious
- Immature
- Self-centered
- Irresponsible
- Flakey
- Impulsive

## **Oranges perceive themselves as:**

- Flexible, easy-going
- Clever, good negotiator
- Explores all practical options
- Welcomes new ideas
- Pushes the boundaries
- Maintains open-ended options
- Bold, assertive
- Values freedom
- Adventuresome, courageous
- Fun-loving: enjoys life
- Spontaneous
- Carefree





# GOLD

## **Others perceive gold as:**

- Rigid, inflexible
- Controlling, bossy
- Too serious
- Resistant to change
- Opinionated
- System-bound
- Lacking imagination
- Judgmental
- Boring
- Uptight
- Predictable
- Autocratic

## **Golds perceive themselves as:**

- Consistent
- Provides structure
- Goal-oriented
- Firm or traditional
- Knows right from wrong
- Loyal to organization
- Realistic
- Decisive, seeking closure
- Dependable
- Concerned about security
- Follows a routine
- Possesses leadership ability



# GREEN

## **Others perceive green as:**

- Arrogant, a know-it-all
- Cold, hard
- Insensitive
- Head in the clouds
- Cool, aloof, unfeeling
- Afraid to open up
- Critical, fault-finding
- Lacking compassion
- Unappreciative of others
- Intellectually demanding
- Argumentative
- Absent-minded

## **Greens perceive themselves as:**

- Confident, 100%
- Mentally tough, strong
- Logical, rational
- Visionary, inventive
- Self-controlled
- Enjoying own company
- Good at analysis
- Objective
- Able to reprimand
- Perfectionists
- Knowledgeable
- Thinking deeply



# BLUE

## Others perceive blue as:

- Very emotional
- Overly sensitive
- Mushy
- Too tender-hearted
- Easily persuaded
- Too nice
- Too trusting
- Smothering
- Too soft, too giving
- Weak
- Talking too much
- Illogical

## Blues perceive themselves as:

- Feeling-oriented
- Compassionate
- Romantic
- Idealistic
- Empathetic
- Caring
- Seeing best in others
- Nurturing
- Likes to please people
- Desires harmony
- Great communicator
- Valuing feelings

Sally Wantz

21 17 12 10

Bill Meyer

19 19 13 9

Robert Carp

20 19 12 9

Rob Ward

18 18 15 9

Jo Beaudreau

20 19 15 6



Mike Miller

21 18 11 9

Erin Reynolds

22 17 13 8

Ann Baker

20 18 13 9

John Pitcher

24 17 13 6

Megan Messmer

21 15 13 11

Lindsey White

20 17 14 9

Alex Ferguson

21 19 10 10

Wendy Farley-  
Campell

24 14 13 9

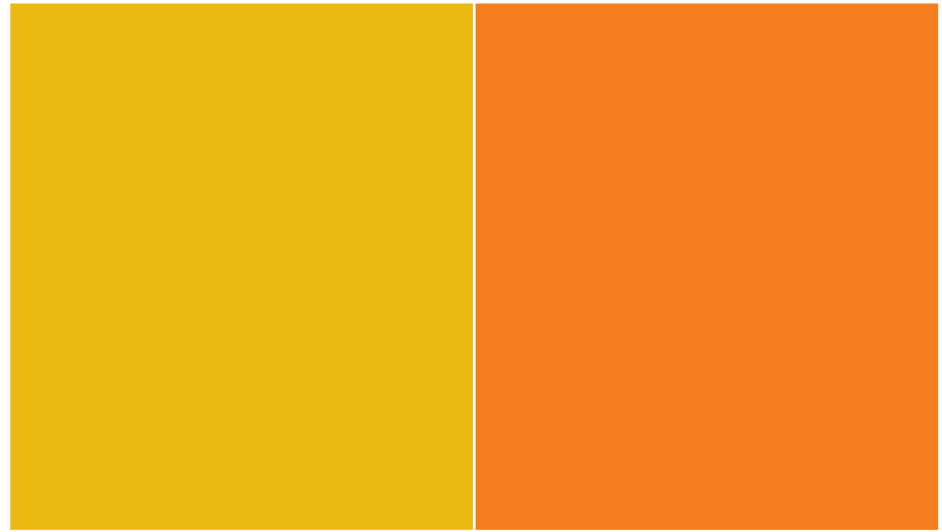
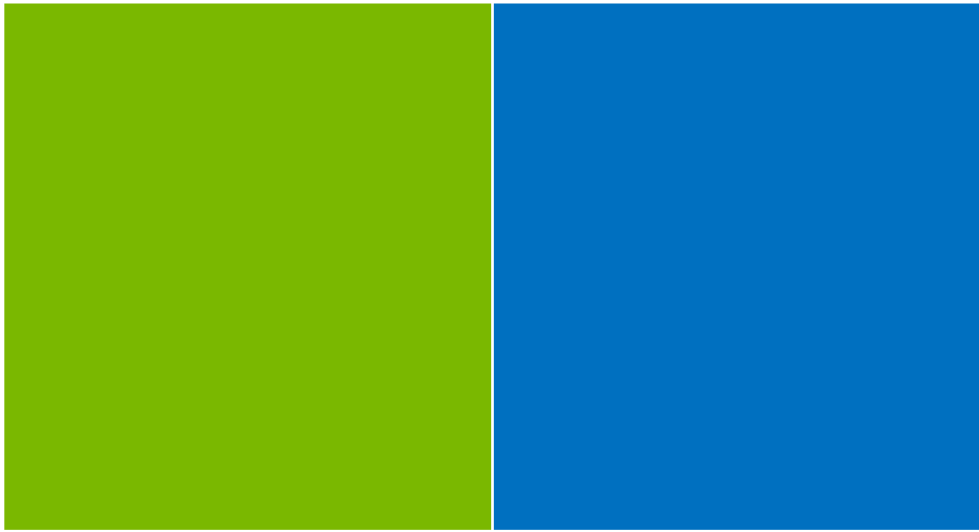




# A tied score



# Perceived opposites



# Your team's color spectrum:

Name		1st	2nd	3rd	4th
Sally	Wantz	21	17	12	10
Bill	Meyer	19	19	13	9
Robert	Carp	20	19	12	9
Rob	Ward	18	18	15	9
Jo	Beaudreau	20	19	15	6
Mike	Miller	21	18	11	9
Erin	Reynolds	22	17	13	8
Anne	Baker	20	18	13	9
John	Pitcher	24	17	13	6
Megan	Messmer	21	15	13	11
Lindsey	White	20	17	14	9
Alex	Ferguson	21	19	10	10
Wendy	Farley-Campell	24	14	13	9

# You may start to notice...

- Why you work well with certain people.
- Why you may not see eye to eye with others.

No color bashing!





# Let's brighten!

- **Personal and professional values**
- **Strengths**
- **Needs**
- **Stressors/Frustrations**

# Activity

- Split into two groups and move to separate sides of the room.

## **Group One**

Sally Wantz  
Robert Carp  
Erin Reynolds  
Jo Beaudreau  
Alex Ferguson  
Ann Baker

## **Group Two**

Bill Meyer  
Mike Miller  
Rob Ward  
Wendy Farley-Campbell  
Lindsay White  
Megan Messmer  
John Pitcher



# Blended Color Activity- Group 1

- Your community just experienced an earthquake with a magnitude of 7.9. A tsunami hits moments later.
- What do you do next, individually and as a team?
- What is YOUR first instinct? What comes naturally to you, what is challenging?





# Blended Color Activity- Group 2

## Passenger log (12 total)

- You
- The captain
- 2 deck hands Lloyd and Harry
- Newlywed couple on honeymoon (in early 20s' expecting 1st child)
- CEO of a Fortune 500 Company (on the brink of a cancer cure)
- Outdoor adventure couple (in mid-40s; has 2 foster kids at home)
- Disabled vet; won this sponsored trip (lost leg in Iraq; single parent)
- 12-yr old son of disabled vet (only child)
- 4-yr old German Shepherd (PTSD dog of disabled vet)

## Rules for the exercise

- People cannot hang onto the side of the raft
- A couple counts as 2 people, not 1
- They are not certain, but there may be an island 10 miles away.
- The dog counts as 1
- The raft is equipped with two oars
- Be realistic and come to a team consensus on the 5 that you will save
- You must justify why you selected the 5.



# Blended Color Activity


- Did you notice specific traits or ways of thinking that aligned with people's bright colors?
- Did any challenges arise and how did you work through those?
- What value did each color bring to the process?
- Could you see different leadership styles emerge with different bright colors?

# Pale color activity

- Switch activities for each group.
- Attempt to brighten your pale color as you discuss.
  - Blue: Be intentional about asking for people's input.
  - Gold: Attempt to give structure, inquire about rules
  - Green: Ask questions to seek more information
  - Orange: Make decisions quickly.



# Gold Communication Tips

- Be factual and “professional”
  - Appeal to their need for stability and structure
  - Be clear, concise and direct
  - Serve as an authority figure
  - Project a clear definition of what is right and wrong.
- 




# Orange Communication Tips

- Ask for their patience
- Be active
- Provide video, contests and games
- Bring humor
- Talk loudly
- Be animated

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## Green Communication Tips

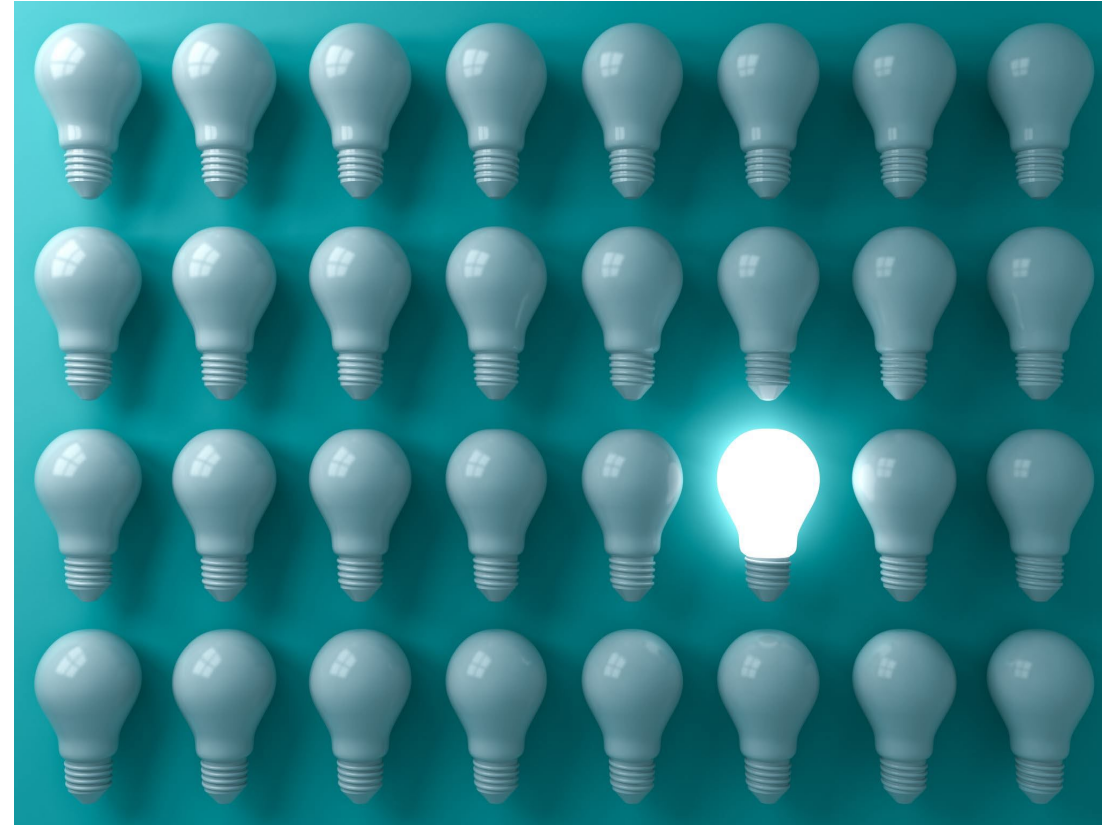
- Be logical and factual.
  - Be prepared to defend your position.
  - Share with them the “big picture” and your global views.
  - Be willing to try new concepts.
  - Be okay with a lot of questions and “why?”
- 
- A decorative yellow dashed line in the bottom right corner, consisting of several curved segments.

# Blue Communication Tips

- Focus on active listening.
- Be okay with consulting others in decision making.
- Have an open-door policy.
- Be personal and caring.
- Be attentive with a lot of eye contact.

# Discussion

- What was different for you while you brightened your pale color?








# Your color spectrum:

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"We don't see things as they  
are, we see things as *we*  
are."

-ANAÏS NIN



# Closing

- What is one take away you have from today?

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# Break!



# Stages of Team Development

- Forming
- Storming
- Norming
- Performing

When you build a **house** you start from...?



## ACCOUNTABILITY CHAIN





# Carver Governance

What's it all about?



Clear Roles



Trust



High performance  
from council and staff



Ownership confidence

# Key Principals of Carver



Role

Clear governance model

Know the **PLAYBOOK** and your **ROLE** on the team.

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Ownership

It's not about **you!**

---



One Voice

The **power** of the individual resides in the group

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Ends vs. Means

Stay focused on the big **bowl**

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# Dinner!



# What are **norms** and why have them?



Guidelines on how leadership will interact with each other



Clarity of expectation to prevent conflict



Leads to effective decision making



Builds trust



Changes?

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# Day One closing thoughts?

