



Accreditation Manual



CHAPTER 01

Introduction to C-me

A short history of psychometrics, and the thinking behind the C-me behavioural approach. Why we focus on behaviour, not boxes.

CHAPTER 1

History of psychometrics

Some historical context.

“Know thyself” one of the inscriptions found on the 4th century BCE Temple of Apollo in Delphi emphasised the yearning we have had for centuries to understand ourselves better. The call to look inward and make sense of what it is to be human.

We’ve mapped the human genome, we’ve decoded DNA, uncovering the biological sequences that shape our physical selves, but that’s only part of the story. What about what shapes how we think, decide, relate, lead, create and thrive? What about the invisible architecture of personality, motivation and potential?

We instinctively want to understand what’s life giving to us, what gives us meaning. Why certain things excite us whilst others drain us.

Psychometrics can help give a framework for that exploration, a structure for self-discovery. In many ways, psychometrics perhaps could be seen as a modern response to an ancient invitation: to know ourselves not just philosophically, but practically. Not just intuitively, but measurably.

Hippocrates

Two thousand five hundred years ago, the Greek physician, Hippocrates proposed that people fall into four distinct temperaments: Sanguine, Melancholic, Choleric, and Phlegmatic. His explanations reflected the worldview of his time: climate, geography, even bodily fluids were believed to shape personality, bile being responsible for one behavioural type.

And yet, remarkably the patterns he observed still feel familiar. Some of his categories endure even if the science behind them has evolved. Perhaps human nature hasn’t changed nearly as much as our understanding of it has.

Jung

Fast forward to 1923, when Carl Jung published *Psychological Types*. Drawing on years of research and clinical observation, Jung moved the conversation from superstition to structure. While some of his writing, rich with explorations of dreams and the unconscious, can feel dense, his core contributions reshaped how we think about personality.

He introduced the concepts of Introversion and Extraversion as fundamental “attitudes,” alongside the rational functions of Thinking and Feeling. Jung’s axes form the foundation of most modern psychometrics. Crucially, he introduced the idea of non-binary scales, not rigid boxes, but dynamic preferences on a continuum. Early steps toward measuring behavioural difference.

What began as philosophy and physiology was becoming something more systematic. The question was no longer whether we differ — but how to understand, describe, and measure those differences with clarity and credibility.

Marston

In 1938, William Moulton Marston published *The Emotions of Normal People* and used different language to describe these attitudes and functions. Instead of abstract psychological functions, he described observable patterns of action and response, four core tendencies:

- D Dominance** — extraversion with thinking: direct, results-focused
- I Inducement** — extraversion with feeling: persuasive, people-oriented
- S Steadiness** — introversion with feeling: patient, supportive
- C Compliance** — introversion with thinking: analytical, structured

These four dimensions became the foundation of the DISC framework (now commonly expressed as Dominance, Influence, Steadfastness, and Compliance), still widely used in modern, computer-based assessment systems. The Jung terms weren’t quoted by Marston but map easily on to his grid.

In 1948, Activity Vector Analysis (AVA), became one of the earliest workplace behavioural assessments, based on Marston's work. AVA measured factors such as aggressiveness, sociability, social adaptability, and emotional control bringing behavioural science into organisational life. The system is still available today and is described as follows:

The AVA system also provides measurement of the behavioural demands of specific positions in the workplace. This allows comparison of the behavioural tendencies of an individual to the behavioural demands of a specific position.

This marks a turning point. Personality theory had evolved from philosophy... to psychology... to measurable business application. Psychometrics wasn't only about understanding people. It was about aligning people and performance.

Myers Briggs

In 1962, the mother–daughter team Katherine Cook Briggs and Isabel Briggs Myers introduced the Myers–Briggs Type Indicator (MBTI), a psychometric questionnaire designed to measure preferences in how we perceive the world and make decisions.

Based closely on Jung's work, MBTI built on his ideas of Introversion and Extraversion, Thinking and Feeling but with the addition of Judging and Perception. Together, these four axes form a set of dichotomies, clear 'either/or' preferences intended to help us better understand ourselves and others.

E Extraversion	— — —	Introversion I
T Thinking	— — —	Feeling F
S Sensing	— — —	Intuition N
J Judging	— — —	Perception P

These are displayed as 16 personality types as shown in the following grid. The percentages of the population in each MBTI type are shown; the data is from data collected by the Centre for Applications of Psychological Type in 2010.

ISTJ 11–14%	ISFJ 9–14%	INFJ 1–3%	INTJ 2–4%
ISTP 4–6%	ISFP 5–9%	INFP 4–5%	INTP 3–5%
ESTP 4–5%	ESFP 4–9%	ENFP 6–8%	ENTP 2–5%
ESTJ 8–12%	ESFJ 9–13%	ENFJ 2–5%	ENTJ 2–5%

The 16 MBTI personality types, with population percentages (Centre for Applications of Psychological Type, 2010).

Over time, MBTI has become one of the most widely used and researched personality frameworks in the world. C-me shares its original goal to reduce conflict by increasing our understanding of behavioural diversity, to navigate difference mindfully.

Increasingly, people are moving away from binary categories that can often feel restrictive and create a sense of disconnection and whilst MBTI is popular, it can be complex to recall and apply, particularly at a collective level, where simple language and application are helpful to encourage everyday use.

The 90s

The 1990s saw the application of computer technology to a range of psychometric systems, though paper questionnaires were still often the norm. Installable software allowed organisations to buy licences and generate tailored reports, moving from generic “types” to increasingly personalised profiles.

Job matching remained popular, with questionnaires used to define role requirements and compare them to candidate traits, an approach that requires careful handling (see our applications chapter).

Systems also became more user-friendly with many providers introducing colour and symbols to help explain aspects of behaviour. Yellow often a popular choice to represent Extraverted Thinking, illustrated with icons like light bulbs or the sun.

Belbin

Belbin identified nine Team Roles in their inventory, showing individuals a percentage match for each, from least to most preferred. The top two preferred roles gave a label for the behaviour, for example, Specialist/Completer Finisher or Shaper/Monitor Evaluator.

Insights

Insights initially distributed American DISC software before launching Discovery, shifting the emphasis from DISC to Jungian theory. Their model used eight types with dual labels (e.g., Reforming Director or Directing Reformer), then added further layers: Focused, Classic, and Flexible and expanding the wheel with types numbered 1 to 156.

Each of these systems offers valuable perspectives on analysing and presenting behavioural data. Learning from the best and starting more recently has allowed C-me to create a system that's accessible, fast, and intuitive without compromising on accuracy. Our accuracy ratings regularly exceed 90%, and our contemporary language gives reports a fresh, practical feel.

THE APPROACH

C-me

C-me differs in one important way from other similar systems.

Our experience working with organisations primarily relying on personality based reports shows that while insightful these tools can often be limited in practical application. By contrast, shifting to a behavioural focus removes barriers as behaviour is visible, tangible and crucially more coachable.

For C-me application is everything. What ultimately determines performance is the way people behave in their interactions with colleagues and team members, and in how they respond to the challenges the organisation presents. These behaviours shape collaboration, decision making, leadership and ultimately the organisation's ability to grow and succeed.

Importantly, individuals find it far easier to engage with the idea of adjusting their behaviours than attempting to change their personality. Behaviour is more adaptable. It can be consciously developed, refined and improved. It's more easily modified and to greater immediate effect.

For this reason, C-me focuses on helping individuals identify and understand their behavioural preferences rather than simply categorising personality types, exploring how underlying preferences translate into real world behaviours.

Our purpose is to enable people to:

- Understand their own preferences and how these shape their behaviour
- Recognise these same patterns and drivers in others
- Adapt their behaviour intentionally to strengthen relationships and work more effectively together

IN SIMPLE TERMS, WE AIM TO...

**Help teams to communicate,
collaborate and perform at their best.**

We facilitate this in a way that's clear, practical and memorable, ensuring the insights gained are actively used. Our goal is to equip people with concepts they can easily apply to everyday life, whatever context they find themselves in.

We recognise no single framework can fully explain human behaviour. How people act is shaped by a complex combination of character, culture, upbringing, education, values, experience and context. Any responsible model acknowledges this complexity.

However, meaningful change is difficult to build on complexity, it's far easier to begin with clarity.

C-me's approach is to provide a simple, shared language, allowing individuals and teams to start meaningful conversations about behaviour. When people have a practical way to recognise patterns in themselves and others, awareness grows quickly. From that awareness comes understanding; from understanding comes the ability to adapt.

It's often this shift that unlocks more effective relationships, collaboration and leadership.

Our framework draws on the four Jungian psychological preferences. We use them not because they explain everything about an individual, but because they provide a reliable, recognisable and practical foundation. Importantly, they are patterns people can identify in everyday life without needing specialist training or psychological expertise to spot.

To make these ideas practical and memorable, we translate them into the intuitive language of **Red**, **Yellow**, **Green**, and **Blue**. This clear visual and colourful framework brings behavioural insights into everyday conversation. It helps individuals and teams to recognise different behavioural approaches and discuss them openly.

Behind this simplicity sits a sophisticated evaluator and algorithms that produce a highly personalised output. The result is a profile that feels intuitive and recognisable to the person whilst retaining the depth and rigour required for meaningful development.

While the framework is intentionally simple, it's underpinned by our core principles, shaping how we operate and how we differentiate our approach from other recognised tools.

WHAT GUIDES US

Core principles

1

Every person is unique

No two people are the same — and neither are their behavioural profiles. Our system therefore avoids assigning individuals to rigid “types” or numbered categories. By resisting the urge to box people into fixed labels, we preserve space for development, nuance and growth over time.

2

We are all a blend of preferences

People are not defined by a single behavioural style. Each individual represents a unique combination of preferences. The language we use matters because it shapes perception, how we see ourselves and others. Rather than describe someone as a single colour, we encourage conversations about preference combinations, referring to someone's strongest preference or how someone may lead with a particular colour preference in certain contexts, while still drawing on others when the situation requires.

3

Preferences evolve with context and experience

Behavioural preferences are not static. Over time, as well as across different teams or environments, individuals often show shifts in how their preferences are expressed. Some profile patterns are naturally more fluid than others, for example cross type or creative types and those with flatter graphs, but even small shifts can provide valuable insight into how people adapt and grow.

4

Leadership requires behavioural flexibility

Adapting behaviour outside of our natural preferences requires energy and conscious effort. For many people it is an underdeveloped capability. Yet our experience consistently shows that the most effective leaders are those who can flex their behaviour to meet the needs of different people, situations and organisational demands. Developing this adaptability is therefore a critical leadership skill.

Ultimately, our goal is not to label people, but to equip them with the awareness and language needed to understand themselves, recognise difference in others and respond more effectively.

When individuals can understand behaviour – their own and others' – they gain the ability to adapt it. And that's where meaningful change occurs.



CHAPTER 02

Colours

Red, Yellow, Green and **Blue**: a simple, shared language for behavioural preference. How we describe difference, recognise it in others, and adapt to work better together.

CHAPTER 2

Colours

Red, Yellow, Green and **Blue** form a powerful, accessible language we use to describe behaviour. The Colours give individuals a structured framework enabling them to describe their behavioural preferences as well as recognise differences in others, in a simple and memorable way.

Our objective is to take people on a journey of transformation by deepening self-awareness, growing in behavioural intelligence, recognising how others differ and applying what they've learnt to strengthen relationships, improve communications and facilitate collaboration.

Understanding behavioural difference

We often hear expressions such as:

"Why did they do that?"

"How could they possibly reach that conclusion?"

"That's not how this should be done."

We may even use them to describe our surprise at how someone has behaved or responded. At the heart of this is a simple reality: people interpret the same situation in different ways, acting accordingly. The more useful question then, is not *why are others different?*, but how we can better understand the drivers behind those differences. By increasing our awareness of why people respond as they do, we strengthen our ability to recognise behavioural diversity, value it, and apply that insight constructively.

Our behaviours are influenced by so many things: culture, education, upbringing, professional training, emotional state, past experiences and situational context. We're not attempting to simplify this complexity but instead introduce a structure of **behavioural preference** (the consistent patterns of how individuals tend to think, decide and act) to help us understand and respond accordingly.

Perception, intention and impact

Our perception of any situation is filtered through who we are: our preferences, motivations and assumptions. We judge our own behaviour by our intentions, but others can only experience the observable impact. This gap between intention and perception is a primary source of misunderstanding.

Our framework of colour helps to bridge that gap, offering a common, non-judgmental language that allows individuals to articulate preference patterns and interpret others' behaviours more objectively. Importantly, the model is not presented as a universal solution to communication breakdown. It's just one component within a broader toolkit. A practical lens for enhancing interpersonal awareness.

The development journey

How we apply this understanding follows a clear progression:

1

Self-awareness

Firstly we need to understand our own behavioural drivers and preferences.

2

Recognition of difference

We then need to recognise these aspects in others and value the differences.

3

Adaptive application

Finally we use these behavioural insights to adjust our communication and preferred ways of working to improve collaboration. This is where we move from theory to practice, from descriptive insight to behavioural agility.

Measurement, not labels

When we describe the Colours, we're describing measured aspects of behaviour, not attempting to define the whole person. We're talking about behavioural preference, not identity. Colour preference represents the building blocks of behavioural expression, not the whole person.

This distinction is critical. Behavioural preference tools are designed to illuminate tendencies, support reflection, and enable development, not to categorise or constrain.

— BEFORE THE REPORT

Self-discovery

Before we give a participant their C-me report, it's worthwhile helping them to discover what their colour preference might be. Ask them to read across the four sets of qualities and reflect on which feels most familiar.

Which **one colour** feels most like you?

Blue

- Logical + analytical
- Enjoys problem solving
- Realistic
- Sorts out the details
- Structured + disciplined
- Strong sense of duty
- Needs time for reflection

Red

- Confident + optimistic
- Task focused
- Enjoys stretching goals
- Leads from the front
- Sets a winning mentality
- Thinks big
- Direct + to the point

Green

- Conscientious
- Avoids conflict
- Concern for colleagues
- Involves others in decisions
- Respects others' values
- Supportive + loyal
- Works for a democratic solution

Yellow

- Free spirited
- Friendly + optimistic
- Enjoys networking opportunities
- Inspirational + visionary
- Lively, sociable + fun
- Not afraid to take risks
- Spontaneous + imaginative

— IN THE TEAM

How preferences see their team role

Each colour preference brings a distinct view of its own contribution, a characteristic response when things go wrong, and a recognisable way it can be experienced by others.

● **Red preference**

— TEAM CONTRIBUTION

Those with high **Red** preference see their role as making tough decisions, shaking things up when required, pushing the team to make decisions, keeping the team on target and leading from the front.

— WHEN THINGS AREN'T GOING TO PLAN

They may well adapt the project plan and refocus the team, set new stretching goals, confront the problem head on, drive the team forward to ensure delivery and remind everyone of their responsibilities.

— SEEN BY OTHERS

A less positive view may see them as so focused on winning that completing the task isn't valued, summarising everything in a few words, pressurising others towards solutions they don't support, and dismissive of others' views for the way forward.

● **Yellow preference**

— TEAM CONTRIBUTION

Those leading with **Yellow** preference see their role as motivating others through optimism, thinking creatively about the team's problems, explaining the big picture, encouraging the whole team to participate and making the impossible, possible.

— WHEN THINGS AREN'T GOING TO PLAN

They may well rebuild flagging team morale with high energy, have lots of ideas for a new way forward, focus on the positives, reshape the original challenge to make success possible and use humour to diffuse tension.

— SEEN BY OTHERS

A less positive view may see them as getting frustrated with less positive colleagues, voicing suggestions for others' areas, rushing off in a different direction without considering all the facts, and having too many ideas to do at once.

● Green preference

— TEAM CONTRIBUTION

Those with high **Green** preference see their role as inspiring trust, working for alignment across the team, building consensus, understanding both sides of an argument, and bringing tact and diplomacy.

— WHEN THINGS AREN'T GOING TO PLAN

They may well actively support and encourage other team members, take responsibility personally to put things right, focus the group on teamworking, seek a consensus for the way forward and ensure the workload is equally spread.

— SEEN BY OTHERS

A less positive view may see them as experiencing discomfort with high pressure and tight deadlines, finding it difficult to confront under-performance, taking failure personally, and overly hesitant in tackling the problem.

● Blue preference

— TEAM CONTRIBUTION

Those leading with **Blue** preference see their role as focusing on getting things right, reliably delivering what is promised, explaining the depth and detail of the challenge, acting as the team's quality controller and preparing the contingency plan.

— WHEN THINGS AREN'T GOING TO PLAN

They may well question the underlying assumptions in the original plan, quietly think through the problem, check roles and reassign key areas to the most capable members, and detail the options now available to the team.

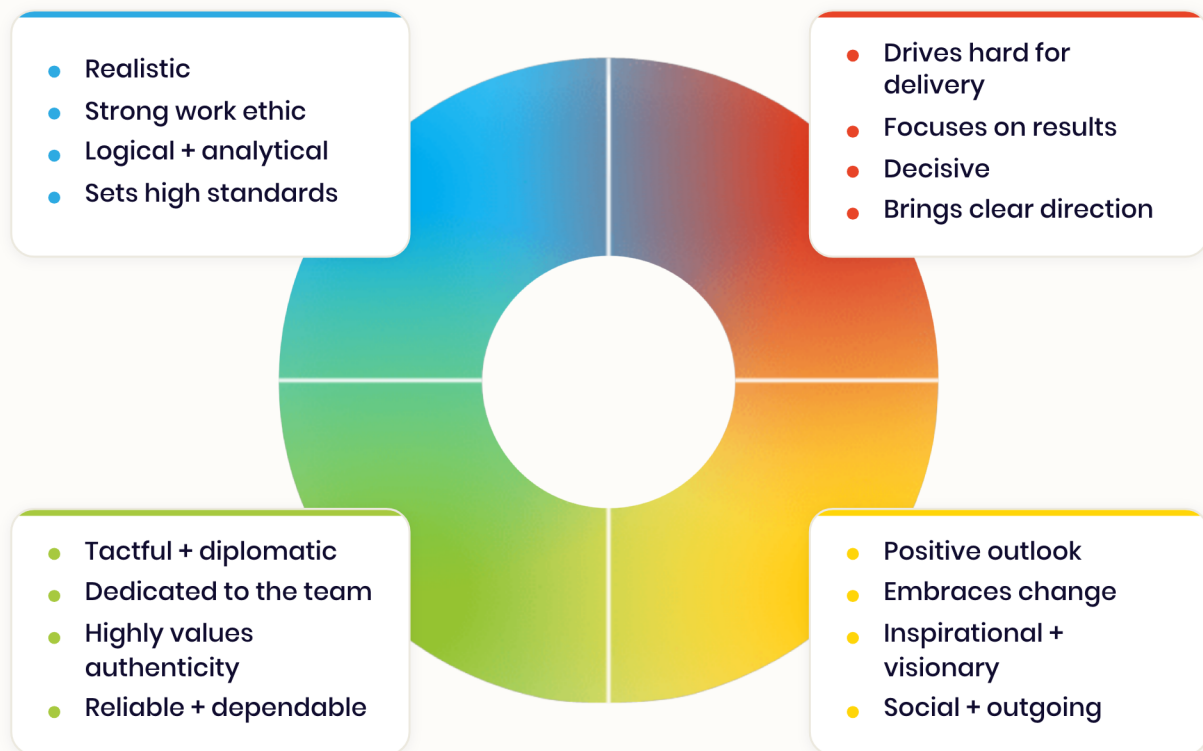
— SEEN BY OTHERS

A less positive view may see them as slow to express their views, focusing on perfecting small details rather than major issues, finding it difficult to take urgent action, and losing sight of the big picture.

— AT THEIR BEST

Resilient strengths

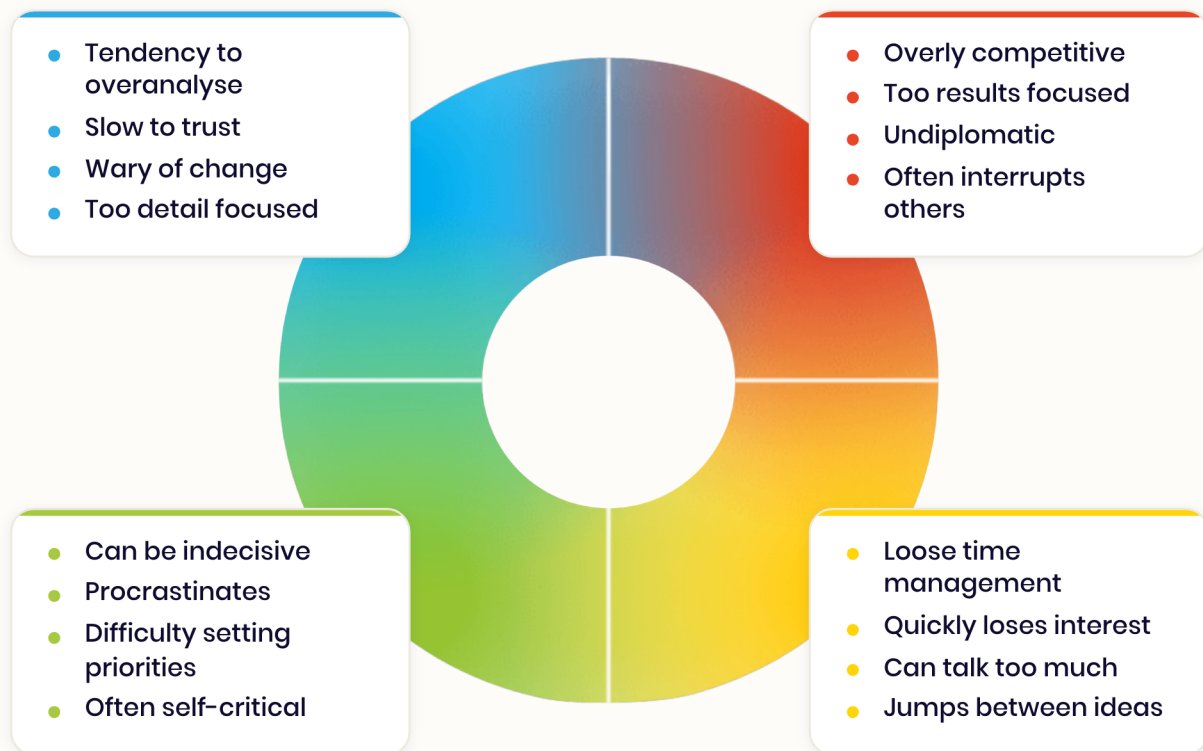
Every colour energy brings distinct strengths to a team. These are the qualities each preference contributes when it is operating at its most resilient and effective.



— THE FLIP SIDE

Areas for development

Each strength has a flip side. Under pressure, the same preferences can surface as these potential areas for development, useful to recognise in ourselves and others, never to judge.



 FOR FACILITATORS

Developing the theme

Deepening knowledge of colour preferences

Strengthen your group's understanding of colour preferences through a blend of concise input, experiential learning and structured reflection. Combine short presentations with practical exercises that allow participants to experience the different colour energies in action, followed by thoughtful debriefs to extract insight and application. (See Chapter 5 for exercise examples.)

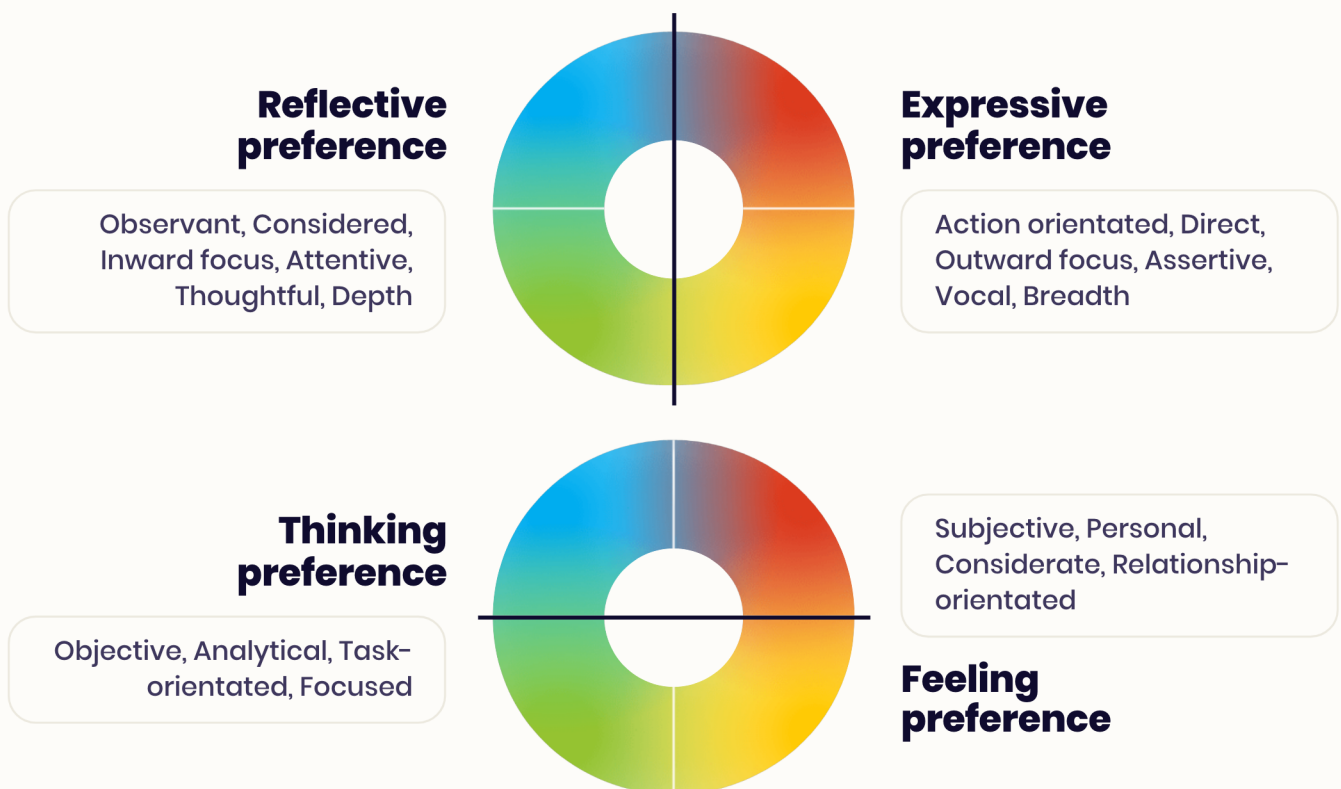
Facilitation guidelines

- **Model the energy you are describing.** When presenting the attributes of those who lead with a **Red** preference, for example, consciously adopt the pace, body language and tone associated with that energy. Do the same for each colour. It makes learning more dynamic and stretches your own versatility.
- **Keep the narrative strengths-based.** Maintain balance in how you describe each colour, giving equal weight to the contribution and value of all four energies. At this stage, minimise emphasis on limitations. The goal is recognition of strengths and appreciation of difference, not critique.
- **Let the exercises do the work.** Well-designed activities naturally reveal colour preferences in meaningful ways. If a particular colour group is not represented, invite participants to consider how that energy might have approached the task.
- **Reinforce integration over labelling.** While colours are useful building blocks, emphasise that no individual is defined by a single energy. Each person is a dynamic blend of all four, and it is the interaction of these energies that creates range, adaptability and impact.

— PROVIDE CREDIBLE FOUNDATIONS

Underpinning the wheel

You can underpin the colour wheel with the Jungian axes, Introversion / Extraversion and Thinking / Feeling, to give participants a framework and another level of interpretation. For some groups, this provides useful context and strengthens confidence in the model.



A NOTE ON LANGUAGE

At C-me we prefer to use **Reflective** and **Expressive** rather than introvert and extrovert. The meanings of words change over time, and in today's culture these can sometimes carry negative connotations, stereotypes and unnecessary baggage.

Facilitate comparative reflection

Give time to reflect on group tasks, asking participants to share what they noticed in terms of **how** different groups approached a task, not just **what** was produced. For example:

- **Red preference**—led groups may move quickly, focus on outcomes and complete tasks decisively.
- **Yellow preference**—led groups may generate energy, ideas and lively interaction.
- **Green preference**—led groups may seek clarity, ensure inclusion and create space for reflection.
- **Blue preference**—led groups may organise systematically, prioritise carefully and structure their process.

Position these observations as valuable differences in approach, not judgments, reinforcing that diversity of style strengthens collective performance.

WHY IT MATTERS

The value of the journey

The progression is intentional:

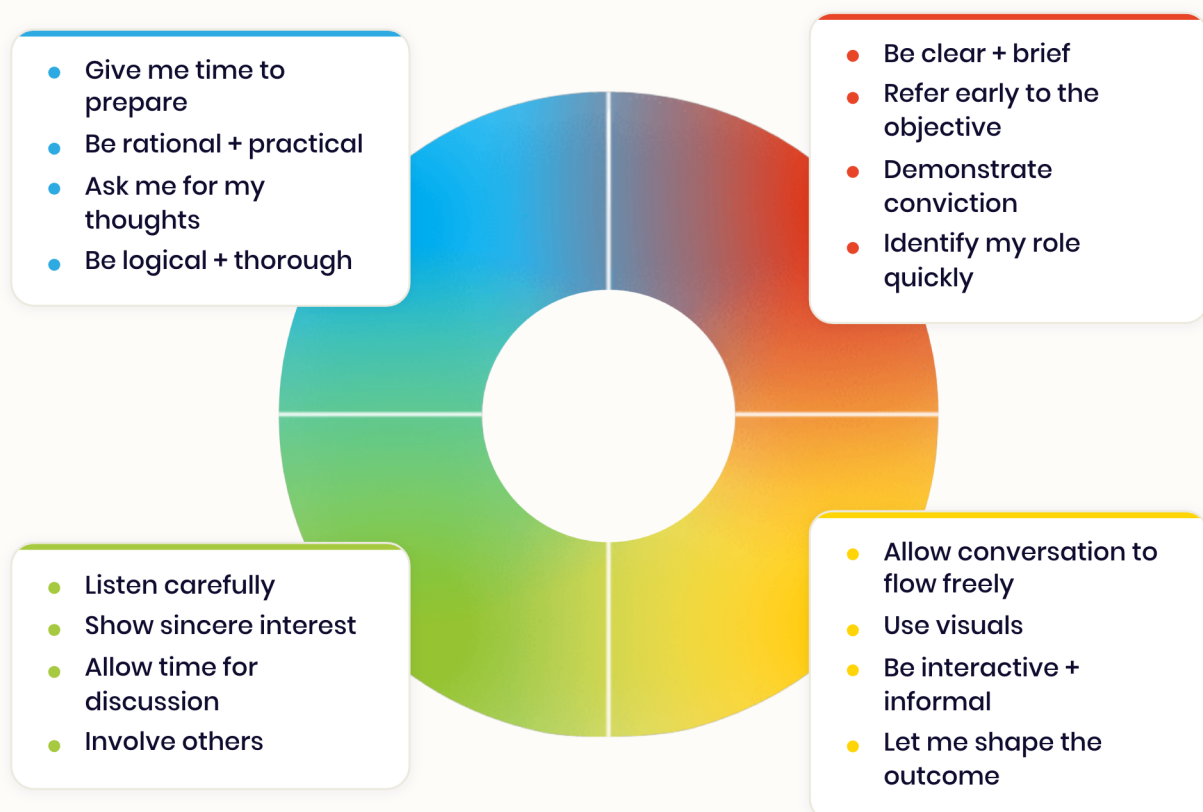
- Develop deeper self-awareness.
- Build understanding of others' preferences.
- Apply that insight to strengthen communication and collaboration.

When positioned this way, colour preferences move beyond theory and become a practical tool, enabling individuals to flex their style, value difference and create more effective working relationships. To help facilitate this, ask the group to move to their preference positions around the room, helping the team start to recognise the behaviours they may observe in their colleagues.

EFFECTIVE COMMUNICATION

Do...

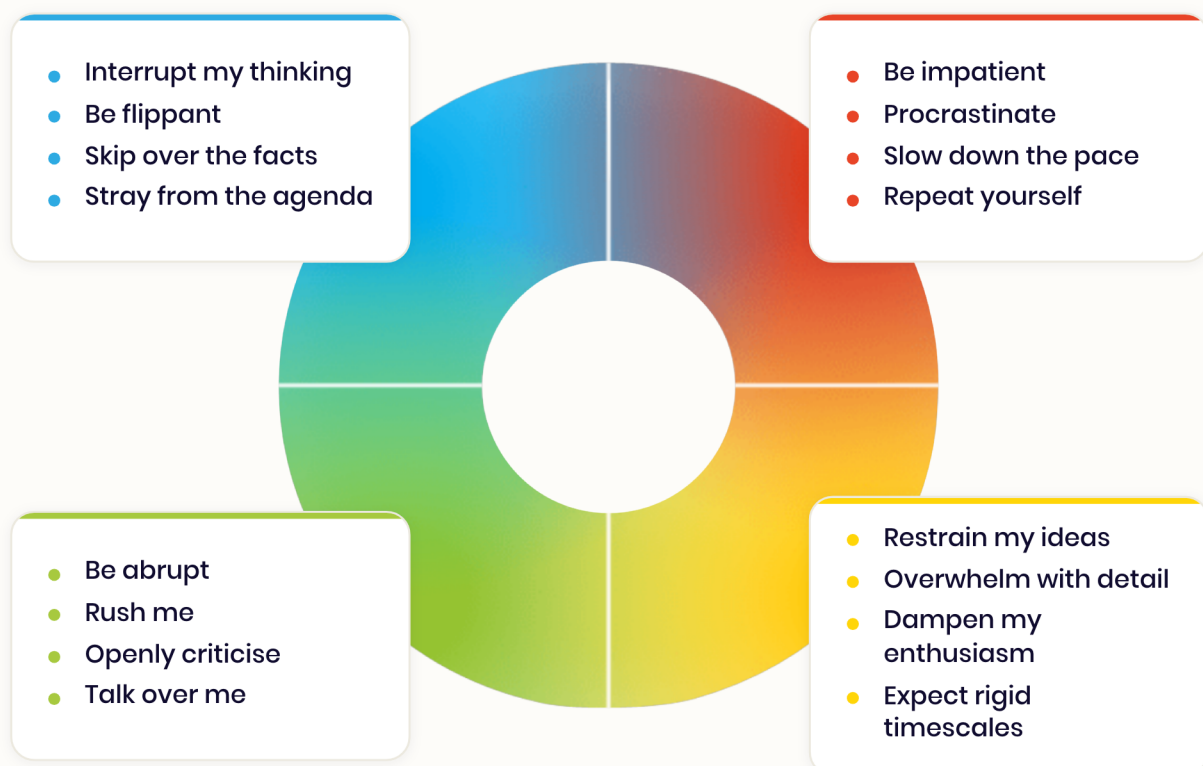
To get the best from each preference, adapt how you communicate. When working with someone who leads with a given colour, these approaches help them engage.



— INEFFECTIVE COMMUNICATION

Don't...

Equally, certain behaviours will quickly disengage each preference. When working with each colour, these are the approaches to avoid.





CHAPTER 03

The profile

Understanding the C-me profile: the four colour preferences, the graphs, the wheel, and how to turn behavioural insight into stronger relationships and performance.

CHAPTER 3

The C-me profile

Background

The purpose of the C-me profile is to help individuals better understand themselves, recognise the difference in others' behavioural preferences and use this knowledge to build stronger relationships and more effective interactions.

To do this well, the model has to be grounded in sound science; both in psychology and reliable measurement of the chosen elements. It needs to be focused on aspects of behaviour that are both consistent with how individuals see themselves and observable by others. Just as importantly, the results need to be presented in a way that people can easily recognise and apply in their day-to-day development.

After exploring a wide range of personality/behavioural frameworks as well as observing behaviour in workplace and learning environments, we chose to build a model based on combinations of four of Carl Jung's core preferences: Extraversion and Introversion (how we direct our energy) and Thinking and Feeling (how we make decisions).

From these we define four colour preferences to describe our behavioural styles:

**Red****EXPRESSIVE THINKING**

Assertive, competitive, bold, driven, determined, purposeful, strategic.

**Yellow****EXPRESSIVE FEELING**

Engaging, friendly, enthusiastic, optimistic, spontaneous, sociable, informal.

**Green****REFLECTIVE FEELING**

Empathetic, patient, cooperative, attentive, encouraging, diplomatic, calm.

**Blue****REFLECTIVE THINKING**

Detailed, analytical, logical, precise, thorough, reasoned, deliberate.

The profile measures how strongly each of these four energies shows up for an individual, providing a practical framework for understanding behaviour and supporting personal growth.

Questionnaire

At its heart, the questionnaire asks a simple question:

How much of each colour energy do you see in yourself?

To ensure accuracy, this question is explored multiple times in different ways.

Each question offers four sets of three descriptive words, representative of each energy. Individual words can apply to anyone, for example, someone leading with red preference may still see themselves as caring, just as someone leading with green preference may see themselves as determined. By combining words into sets and asking individuals to rank them in order, we create a clearer and more reliable way of measuring an individual's behavioural preference.

For each question, individuals are asked to rank each group of words 1, 2, 3 and 4. 1 being 'most like me' and 4 being 'least like me'. This process is repeated across 15 questions. The results are then averaged and displayed as percentages on the Adapted graph, showing the relative strength of each colour energy.

Setting the scene

The C-me profile has the greatest impact when introduced alongside a self-discovery session where the individual can learn about themselves, recognise the differences in others and decide where they see themselves on the colour wheel.

Group exercises can significantly enhance this process and are explored in more depth in Chapter 5.

When delivering the profile in a one-to-one coaching session, take time to explain the background, beginning by inviting the participant to self-select their colour energy.

There are many effective ways to present the profile, and you'll naturally develop your own style. The suggestions provided are merely intended as a starting point.

It's important to recognise that the profile may not describe the participant perfectly. Essentially the profile is a place to start from, in terms of exploration, rather than the final destination. Individuals should be encouraged to engage with their profile in a way that feels meaningful, adjusting it where necessary, to better reflect their behavioural preference.

THE PROFILE

Unpacking the profile

Overview and validation

Encourage individuals to slow down and avoid trying to digest the whole profile at once, instead concentrating on the Overview first before pausing for reflection.

In a group or one-to-one setting begin by inviting each person to share one or two statements from the Overview that they genuinely resonated with, helping anchor the discussion in what feels real and relevant.

Next, ask them to re-read the Overview with a critical, constructive lens,

- Highlighting those statements that are accurate and reflect their true preferences
- And perhaps striking through anything that really doesn't resonate, effectively creating a disconnect for them.

Many will have access to digital tools in the platform to personalise their profiles but this can also be done effectively using a printed copy and highlighter pens.

To deepen reflection, introduce a simple "face validity" check for the profile overall, encouraging individuals to quickly assess how well their profile reflects them, again identifying where it feels strongest or maybe less aligned.

To build further engagement and ownership, invite people, individually or in small groups to refine the wording:

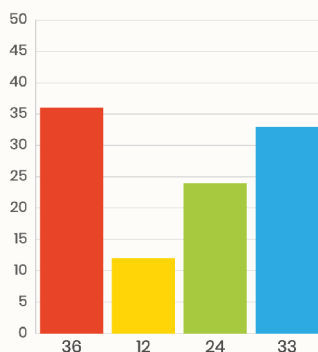
- What would they change to make it more accurate?
- How would they describe themselves more clearly?

This reinforces that the profile isn't fixed, it's a working tool. Its real value comes from how well it reflects the individual and how actively they use it to support their personal development.

Graphs

Having read the Overview statements, the graphs give a snapshot of the individual's unique combination of colour energies.

Adapted behaviour (conscious or modified preference)



The profile includes two graphs, the first of these, the Adapted graph represents the average scores for Red, Yellow, Green and Blue based on how the individual has answered the questionnaire.

In the example shown, the participant selected 'most like me' (score of 1) primarily favouring red and then blue preference, for the majority of the questions. Green preference was occasionally given a higher score but Yellow preference was

consistently rated lowest, averaging 11%.

For context, selecting a single colour (descriptors representing that colour) as "most like" for every question would result in a score of 40%, while selecting it as "least like" would produce a score of 10%.

There are no good or bad scores, graphs or profiles. Each individual represents a unique blend of all four energies.

The accuracy of an individual's preference, as expressed in their graphs, will depend on how the questionnaire is answered.

Carl Jung described the Persona as the aspect of consciousness that negotiates with the external world on the ego's behalf, the term itself originating from the Latin word for a theatrical mask.

The graph is therefore best understood as a representation of behavioural preferences i.e. how an individual may appear to others and how they relate to the broader model. It isn't intended to define or limit them, but can provide valuable insight into their strengths and areas for development.

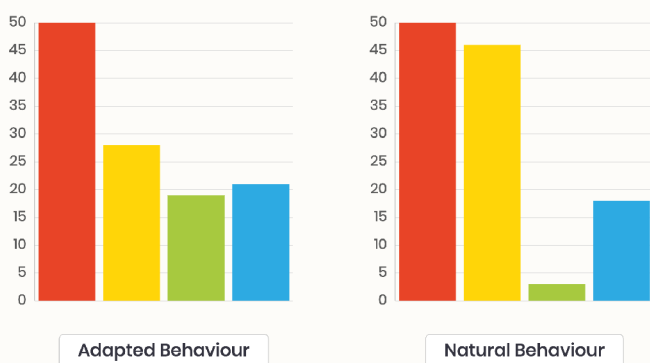
The profile represented is a rich blend of all four colour energies, rather than being defined solely by the highest.

In this example, the expression or ‘strength’ of the Red energy is defined not just by the height of the Red bar but is moderated by a relatively high Green bar, its opposite energy.

If the Green and the Yellow scores were reversed, (Green 12, Yellow 24), we would expect a more pronounced expression of red preference traits.

The relative strengths of the colour energies on the graph are used to select statements from the database, which in turn populate and ultimately shape the final profile.

Natural behaviour (less conscious or instinctive preference)



The Natural Behaviour graph represents the participant’s less conscious behaviour, sometimes referred to as their “blind spot”.

This graph reflects how an individual may behave when they are not consciously adapting and therefore may be behaviours they are less aware of.

This is what can often be seen when they’re under pressure but also likely to be seen when they’re completely relaxed. The phrase ‘revert to type’ is often used when an individual’s behaviour is not being moderated and essentially more instinctive.

In the graph pictured above, if the participant is experiencing a lot of pressure or is making no effort to consciously adapt, their natural preference suggests they’re more likely to exhibit stronger yellow preference tendencies.

It’s important to recognise that it requires energy to flex or adapt to communicate effectively with others, particularly those with different colour preferences. The greater the gap between an individual’s Natural and Adapted behaviours, the more effort this will take, influencing how energising or draining they may find their work, and ultimately, how susceptible they may be to stress in that space. Increased self-awareness is key to managing and reducing these stress responses.

The calculation for the second graph

The questionnaire measures four colour energies:

Red: Expressive Thinking

Yellow: Expressive Feeling

Green: Reflective Feeling

Blue: Reflective Thinking

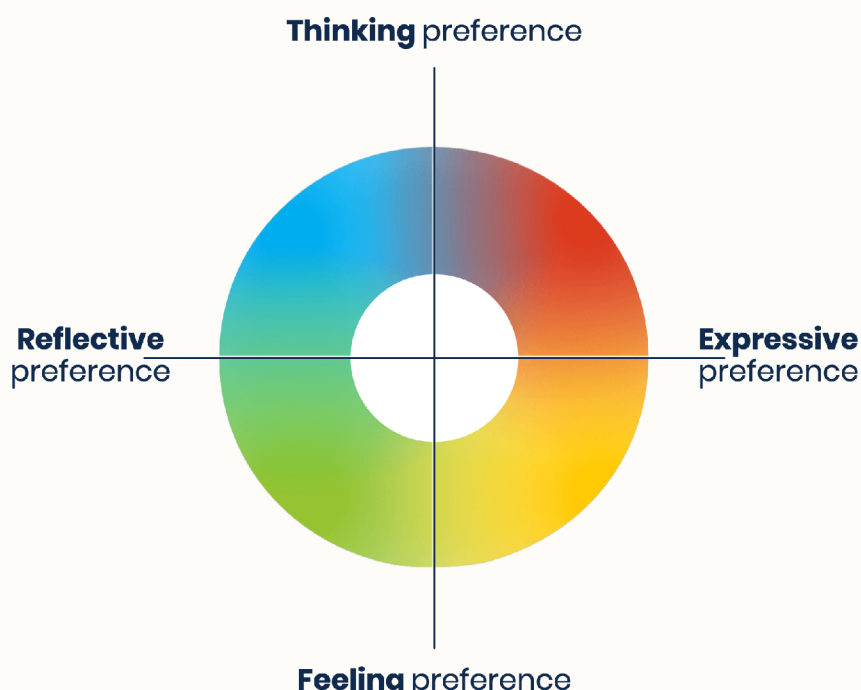
Red and Green are psychological opposites, as are Blue and Yellow. This relationship allows us to form a second perspective of the participant's behaviour, like a snapshot taken when they're not consciously modifying (#nofilter).

When a participant selects one preference, they are implicitly rejecting its opposite. For example, choosing Red suggests "not Green," while scoring Green lowest suggests a strong Red preference.

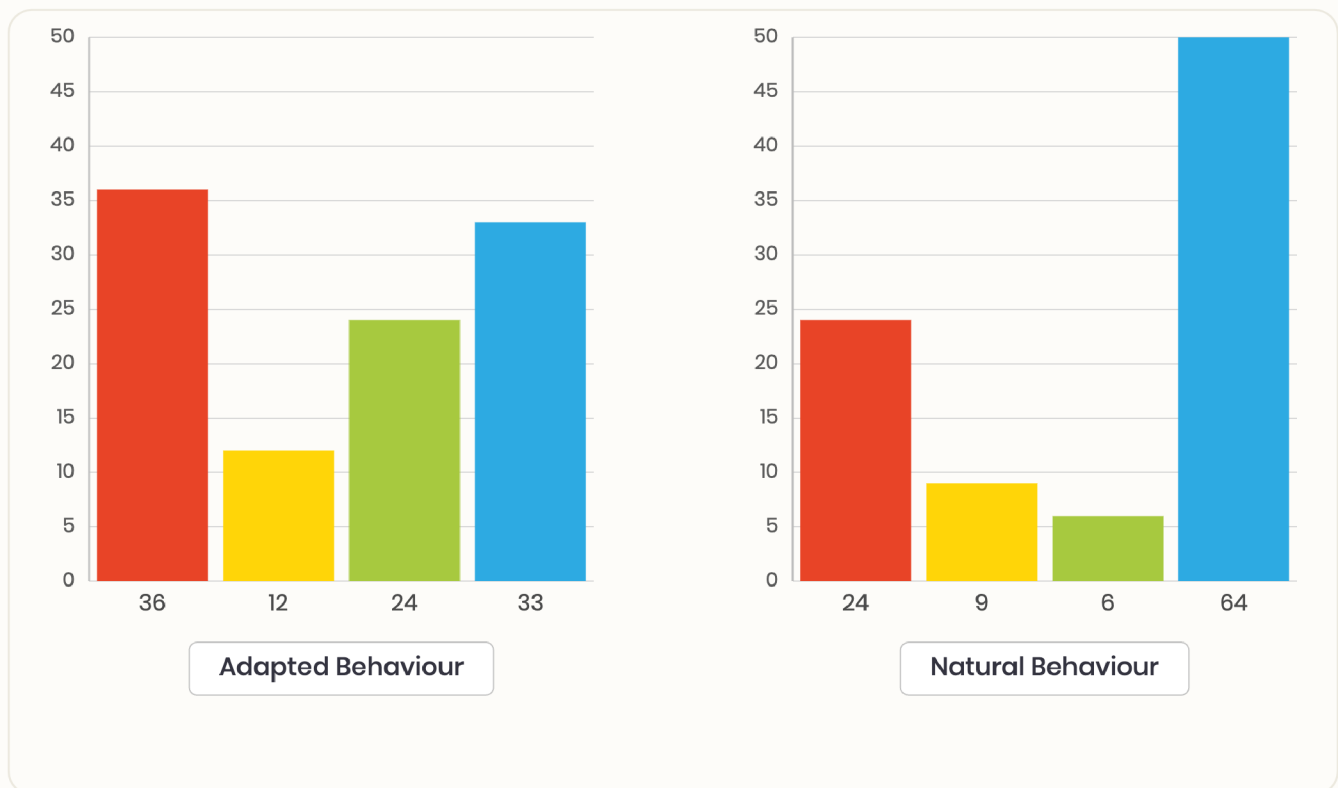
The second measure is calculated using the lowest scores from the questionnaire (3s and 4s), disregarding the highest scores (1s and 2s). These lower scores are converted into values for the opposite energies. For instance:

- A score of 4 for Green preference translates to a score of 2 for Red preference
- A score of 3 for Blue preference translates to 1 for Yellow preference

These values are then averaged across all question sets and expressed as a percentage.



Note. While uncommon, scores above 50% are mathematically possible.



Although the Blue score in this example reaches 64%, it is displayed on a graph capped at 50%, as research suggests that using different scales for the two graphs can be visually confusing.

In this case, the participant's highest score on the first graph is Red, while their blind spot is a strong Blue preference, suggesting that under pressure, they may not recognise how strongly blue preference, their behaviour can appear to others.

An individual's greatest potential lies in developing their awareness of these less conscious tendencies alongside learning how to manage their stronger behavioural preferences effectively.

The cross types

Our measurement of behavioural preference is underpinned by the Jungian axes, combining the Introversion and Extraversion scale (reframed as reflection and expression) with the Thinking and Feeling scale to define an individual's Red, Yellow, Green and Blue energies.

In this model, Red and Green are psychological opposites, as are Blue and Yellow. Because of this, it's less common to see individuals two highest colour preferences as combinations of opposite positions such as Red/Green or Blue/Yellow.

That said, around 5–10% of people demonstrate a cross-type preference, also described as a creative or bridging preference, reflecting an ability to move fluidly between contrasting styles and perspectives.

For many, this is a genuine, resilient preference, resonating strongly with how they operate. A dynamic preference that can indicate adaptability, versatility, and a capacity to connect across different ways of thinking and behaving.

It's also true, that a cross type result can be more susceptible to being influenced by external factors at the time of completion, such as when:

- Completing the questionnaire when rushed or under pressure.
- Attempting to respond in ways they believe are expected.
- Experiencing uncertainty in work, career or personal circumstances.
- Distracted, engaging less fully with the questionnaire and selecting answers more randomly.
- Finding it difficult to identify clear preferences.
- Overthinking questions and trying to present multiple behavioural preferences.
- Having difficulty buying in or trusting the process and generally less motivated to participate.

These influences can often be most visible where scores are closely grouped, creating a flatter profile with minimal variation between preferences.

What if the profile doesn't feel right?

The insights are based entirely on each participant's responses to the questionnaire. While the system is robust, it isn't infallible, so it's important to sense check the output.

If the report doesn't fully resonate, the individual can speak with their administrator about retaking the questionnaire, either immediately or after a short break.

Alternatively, they may want to:

- **Seek a second perspective.** Share the profile with someone they trust: a colleague, friend, or manager. Others can often see patterns or strengths that may be less obvious from a personal viewpoint.
- **Regenerate the profile.** The administrator can rerun the report using a different selection of statements. This won't change the graphs or wheel position, but it can improve how the insights are expressed and experienced.
- **Refine and personalise the content.** Individuals can actively shape their profile within the platform: highlighting what resonates, striking through what really doesn't, and adding notes or reflections. This helps ensure the final profile feels accurate, meaningful, and truly representative.

Ultimately, the most important perspective is the participant's own. This approach keeps the process flexible and collaborative, with the goal of creating a profile that genuinely reflects the individual.

THE WHEEL

The Colour Wheel

A key feature of the C-me system is the Colour Wheel, where each colour blends into the next around the wheel. The individual's colour preference is translated into a position on the wheel.



Colour is used to represent aspects of behavioural preferences as a simple yet memorable shorthand, making it easy to recognise, discuss and apply in daily interactions.

The Colour Wheel brings this to life, showing where each individual sits in relation to others, making team dynamics visible at a glance.

If introducing this in a group setting invite participants to work in pairs to share the significance of their graphs alongside their position on the wheel to start to think about what that means in the context of team.

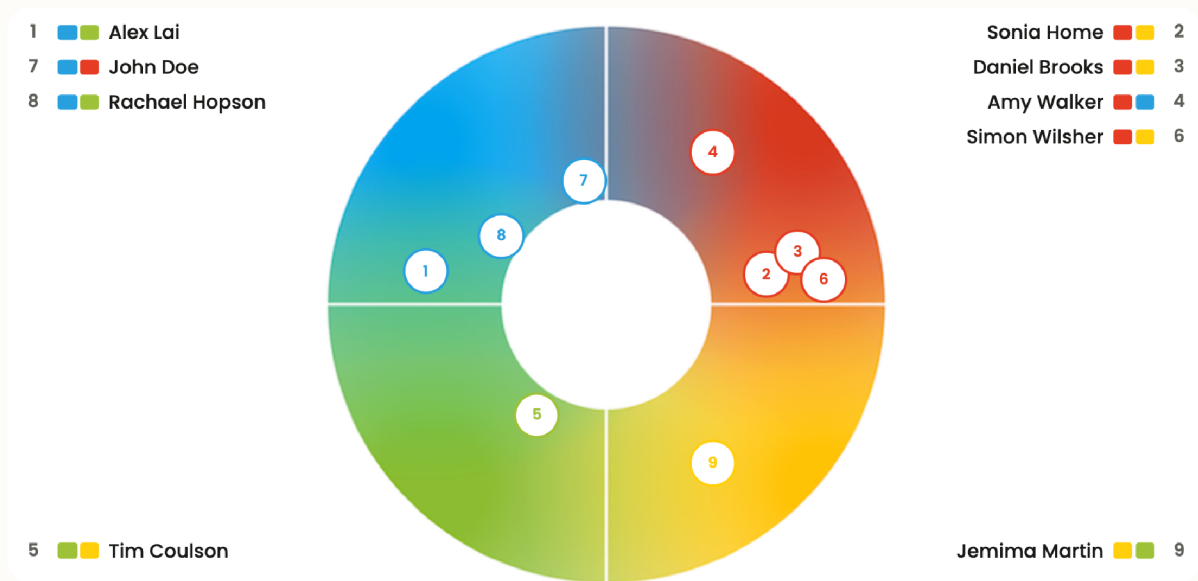
Team Wheel

The Team Wheel enables you to map a group of colleagues preferences to illustrate their relative positions on the Colour Wheel. Those located close together are more likely to be aligned in their approach, while those on the opposite side of the wheel are likely to bring different perspectives and styles.

This makes the Team Wheel a powerful way to understand team dynamics, highlighting both alignment and diversity. It's valuable not only for the team itself, but also for anyone working with or shaping that team.

Positions on the wheel are based on individual's adapted behaviour (the left-hand graph), reflecting how each person typically shows up and interacts with others when modifying their behaviour in the context of team. While it doesn't capture every nuance, it offers a clear and practical snapshot.





Colleagues are mapped around the wheel, their positions numbered with a key to who's plotted where in each quadrant.

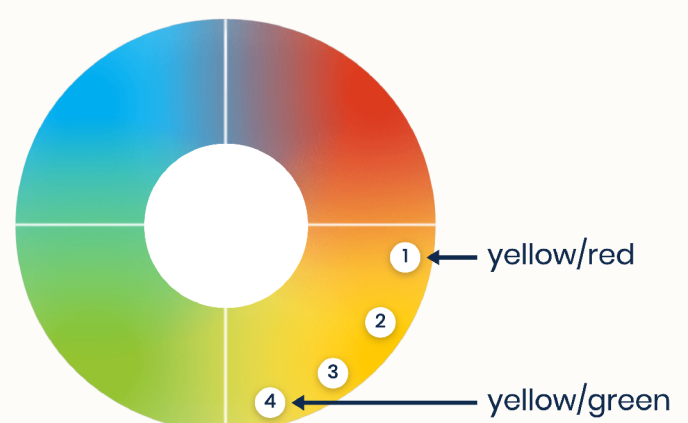
The closer we are to a colleague on the wheel, the more our preferred ways of working with each other will be shared, the further apart the more effort we will have to make to flex our preferences for effective communication and collaboration.

This insight can be used to strengthen team dynamics and improve how people work together.

Positioning on the wheel

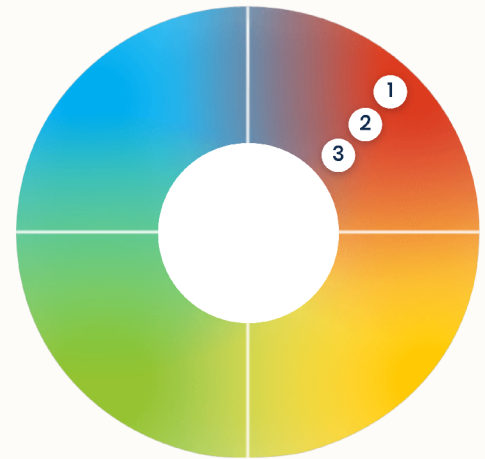
Wheel placement is dependent on two aspects.

Firstly, the position around the wheel, plotting individuals in the quadrant of their first colour, the second colour, being the most important modifier, dictates which quadrant their position is plotted closest to (as shown in the wheel on the right). The remaining positions are decided dependent on the order of the 3rd and 4th colour energies.



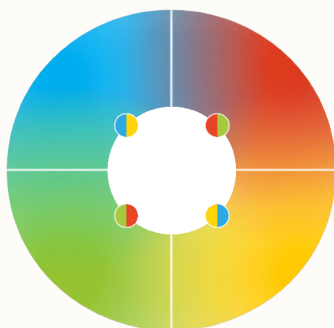
Secondly, the distance from the inner to the outer wheel representing flexibility, based on the resilience or strength of each colour energy:

- 1 **Outer edge** = one colour high and likely to be more pronounced in terms of behaviours associated with that colour energy.
- 2 **Mid-zone** = quite common and essentially denotes two strong colours, also referred to as two colour high.
- 3 **Closer to the centre** = three colour high – in the individual's preference combination, 3 of their colour energies are over 23 approx* on our scale and therefore considered resilient or strong.



Note: Although technically above 23, we often talk about a high or resilient energy being above 25 on the scale as this is often easier to read.

Cross type positioning



Cross type positions are found in the centre of the wheel, illustrating their ability to easily cross the wheel, bridge opposite sides.

The dot representing their position carries both top two colours and is positioned closest to their most dominant preference.

Supporting visuals

The following additional visuals can deepen the insights gained from the Team Wheel.

- **Wheel balance:** Sometimes referred to as the Radar Graph shows the skew of your team highlighting areas of strength and weakness. This is ideal for larger groups, or potentially organisation wide data sets, to offer a clearer overview where Team Wheels may become crowded.
- **Core Preference vs Flex:** shows the core preference in the centre, calculated by adding all the primary colour energies surrounded by adding all resilient energies, those over 23 on the scale, allowing for 2nd and 3rd colour preference to demonstrate potential flexibility in the team.

The potential flex essentially highlights where individuals are most resilient and therefore can most naturally adapt or grow in to without it being too much of a stretch for them. This is especially useful where a team appears to lack a particular colour energy, helping identify who may be best placed to step into that space.

Natural Team Wheel

You have the option to include both the natural team wheel and the adapted wheel when creating and processing team insights. This can be easily toggled on or off in both the admin platform for downloading and also in the profile platform, depending on the level of depth and perspective you want to explore.

What it shows

The natural team wheel is compiled using the data from the individual's natural profile, aggregated into a single team view. It reflects their unmodified behavioural preference, in other words, how people are most likely to operate when they are not consciously adapting their style.

At a team level, this provides a powerful snapshot of how the group is likely to function in a “#nofilter” state, their instinctive, default way of approaching challenges, decisions, and collaboration.

Why this matters

Understanding team dynamics under pressure

When teams are under pressure: tight deadlines, high stakes, unfamiliar situations, they tend to rely less on adapted behaviours and more on instinct.

The natural wheel helps teams anticipate:

- Where strengths will naturally emerge.
- Where gaps may appear.
- Whether pace is likely to accelerate or stall.
- Whether detail will be overemphasised, or overlooked entirely.

This foresight enables better planning, clearer role allocation, and more effective responses when it matters most.

Building awareness at an individual level

At an individual level, the natural wheel offers a clear, shared view of each person's unfiltered behavioural style.

Alongside insights gained from their personalised profiles, this creates an opportunity for meaningful conversations around:

- How people respond to stress or setbacks.
- What “less filtered” behaviour looks like for each person.
- How to support one another more effectively in challenging moments.

If someone's behaviour becomes more extreme or unexpected, the natural wheel provides a useful reference point, prompting a valuable question:

What's driving this shift?

Is their energy being pulled elsewhere, reducing their ability to adapt? Or are they simply becoming more comfortable and authentic within the team?

For newer team members, this is particularly relevant. Higher levels of adaptation are common in the first 3–6 months, often easing as confidence and familiarity grow.

Unlocking hidden capacity within the team

When a gap appears in the adapted team wheel, where a particular style or “colour” is missing, the natural wheel can provide helpful clues to who might be best placed to step in to that space.

It highlights:

- Who's naturally closest to that space.
- Who can flex into it with the least energy cost.

Encouraging or coaching these individuals to operate in that space can significantly strengthen overall team performance.

Identifying strain and role alignment

The gap between the natural and adapted team wheels is a powerful indicator.

- **Small gap** → alignment feels natural, effort is sustainable.
- **Large gap** → ongoing behavioural stretch, increased effort, potential stress.

When a team is having to consistently flex its natural profile, it may signal the need to revisit roles, responsibilities, or expectations.

Supporting individuals

At an individual level, those with the greatest difference between their natural and adapted positions may:

- Require additional support.
- Be overextending themselves
- Or be in a role that doesn't fully leverage their strengths.

This insight can guide more effective role alignment, ensuring people are positioned to perform at their best.

Supporting managers

For managers, the natural wheel becomes a practical diagnostic tool. It enables them to:

- Assess how much behavioural adaptation is required across the team.
- Identify individuals who may be under strain.
- Spot opportunities to better align roles with natural strengths.

Ultimately, it supports more intentional leadership, balancing performance with wellbeing.

In summary

The natural and adapted team wheels, used together or independently, offer a rich, multi-dimensional view of how a team operates.

They help teams:

- Understand their true dynamics.
- Anticipate challenges.
- Make better use of their collective strengths
- and create conditions for more sustainable, effective performance.

— STRENGTHS & DEVELOPMENT

Resilient strengths and areas for development

As the knowledge of colour energies develops, and individuals start to practice applying this in real life, the resilient strengths and development areas for each preference start to become more familiar, helping individuals recognise where they feel most comfortable.

A key insight is that a strength and a development area are often the same behaviour viewed through a different lens. What feels like a strength to one person can be experienced very differently by someone with a contrasting preference.

At times, we may feel we are demonstrating our best qualities, while a colleague, seeing it from another perspective, may interpret it very differently.

Different perspectives around the wheel

Red preference

Whilst someone leading with a Red preference is making decisions and moving on to the next challenge, a colleague leading with Green preference may be thinking that there was a missed opportunity for their thoughts to be heard before a decision was made.

Yellow preference

Someone leading with Yellow preference may be energised by getting everyone involved, juggling ideas and thinking ahead to tomorrow's tasks. Meanwhile a colleague leading with blue preference is wanting to focus on completing the current task thoroughly and wondering whether greater focus might be achieved by introducing more structure.

Green preference

A person leading with Green preference is faced with an important decision and wants to take time to consider the options carefully, consulting others to reach a consensus. At the same time, someone leading with Red preference can be frustrated in the lack of momentum and wanting to move forward more quickly.

Blue preference

Someone leading with Blue preference may have prepared their presentation thoroughly, ensuring their work is accurate and well thought through, including all supporting information. In contrast, a colleague leading with yellow preference in the audience, is more interested in the key takeaways, interjecting with what they feel are important points to increase their engagement and set a faster pace.

Bringing it together

These differences are not about right or wrong, they reflect diverse strengths in action. Recognising how our preferences are experienced by others helps build understanding, reduce friction, and create more effective collaboration across the team.

Resilient strengths

We have selected some phrases that may be used to describe key resilient strengths around the wheel:

Blue

- Logical + analytical
- Prepares for contingencies
- Realistic
- Methodical + systematic
- Takes care of the details
- Structured + disciplined
- Considers all the facts

Red

- Quick to determine priorities
- Drives hard for delivery
- Focuses on results
- Enjoys setting challenging goals
- Brings clear direction
- Sets a fast pace
- Forges strategic partnerships

Green

- Generous
- Works for a democratic solution
- Tactful + diplomatic
- Can see both sides of an argument
- Team player
- Thoughtful + considerate
- Tolerant + open-minded

Yellow

- Positive outlook
- Sees the opportunities
- Interested in everything
- Embraces change
- Lively, sociable + fun
- Inspirational + visionary
- Spontaneous + imaginative

One useful way to start unpacking the profile is to look at how our strengths actually show up in practice. For example, you might begin with a few qualities you believe describe you, perhaps things like being decisive, supportive, or detail-focused, and then pause to ask: what does this look like in my day-to-day work? When does this help me most?

As you build this list, treat the language as flexible. If a word doesn't quite fit, reshape it. The goal isn't to adopt perfect terminology, but to land on descriptions that feel accurate and that you'd be comfortable sharing with colleagues. Over time, this becomes a personal set of strengths that genuinely reflects how you see yourself at your best.

Areas for development

You can take a similar approach when thinking about areas for development, but with an added layer of perspective. Rather than working in isolation, it may be helpful to ask your colleagues for their input, asking what they notice, or where they see opportunities for you to grow. Often, what we experience as a strength can, in certain situations, be perceived differently by others.

For instance, someone who sees themselves as highly driven might, at times, be experienced as impatient. Someone who values precision may occasionally come across as overly critical. These aren't contradictions so much as extensions, strengths that, when overplayed or viewed from a different angle, start to look like development areas.

Seen this way, strengths and development areas aren't opposites. They're closely connected: two sides of the same coin. Exploring that connection can give you a more balanced, realistic understanding of how you operate, and where small adjustments can make the biggest difference.

Effective and ineffective communication

A big part of understanding our behavioural preferences is recognising how they play out in daily interactions, especially in how we communicate. Ultimately, this is where the insight becomes useful. Building stronger, more effective relationships with the people we work with.

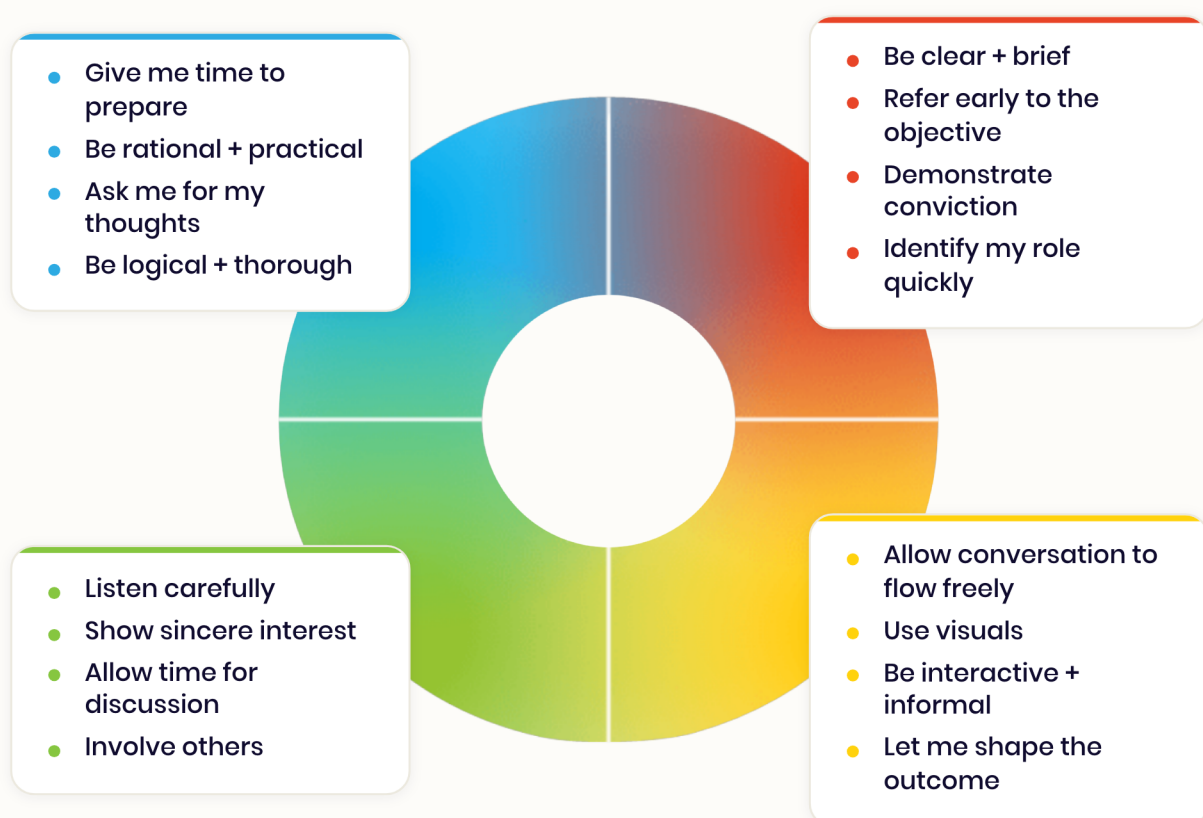
One way to approach this is to think about communication at its best and at its most challenging. For example, you might reflect on what has worked really well for you and in that scenario what others did that helped... Maybe it was being direct, giving you time to think, involving you early, or keeping things concise? Use these insights to build out your effective communications section, establishing what works best for you to create a list that details how best to approach you, to get the most out of interactions.

Then, consider the opposite, not as criticism, but as an awareness piece. When does communication become less effective? Perhaps when things feel rushed, unclear, overly detailed, or lacking context. Again, take the opportunity to edit your profile to get a list of some key things to be aware of that don't work so well for you.

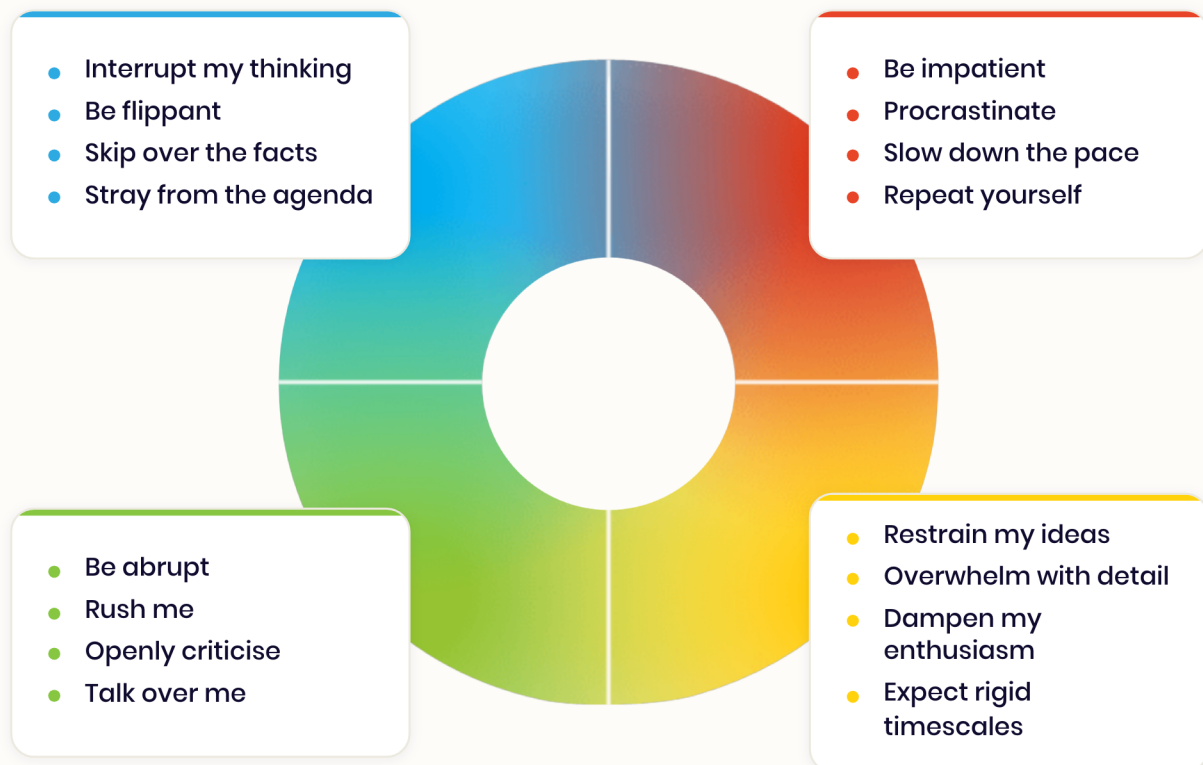
As with your strengths, the language matters but only in the sense that it should feel right to you. Adjust, refine, or completely rewrite each point until you can genuinely say: “This is how I like to be approached.” The aim is to create something that feels honest, practical, and shareable.

From there, it can be helpful to narrow things down to the essentials. What are the two or three things you most want colleagues to know? These become your key tips: simple, memorable advice that help others communicate with you more effectively. Often referred to as our:

Communication Dos...



and Don'ts...



Sharing these with your team opens up a two-way conversation. It also creates permission for colleagues to gently remind each other when things drift, for example, “Can we slow this down a bit?” or “It would help me to have a bit more context here.” In that sense, communication becomes something the team actively shapes together, rather than something left to chance.

SELF-AWARENESS

Blind spots

We use the term Blind Spot to describe aspects of our behaviour that may not be immediately visible to us, but are often clearly experienced by others.

For some, the descriptions in this section will feel familiar, reflecting insights they've already gathered over time. For others, there may be elements that feel new, unexpected, or even slightly uncomfortable. That's completely natural.

At its heart, this isn't about criticism, it's about perspective.

As coaches and facilitators, our role is to "hold up a mirror," offering a view of how behaviours may be experienced by others. Often, what shows up here are strengths that are being overplayed, behaviours that may be creating tension or having unintended impacts on those around us.

Why blind spots matter

Blind spots are one of the most valuable areas for growth.

They can:

- Highlight patterns that may be limiting effectiveness
- Reveal the source of recurring tensions or misunderstandings
- Provide insight into how our intentions are interpreted by others

In team settings, unrecognised blind spots can quietly shape dynamics affecting communication, trust, and collaboration. When brought into awareness, however, they become a powerful lever for stronger relationships and better teamwork.

Creating space for reflection

It's important to approach this section with openness and curiosity.

Some statements may feel slightly uncomfortable to read. That discomfort can often be a signal that there's something worth exploring.

A helpful next step is to:

- Share and discuss these insights with someone who knows you well.
- Explore where they recognise these patterns, and where they don't.
- Stay open to both confirming and contrasting perspectives.

This external input can provide valuable context and help distinguish what truly resonates.

From awareness to development

Within these blind spots lies a significant opportunity for personal growth.

By reflecting on and, where appropriate, refining these behaviours, individuals can:

- Dial strengths up or down more intentionally.
- Adapt more effectively to different people and situations.
- Reduce friction and increase impact within their teams.

Participants are encouraged to review and edit the statements so they feel accurate and meaningful, using them as a foundation for ongoing development, rather than seeing them as a fixed judgement.

A balanced view

While earlier learning may have explored behavioural tendencies in a lighter or more exaggerated way, the Blind Spot section invites a more considered and reflective perspective.

It recognises that how we show up has real impact, and that greater self-awareness creates greater choice in how we work with others.

In practice

The statements in this section are often written through the interaction of different colour energies, though some may reflect a more dominant, single preference perspective.

Each one offers a prompt to pause, reflect, and ask:

How might this be experienced by others and what could I do with that insight?

Examples from around the wheel

Red preference

- The team have many good ideas that may be lost because they didn't ask for others' contributions.
- Every task can be a competition; others may not want to be part of that.
- Their urgency to complete the task as the deadline approaches can be seen as lack of patience and consideration.

Yellow preference

- Vague questions may frustrate others who are more focused.
- They can move on at pace through their agenda, appearing not to care for the needs of the rest of the group.
- Enjoying the stimulation, they may try to fit things into every available moment and lose track of time.

Green preference

- Their desire to involve everyone may mean that decisions are not taken in time.
- Making a decision and sticking to it without any backwards glance, does not come naturally.
- A heated discussion may help reach a consensus and is not always to be avoided.

Blue preference

- Withdrawing from the discussion because people are sharing personal information may not endear them to colleagues.
- Their need for reflection may make them appear too cautious to some colleagues.
- They can become so focused on a specific task that everything else is forgotten.

— PUTTING IT TO WORK

Profile sections

Our profiles use personalised behavioural insights to help individuals and teams work together more effectively, turning self-awareness into stronger collaboration, better communication and improved performance.

More than just a pdf

Our profiles are designed to be used, not just read and filed away. Users can explore and interact with their profile online as well as download it where they wish to. This flexibility makes it easily accessible, whether you're preparing for a conversation, reflecting on your working style or sharing to improve collaboration with others. Profiles can also be translated into different languages to use across diverse, global teams.

Each profile is customised based on the individual's responses, offering a detailed understanding of their natural and adapted behaviours. The profile deep dives into their work preferences, communication styles, and team contributions.

Instead of long, text heavy reports, C-me profiles are brought to life through clear visuals and practical, actionable guidance. This makes it quicker to understand key messages and easier to apply them in real life, whether that's adapting your own approach or understanding how to get the best from others.

What's included in your High Performance profile



Our High Performance profile is the profile used most widely, building on foundational sections with targeted High performance elements that cover:

- Enabling engagement
- Role agility
- Handling setbacks

As well as targeted application areas of:

- Sales, influencing and negotiating
- Productive remote working

Recruitment Profile

This short-form profile is designed for selection panels and hiring managers, offering a quick, structured insight into a candidate's preferences.

The format builds on existing sections with the introduction of a questions section tailored to the candidate's colour preference combination.

The profile sits alongside the CV and interview, adding another lens, one that helps move conversations beyond experience into how someone is likely to operate in practice.

Why it adds value

Rather than relying heavily on what it is the candidate has done previously, the profile can help shift the focus toward how they do it, enabling more rounded, insightful conversations. Used well, it can:

- Spark more natural, less rehearsed interview discussions.
- Help panels quickly identify areas to explore in greater depth.
- Support more tailored, role specific questions.
- Offer early insight into working style, collaboration, and approach to problem solving.

Rather than narrowing down decisions, it opens up the conversation, giving panels richer context and better lines of enquiry.

How it should be used

The profile is designed to inform, not decide. Rather than being used to assess or filter candidates, it's used as a guide for exploration, highlighting themes, preferences, or potential tendencies that can be assessed and further discussed during the interview.

For example, it might prompt questions such as:

- “Tell us about a time you had to adapt your approach...”
- “How do you typically respond when priorities shift?”
- “What kind of environment helps you perform at your best?”

In this way, the profile helps panels ask better questions.

A more insightful recruitment experience

C-me profiles can help to create a more balanced and engaging recruitment experience, for both the panel and the candidate, encouraging...

- Greater self-awareness and authenticity from candidates.
- More thoughtful, less assumption driven decision making.
- A shift from “predicting success” to understanding potential and fit in context.

Beyond recruitment

While particularly valuable at interview stage, these insights can continue to add value beyond hiring, supporting:

- **Onboarding conversations** – helping managers understand how to get the best from new joiners early on.
- **Team dynamics** – building awareness of different working styles.
- **Role and development discussions** – identifying strengths and areas for growth.

Chapter 6 on Applications goes further in comprehensively unpacking C-me's use in Recruitment. Please do refer to this for more information.

360 feedback

Driving insight, alignment and performance.

360 feedback provides a multi-perspective view of performance, capturing insights from across stakeholders to build a clear, rounded picture of how individuals show up and deliver in their role.

Beyond performance measurement, it is a powerful lever for:

- strengthening organisational alignment
- building self-awareness at scale
- identifying barriers to growth
- unlocking individual and team potential
- shaping a more intentional, high performing culture.

C-me 360: a colour-led approach

Our colour-based 360 tool transforms traditional feedback into something more engaging, intuitive and actionable.

Through the lens of the four colours, feedback is translated into clear behavioural patterns, highlighting strengths and opportunities for growth in a way that's immediately understood and easy to apply.

By mapping stakeholder feedback alongside an individual's self-perception, the tool reveals alignment gaps, blind spots, and overplayed strengths, turning insight into meaningful development.

Designed for engagement and impact

We've built the tool to overcome common barriers to 360 adoption, maximising both participation and return on investment:

- **Flexible feedback options.** Named or anonymised input allows organisations to match their culture and create psychological safety, increasing honesty and engagement.
- **Tailored to your business.** Custom qualitative and quantitative questions align feedback directly to your values, behaviours and strategic priorities, ensuring relevance and commercial impact.
- **Insight to action.** Outputs are designed to drive reflection and behavioural change, supporting individuals to adapt their approach and improve effectiveness in real world contexts.

One platform, total visibility

Crucially individual profiles, team insights and 360 feedback now sit alongside each other within our digital profile platform, giving individuals the ability to personalise, share and use the insights gained to better support their individual, team and organisational development.

Launch Profile

Equipping young adults and supporting early careers.

A focused profile designed for young adults entering the workplace, offering a practical foundation in strengths, communication and team contribution.

This iteration adds targeted insight into role fit, resilience and managing stress through colour preferences, providing early-career individuals with the self-awareness and tools to transition effectively, adding value from the outset.

Tailored profile applications

Please do speak to our product team, who'll be happy to discuss options with you to co-design further bespoke elements where needed.

Our support team can also work with you, if you wish to customise access to available sections to better suit your organisational needs, as well as provide you with any profile samples needed.

GET IN TOUCH

Contact support@colour-profiling.com



CHAPTER 04

The Graphs

How the colour preferences interact ...

— CHAPTER 4

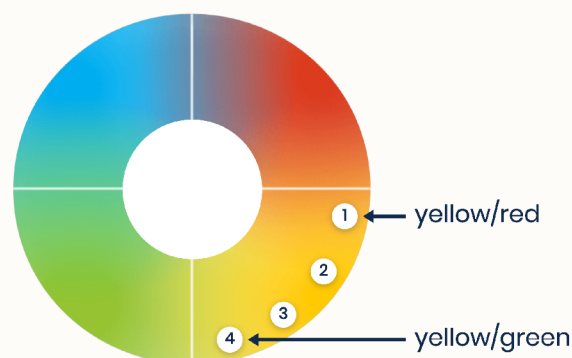
Understanding the graphs

How the colour preferences interact ...

There are no good or bad graphs.

We've looked at the four colours that in various combinations underpin our behavioural preferences: **Red**, **Yellow**, **Green** and **Blue**.

Nobody is defined by a single colour, all of us are a unique blend of all four colours combined, illustrated in our wheel by the 4 positions in each colour quadrant.



The second colour acts as an important modifier.

Each colour interacts with one another differently. Blue preference with red as a secondary preference will present differently to blue preference with green as a secondary colour. For example blue and red preference may bring stronger task focus, red may bring more drive and clarity to decision making where blue preference may naturally be cautious. Blue and green preference will see task focus tempered by people focus so may take a more collaborative approach, They tend to be more values driven so may be more likely to fully evaluate the consequences of action before pushing ahead.

Those that are similar in style are close together and those that are less similar are opposite one another on the wheel. When we look at the wheel mapped on to the Jungian axes, blue and green preference have reflection in common whereas blue and red preference have thinking in common.

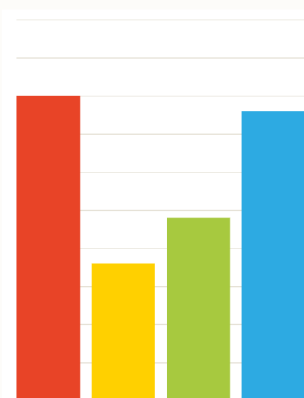
It's helpful to think of the wheel, not as four colours, but as behavioural styles changing, blending and merging as you move around the wheel.

Whilst there are 24 possible graph combinations arranged by the order of colours, as they appear in the graph, when the strength of each colour is taken into account (shown on the axis of the graph) there are a multitude of possibilities.

Each position therefore simply offers a summary of the potential blend you may meet rather than a definitive description.

Here we offer an overview summary for each of the 24 positions to give a starting point for unpacking individual profiles:

● Red energy highest

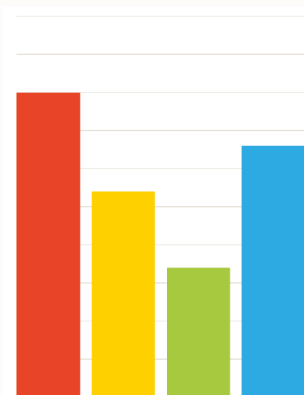


Position 1: Red, Blue, Green, Yellow

Good day: Self-disciplined, good problem solver, spots the flaws in other plans, makes the difficult decisions, realistic and adaptable, driven to do things well.

Bad day: Can appear aloof or distant, knows the facts and background information but may put people's needs lower down the agenda, tendency to be perfectionist, not able to let go.

Notes: Likely to balance reflection and expression, strong thinking preference.

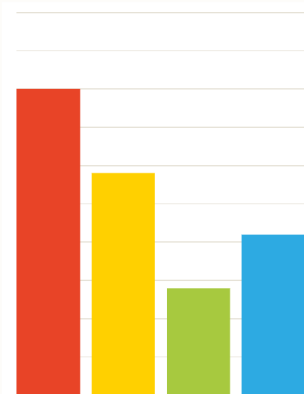


Position 2: Red, Blue, Yellow, Green

Good day: Plays to win, pushes hard for delivery of key results, bold and determined, sets searching targets, meets challenges head on, direct and to the point.

Bad day: Dominates the discussion, steps on toes to achieve results, interrupts others, believes they have the answers and lets nothing stand in the way.

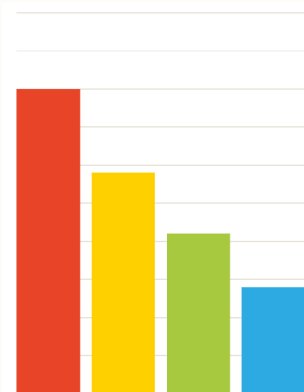
Notes: Likely to be more expressive and sociable than position 1 but still fairly single minded and focused.

**Position 3: Red, Yellow, Blue, Green**

Good day: Rises to a challenge, works to tight timelines, enjoys debating, gets the action going, gives instant feedback, challenges the way things have always been done.

Bad day: Their challenge can provoke a strong reaction, causing friction, impatience, confrontational, finds listening difficult, interrupts others.

Notes: Likely to be less organised than position 2. More action focused but will think less about things beforehand.

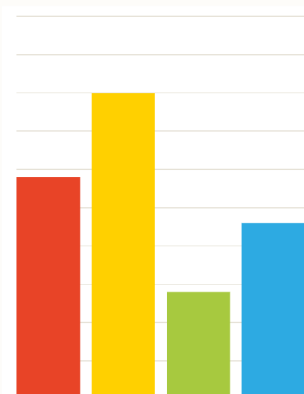
**Position 4: Red, Yellow, Green, Blue**

Good day: Highly motivated, self-starter, seeks faster, better solutions, keeps the team thinking positively, action focused, sets the pace, spokesperson, always ready with their opinion.

Bad day: Short attention span, struggles with routine, takes unnecessary risks, gets frustrated by the detail.

Notes: Most expressive combination (alongside position 6), likely to be the most intuitive and always moving on.

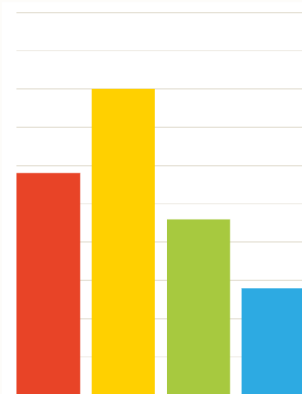
● Yellow energy highest

**Position 5: Yellow, Red, Blue, Green**

Good day: Energetic, enthusiastic, constant stream of new ideas, skilled communicator, positive, generous and openminded.

Bad day: Poor finisher, gets carried away with enthusiasm, jumps into things too quickly, ignores the negatives.

Notes: Dials down the red energy of position 4, expressive, intuitive, balancing both thinking and feeling.

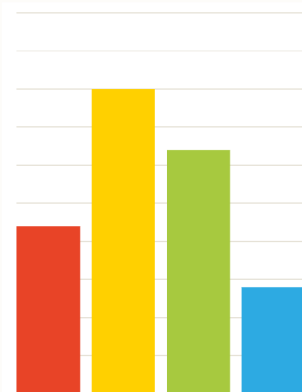


Position 6: Yellow, Red, Green, Blue

Good day: Friendly, optimistic, can-do attitude, spontaneous and imaginative, makes the world seem a better place, sociable and outgoing.

Bad day: Jumps between ideas and projects, may not prioritise, lacks consideration for others' timescales, may still be talking when it would be better to be listening.

Notes: As green energy increases and blue decreases they may become more trusting, involving people in their daily activities.

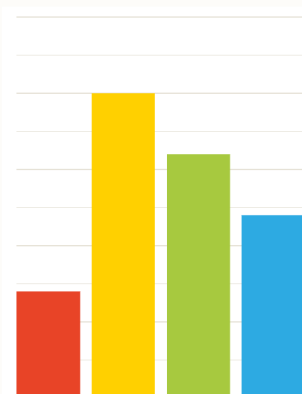


Position 7: Yellow, Green, Red, Blue

Good day: Idealistic and creative, possessing an excitement for life, interested and involved in everything, generous and trusting, brings a sociable element to team tasks, celebrates success.

Bad day: loses focus quickly, too much time in discussion and not enough action, places too much trust in friends to deliver, can seem impractical or unrealistic.

Notes: As red reduces decision making may take longer and their focus on involving others is likely to increase.



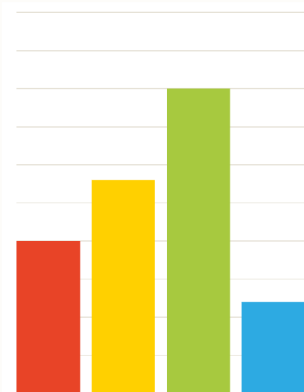
Position 8: Yellow, Green, Blue, Red

Good day: Sociable and caring, enjoys being part of the team, genuinely interested in people, personable and friendly, sees the good in others, flexible and patient.

Bad day: May be put off by more direct colleagues, can get emotional about difficult decisions, their need to be like can influence their decision making, can involve too many people.

Notes: Closer balance between reflection and expression, strong feeling preference with resulting people focus.

● Green energy highest

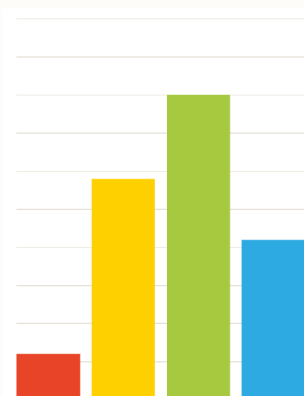


Position 9: Green, Yellow, Red, Blue

Good day: Friendly and supportive, defuses confrontation, encourages and involves others, non-judgemental, seeks consensus, good natured and easy going.

Bad day: Uncomfortable with conflict, prone to procrastination, avoids challenging as worried about causing offence, may finish a meeting without an agreed action plan.

Notes: Continuing the strong feeling preference, leading with green making it more considerate as strongly people focused.

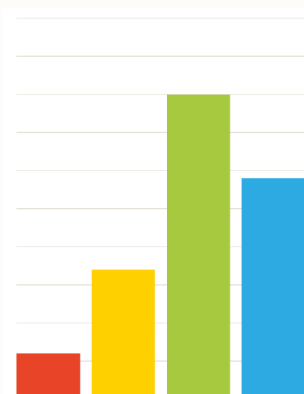


Position 10: Green, Yellow, Blue, Red

Good day: Polite and diplomatic, can see both sides of an argument, fair and reasonable, involves others in the decision making process, finds the low risk route, values are most important.

Bad day: Decision making can be painful, may take feedback personally, unduly critical of themselves, may appear to lack a sense of urgency.

Notes: Becoming more reserved/reflective, can be slower to make decisions.

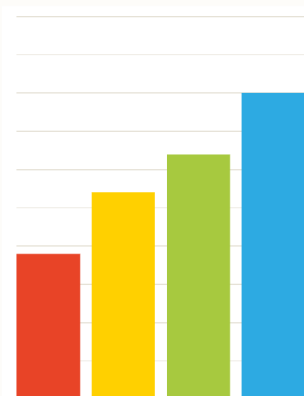


Position 11: Green, Blue, Yellow, Red

Good day: Works quietly away in the background, brings people together, shows genuine interest in others and what they have to say, tactful, diplomatic and makes an effort to be fair to all.

Bad day: May be slow to speak up, less comfortable taking the lead, may become stubborn under pressure, dislikes uncertainty.

Notes: Becoming more reflective and more organised.



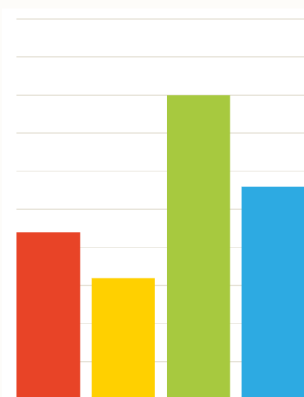
Position 12: Green, Blue, Red, Yellow

Good day: Practical and reliable, takes a balanced view, careful, thorough and systematic, follows through, finishes what they start.

Bad day: May not see the big picture, restricted by process, their reflection can make them reticent to act and caution can lead to indecision.

Notes: Balances thinking and feeling, the most reflective preference. They are likely to have a strong sensing preference.

● Blue energy highest

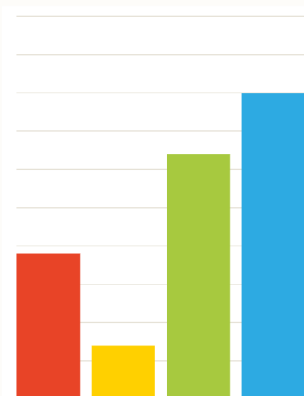


Position 13: Blue, Green, Yellow, Red

Good day: Patient and steady, structured, explores all options, well organised, takes time to get things right, looks for the safe, reliable way.

Bad day: May focus on the negative possibilities rather than the positive, can be dismissive of new ideas, lacks spontaneity, can become constrained by rules and procedures.

Notes: Likely to be the most reserved and the most organised.

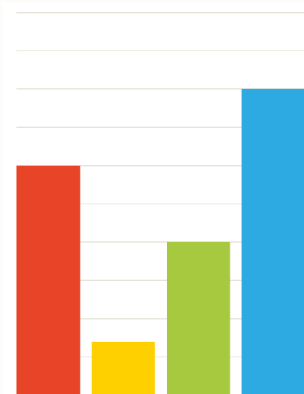


Position 14: Blue, Green, Red, Yellow

Good day: Thinks carefully through the issues, keeps their focus until the task is complete, considers all the information, logical and analytical, thorough and meticulous, explores all possibilities.

Bad day: Obsessive about the details, wary of change, hides behind the rules, can get stuck in analysis.

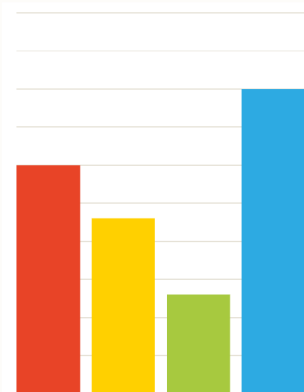
Notes: More detail focused than position 13. Being right takes precedent over being highly organised.

**Position 15:** Blue, Red, Green, Yellow

Good day: Maintains focus on principles, remains calm in a crisis, seeks all the facts, sets high standards, brings a depth of knowledge to the situation, acts as the team's timekeeper.

Bad day: Emotionally detached or distant, their questioning may come across as interrogation, neglects to sell the idea – assuming the facts speak for themselves, slow to trust, sceptical.

Notes: Appears more certain of themselves than position 14, more objective.

**Position 16:** Blue, Red, Yellow, Green

Good day: Readily accepts responsibility, pragmatic decision maker, tells it like it is, holds the team accountable for their commitments, focuses clearly on the task in hand, makes the difficult decisions.

Bad day: Lacks sensitivity for others' needs, can make others feel inferior, may be critical, can be overbearing and intolerant, can take themselves too seriously.

Notes: Balances reflection and expression so likely to be more forthright than position 15 but less so than position 1.

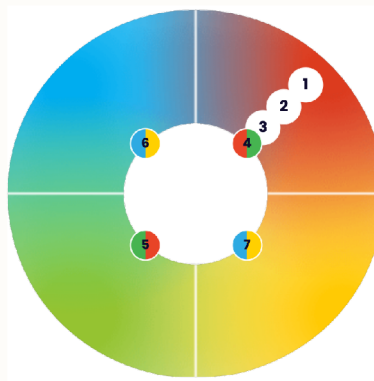
— CHAPTER 4

Cross types

Our behavioural preference measurement combines the Jungian Introversion and Extraversion scale (reframed as Reflection and Expression) alongside the Thinking and Feeling scale to define an individual's Red, Yellow, Green and Blue energy profile.

Within this model, Red and Green sit as psychological opposites, as do Blue and Yellow.

Because of this, it's less common to see individuals two highest colour preferences as combinations of opposite positions such as Red/Green or Blue/Yellow.



That said, around 5–10% of people demonstrate a cross-type preference, positioned centrally on the wheel and closest to their dominant energy. This is often described as a creative or bridging preference, reflecting an ability to move fluidly between contrasting styles and perspectives.

For many, this is a genuine, resilient preference, resonating strongly with how they operate. A dynamic preference that can indicate adaptability, versatility, and a capacity to connect across different ways of thinking and behaving.

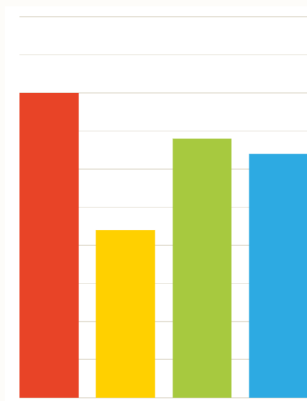
It's also true, that a cross type result can be more susceptible to being influenced by external factors at the time of completion, such as:

- Time pressure
- Expectations
- Distraction
- Overthinking
- A period of uncertainty or change in role or on a personal level.

These influences can often be most visible where scores are closely grouped, creating a flatter profile with minimal variation between preferences.

With this in mind, cross-type profiles are interpreted thoughtfully, ensuring that the insights remain meaningful, balanced, and relevant to the individual.

● Red energy highest



Position 17: Red, Green, Blue, Yellow

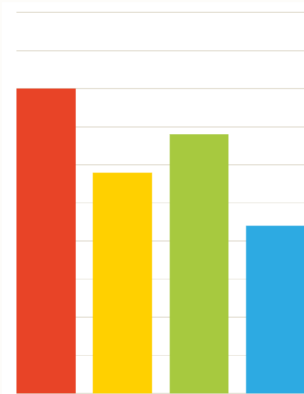
Good day: Self-disciplined, good problem solver, spots the flaws in others' plans but will communicate this assertively, will make the difficult decisions but will inwardly struggle to balance the people issues, realistic and adaptable, wrestles with the people issues, less intense than the high red and blue energy would imply.

Bad day: Organised and focused but not interactive and sociable, will want to get things right but may seem distant as they debate things internally, their high regard for structure may be put across more strongly.

Notes: Likely to balance reflection and expression, the thinking preference is softened by the green energy.

This particular graph: The gap between blue and yellow energy is larger than the gap between red and green energy, so the blue energy may be expressed more strongly than you would expect for the third highest energy.

● Yellow energy highest



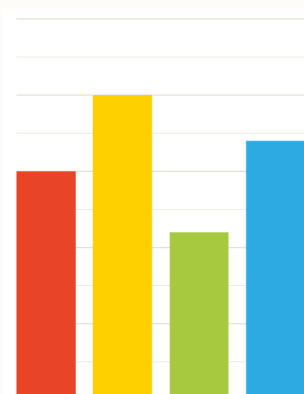
Position 18: Red, Green, Yellow, Blue

Good day: Highly motivated, self-starter, valuing new ideas and seeking faster better solutions, tempered with consideration for their colleagues and taking them with them, values and supports colleagues, pushes them in a supportive encouraging way rather than an assertive manner. Sociable, can be relied upon to contribute to meetings and offer balanced opinions.

Bad day: May miss details, can be impatient when pushed to make decisions based on just facts. Difficult decisions around people issues may cause internal conflict.

Notes: Usually expressive and balancing thinking and feeling. Less intuitive than position 4.

This particular graph: The red energy is clearly the highest and though softened by the high green energy will still lead in this preference.



Position 19: Yellow, Blue, Red, Green

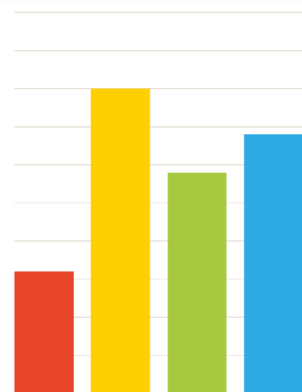
Good day: Energetic and enthusiastic, brings a constant stream of new ideas – backed up by substance, a skilled communicator and animated presenter whilst also having a good grasp of the detail.

Bad day: May be less concerned with others, follows their own ideas, independently, with little collaboration. Can be inconsistent.

Notes: Usually expressive, balancing thinking and feeling. An intuitive preference.

This particular graph: The red energy plays a stronger role than you may expect for a third highest energy. Yellow, blue and red energies are all close together. The most distinctive preference information may be found in the lower green energy.

● Green energy highest



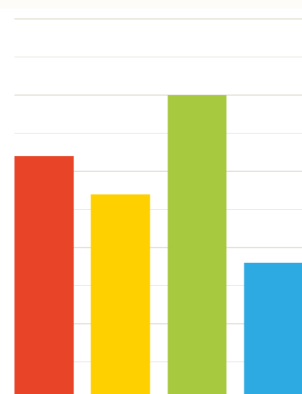
Position 20: Yellow, Blue, Green, Red

Good day: Sociable and caring, enjoys being part of the team, naturally interested in people, personable and friendly, sees the good in others. Flexible and tolerant but with one eye on the detail and process.

Bad day: May be put off by more direct colleagues, can be emotional about difficult decisions, their need to be liked may overly influence their actions, may involve too many people in decision making, making it a slow process.

Notes: Balances reflection and expression, feeling preference with the resulting people focus.

This particular graph: The yellow is clearly the highest energy although the weaker areas of the yellow energy will be softened by the green and blue energy both being above the mid-point. Red is clearly the lowest energy and will help to describe this preference.



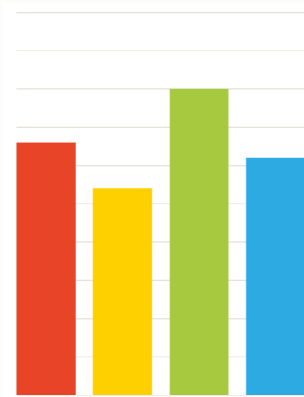
Position 21: Green, Red, Yellow, Blue

Good day: Friendly but assertive, able to defuse confrontation but not afraid to join in, encourages and involves others. Sees both sides of the argument, capable of building a network of lasting relationships.

Bad day: May miss details and lack structure. Behind the strong presence may lay inner conflict or uncertainty.

Notes: Balance between reflection and expression.

This particular graph: The green and red energies are clearly stronger than the yellow and blue energies. This is less likely to be a case of uncertainty in answering the questionnaire.



Position 22: Green, Red, Blue, Yellow

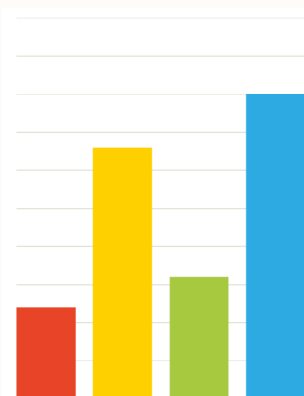
Good day: Practical and reliable, takes a balanced view, thorough and systematic, finishes what they start. Knows the right way to do things but balances the people issues.

Bad day: May concentrate too long on the process, perhaps even getting lost in doing things their own way. Less sociable, may not ask for help even when it's necessary.

Notes: Balances thinking and feeling with a preference for reflection and sensing.

This particular graph: A small change in the blue or red score would make this comparable to position 12. Overall no major highs or lows. Coach the individual through the graph and listen to how they think the description fits. Potentially repeat the questionnaire at an early opportunity.

● Blue energy highest



Position 23: Blue, Yellow, Green, Red

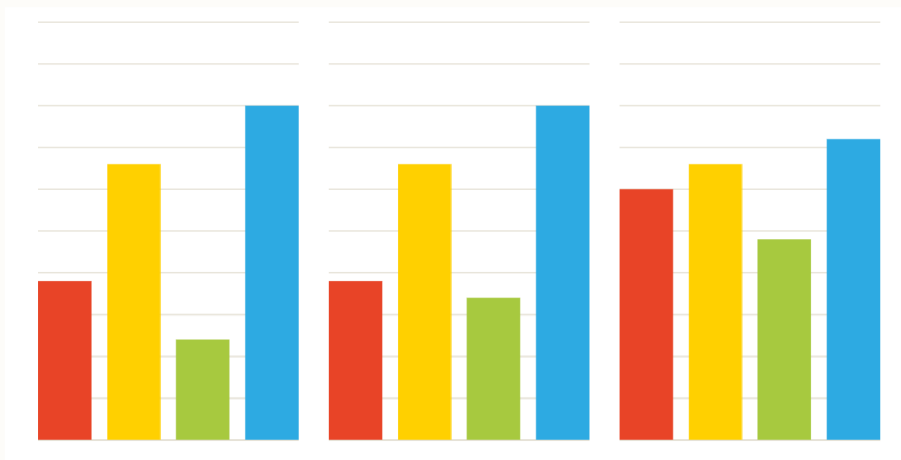
Good day: Detailed and logical but values interaction with colleagues. Can concentrate for long periods on the job at hand but will also enjoy celebrating after the job's finished. Able to balance ideas with supporting facts.

Bad day: May spend time on ideas and evidence to support them but lack the final decision to implement things.

Notes: A sociable reflective but with a balance between thinking and feeling preference.

This particular graph: In a search of over 2000 profiles we could not find an example of this position but we don't consider it any less likely than other cross type combinations. This example clearly has a very high blue score though the low red score will help define the preference.

Position 24: Blue, Yellow, Red, Green



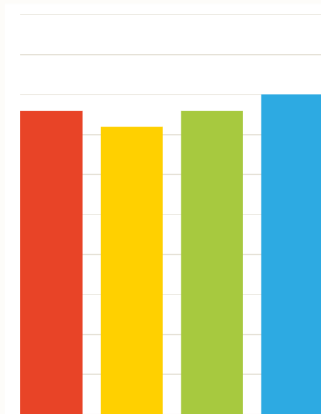
Good day: Readily accepts responsibility, pragmatic decision maker, tells it like it is, holds the team to account for commitments whilst still seeing the need to be sociable and interact with colleagues. Values contacts and friends but remains focused on the details.

Bad day: May lack sensitivity for others' needs, can be critical, may focus mostly on their own agenda, likes to be proved right.

Notes: Balances reflection and expression, has a clear thinking preference but less so than position 16.

These graphs: Three graphs are included for this position to highlight the difficulty in drawing conclusions for a cross type preference without input from the individual. All three have high blue energy but the strength of other colour energies are all very different.

● Flat graph



We include this graph as an example of a flat graph that really gives us no information about the preferences. Two or three changes between the questionnaire choices from second to third choice may give an opposite result.

These results are very unusual and we normally suggest that the questionnaire is repeated after further context has been given to the participant.



CHAPTER 05

Exercises

Learning about your behavioural preferences is a journey, one where progressive discovery leads to growth. A facilitator's collection of exercises to bring colour preference to life.

CHAPTER 5

Facilitator's exercises

Introduction

Learning about your behavioural preferences is a journey, one where progressive discovery leads to growth. Rather than being told who you are, this process invites you to explore, reflect, and recognise patterns in yourself and others to build upon.

On this journey, participants have the opportunity to:

- **Understand themselves**, notice how their unique preference combination shows up in thoughts, decisions, and interactions.
- **Appreciate differences they find in others**, recognising that everyone brings their own style and energy to a team or situation.
- **Apply the insights gained to strengthen their relationships**, using this awareness to collaborate more effectively, communicate more clearly, and adapt their behaviour intentionally.

The most powerful transformation happens when participants see these insights in action.

Rather than delivering a static report telling you...

“You are **Yellow**/**Green** with some **Red** and very little **Blue**” ...

We encourage people to observe how their preferences influence their behaviour using live interactions, simulations and exercises.

As facilitators, you'll create the environment for this exploration to be possible. There are many exercises you can use to help participants notice patterns, test ideas, and receive feedback, in this chapter, we suggest some approaches you might try. These are only starting points, feel free to adapt them to the style, context, and needs of your participants. Finally, learning is stronger when shared so we encourage you to share your experiences and exercises with C-me and with other facilitators so that we can learn from each other, continuously improving the journey for everyone involved.

EXERCISE

Self-Discovery

A simple way to encourage self-selection is to show the following slide and ask participants to choose the statements they most resonate with.

Essentially, asking them to guess what their top two colours might be before they've seen their profile.

Which **one colour** feels most like them?

Blue

- Logical + analytical
- Enjoys problem solving
- Realistic
- Sorts out the details
- Structured + disciplined
- Strong sense of duty
- Needs time for reflection

Red

- Confident + optimistic
- Task focused
- Enjoys stretching goals
- Leads from the front
- Sets a winning mentality
- Thinks big
- Direct + to the point

Green

- Conscientious
- Avoids conflict
- Concern for colleagues
- Involves others in decisions
- Respects others' values
- Supportive + loyal
- Works for a democratic solution

Yellow

- Free spirited
- Friendly + optimistic
- Enjoys networking opportunities
- Inspirational + visionary
- Lively, sociable + fun
- Not afraid to take risks
- Spontaneous + imaginative

— IN THE ROOM

C-me Card Game



The card game is a fun and interactive way to introduce participants to the language and ideas of C-me early on, creating a way for individuals to identify what their preferences might be as a 'live' exercise, in the room. Bringing to life how different colour preferences interact through sharing experiences and observations.

Set up

Give each participant 12 cards (3 of each colour). Hand them out statements facing up, trying not to draw attention to the colours on the back of the cards at this point.

1 Quick intuitive response (2 minutes)

Ask participants to quickly sort their cards into two piles:

- “Yes” this feels like me.
- “No” this doesn’t feel like me.

Encourage them to go with their first instinct and not to overthink it.

2 Trade and refine

Now invite participants to offer their “No” cards to others in the group.

- Others can accept or decline cards based on how well they feel the statement fits.

FACILITATOR TIP

This is often where energy lifts: encourage movement and conversation.

Optional stretch: Live 360 version

If the group knows each other well, this can be taken further:

- Participants must give away all their cards.
- Recipients cannot refuse the cards they are given.

This becomes a powerful, fast-paced live 360° feedback moment, often uncovering useful insights ... as well as surprises.

Facilitator reflection and feedback

Collect any cards that haven't been selected by anyone. These can be shared at the end and may spark interesting discussions around what's missing or what behaviours might be slightly less prioritised in this group.

3 Visualise the group

Bring everyone into a circle.

Ask participants to lay their selected cards out in front of them, at their feet, as a simple bar chart by colour, enabling the group to immediately identify patterns.

4 Group reflection

Ask: *"What do you notice as you look around?"*

Draw out key insights:

- Everyone's different (a unique blend).
- Some people are more evenly 'balanced' across the colour spectrum, or have more equal numbers of each of the 4 colours, whereas others are more dominant in 1 or 2 colours.
- Nearly everyone will have at least 3 if not all 4 colours, highlighting again that we aren't one dimensional, no-one is a single colour caricature.

- Some participants may have been given more cards than others. Why might that be?
 - **Visibility?** Are they big characters and therefore more visible?
 - **Familiarity?** Are they known by more people in the group?
 - **Strong, recognisable preferences?** Are they known for contributing certain preference strengths?

5 Into colour groups

Label the four corners of the room with the four colour quadrants of the wheel. Ask participants to move to one of the four corners, based on their most dominant colour.

6 What each colour brings

Each group:

1. Reads out the colour statements from their cards.

FACILITATOR TIP

We often start with the **yellow** preference corner as they are often the most comfortable sharing out loud, helping to get things started.

2. Invites the other groups to respond:
 - What qualities does this colour preference contribute to the team?
 - What would be missing without it? How might the team suffer from an absence of this preference?

FACILITATOR TIP

This is a key learning moment, focusing on the value each colour preference brings, and is not meant to box in or label.

Going deeper

Use this discussion to challenge assumptions and build appreciation. For example:

- Some preferences may be more visibly valued in certain environments.
- Others may be underestimated but essential.

Help the group recognise that every preference contributes something critical, whether it's driving results, building relationships, generating ideas, or maintaining standards.

Example: Someone leading with **green** preference might historically seem more valued in the charitable sector than in a commercial setting. This is a chance to challenge that, drawing on the wisdom in the room to recognise that **green** preference is vital in a commercial setting uniting the team around a common purpose, ensuring strategy is aligned with organisational values, and concerned with maximising engagement for all stakeholders.

7 Reposition and reflect

Remind participants that this is an approximation, not a fixed label. Representing one colour preference is always going to be an oversimplification.

Offer two options:

- Invite participants to move to another group, if that feels like a better fit.
- Or alternatively, move to where they think they may sit on the colour wheel which might be equally between two colour preferences or may even be in the centre of the room, between two opposite colour energies.

Final reflection prompts

Use these reflections to take learning even further:

- Is the area of the wheel you're positioned in densely populated or isolated? What is that like for you?
- How do you typically respond when surrounded by similar, or conversely by very different styles? → Introducing the idea of how we respond to team preferences.
- Would you be standing somewhere different if you changed the context you were thinking of yourself in (e.g. at home)? → Introducing the idea of flexing.
- Creative or cross types will often stand in the centre of the room/wheel, which can be representative of this sense of holding two opposite sides of the wheel in tension → highlighting those who naturally bridge different styles.

Overall outcome

By the end of the activity, participants should:

- See themselves as a blend, not a label.
- Better understand differences in the room.
- Recognise the value each style brings.
- Begin to adapt how they work with others in a more intentional way.

EXERCISE

Card Game for large groups

High energy, high impact

Running the card game with a large group, think conferences or big team events, is a powerful way to break the ice fast. It gets people moving, lifts the energy in the room, and introduces the language of colour in a way that's simple, memorable, and immediately useful.

To make sure it lands well, focus on a few essentials:

Set yourself up for success

Preparation is everything.

Know your audience: names, roles, and where available, their dominant preference. This helps personalise the experience and build connection instantly.

Use helpers strategically. Brief them thoroughly on:

- The **purpose** (big picture and specific outcomes).
- Who's in the room (key players, roles, organisations).
- Their responsibilities (who they're supporting and how).

Make sure they're ready to lead their assigned colour preference corners: **Red**, **Yellow**, **Green**, and **Blue**.

Give clear instructions

Clarity leads to confidence as well as encouraging participation.

- Assign one helper to each colour corner.
- Have them model the activity by reading out their statements first.
- Encourage them to call out their observations where invited, as other groups feed back, to keep energy and interaction high.

If the card game is combined with an additional challenge, e.g. “Plan Christmas while Santa’s off sick” or “Organise a company fête”:

- Ask helpers to lead the task.
- Keep the discussion focused and maintain momentum.
- Capture key points to feedback at the end.

Bonus: Helpers can also observe engagement levels and share their feedback afterwards.

Manage the crowd

Large groups need structure and pace.

- Use a bell or signal to regain people’s attention quickly.
- Project loudly and confidently, so that everyone can hear you.
- Lean on your helpers to bring their groups back on track.

Momentum is key, don’t let it dip...

Use humour to dial up the energy

Make it fast paced and fun for maximum impact.

The more people enjoy the experience, the more they engage and ultimately the more they take away. Keep it light, playful, and dynamic.

Always close the feedback loop

Build in a short but focused debrief, asking:

- What did they enjoy?
- What was useful?
- What will they put into practice?

This helps to turn the insights gained into action.

Run well, this simple card game can become a high impact learning experience that will stay with participants long after the session ends.

EXERCISE

Resilient Strengths and Areas for Development

Bringing colour preference to life

This session builds on earlier self-discovery, helping participants understand, appreciate, and leverage what they know about different colour energies. Using playful, interactive exercises, participants experience how individual strengths shape problem solving, teamwork, and communication as well as identifying where development opportunities lie.

Learning objectives

- Recognise distinct colour energy styles in action.
- Identify strengths and potential development areas as individuals and in others.
- Experience collaboration across different preferences.
- Translate insights into practical, workplace relevant, application.

FACILITATOR TIPS

- **Set the scene:** Remind participants of their dominant colour preference, established in previous exercises. Divide the group into colour preference groups.
- **Timebox tasks:** Keep activities fast paced, 10 minutes is usually ideal.
- **Observe and capture:** Be aware of language, approach, pace, and team dynamics. These form behavioural clues to discuss later.
- **Encourage reflection:** Ask participants to note what worked, what they found challenging, and how they might adapt their style in future for effective team collaboration.
- **Inject humour and fun:** Playful scenarios keep energy high and learning memorable.

Exercise 1: Santa Needs Help!

Scenario: Three weeks before Christmas and Santa isn't prepared. The group has to step in to save the day.

Instructions

- Colour preference groups take 10 minutes to plan Santa's rescue.
- Each group has 5 minutes to present their solution.
- Observe how each colour preference approaches the task. Paying particular attention to the words used by each group and how their feedback is presented.

Examples of typical outcomes around the wheel:

Red preference

The Red preference group may want to sack Santa and delegate the task; deliveries by DHL, forge strategic partnerships with Build-a-Bear etc. They'll have a bulleted list of targets to achieve the desired outcome, their style will be confident and direct. Failure will not be an option. A spokesperson will be picked to feed back to the wider group.

Direct, decisive, task-focused. Clear steps, one spokesperson, results-oriented.

Yellow preference

The Yellow preference group are likely to be very animated and energetic, having a lot of fun with their discussions. They may not focus on the specific task or record their results but they'll probably be happy to wing it when it comes to the team presentation, together. Santa will probably be forgiven and involved. Results will be achieved through motivation and inspiration. There will be magic in the air. Expect the unexpected, everyone will have a part: elves, Rudolph and the after party, celebrating their success, will be an event to remember.

Energetic, creative, collaborative. Focus on motivation, fun, and engagement, results are likely to be unconventional.

Green preference

The Green preference group would normally want time to reflect before pulling their ideas together so may make a slower start to the task. Early discussions are likely to be around clarifying the purpose of the task, how they want to go about it and how they'll record and feedback their responses. The allotted time for completion may come as a surprise. Expect a focus on solving Santa's problem, ensuring the spirit and values of Christmas are maintained throughout and that everyone's represented.

Thoughtful, consensus-driven. Careful planning, focus on values and collaboration, slower start.

Blue preference

The Blue preference group may want to clarify the task and check assumptions, perhaps questioning some of the underlying principles: does Santa really exist? Or with just three weeks to go is there any point in attempting a rescue? Their group will work methodically, keeping track of the allotted time and recording their results systematically. One person will talk at a time. Their sense of humour will also be very present but may be more obscure and less raucous than others. They're likely to include a level of detail that other groups haven't considered and may also have a detailed timetable to ensure they achieve all the deliveries.

Analytical, methodical, detail-oriented. Verifying assumptions, planning systematically, including thorough contingencies.

These are caricatured, exaggerated descriptions for learning purposes only, to highlight the diversity of styles and preferences even further.

Facilitator notes

As individual groups make their presentations, the wider group will recognise different colour energies not only in the solutions they present but also in the way the groups behave and express their results.

- Ask the wider group to share their observations, highlighting resilient strengths and areas for development in each approach.
- At this point, ask if anyone feels “out of place” and would like to change groups?

FACILITATOR TIP

If the exercise doesn't highlight differences in preference, you can share stories of how this has worked previously. Invite discussion around what may have led to a more blended approach, is this an established team, used to flexing, were these groups more representative of blended energies, having higher resilience in multiple colour preferences. Highlight again that as individuals we aren't one dimensional and are all a blend of preferences.

This exercise works equally well adapted to workplace scenarios: office events, project planning or high-pressure team challenges.

Exercise 2: Cabin Crew safety briefing

Scenario: Each colour group creates a safety briefing that reflects their energy style.

Instructions

- 7 minutes to draft the script on flip chart paper.
- Perform the briefing for the wider group.
- Peers give feedback on how colour preference traits they recognised.

Learning points

- Strengths become visible in style, language, and approach.
- Fun, hands-on tasks reinforce understanding of preference diversity.
- Debrief connects fun interaction with practical workplace behaviour.

These exercises make colour preference tangible, memorable, and actionable, helping participants not just understand themselves but work better with others.

— EXERCISE

Variation on exploring resilient strengths and areas for development

The same principles we've been looking at in the last couple of exercises, can be explored more directly in this exercise, helping participants deepen their understanding of different colour preferences by exploring both strengths and growth opportunities, always from a place of curiosity, respect, and learning.

Learning objectives

- Recognise how different preferences contribute to success.
- Identify complementary strengths and development opportunities.
- Build awareness of how other preference styles think, act, and add value.
- Strengthen adaptability and collaboration across preferences.

The exercise

Ask participants to work in their preferred colour groups. Each group explores both strengths and areas for development, framed constructively, across preferences on opposite sides of the wheel:

- **Red** preference group:
 - List the Resilient Strengths of those leading with **Red** preference...
 - and the Areas for Development of those leading with **Green** preference.
- **Yellow** preference group:
 - List the Resilient Strengths of those leading with **Yellow** preference...
 - and the Areas for Development of those leading with **Blue** preference.

- **Green** preference group:
 - List the Resilient Strengths of those leading with **Green** preference...
 - and the Areas for Development of those leading with **Red** preference.
- **Blue** preference group:
 - List the Resilient Strengths of those leading with **Blue** preference...

Timing

- 10 minutes to discuss and capture their lists on a flip chart.
- 5 minutes per group to share their findings.

Framing matters

Encourage groups to:

- Use positive, constructive language.
- Focus on “what helps effectiveness” rather than criticising.
- Think in terms of adaptation and collaboration, rather than judgement.

The goal is not to box people in but instead to understand how different preferences interact and where flexibility can create better outcomes.

What this may reveal

As groups present, patterns will start to emerge:

- How each preference views its own strengths.
- What each group values in others.
- Where misunderstandings or gaps can occur.

This creates a powerful platform for discussion around working more effectively together.

FACILITATOR TIPS

- **Model balance across all preferences:** When presenting, give equal value to all preferences and avoid overemphasising limitations.
- **Bring colour preference to life:** Use tone, pace, and body language to demonstrate different styles.
- **Keep things grounded:** If a preference isn't represented, ensure it's included by asking: "What might this preference bring?"
- **Reframe when it's needed:** Turn any negative language into practical, actionable development points.
- **Focus on behaviour, rather than personality:** Keep discussion based on what's observable and what is work-related.

Deepening learning

After the presentations, ask the wider group:

- What did you notice about how each preference group approached this?
- What strengths stood out across the different preferences?
- Where might flexing improve the outcome?

Reinforce that:

- We're all a blend of all four colour preferences, these are not fixed labels.
- Strength lies in flexibility and balance, not any one style being "better" than another.
- The goal is to move from self-awareness → understanding others → adapting for impact.

Key takeaway

Understanding preferences isn't about putting people in boxes, it's about unlocking better communication, stronger collaboration, and more effective relationships.

EXERCISE

Flexing communication exercises

Adapting for impact

This exercise builds the skill of adapting communication styles to connect more effectively with different preferences while remaining authentic. It gives participants a practical framework to increase influence, reduce friction, and improve outcomes.

Learning objectives

- Understand how different preferences approach communication.
- Identify what information, tone, and pace resonates with others.
- Practice flexing styles in real time.
- Build confidence in communicating across preferences.

Overview

- **Total time:** 30 minutes.
- **Materials:** Flipchart paper, pens, C-me cards.

Part 1: What works for different preferences? (15 mins)

Task: In pairs or small groups, explore how different preferences tend to communicate. Prompt participants to consider:

- Preferred channels (e.g. face-to-face, email, phone).
- Level of detail vs. big picture focus.
- Pace (fast moving vs. more considered).
- Tone (formal, informal, relational, task-focused).
- What information matters most.

Capture these insights on flipchart paper, this will then become a shared guide for effective communication flexing.

Part 2: Practice flexing (15 mins)

Task: Participants roleplay adapting their communication style in a short “sales” based scenario.

Potential scenarios (choose one):

- Selling a house, a car, or a holiday.
- Selling event tickets (e.g. for a fundraiser or company event).

Format options:

- **Pairs (“speed rotation”):** 1 minute to communicate, 1 minute to feedback.
- **Groups of 4:** Each person represents a different preference, holding a different colour card to represent the preference they’d like others to flex to.
- **Mixed pairs:** Participants work with someone positioned on the opposite side of the Colour Wheel.

How to flex to communicate effectively

Encourage participants to adapt to different preferences using the following guidelines:

Blue

- Provide clear, structured evidence-based info
- Give the ‘buyer’ time, don’t put them under pressure to make a quick decision
- Avoid hype, instead focus on logic + clarity

Red

- Be concise + direct: have a clear agenda + terms
- Create a sense of urgency: clarify outcomes, benefits + next steps
- Maintain momentum, empower the ‘buyer’, give them options to progress

Green

- Demonstrate how the opportunity connects to purpose, values + long term impact
- Show empathy, listen attentively + build trust
- Give them time for discussion + alignment

Yellow

- Emphasise vision, possibility + innovation
- Create a sense of excitement, build energy + engagement with a strong call to action
- Communicate in a friendly, informal way + make it fun

FACILITATOR TIPS

- **Frame it positively:** This is about expanding your range not changing who you are.
- **Keep it fast-paced:** Short rounds maintain energy and realism.
- **Focus on behaviour:** What did they *do* differently to adapt?
- **Encourage specific feedback:** What worked? What could be more effective?
- **Normalise the challenge:** Flexing to different preferences takes effort and practice.

Debrief and reflection

Bring the group together and ask:

- What did you notice when trying to flex your style?
- What felt natural and what felt more challenging?
- What might you do differently in a 'real' conversation?

Key takeaway

Effective communication isn't a "one size fits all". The ability to flex your style to meet different preferences is a critical skill for building stronger relationships, increasing influence, and achieving better outcomes.

 WORKSHEET

Flexing exercise examples

Use the scenarios below to practice flexing communication styles, then capture the reflections using the suggested questions.

Scenarios

1. A persuade B to book a holiday. B has a high **Blue** preference.
2. B persuade A to book a holiday. A has a high **Green** preference.
3. A persuade B to book a holiday. B has a high **Red** preference.
4. B persuade A to book a holiday. A has a high **Yellow** preference.

Reflections

What I found useful doing this exercise:

Potential value:

Where could we use it?

— EXERCISE

“Speed Dating” format flexing exercise

A fast-paced, high-energy way to practice flexing communication styles in real time. Participants quickly experience what works (and what doesn't) across different preferences: building confidence, awareness, and agility.

Why it works

- **High participation:** Everyone's active at the same time.
- **Safe to experiment:** No spotlight, multiple conversations happening simultaneously.
- **Builds flexibility fast:** Repetition across different preferences accelerates learning.
- **Boosts energy:** Gets people moving, thinking, and engaging quickly.

How it works

1. **Set up the room**
 - Two lines facing each other.
 - Ideally a group size divisible by 8 (but this can be adapted if needed).
2. **Assign preferences**
 - Participants in one line each receive a C-me colour card **Red**, **Blue**, **Green** and **Yellow** and so on, in a repeated sequence.
 - C-me cards are held with the side revealing the colour preference facing their partner.
3. **Round 1: Flex your style**
 - The opposite line has 1 minute to “sell” (e.g. a house, event, idea).
 - Flexing their approach to match the preference shown.
 - The card holder also responds in line with that preference.

1. Rotate

- After 1 minute, signal to move along one place in the line so you are facing the next person.
- End person loops to the start of the line.
- New partner, new preference.

5. Repeat

- Continue for 4 rounds (or 2 if short on time).
- With the aim to experience multiple preferences (or all if you have time).

6. Switch roles

- Swap cards to the other line.
- Repeat the process so each person gets to practice flexing in both roles.

7. Optional feedback

- Add 30 seconds per round for quick peer to peer feedback before switching.

FACILITATOR TIPS

- **Keep it tight:** Pace is key, short rounds drive energy and realism.
- **Prime participants:** Ensure they understand what effective communication looks like for each preference before starting.
- **Encourage experimentation:** It's about practicing, not perfecting.
- **Manage noise and space:** This exercise is lively so do choose your room wisely.
- **Read the group:** For more reflective groups, allow extra reflection time between rounds.

Considerations

- Works best with space to move and a tolerant noise level.
- May feel challenging for more reflective participants unless they're very comfortable. Normalise this by acknowledging it.
- If numbers are uneven it may mean that not everyone will get to experience each preference so do adapt where needed.

When to use it

- After participants understand communication preferences and “what good looks like”.
- Ideal as an afternoon energiser.
- Works well following earlier exploration (e.g. potentially after looking at communication do’s and don’ts, where effective communication around the wheel will be fresh in their mind).

Key takeaway

In just a few minutes, participants experience how small shifts in communication style can dramatically improve connection and impact, and how much more effective they can be when they are intentional about flexing.

EXERCISE

Jungian Foundations

From experience to insight: introducing the science behind preferences

By this stage, participants have experienced the energy, differences, and dynamics of the C-me colour preference model. Now’s the moment to deepen understanding by linking what they’ve seen and felt to the psychological foundations that help to make it meaningful and repeatable.

This shift takes learning from a fun way to increase awareness to lending it insight and credibility.

Facilitator intent

- Anchor earlier experiences in clear psychological concepts.
- Help participants make sense of observed behaviours.
- Strengthen confidence in applying the model beyond the session.
- Transition from “activity” to real world relevance.

Step 1: Energy orientation – expression and reflection

For C-me’s purposes, we use the terms reflection and expression in place of Jung’s original Introversion and Extraversion. Over time, these original labels can pick up unhelpful associations or assumptions. Refreshing the language helps keep the focus on how people process and express energy, making it more accessible, relevant, and easier for participants to connect with.

Introduce how people gain and use energy:

- **Expression:** Energy comes from interaction, discussion, and external engagement. Those with expressive preferences enjoy social gatherings and group activities. Their thinking process can sometimes feel incomplete if it hasn’t been shared.
- **Reflection:** Energy comes from thinking, processing and internal consideration. There is often a common misconception that those that are reflective are reserved rather than the reality that they simply prefer to take time to consider their ideas before sharing more widely.

Frame this carefully:

- This is about where energy comes from not about confidence or capability.
- Both reflection and expression bring value, depth and considered thinking at one end and action and momentum at the other.

Activity: Find your position

- Ask participants to position themselves in a line, across the room: those that are more reflective at one end and those that are more expressive at the other:
 - To the left = more internally focused (reflection driven).
 - To the right = more externally focused (interaction driven).

- As the group are adjusting, ask individuals to discuss with their neighbour to help them establish where they might fit on the continuum:
 - Where do I get my energy?
 - How does this show up in how I communicate and contribute?
- If appropriate, with a group that knows each other well, invite a light challenge:
 - “Looking at the group and where individuals have positioned themselves, is there anyone that isn’t quite positioned where they should be, given the group’s experience, and may that person/those people need to move to more accurately reflect their preference?”

FACILITATOR TIPS

- Make sure to keep it non-judgemental and balanced.
- Reinforce: again, this is a spectrum, not a fixed label.
- Draw links back to earlier exercises for clues... Who spoke first? Who was more reflective? etc.

Step 2: Decision orientation – thinking and feeling

Now combine this with introducing how people make decisions:

- **Thinking preference:** Focus on logic, measurable outcomes and objective criteria. Independent truth is kept separate from personal consideration.
- **Feeling preference:** Focus on values, collaboration, inclusivity and democracy. The impact on people and relationships.

Reinforce:

- Both are essential: clarity and consistency at one end and empathy and alignment.
- Most people can flex but will have a natural starting point.

Activity: Make the call

- Ask participants to position themselves in a line again, across the room from thinking at one end to feeling at the other:
 - To the left = more values/people focused.
 - To the right = more logic focused decision making.
- Then split into two groups: Thinking and Feeling (those in the middle, or that don’t have a strong preference for either, can observe).

SCENARIO The team is being rewarded with a 3 day retreat. There are 20 places but 24 people want to go. How do you decide?

- Give short timeframes to encourage instinctive responses.
- Ask groups to present their approaches.

What to look out for

- **Thinking:** Expect logic focused responses, clear criteria, fairness and structure. This group are likely to have many ways to decide what's most fair: ballots, performance, seniority etc.
- **Feeling:** Expect values focused responses, concern for the impact on people, inclusive solutions and creative alternatives. This group are likely to have difficulty with the scenario, generally, and will potentially look for ways not to decide or to allow everyone to attend e.g. at a reduced cost, change in location, personal contributions etc.

The visible contrast is where learning happens.

FACILITATOR TIPS

- Keep the pace tight, otherwise ideas may converge too much.
- Draw out the strength in each approach before exploring its limitations.
- Link back to real world decisions participants may face.

Bringing it all together

At this point, connect the dots:

- These dimensions help to explain the differences already observed in behaviour, communication and decision making.
- Everyone sits on a spectrum, not in a box. Individuals can be anywhere along this scale or even balanced equally between two points.

- While many can flex effectively, most people have a natural starting point or preference they tend to lean on.

Perfect balance between both ends of the spectrum on both axes is rare, what matters is awareness and the ability to adapt when it counts, reinforcing our goal not to attempt to categorise or place limitations on individuals but to understand potential patterns and expand our choice in how we respond.

Giving participants another lens to:

- Refine their self-awareness.
- Better understand others.
- Strengthen how they adapt and collaborate.

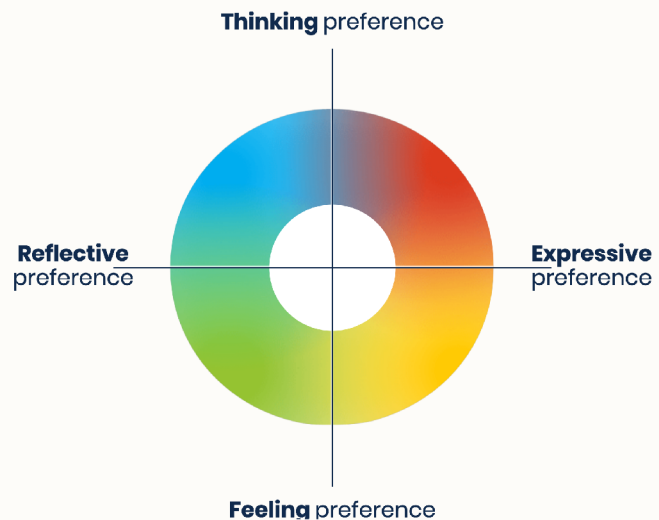
Key takeaway for facilitators

This is the moment where learning clicks.

By linking experience to theory, you help participants move from:

- “That was interesting” → “I understand why that happens”.
- “That’s their style” → “I can work with that more effectively”.

Done well, this section transforms the model from a workshop activity into a practical tool for everyday interactions and decision making.



EXERCISE

Celebrities, Leaders, Characters

Activity: Spot the preferences (through familiar faces)

A fun, low-risk way to bring preferences to life by applying learning to people participants already recognise. This helps sharpen observation skills and builds confidence in identifying and flexing to different styles.

Purpose

- Reinforce understanding of behavioural preference patterns in real life.
- Practice observing communication, decision making, and energy styles.
- Encourage discussion and multiple perspectives.
- Build confidence in applying the model outside of the room.

Overview

- **Total time:** 10 minutes.
- **Materials:** C-me Colour Wheel.

Important framing

Set this up carefully:

"This isn't about labelling or creating caricatures. We're using well known people as a safe, fun way to explore observable behaviours rather than define who they are. The value is in the discussion, not 'getting it right'."

The task

1. Form small groups (pairs or threes).
2. Provide a list of well known figures (or ask groups to generate their own).
3. Ask participants to discuss and note:
 - What preference(s) might be most visible in this person's behaviour?
 - What behaviours lead you to that view?
 - What strengths do they demonstrate?
 - If you were working with them, how might you adapt your approach?
4. Capture insights gained on a worksheet or flipchart paper.

Example figures (adapt to your audience)

Business / Leadership



Elon Musk



Oprah Winfrey

Sport



Serena Williams



Cristiano Ronaldo

Film / TV characters



James Bond



Hermione Granger

Politics



Barack Obama



Margaret Thatcher

Encourage participants to suggest others relevant to their context.

What good looks like

Participants should:

- Reference observable behaviours (e.g. communication style, pace, decision making).
- Explore multiple interpretations, there's rarely one "correct" answer.
- Link observations to strengths and potential development areas.
- Consider if they were working with these people, how they would flex their own approach.

FACILITATOR TIPS

- **Keep it light and engaging:** This works best with energy and humour.
- **Provide a gentle challenge:** Ask "what behaviour makes you say that?"
- **Encourage diversity of thought:** Different views = deeper learning.
- **Redirect if needed:** Moving away from making any judgements to what's observable and how that might affect their actions.
- **Link back to practice:** "How does this show up in the people you work with?"

Debrief

Ask:

- What did you notice about how people interpreted behaviour?
- Where did you agree or disagree and why?
- How does this help you adapt your communication in real life situations?

Key takeaway

The goal isn't to label, it's to build awareness. By practising how to spot and interpret behavioural cues, participants become more skilled at adapting their own style, improving communication, and working effectively with a wider range of people.

EXERCISE

Proverbs reframed activity

A creative, thought-provoking exercise that helps participants translate their understanding of preference into language and behaviour. By reworking familiar sayings, participants deepen their ability to recognise, interpret, and flex communication styles.

Purpose

- Strengthen understanding of how different preferences think and communicate.
- Practice adapting language and messaging.
- Build awareness of how the *same* idea can land differently depending on style.
- Encourage collaboration and creativity as you view from different perspectives.

Framing the exercise

Set the tone clearly:

“This isn’t about stereotyping or getting the ‘right’ answer. It’s about exploring how different preferences might express the same idea in different ways. Keep it light, practical, and grounded in observable behaviour.”

The task

1. Form groups of 2–5 participants.
2. Give each group a selection of proverbs (mixed, not labelled by preference).
3. For each proverb, ask groups to:
 - Identify which preference it most closely reflects.
 - Discuss *why* (what behaviours or thinking patterns does it represent?).
 - Practice rewriting the proverb to reflect each of the other preferences.

Example

Original proverb:

*“A little knowledge is a dangerous thing” potentially attributed to **blue** preference focusing on accuracy, depth and evidence.*

Possible reframes for other preferences:

Red preference

“A little knowledge highlights where to look for more.” Emphasise action and using knowledge to move things forward.

Yellow preference

“A little knowledge is enough for anyone to get started.” Encouraging possibility and spontaneity.

Green preference

“A little knowledge can be shared with the team to see how they might add to it.” Highlighting sharing and allowing for collective input.

The exact wording isn't important and can vary, the value is in the thinking and discussion.

FACILITATOR TIPS

- **Encourage creativity:** There's no single “correct” version.
- **Explore the thought process:** Ask “What makes that sound like this preference?”
- **Keep it practical:** Link language back to real workplace communication.
- **Manage airtime:** Ensure all voices contribute within groups.
- **Capture great examples:** These can be powerful to share as part of the debrief.

Debrief

Bring the group together and explore:

- What differences did you notice in how the messages were framed?
- Which versions felt most natural to you? Which felt less comfortable?
- How might this awareness change how you communicate at work?

Key takeaway

The same message can be delivered in multiple ways. The ability to adapt how you frame ideas, whilst staying authentic, is key to connecting with different preferences and increasing impact.

— HAND OUT

Proverbs activity hand out

1. For each proverb, decide if it represents **Blue**, **Red**, **Yellow** or **Green** preference.
2. Re-write that proverb for each of the other colour preferences.

No	Proverb	R	Y	G	B
1	Share and share alike				
2	A chain is only as strong as its weakest link				
3	One might as well be hanged for a sheep as a lamb				
4	Fight fire with fire				
5	To err is human; to forgive divine				
6	Failing to plan is planning to fail				
7	A change is as good as a rest				
8	A place for everything and everything in its place				
9	It's better to give than receive				
10	What you lose on the swings you gain on the roundabout				
11	Sticks and stones may break my bones but words will never hurt me				
12	Don't burn your bridges behind you				
13	Attack is the best form of defence				
14	A poor worker always blames their tools				
15	Make hay while the sun shines				
16	There's no place like home				
17	If you can't stand the heat get out of the kitchen				
18	A journey of a thousand miles begins with a single step				
19	Better the devil you know than the devil you don't				
20	In for a penny, in for a pound				

No	Proverb	R	Y	G	B
21	Better late than never				
22	A good beginning makes a good ending				
23	If life deals you lemons, make lemonade				
24	Prevention is better than cure				
25	Actions speak louder than words				
26	Never put off until tomorrow what you can do today				
27	If a job is worth doing, it's worth doing well				
28	Many hands make light work				
29	Don't look a gift horse in the mouth				
30	A little knowledge is a dangerous thing				
31	Variety is the spice of life				
32	Practice makes perfect				
33	No pain, no gain				
34	Don't cross that bridge till you come to it				
35	Least said, soonest mended				
36	Mighty oaks from little acorns grow				
37	If at first you don't succeed, try, try, try again				
38	Ask no questions, hear no lies				
39	That which does not kill us, makes us stronger				
40	Genius is 1% inspiration, 99% perspiration				

Proverbs activity cheat sheet

Below is the list of 40 proverbs, split into **Blue**, **Red**, **Yellow** and **Green** preference:

Blue	Red
A chain is only as strong as its weakest link	A poor worker always blames their tools
If a job is worth doing, it's worth doing well	Attack is the best form of defence
A good beginning makes a good ending	That which does not kill us makes us stronger
Prevention is better than cure	Fight fire with fire
A journey of a thousand miles begins with a single step	Genius is 1% inspiration, 99% perspiration
Practice makes perfect	If you can't stand the heat get out of the kitchen
A little knowledge is a dangerous thing	Sticks and stones may break my bones, but words will never hurt me
A place for everything and everything in its place	No pain, no gain
Failing to plan is planning to fail	Never put off until tomorrow what you can do today
If at first you don't succeed try, try and try again	In for a penny, in for a pound
Green	Yellow
Many hands make light work	A change is as good as a rest
Actions speak louder than words	Make hay while the sun shines
Don't burn your bridges behind you	Don't cross the bridge till you come to it
It is better to give than to receive	Ask no questions and hear no lies
Least said, soonest mended	Better late than never
To err is human; to forgive divine	Don't look a gift horse in the mouth
Mighty oaks from little acorns grow	What you lose on the swings you gain on the roundabouts
Share and share alike	If life deals you lemons, make lemonade
There's no place like home	Variety is the spice of life
Better the devil you know than the devil you don't	One might as well be hanged for a sheep as a lamb

EXERCISE

Team communications in action

Dos and Don'ts

A simple, high impact exercise that turns insights gained into practical, everyday behavioural change. Participants identify how they, and others, prefer to be communicated with, then commit to one action that will make an immediate difference.

Purpose

- Build awareness of individual communication preferences within the team.
- Share clear “what works and what doesn’t” insights.
- Encourage personal ownership and behavioural change.
- Strengthen team effectiveness through better day to day interactions.

Overview

- **Time:** 20 minutes.
- **Materials:** Communication “Dos and Don'ts” table, individual C-me profile Communication sections.

The task

1. Individual reflection (5 mins)
 - Review your profile.
 - Select: 3 “Dos” (what works best for you) and 3 “Don'ts” (what hinders communication for you).
2. Team share (10 mins)
 - Each person shares their selections.
 - Capture common themes and differences.
 - Notice where preferences align or vary across the team.

1. Personal commitment (5 mins)

- Each participant chooses one behaviour to work on.
- Ideally something that feels stretching or comes less naturally.

Framing the exercise

"This is about increasing awareness and making small, meaningful adjustments, not changing who you are. The goal is to make it easier for others to work with you, and for you to work with them."

FACILITATOR TIPS

- **Keep it real:** Encourage practical, specific examples, rather than theories.
- **Model openness:** Normalise the fact that everyone has communication blind spots.
- **Bring balance to the conversation:** Ensure all voices are heard.
- **Focus on impact:** Ask "What difference would this make to your team?"
- **Reinforce accountability:** Encourage participants to follow through beyond the session.

Debrief

Ask:

- What did you learn about your team that you didn't know before?
- Where do you see the biggest opportunities to improve communication?
- What will you do differently, starting tomorrow?

Key takeaway

Small shifts in how we communicate can have a big impact on trust, clarity, and performance. This exercise helps to give teams a shared language as well as a clear, actionable way to work better together.

— WORKSHEET

Team Communications: Dos and Don'ts

Name	Dos	Don'ts



CHAPTER 06

Applications

From personal development to team building, leadership, influencing, coaching and recruitment. Practical ways to put C-me to work, and the resources to help managers, coaches and facilitators apply it.

C-me applications

The C-me profile and colour system are designed to achieve three key objectives:

1 Build meaningful self-awareness.

At the heart of high performance is the ability to understand ourselves. The C-me framework supports individuals in recognising their behavioural preferences, creating an awareness of their strengths and potential blind spots to help them make more conscious choices in how they communicate, lead, and ultimately respond under pressure.

2 Understand others, creating stronger, more adaptive working relationships.

No two people see the world in exactly the same way. By developing an understanding of different behavioural styles, individuals learn how to flex their approach, reduce friction, and engage others more effectively, leading to better collaboration, clearer communication, and stronger team alignment.

3 Translating insight into measurable impact.

Awareness alone is not enough, it's how that's used that drives value. C-me equips individuals with practical strategies, enabling them to apply what they've learnt in real situations, improving trust, enabling stronger, more constructive relationships and enhancing the quality of day to day interactions. This results in not just a better working environment but tangible business outcomes: improved productivity, stronger employee engagement, reduced conflict and more consistent performance.

In this chapter we explore practical applications for C-me, equipping managers, coaches and facilitators to better engage and support those they are working with.

- Personal development.
- Team building and team communication.
- Leadership.
- Selling, negotiating and influencing.
- Coaching.
- Recruitment.

— APPLICATION 01

Personal development

Developing awareness of your colour preference provides a powerful foundation for intentional growth. It not only highlights where you naturally perform at your best, but also shines a light on the areas that may feel less comfortable or more challenging for you, often the areas that offer the greatest opportunity for development.

Exploring the Areas for development and Blind Spots sections of an individual's C-me profile creates a structured and objective starting point for meaningful conversations around development. Rather than reflecting in isolation, individuals can ground their Personal Development Plans (PDPs) in clear behavioural insight, making development more focused, relevant, and impactful.

Crucially, understanding your colour preferences helps you recognise where you may need to lean in. The behaviours that feel less natural for you often represent untapped capability, whether that's slowing down, being more assertive, engaging more collaboratively, or focusing on detail. By consciously practising or flexing into these behaviours, individuals can expand their range, becoming more versatile and effective across different situations and demands.

The Natural Behaviour graph adds a valuable dimension by showing how your behavioural preference style may be perceived by others, particularly when you're under pressure. This creates an opportunity to reflect on how your intentions may differ from the impact you're actually having on others, and how small adjustments can work to close that gap.

At its core, the C-me framework encourages you to play to your resilient strengths with confidence, while also recognising when those same strengths may become overplayed. True development comes from increasing your awareness and therefore your choices. This isn't changing who you are, but instead recognising when to dial behaviours up or down to achieve the best outcome.

Real growth happens in the space outside your comfort zone, where increased awareness turns into deliberate action, leading to sustained personal and professional impact.

Advice for personal development

Suggestions for potential areas to work on, moving around the wheel.

Blue

- Collaborate more
- Get involved in blue sky thinking before grounding ideas in practical reality
- Practice making decisions without all the info available
- Share progress with others + gather input before completing
- Speak up + offer input in meetings + discussions

Red

- Recognise + acknowledge others' contributions
- Give time for a personal response
- Delegate more, giving support as well as instruction
- Relax targets, slowing down where needed
- Avoid pushing too hard: aim for a win-win scenario

Green

- Take the initiative in making decisions, building confidence and momentum
- Practice giving constructive feedback
- Voice concerns + objections proactively
- Experiment with new ways of doing things
- Set firm boundaries around your time + workload

Yellow

- Break big ideas into actionable steps + follow through
- Check assumptions + seek input from other perspectives
- Listen attentively, without interrupting
- Allow time to review detail, even if it slows things down
- Set clear priorities + stick to them

APPLICATION 02

Team building and communication

Using C-me to facilitate team communication is one of the most powerful ways to improve collaboration. When applied in a group that works closely together, it provides clarity, insight and actionable strategies to enhance how the team functions.

The core objectives for team sessions remain consistent:

- **Understand yourself** – gain clarity on your own behavioural preferences, strengths, and potential blind spots.
- **Understand others** – appreciate why colleagues may act, communicate, and respond differently.
- **Apply knowledge for impact** – use these insights to improve communication, collaboration, and team outcomes.

The process is simple but impactful: each team member develops self-awareness, recognises and values difference, and then adapts their communication to optimise team performance.

Mapping the team: the C-me Team Wheel

Visualising the team on the Colour Wheel allows members to see where behavioural similarities and differences lie, providing a practical reference for recognising patterns, balancing strengths, and identifying potential friction points.

Before diving into specific team exercises, it's essential to build a foundation using C-me profiles and associated tools and exercises.



A simple but highly effective practice is for each team member to use the Communications sections of their profiles to produce a three-point summary of “How best to communicate with me.” Sharing these with the team creates clarity and smoother interactions from the outset.

Leveraging strengths in context

At times, an individual's leading preference or style may be exactly what the team needs in that moment. For example, if the office is on fire, building a consensus on the best course of action may slow down the team's ability to leave the building. In this case decisive action perhaps from someone leading with **Red** preference may be what's needed, even if it temporarily bypasses consultation.

Recognising and valuing each team member's strengths ensures the team can respond flexibly while leveraging everyone's unique contribution.

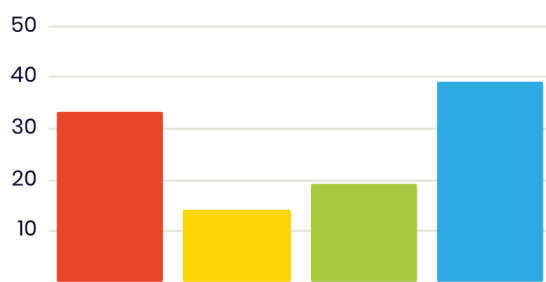
Beyond the four colours

While the four primary colours provide a useful framework, team dynamics are more nuanced. Colour energies blend, shift, and interact in unique ways, e.g.

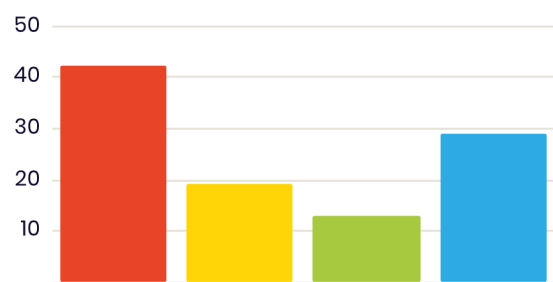
- Leading with **Red** preference with **Blue** as a secondary preference behaves differently from leading with **Red** preference with **Yellow** as a secondary preference, despite both sharing **Red** preference as a core energy.

Individuals perceive others' energies through their own lens, which can create misunderstandings if not recognised.

Using the wheel as a dynamic map of behavioural styles helps teams appreciate these subtleties, encouraging richer interactions, as well as providing ways to adapt and improve flexibility.



Graph 1



Graph 2

Comparing the graphs of the two individuals above, we can see that both share high **Red** and high **Blue** energy but when viewed from the position of a colleague leading with high **Yellow** or high **Green** energy these two colleagues' preferences may seem similar. For these two colleagues looking at each other, the person represented in Graph 2 may not see the strong **Red** preference in the person represented in Graph 1, as the **Red** energy is lower; the individual represented in Graph 1 may not see much **Blue** preference energy in the individual represented in Graph 2 for the same reason. You can often find it more difficult to see what is shared as well, noticing more what is different.

Practical steps for facilitators

Here's where we start to expand beyond the one dimensional characteristics of individual colour preferences to take into account the wider combination of preference blends and how different combinations create nuance in observable behaviours.

1 **Encourage reflection: both self-reflection and what you observe in your peers.**

- Invite participants to describe how they see themselves and how they see each colleague.
- Include support for those who struggle to express their perspective publicly, e.g. this may be more difficult for those leading with **Green** preference to do live in the room.

2 **Share and refine.**

- Use the Team contribution statement section in individual profiles.
- Encourage participants to share what's resonant, refining and improving where desired for clarity and impact.

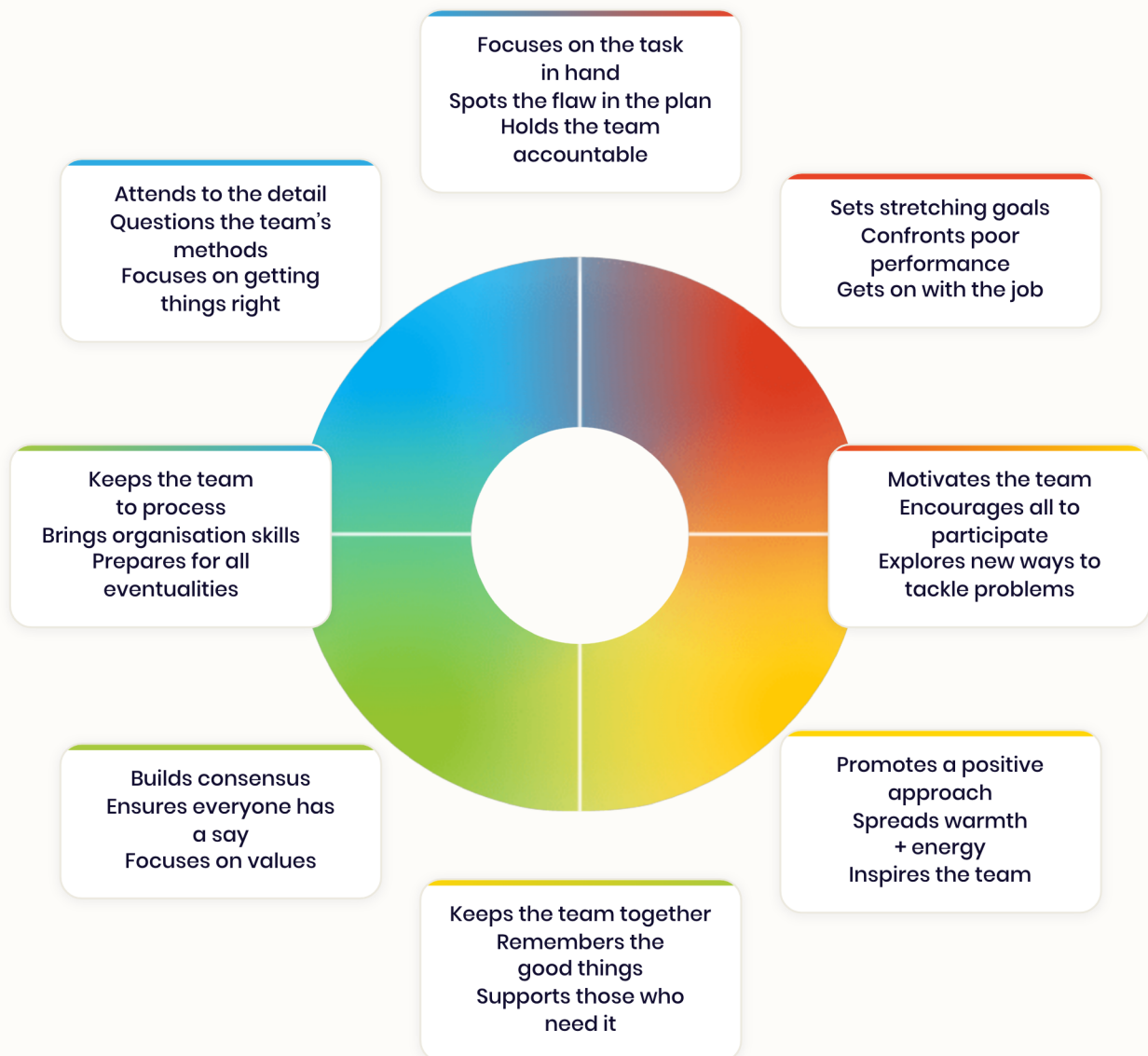
3 **Expand awareness beyond the four colours.**

- Highlight combinations and secondary energies.
- Illustrate how differing perceptions affect interactions.

By guiding a team through these exercises, we create a space for greater understanding, smoother communication, and stronger collaboration, ultimately improving team performance and resilience.

Team contribution

Likely team contribution, moving around the wheel.



APPLICATION 03

Leadership

Leadership has been examined, studied and debated from every angle through the decades. There are models for every context, theories for every scenario, and examples that both inspire and provoke caution.

And yet, a simple question remains:

WHAT ACTUALLY MAKES LEADERSHIP EFFECTIVE?

Group activity: “8 Leaders, 8 Styles” (25–30 mins)

- 1** In groups, identify eight different leaders, with different styles, from sports, politics, business, history. For example, you might choose people like Nelson Mandela, Steve Jobs, or Alex Ferguson, or completely different examples.
- 2** Identify their top two colours and position them on the blank space colour wheel, previously used.
- 3 Discuss**
 - What each one brings?
 - When they are at their best.
 - Where they might struggle.



→ This exercise starts to challenge our assumptions and highlight what leadership looks like around the wheel.

Challenging assumptions

In many environments, leadership has become associated with a particular style: decisive, fast-moving, results-driven, synonymous with what we often recognise as **Red** colour preference. The assumption quietly forms that to lead well then is to embody that energy. That leadership looks a certain way, sounds a certain way, and behaves a certain way.

But this isn't true. The truth is you can lead effectively from anywhere around the wheel, bringing your own unique combination of preferences to how you lead. No one preference is better or more well equipped than any other.

Where leadership is defined too narrowly, where only certain behaviours are recognised, rewarded, or promoted, cultures run the risk of becoming one-dimensional. Over time, this shapes what people believe leadership should be, subtly excluding those who lead differently.

In doing so, organisations risk more than imbalance. They risk:

- Missing untapped potential: talent that doesn't look or sound the same.
- Promoting similarity and limiting diversity of thought.
- Reducing adaptability.
- And closing the door to innovation.

Leadership through the lens of colour

To view leadership through the lens of colour preference is to widen that picture. It acknowledges that no single way of leading holds all the answers. Instead, leadership emerges through a combination of different energies, each bringing something necessary, each carrying its own value.

Red preference

Driving momentum

— AT ITS BEST

- Creates clarity and direction.
- Makes fast, confident decisions.
- Pushes bold action and results.
- Brings focus under pressure.

— VALUES DELIVERED

Progress, momentum, accountability.

— THINGS TO BE MINDFUL OF

- Can feel controlling or impatient.
- Focuses on what over who.
- Risks leaving people behind.

Yellow preference

Inspiring possibility

— AT ITS BEST

- Motivates and energises others.
- Sparks innovation and creativity.
- Builds belief and optimism.
- Encourages people to step up.

— VALUES DELIVERED

Engagement, creativity, momentum through people.

— THINGS TO BE MINDFUL OF

- Can become unfocused or scattered.
- Too many ideas, not enough follow-through.
- Energy without structure.

● Green preference

Building trust

— AT ITS BEST

- Creates psychological safety.
- Ensures everyone feels heard.
- Builds strong, loyal teams.
- Anchors decisions in values and purpose.

— VALUES DELIVERED

Trust, inclusion, sustainability, culture.

— THINGS TO BE MINDFUL OF

- Can delay decisions.
- Avoids conflict or difficult conversations.
- Consensus becomes a bottleneck.

● Blue preference

Delivering excellence

— AT ITS BEST

- Brings clarity, structure, and planning.
- Ensures high standards and quality.
- Creates realistic, achievable plans.
- Drives consistency and follow-through.

— VALUES DELIVERED

Quality, rigour, reliability, credibility.

— THINGS TO BE MINDFUL OF

- Over-analysis slows progress.
- Can create bottlenecks or micromanagement.
- May lose people through lack of communication or flexibility.

The different colour energies don't represent competing qualities but instead are complementary. When one energy dominates at the expense of others, something is lost.

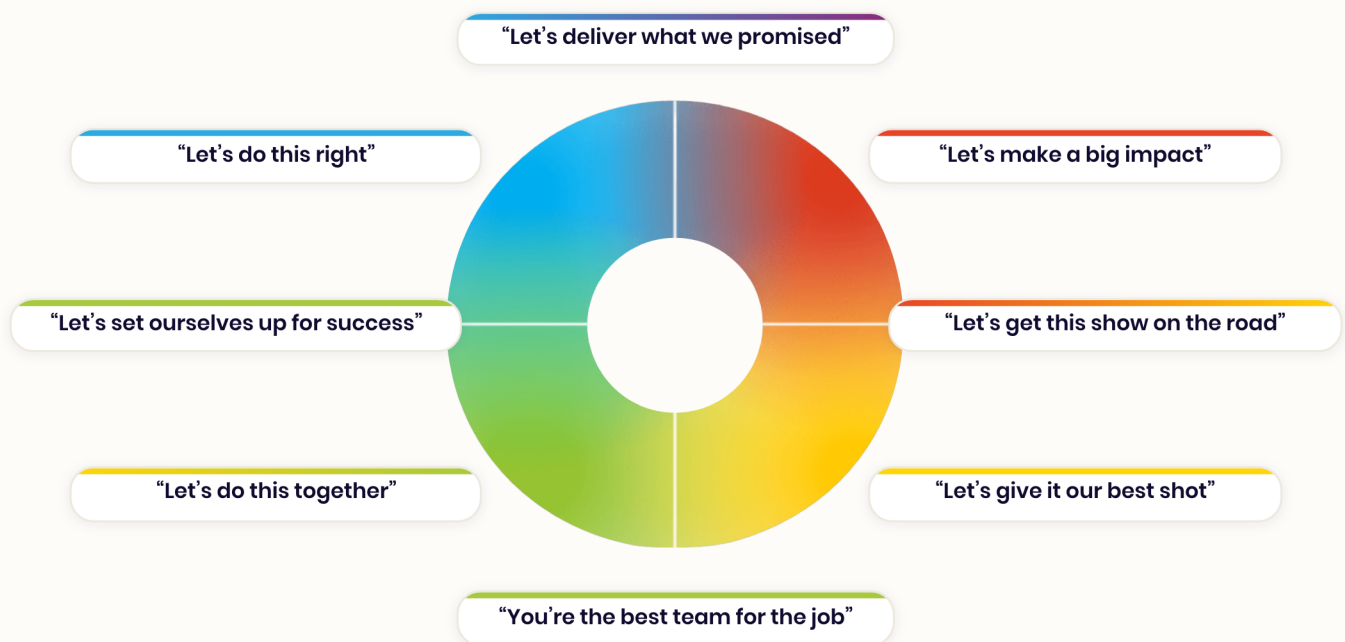
- Momentum without connection can feel forceful.
- Inspiration without structure can drift.
- Support without direction can stall.
- Analysis without action can delay.

What begins as a strength, when overplayed can quickly become a limitation. This has implications not only for individuals, but for organisations.

Authentic leadership style



Authentic leadership approaches



Reframe: What great organisations do.

“Thriving organisations don’t rely on one style, they draw from the full spectrum.”

- Harnessing diverse thinking.
- Encouraging different ways of leading.
- Building inclusive environments.
- Maximising engagement and performance.

Think bigger...

The alternative is not to replace one style with another, but to expand the definition of leadership itself. To recognise that effectiveness lies not in a fixed position on the wheel, but in the ability to move around the wheel.

This doesn’t require abandoning your natural preference. In fact, leadership often begins with an awareness of where we are most comfortable: the ways of thinking and acting that feel most instinctive. But it does ask something more.

- An understanding of how those preferences are experienced by others.
- A willingness to notice when a strength is being overused.
- And flexibility to adapt, not to become someone else, but to respond more fully to what the situation requires.

Perhaps this is where leadership becomes less about identity and more about intent. Not “What kind of leader am I?” but “What is needed from me now?”

Seen this way, the Colour Wheel is not a way of categorising leaders but a way of expanding them. It reminds us that leadership is not found in any single style, but in the thoughtful integration of many. Expressed through awareness, balance, and choice.

→ *“Leadership becomes less about fitting a mould... and more about expanding capability.”*

— APPLICATION 04

Selling, negotiating and influencing

In life, and especially in sales, the ability to influence is central to achieving results. Whether you're closing a deal, presenting an idea, or simply trying to get your point across, the ability to connect with others is what makes the difference.

Every day, we influence colleagues in meetings, persuade managers to support initiatives, negotiate priorities with peers, or even convince friends and family of a plan or idea. The more attuned we are to others' needs, preferences, and communication styles, the more successful we are in building trust, fostering collaboration, and achieving desired outcomes.

First seek to understand

Stephen Covey's advice from *The 7 Habits of Highly Effective People* is clear: first, seek to understand.

Trying to persuade someone before you understand their perspective is like shouting into a void, your effort is unlikely to be rewarded. This is where an awareness of colour preference becomes invaluable.

- By recognising your own colour energy, you gain insight into your default style.
- By observing others, you can identify their preferences, adapt your approach, and communicate in ways that are more easily understood.

The ability to influence is not just a professional tool, it's a life skill. Master it, and you can improve your sales results but also the quality of your relationships as well as the impact you have in daily interactions.

Thinking of preference around the wheel, what do you notice in your colleagues or clients?



Recognising colourful behaviour

Colour preference provides simple, actionable building blocks for understanding people's behaviour. Two key axes help to make recognition easier:

1 · REFLECTION AND EXPRESSION

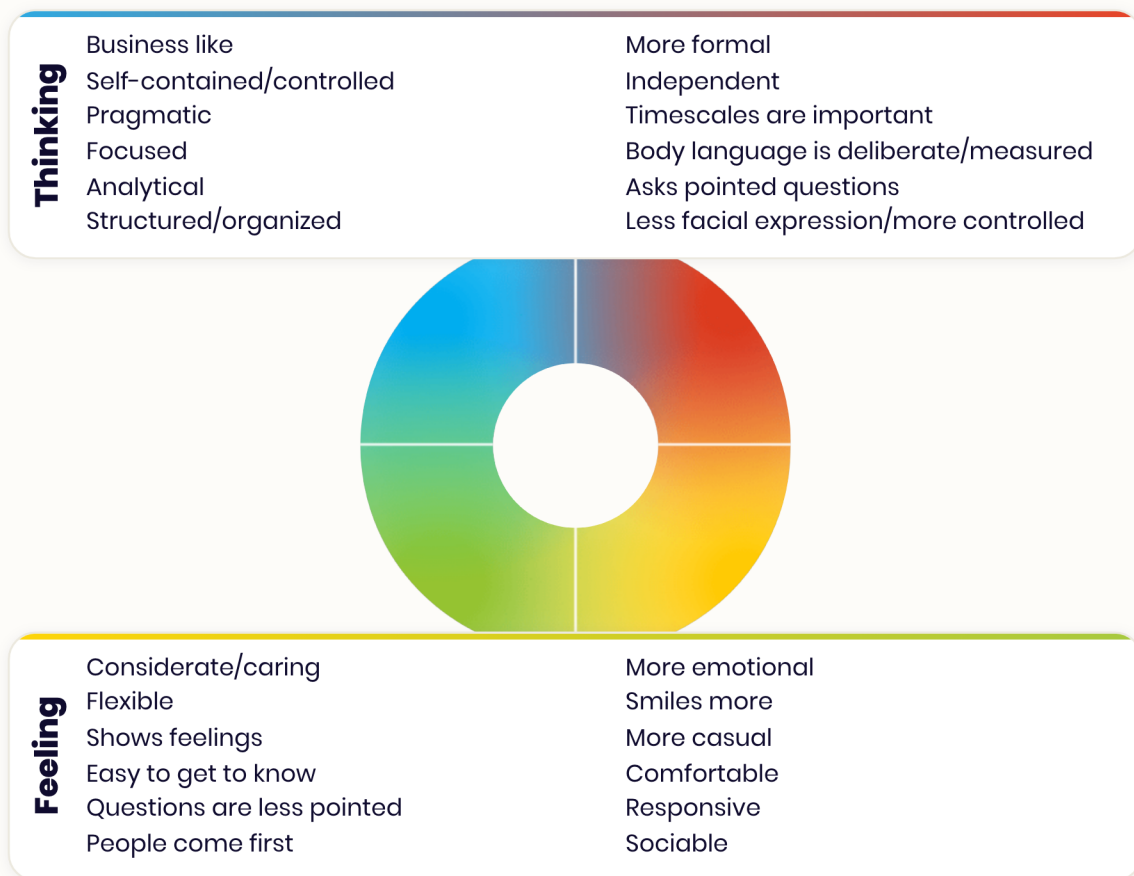


- **Red** and **Yellow** → **Expressive**: engaging, energetic, talkative, action focused.
- **Green** and **Blue** → **Reflective**: thoughtful, measured, careful, detail oriented.

FACILITATOR TIP

If you're unsure where to start, start here. It's often easiest to spot the difference between expressive and reflective behaviours.

2 · THINKING AND FEELING



- **Red** and **Blue** → **Thinking**: analytical, logical, goal driven, fact focused.
- **Green** and **Yellow** → **Feeling**: empathetic, collaborative, values driven, relationship focused.

FACILITATOR TIP

Combining both axes gives a clearer picture of your client's preference, allowing you to adjust your approach in ways that build trust and understanding.

Recognising colourful styles

Why this matters

Recognising and responding to colour preferences allows you to:

- **Build rapport faster:** speak their language and match their pace.
- **Communicate clearly:** structure your message in a way that resonates.
- **Negotiate effectively:** understand what matters to them, their priorities and motivations.
- **Increase engagement and trust:** they feel understood and respected, which opens the door to collaboration.

Whether you're closing a deal, influencing a manager, negotiating a deadline, or resolving a disagreement with a friend, understanding colour preferences makes your communication more effective and your influence more authentic.

A guide to recognising colourful styles

● Red preference

Action oriented, results driven

— STYLE

Confident, organised, direct, efficient, controlled, business focused.

— WHAT THEY EXPECT

- The headline summary, not too much detail.
- Clear options so they can make a decision quickly.
- Solutions that solve their problem now.

— QUESTIONS TO ASK

- “What is the single most important priority for you?”
- “What do you need from me to decide today?”

— THEIR QUESTIONS

Goal focused, specific, aiming to save time and reduce costs, will often be challenging.

— ATTITUDE TO TIME

Time = money. They value efficiency, momentum and progression.

— THEIR RESPONSE

They may interrupt and ask questions, wanting to speed things along.

— GETTING AGREEMENT

Focus on outcomes and the bottom line, they will want to make a decision today, ask for their decision and step back.

— TIPS

- Be concise, clear, confident.
- Focus on outcomes, avoid unnecessary detail.
- Respect their time; get to the point.

● Yellow preference

Enthusiastic, sociable, big picture

— STYLE

Friendly, upbeat, open, loves variety, energising presence.

— WHAT THEY EXPECT

- To connect personally: friendship, curiosity about you and your story.
- New and interesting ideas or experiences, tailored for them.
- Engagement beyond the transaction: interest in their role, their team, their world.

— QUESTIONS SHOULD

- Keep them on track and help them remain focused.
- Explore who else will be involved in making decisions.
- Encourage their ideas and give them a sense of ownership: What ideas do you see working here?

— THEIR QUESTIONS

Often unexpected, creative, sometimes a little left-field, looking for references or connections: who else do I know that uses this?

— ATTITUDE TO TIME

Flexible, not fixed, can often be distracted, may end the meeting or conversation hurriedly.

— THEIR RESPONSE

Friendly interruptions, digressions, stories or personal anecdotes.

— GETTING AGREEMENT

Build enthusiasm, their decision will likely come from a gut feeling and may also be influenced by peers or colleagues. They may like the idea of an opportunity not to be missed.

— TIPS

- Build rapport, show enthusiasm.
- Allow space for stories and digressions.
- Inspire, don't over structure; appeal to their feelings and intuitive sense.

● Green preference

Supportive, based on trust, relationship focused

— STYLE

Genuine, calm, people oriented, values driven, collaborative, sincere.

— WHAT THEY EXPECT

- To be understood before making decisions.
- Empathy and genuine interest, no pushy sales tactics.
- Assurance that you care about their company and people.

— QUESTIONS SHOULD

- Be open and inclusive: How do you feel about this solution?
- Give space for reflection and response, listen attentively to find out what matters to them.
- Focus on benefits to individuals: What matters most to your team?

— THEIR QUESTIONS

May seek to minimise risk, perhaps seeking reassurance on the best course of action, what has worked for others, may be more focused on highlighting what it is they don't want.

— ATTITUDE TO TIME

Less urgent, flexible, open to letting you set the pace.

— RESPONSE

Thoughtful, considerate, won't interrupt but will ask questions when prompted, will thank you for your time.

— GETTING AGREEMENT

Avoid pressure, demonstrate trustworthiness, reliability. They are likely to want to consult with others before making a decision.

— TIPS

- Be patient, listen actively.
- Show genuine care; avoid high pressure tactics.
- Highlight security, reliability, and trust.

● Blue preference

Analytical, precise, detail oriented

— STYLE

Formal, structured, task focused, detail orientated, punctual, professional.

— WHAT THEY EXPECT

- Business-like, organised, structured interactions.
- Agenda and information in advance.
- Evidence, references and expert insights.

— QUESTIONS SHOULD

- Be specific, relevant, data driven: Can you clarify your key requirements?
- Focus on detailed needs, not personal information: What criteria are most important?

— THEIR QUESTIONS

Exacting, precise, focused on their needs, aimed at understanding how it works in practice.

— ATTITUDE TO TIME

Highly organised, deliberate decision making, they will want to have space and time to decide alone before coming back to you.

— RESPONSE

They will take notes, ask questions when invited and will ask for written information to be emailed separately.

— GETTING AGREEMENT

Don't try to appeal to their emotions, persuade or pressure them, just stick to the facts and give them space to decide.

— TIPS

- Present facts, data, and references.
- Respect their need to think and review.
- Avoid rushing; give space for independent decision making.

Connecting with customers around the wheel

Sales and influence aren't about changing who we are but about meeting people where they are. Every customer brings their own preferences, priorities, and energy to the interaction. Once we recognise and understand their needs, achieving results becomes far easier.

A three step plan to influencing more effectively

1

Understand yourself

- **Know your own colour preference:** What drives your behaviour? How do you instinctively behave in meetings, pitches, or presentations? How do you respond under pressure?
- **Identify your strengths, blind spots, and areas for development:** awareness is the first step toward influence.
- **Polish your approach:** it's not about becoming someone else but about refining those behaviours that might unintentionally distract others in a negotiation setting.
- **Practice restraint in the moment:** in sales, negotiating and influencing contexts, you may need to dampen more dominant preference traits whilst assessing the needs of those you're engaging with so you can adapt appropriately to better meet those needs.

FACILITATOR TIP

A simple self-check: *Am I pausing to tune in? Expressing my strengths in a way that serves the conversation, or am I pushing my own agenda too hard?*

2

Recognise others

- **Observe carefully:** be aware of tone, pace, body language, and priorities.
- **Notice patterns:** people's preferences and styles reveal how they process information, make decisions, and respond best.
- **Listen actively:** focus on what's important to them, their energy and priorities can communicate beyond their words.

FACILITATOR TIP

Practice noticing different ways people engage in everyday life: colleagues, friends, even TV characters all help to build your instincts for recognising behaviours.

3

Adapt your behaviour

- **Mirror thoughtfully:** adjust your pace, tone, and emphasis to better connect with the other person, helping them to understand and engage with what you're saying.
- **Bridge differences, don't erase them:** it's not about becoming someone else. If you lead with **Red** preference, you're not going to become someone who leads with **Green** preference but you can communicate more effectively by flexing.
- **Experiment and refine:** each conversation is an opportunity to practice adapting, offering insight into how to do this more effectively. Small shifts can make a big difference.

FACILITATOR TIP

Focus on one adjustment at a time: if they value detail (those leading with **Blue** preference), slow down and provide evidence. If they value high energy (those leading with **Yellow** preference), bring enthusiasm and positivity.

Key insight

Influence is not about changing your personality, it's about expanding your reach. Just as being effective in this space isn't about getting your way but about understanding differences, expressing yourself clearly and creating alignment. The more you understand both yourself and the people you're engaging with, the more natural and effective your communication becomes causing conversations to flow, collaboration to improve and positive outcomes to follow.

- Remember: every customer, every colleague, every pitch is an opportunity to flex your energy to connect more effectively, in ways that make others feel understood, as well as driving results to achieve shared success.

— APPLICATION 05

Coaching

Coaching isn't about providing answers but empowering the individual to unlock them. At its core, coaching supports individuals to reach their full potential by helping them think more clearly, act more deliberately, and learn more effectively. Rather than directing, the coach creates the conditions for the individual to discover their own solutions, measure meaningful progress, and move towards goals that truly matter.

To do this well, coaching must begin with connection. Understanding the individual, building trust, and communicating in a way that resonates with how they think and operate are not “nice to have”, they're fundamental. This is where structured insights provided by C-me become powerful, providing a shared language to explore differences in thinking, behaviour, and motivation.

Building the learning partnership

Effective coaching creates a learning partnership that is active, evolving, and grounded in real life experience. This aligns closely with Kolb's experiential learning cycle: we learn best when we move through a cycle of doing, reflecting, thinking, and experimenting.

In practice, this means coaching conversations should progressively guide the individual through:

- **Experience** – What is happening right now?
- **Reflection** – What does it mean? What patterns are emerging?
- **Theory** – What might explain this? What assumptions are we making?
- **Application** – What will we do differently?

C-me helps to enrich this cycle by highlighting the stages individuals will move through naturally and where they may need to stretch.

Bringing colour preferences to life

Each colour preference brings distinct strengths to the coaching process, as well as predictable challenges. Understanding these helps both parties intentionally balance their approach.

- **Red** energy confronts reality as it is, driving action and results. This preference brings focus, challenge, and momentum, helping to define ambitious goals and push towards outcomes. However, the challenge for **Red** energy will be to slow down, to reflect fully and consider alternative perspectives to explore new ways of working.
- **Yellow** energy fuels ideas and possibilities. This preference generates creative options and is strong in articulating their thinking. The challenge for **Yellow** energy will be to give time for deeper reflection and to translate ideas into structured, actionable plans.
- **Green** energy strengthens relationships, builds trust and finds common ground. **Green** preference is strong on reflection, incorporating alternative views, intuitively aligning behaviours and goals to values and key relationships. Challenges for those with high **Green** energy may be to confront difficult realities and set ambitious targets that may require them to step outside what's comfortable.
- **Blue** energy provides structure and rigour. This preference supports careful analysis, planning, and disciplined follow through. What may be challenging for those leading with **Blue** energy will be to embrace ambiguity, experiment with creative ways of solving problems and commit to bold action in a new direction.

When used well, C-me becomes a practical coaching tool, helping to identify where energy is overused or underused, where thinking may be stuck, and what might be needed to move forward.

From insight to action: practical coaching tools

To translate insight into impact, coaching should intentionally integrate an awareness of colour preference into each stage of the process.

1 Contracting: setting the foundation

Before coaching begins, establish clarity and alignment:

- Where do you both sit in terms of positioning on the Colour Wheel?
- What are likely to be your strengths and challenges as a partnership?
- What is the focus: performance, development, or both?
- What are the expectations around time commitment, outcomes, feedback, and confidentiality?

This creates transparency and sets the tone for a purposeful alliance.

Likely strengths

- A shared understanding of where each of you naturally leads.
- Clarity on the energies you both bring to the work.
- A common language for honest, non-judgmental feedback.



Likely challenges

- Blind spots you may share, and so both miss.
- Pace, detail or directness that differs between you.
- Assumptions about intent drawn from your own lens.

2

Exploring and building awareness: the beginning

Encourage the individual to review the Overview section of their profile ahead of your first session, actively engaging with it, personalising it further:

- Overall, how accurate did they find it?
- Invite them to highlight the statements that resonate most and flag what doesn't. If a statement is a complete disconnect, how does it feel to strike through it completely, effectively removing it?
- Draw out and share the General Characteristics for each of the colour preferences.
- Talk them through the difference between the adapted and natural graphs and what they represent.
- Ask them how their preferences show up in key roles and responsibilities?
- Where are they moderating? Dialling up or down the different colour energies?
- What impact does this have on them, on their performance, their relationships, their energy levels?

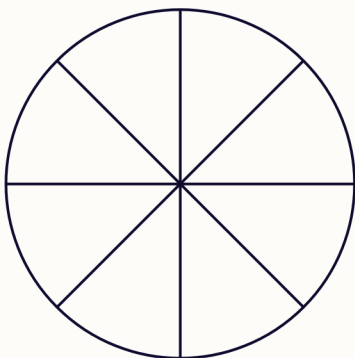
Use supporting visuals to illustrate how preference around the wheel maps to other areas (as much as is useful) helping to anchor the discussion and make patterns and themes more tangible.

From insight to application: structuring the coaching conversation

Once awareness has been built, the next step is to translate insight into focused, real-life application. This is where structure becomes useful, not as a rigid framework, but as a guide to help the individual experiment, prioritise and commit to meaningful change.

3 Using the Coaching Wheel to set priorities

A practical way to bridge insight and action is through a “coaching wheel” (or wheel of life, applied here in the context of work). This helps break down a role into key components such as communication styles, conflict, decision making, leadership, time management and strategy planning. Ultimately, creating a visual map of where attention might be most needed.



Used well the wheel helps individuals to:

- Identify strengths and gaps across their role.
- Link these to their colour preferences and tendencies.
- Prioritise areas that will create the greatest impact.

FACILITATOR TIP

- Keep it grounded in their real context, avoid abstract scoring.
- Use colour language to deepen reflection: Where might you be overusing one preference here? What's missing?
- Focus on a small number of priority areas rather than trying to “fix everything.”

4 Turning the profile into a working tool

Rather than treating the report as a static output, position it as an active workbook, for

reflection and goal setting. If the individual has already engaged with exercises like Explore, Filter, Share, use these as entry points:

- What stood out most?
- What feels significant or worth acting on?
- What patterns are starting to emerge?

From here, the conversation can move naturally into a structured coaching model such as GROW, helping to translate reflection into action.

The GROW model through the lens of colour

The GROW model (Goals, Reality, Options, Will-do) provides a simple, effective pathway from intention to commitment. Layering colour awareness into each stage helps tailor the approach to the individual, avoiding stereotyping.

Goals: defining a meaningful direction

Different preferences approach goals in different ways:

Red preference

For those leading with **Red** preference, they won't be intimidated by goal setting, they are naturally future focused and want to be clear about the direction they're heading in. They will be comfortable setting stretching, ambitious goals.

They may benefit from being challenged on how stretching those goals are as they can be less aware of the impact their goals and ambitions may have on others. It may be useful to provide support in how to motivate and engage others in achieving their targets.

Yellow preference

Those leading with **Yellow** preference will enjoy the beginning of the coaching process, being energised by exploring possibilities for the future. They will be incredibly positive and enthusiastic, sharing openly but may need support in moving on from the ideas phase, to define clear measures and timeframes for each goal in order to achieve their vision.

Green preference

For those leading with **Green** preference, the key for them in terms of engaging with

the coaching process will be ensuring you build trust. Sharing goals and aspirations is deeply personal so a discussion around confidentiality and feedback will be important to set the tone. It may be difficult to gain commitment to a stretching goal on the spot, they are likely to prefer time to reflect and bring it back to the next session. Their goals will be intrinsically linked to their values and what's important to them so that's probably a great place for discussion to start.

● **Blue preference**

Those leading with **Blue** preference will want to get to the point quickly. They're likely to keep proceedings fairly formal. They will want to know exactly how the coaching process will work and what is required of them. Goals are likely to be progressive steps, tempered with what is deemed most realistic and a structured method of tracking progress will help. They will benefit from being stretched to use their imagination and think broadly before grounding the detail too quickly. It will probably be helpful to link individual behavioural or performance goals to a business outcome these improvements will help to achieve.

FACILITATOR TIP

- Adapt your style, ranging from challenging to exploratory to structured.
- Balance ambition with what is realistically achievable.
- Always connect personal goals to both business outcomes and the likely impact on people.

It's important to remember that everyone is unique. We're suggesting some ideas around colour preferences here but no one is a single preference. The rich blend of colour combinations will give different challenges every time. Alongside this it's also important to be mindful of your own colour preference and how this will affect how you view the individuals and their ideas.

■ **Reality: understanding the current state**

Exploring reality requires balancing perception with evidence.

● **Red preference**

Those leading with **Red** preference may have strong views about what constitutes their current reality. They may be critical of themselves as well as those that have

contributed to where they are at. Encourage them to resist their natural inclination to move on quickly and act immediately, instead pausing in this phase to evaluate the root causes that have led to the situation they find themselves in.

● **Yellow preference**

For those leading with **Yellow** preference, they may present their current reality with a very rosy view. Things may sound better than they are and they're likely to be very optimistic that they're improving. Problems can often get brushed over. Help them examine more clearly by anchoring the discussion in facts, not just opinions, asking for different perspectives and how others view the situation. To create a vision for the future, perhaps ask them how the current situation may be keeping them from realising the things they want to achieve and then to imagine how that might differ were they to achieve the goals they've committed to.

● **Green preference**

Those leading with **Green** preference are unlikely to have difficulty with recognising their current reality. They consider themselves to be grounded, able to maintain balance and calm in their team, seeing both sides of any argument. They're likely to see the current situation from multiple viewpoints often taking too much responsibility for any shortcomings. They may need help to focus on their personal needs, constructively confronting issues in the team and setting boundaries both to protect their time and help them avoid taking on unwarranted responsibility.

● **Blue preference**

Those leading with **Blue** preference are able to be objective and clearly evaluate what is going wrong and why. They are able to spot flaws or weaknesses in current planning and processes and may attribute challenges to process not being followed correctly. They may need help to express how they feel about this on a personal level and also to increase their awareness of the relational and cultural dynamics at work. Give them time to develop their ideas and act as a sounding board for how they can communicate their suggestions effectively in a team context to have more impact in this space.

FACILITATOR TIP

- Slow the conversation down where needed.
- Use questions that surface different viewpoints: What might others say? What evidence do we have?
- Keep it constructive, avoid slipping into blame or overanalysis.

Options: expanding the range of possibilities

This stage is about opening up thinking before narrowing it down.

Red preference

Those leading with **Red** preference know their options and the path they want to take. They may need to be stretched into thinking through a wider range of choices, considering the consequences, the effect on others and the possible responses. A helpful challenge will be to ask them to involve others: gathering opinions or sharing ideas and responsibility. Ask them to consider what someone they hold in high regard might do in their situation.

Yellow preference

Those leading with **Yellow** preference will often have options, ideas and inspiration about new ways of doing things. They are quick to trust others to then follow that through to the delivery stage. Support them to keep the options relevant, realistic and grounded. Encourage them to focus their options, prioritising those that meet specific time and resource criteria and lead towards achieving their goals.

Green preference

For those leading with **Green** preference, options will be realistic but may be quite safe or familiar. They will often involve others, consulting widely before defining their options. Help them to move from taking responsibility for the problem to taking responsibility for the solution. Invite them to challenge themselves by opening themselves up to more ambitious options, involving decisive action.

Blue preference

For those leading with **Blue** preference, options will be carefully considered. They'll want

to evaluate all options thoroughly including potential consequences. Help them to involve others, expand their thinking to encompass bigger ideas and avoid being too quick to drill down into the detail. Support them to focus on how their ideas relate to the wider strategic aims of the organisation.

FACILITATOR TIP

- Go for breadth first, then depth.
- Introduce taking different perspectives: What would someone you respect do here?
- Ensure options remain relevant and within the individual's control.

Will-do: committing to action

The final stage transforms thinking into behavioural outcomes.

Red preference

Those leading with **Red** preference are likely to know what they want to do as well as how and when they want to do it. Taking action isn't an issue for them. Help them to pause, slowing down to add necessary detail to their plans. Discuss with them who else should be involved and how they can help them to engage. Encourage them to define how they will measure success and build in contingency for things taking longer than they may have first thought.

Yellow preference

Commitment and enthusiasm for new ways of doing things come easily for those leading with **Yellow** preference. They'll be keen to start but may need help thinking through all that's needed for a successful launch. Ask questions about the details of the plan, how they intend to implement measures and milestones, potential setbacks they may envisage etc. The areas that may need reinforcing may be perseverance and finishing well. They'll appreciate praise and recognition for what's going well once the plan is underway. Encourage them to share their plan with others so they can be held accountable for the outcomes. Also, suggest they restrict the number of action steps so that it feels more manageable and their energy and enthusiasm can be better maintained as they progress.

● **Green preference**

The action plan for those leading with **Green** preference will be widely consultative, focusing on values and why action is needed. They may express caution about launching but once launched they'll be committed and will persevere to achieve their goals. They are likely to need support if opposition is strong or the plan has the potential to negatively impact others. Offer support and positive reassurance.

● **Blue preference**

For someone leading with **Blue** preference action is likely to be about implementing a carefully prepared plan. Try to encourage them to incorporate flexibility and space to be responsive. Provide challenge for how the impact on the rest of the team has been thought through and prompt a response where this isn't explicit. Give constructive, performance based feedback.

FACILITATOR TIP

- Keep actions specific and manageable.
- Build accountability: who else needs to know or be involved?
- Agree success measures and follow up points.

Encourage each individual to make the most of their strengths whilst being aware of the areas they need to develop, flexing to the strengths of the opposite side of the colour wheel without sacrificing authenticity.

5

Embedding learning

In a team context, this becomes even more powerful. Comparing individual wheels can highlight differences in style, expectations, and blind spots, particularly in areas such as communication, conflict, and decision making. If others have not completed their C-me profiles, their perceived preferences can still be mapped to stimulate discussion and shared understanding.

- Where are differences in style creating friction or misunderstanding?
- How do preferences influence communication, decision-making, and leadership expectations?
- What shared approaches or “rules of engagement” would improve effectiveness?

This helps move from individual insight to collective performance. Finally, bring the cycle full circle:

- What worked? What didn't?
- What have they learned about themselves?
- How will they apply this going forward?

Closing the loop: commitment and continuity

By the end of the session, ensure clarity and momentum by agreeing:

- Priority areas for development.
- Specific, committed actions.
- The level of support and accountability required.
- Opportunities to involve others for shared understanding.
- A follow-up point to review progress and learning.

Final reflection for facilitators

Colour preference models are not labels, they're lenses. Their value lies in helping individuals recognise patterns, expand their range, and make more intentional choices. As a facilitator:

- Stay flexible, avoid over-identifying the individual being coached with any one preference.
- Be aware of your own biases and tendencies.
- Use the model to open thinking rather than close it down.

Ultimately, the goal is not to “coach to colour,” but to use colour as a practical, accessible way to deepen awareness, enrich dialogue, and enable meaningful, sustainable change.

— APPLICATION 06

Recruitment

Behavioural and preference profiles can add real depth and clarity to the recruitment process, when used thoughtfully. At their best, behavioural profiles act as a lens rather than a filter. One market-leading organisation, for example, reduced employee churn from 27% to 10% after introducing profiling into their recruitment and role review processes. They used profiles:

- As springboards for richer interview conversations, not as pass/fail criteria.
- To inform internal promotions and role redesign, aligning strengths with business needs.

27% → 10%

EMPLOYEE CHURN AFTER INTRODUCING
PROFILING

250,000+

BEHAVIOURAL PROFILES IN THE C-ME DATASET

This highlights the real value: profiles help you ask better questions, make more informed decisions, and support people more effectively once they're in role.

A note of caution: insight, not selection

Like any powerful tool, behavioural profiling must be used responsibly. There are both ethical and legal considerations, particularly around fairness, bias, and avoiding discrimination. Profiles should never be used to “screen out” candidates based on type. Instead, they should:

- Provide insight, not judgement.
- Support structured, evidence-based interviews.
- Encourage self-awareness and dialogue.

A useful reminder comes from a large pharmaceutical company that set out to improve the training of its sales team.

CASE INSIGHT

When assumptions backfire

The company employed nearly 10,000 staff, about 80% of which led with strong **Yellow** preference, typically associated with enthusiasm, sociability, and the ability to move on quickly in the face of rejection. On paper, this made sense.

However, their customers were doctors and GPs, around 80% of which led with strong **Green** or **Blue** preference: valuing thoughtful, structured, and detail-oriented interactions.

The result? A mismatch. Highly energetic, presentation heavy sales approaches were not resonating with a more analytical, considered audience.

The turning point came when the organisation shifted its thinking:

- Understanding the difference between the colour profiles of their audience and that of their Sales team, and the resulting impact, became a consideration in reshaping the profile of what was needed in a Sales role, as part of the recruitment process, to more accurately reflect their audience's needs.
- Training their existing team to better flex their approach to suit their target audience.

Sales performance improved significantly, not because they hired a “better behavioural preference type,” but because they better understood fit, flexibility, and context.

Practical ways to use C-me profiles in recruitment**1****Connect with applicants**

Recruitment is often time pressured. A C-me profile can help accelerate understanding and build rapport quickly. A powerful technique is to share the profile with the candidate and invite them to refine it:

- Ask them to edit sections like Overview and/or Strengths so it truly reflects them.
- Explore where they agree and/or disagree with the statements in their profiles.

2

Use profiles to design and develop stretching questions

People naturally lean into their preferences, often finding it easier to develop skills that are a natural fit with those preferences. Most roles require a certain amount of flexibility outside of what we might be most comfortable with. C-me Profiles can help you identify where a candidate may need to stretch beyond their comfort zone. Reviewing the Areas for Development section can be where your most valuable questions lie. For example:

- Someone leading with a strong analytical, **Blue**, preference, you might ask: → How do you approach influencing or negotiating outcomes?
- A highly driven, results-focused candidate, leading with **Red** preference, you may ask: → Tell me about a time you had to slow down and bring a team together to build consensus.
- A sociable, idea-oriented individual, leading with **Yellow** preference, you may ask: → How do you ensure consistency and attention to detail in your work?
- A supportive, people focused candidate, leading with **Green** preference, it may be useful to ask: → How do you handle making quick decisions or making unpopular choices?

These questions move beyond “what are you good at?” to “how adaptable are you?”, which is often a better predictor of long term success.

Team contribution

Things different colour preferences are likely to naturally bring to a team context ...



Value to the team: thinking in terms of contribution, not type

Different behavioural preferences bring different strengths. The goal is not to define a single “ideal person,” but to understand:

- What the role truly requires.
- What the team already has (and may be missing).
- How different styles can complement each other.

3 Defining the role with clarity

A useful starting point is to involve those who understand the role best and ask: *What behaviours genuinely drive success here?* Rather than defaulting to a behavioural type, try mapping the role in terms of behaviours:

- Write a list of 20–30 words or phrases that describe success in the role.
- Map these loosely against preference areas (e.g. task focus, people focus, pace, detail, decision-making).
- Notice patterns, but it's important to treat them as guides, not rules.

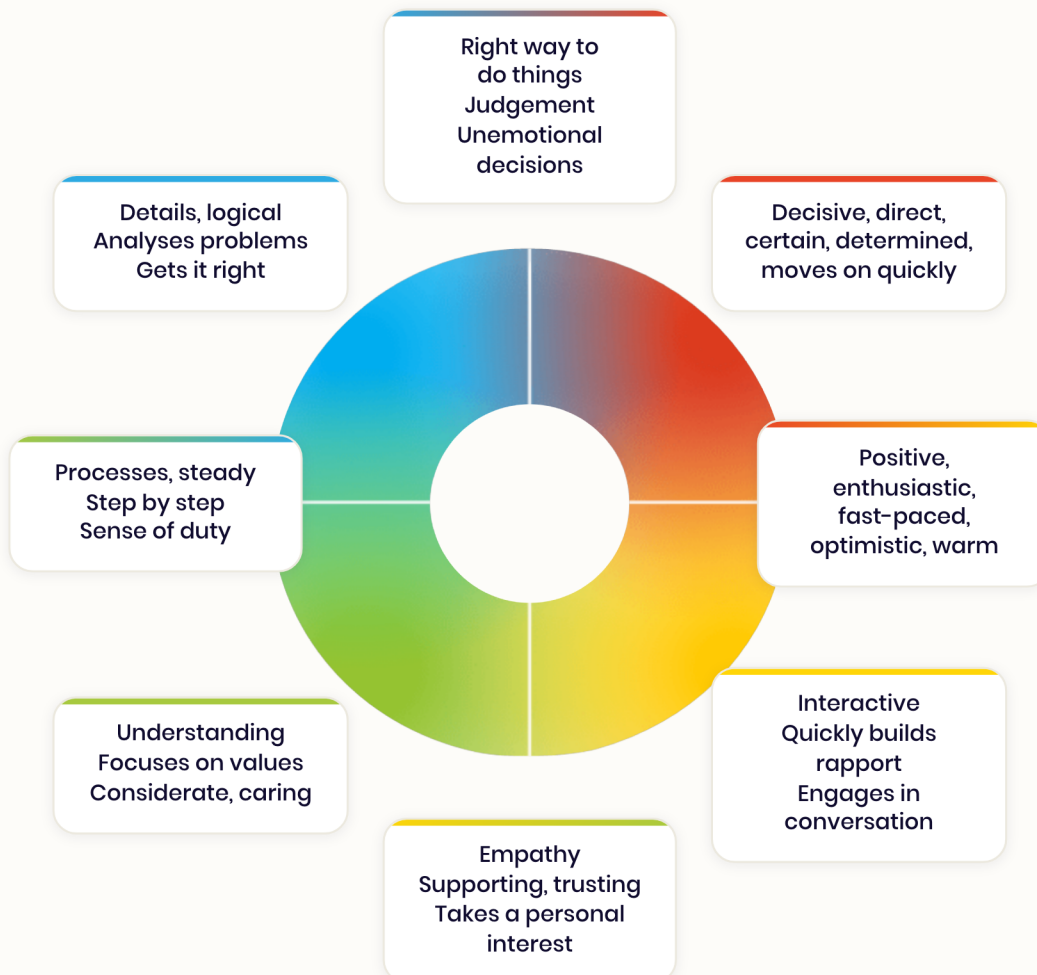
For example:

- Roles requiring frequent, objective decision-making may feel more comfortable for those who naturally lean towards task-focused or analytical behaviours (**Red** and **Blue** preference potentially).
- Roles centred on relationship-building or support may feel more natural for those with strong interpersonal or empathetic tendencies (**Yellow** and **Green** preference potentially).

But comfort is not capability. People can, and often do, operate effectively outside their natural preferences. The aim is to understand where adaptation may be required, not to exclude.

Role fit

Some suggestions of how you might map role fit with colour preference around the wheel. It's not that other preferences won't be able to do the things associated with specific colours, just that if the role requires this regularly then potentially the associated colour preferences are more likely to be more comfortable with that element.



4

Measuring success without oversimplifying

If you have multiple people performing the same role, there can be real value in stepping back and asking: *What patterns, if any, do we see in those who are most successful?* Looking at team data across behavioural profiles can highlight trends, but it's important to interpret these carefully:

- Avoid drawing rigid conclusions like “this preference succeeds here.”
- Instead, look for how different styles succeed in different ways.
- Consider flexibility and adaptability as key indicators of performance.

For example, if one preference group appears more successful, it may reflect how the

role is currently structured, the style of management or customers, or the environment, rather than the “preference” itself. This keeps the focus on context and behaviour, rather than labelling.

5 Understanding (and challenging) bias

One of the most valuable uses of profiling isn’t analysing the candidates, it’s reflecting on ourselves. We all have natural preferences, and these can subtly shape our judgement:

- We may favour people who communicate like us.
- Or feel more comfortable with those who approach problems in a familiar way.

A useful discipline in recruitment is to actively counter this:

- Be more rigorous when assessing candidates who have similar preferences to ours.
- Be more curious, and open-minded, about those whose are different.

Diversity of thinking and style, rather than uniformity, is what strengthens teams.

6 Considering team fit and onboarding

Understanding the behavioural preferences within an existing team can help you think about:

- Where there may be gaps or overlaps.
- How a new joiner might experience the team environment.
- What support they may need to settle in effectively.

Importantly, “fit” should not mean “similarity.” Instead, think in terms of complement and balance. C-me profiles are particularly useful during induction:

- Helping new hires understand how colleagues prefer to communicate.
- Setting expectations around pace, decision-making, and collaboration.
- Reducing misunderstandings early on.

This can significantly improve integration and early performance.

7 Exploring adaptation: the story behind the profile

One of the more insightful aspects of a C-me profile is the difference between Natural

behaviour (someone's instinctive preference) and Adapted behaviour (how they are currently modifying). A significant gap between the two can open up valuable discussion ...

- Is the individual stretching in their current role?
- Are they working in an environment that requires sustained adaptation?
- Are they presenting themselves in a way they believe is expected?

Handled well, this becomes a conversation about energy, sustainability, and self-awareness.

A note of caution

Behavioural profiles have been used in recruitment for decades, including tools like the Myers-Briggs Type Indicator, originally developed to support better job alignment. However, it's essential to remain mindful that:

- Profiles measure preference, not competence or potential.
- Over reliance can introduce bias if not handled carefully.
- Employment and equal opportunities legislation requires that selection decisions are fair, consistent, and evidence based.

Profiles should therefore sit alongside, not replace, structured interviews, skills assessment, and experience.

In summary: where profiles add real value

When used responsibly, behavioural profiles can:

- Provide quick, structured insight into how someone is likely to operate.
- Encourage more authentic conversations, reducing rehearsed answers.
- Help design better, more targeted interview questions.
- Offer perspective on how someone might contribute to and interact with a team.

Most importantly, they shift recruitment from a process of prediction to one of exploration and understanding, which leads to better decisions for both the organisation and the individual.

Applications for C-me

How C-me applies across the individual, the team and the wider organisation.

Individual	Team	Organisation
• Understanding oneself • Understanding others • Communicating preferences • Motivation • Decision making • Learning styles • Personal development • Training needs • Coaching • Sales • Conflict resolution • Leadership style • Career coaching • Time management • Resilience / mindfulness • Stress management • Onboarding • Feedback (giving and receiving) • Presentation skills	• Role within the team • Team contribution • Forming a team fast • High performance teamwork • Team wheel balance • Top team coaching • Board performance • Challenging conversations • 360 feedback • Common language • Employee engagement	• Recruitment • Mergers and acquisitions • Conferences: – Ice breaker – Stimulating thought piece • Cultural audits • Brand alignment • Change management • Alignment to strategies • Influence map • Health and safety • Diversity and integration • Values • Stakeholder management • SWOT exercise



CHAPTER 07

Agendas

There are many applications for C-me profiles, ranging from short awareness sessions to in-depth development workshops. Suggested sample agendas to help you embed C-me and get the most out of the insights it provides.

CHAPTER 7

Introduction

C-me Colourful Understanding

There are many applications for C-me profiles, ranging from short awareness sessions to in-depth development workshops. We've put together some suggested sample agendas as a starting point to help you embed C-me and get the most out of the insights it provides.

These agendas are not intended to be prescriptive but to act as a flexible framework to help you:

- Understand how content can be structured.
- Balance theory, reflection, and application.
- Manage time effectively across different session lengths.
- Build confidence when delivering early workshops.

As you become more comfortable with the content we encourage you to adapt, expand, and personalise these agendas to suit your audience, objectives, and delivery style.

General facilitation guidance

Regardless of session length, we recommend that facilitators:

- **Clarify expectations and objectives at the outset.** Understand what participants want from the session and align this with intended outcomes.
- **Build in interaction early and often.** Engagement activities (e.g. card game, discussions) help participants connect quickly.
- **Encourage reflection and application.** The value of C-me lies in its practical use. Ensure participants can relate their learning to real life situations.
- **Review learning at the end.** Revisit the objectives and invite participants to identify key takeaways as well as next steps.

If you require additional support in planning a session, further guidance and customised materials can be provided.

1

SAMPLE AGENDA

One to two hour session

This format works well as:

- An executive briefing.
- A lunchtime taster session.
- A short introductory workshop.

Purpose:

To provide a high level overview of C-me, stimulate interest, and introduce key concepts of self-awareness and behavioural preferences.

This session can be tailored depending on whether the group is:

- Exploring C-me for organisational use.
- Attending as individuals from different organisations.
- Looking for a general introduction to behavioural awareness.

2 mins**Quick introduction and thank you****8 mins****Card game**

(see detailed instruction in Chapter 5 of Accreditation Manual)

- Each person will receive a selection of cards.
- Individually select statements that reflect them.

Questions

- Which statements really capture you?
- What are you prepared to 'own'?
- What do you know about yourself?

Main introduction of C-me:

- Overview of original Jungian categories.
- Why behavioural awareness is useful?
- Introduction to the 4 colour energies.
- Participants choose their own colour.

Feedback so far

- What are your first impressions?
- Would anyone like to change their selection?

10 mins**Strengths and development areas****Facilitator input:**

- Behavioural preferences are not fixed.
- They can shift with age, stage and circumstance.
- Core tendencies are likely to remain visible.
- This allows for people to adapt and ask questions:
 - Who am I?
 - What are my preferences?
 - Who are you?
 - What are your preferences?

Discussion prompts:

- Can you identify colleagues in your team who may occupy different positions on the Colour wheel?
- Where might this be applied usefully?

Proverbs activity (group work)

- Match proverbs to each colour preference.
- Brief feedback from each group.

Sell your idea of a holiday you've planned

- One person to sell the other person on a holiday idea, appealing to a particular preference.
- Take it in turns to cover each colour preference, adapting their communication style.

Debrief:

- What felt more natural or more challenging?
- How did communication change across styles?

5 mins**Working with colour preference (team application)**

- Introduce the Team Wheel.
- and individual team contribution around the wheel.

10 mins**Understanding your profile**

- Talk through the way the profile is structured.
- Review an example profile (potentially the facilitator's own).

Key messages:

- There are no right or wrong profiles. No better or worse.
- Focus on accuracy, resonance and how useful it is.

Give out participant profiles:

- Invite participants to use the notes section for reflection.
- Focus particularly on Overview, Resilient Strengths and Areas for Development.

5 mins**Profile Reading: Individual time for reflection.****15 mins****Reflection ... Application ... Next Steps.**

In shorter sessions, there is always a balance to strike between:

- Providing enough theory for understanding.
- Allowing enough application to make the session meaningful.

Where possible, a half day foundation workshop is recommended as it allows deeper exploration and more time for practical application.

SAMPLE AGENDA

2

Half day workshop

Sample Foundation Workshop (3 Hours)

A half day workshop provides the opportunity to build a strong foundation in C-me, moving beyond awareness into deeper self-understanding and practical application.

This format allows facilitators to:

- Explore individual behavioural preferences in more depth.
- Build understanding of others' styles.
- Introduce practical tools for improving communication.
- Facilitate meaningful group interaction and feedback.

It is an ideal stepping stone before progressing to group focused, specific applications.

Session aims for participants:

- Become familiar with the language of colour.
- Increase self-awareness in a safe group environment.
- Identify individual and group preferences.
- Develop a greater appreciation of others.
- Understand how to interpret their personal profiles.
- Begin applying learning to situations in real life.
- Enjoy the experience.

10 mins

Introduction and objectives

- Welcome and session overview.
- Clarify expectations and aims.

Note:

Timing may vary depending on the group (longer for learning groups, shorter for intact teams).

5 mins

Profile reading: individual time for reflection

15 mins

Reflection ... Application ... Next Steps

15 mins

Exploring behavioural preference: Card game

(see detailed instruction in Chapter 5 of Accreditation Manual)

Facilitated discussion

- What do you notice about your cards?
- Introduction to the idea that we are all a blend of colours.

Group activity

- Form colour groups based on dominant preference.
- Share and capture key characteristics for each of the 4 groups (use flipchart paper and colour coded quadrants).

Reflection:

- Where do you place yourself on the colour wheel? (participants physically position themselves).
- Is that consistent across all contexts? What makes a difference?

Exploration prompts:

- Where are the gaps in the group?
- Who is flexing to fill those gaps?
- What impact does that have on them?

20 mins

Background of C-me

- Overview of C-me's origins including its Jungian underpinnings.
- Introduction to reading the graphs.

Facilitator tip:

Adapt delivery to group preference:

- Analytical groups (**high blue preference**) may want more data and explanation.
- Experiential groups (**high yellow preference**) may prefer learning through activities.

15 mins

Individual profile reading

- Participants review their personal profiles.
- Facilitator to offer one to one Q and A during this time.

Transition into a short break (approx. 10mins).

55 mins

Deep dive into profiles

Introduce the key principle: **Explore – Filter – Share.**

Facilitator note:

Those positioned on the left-hand side of the wheel may need more time to process internally before sharing. Those on the right-hand side of the wheel may prefer to discuss and reflect out loud.

1. Pairs – Overview

- Highlight what resonates most.
- Share key insights with a partner.

Focus:

- Self-awareness.
- “Does this feel accurate?”
- Hearing how others experience you, in pairs discuss then feedback the other person’s insight to the group.

2. Small Groups (3s) – Resilient strengths

- Each participant selects:
 - 2 key strengths.
 - Others add 1 they’ve observed (for intact teams).

Optional extension:

- Share a real example that illustrates one of these strengths.

3. Whole Group – Effective and Ineffective Communication

- Create a communication Dos and Don’ts table for each member of the team. Picking 3 Dos and 3 Don’ts from your profiles.

This is a key exercise for immediate impact and often highlighted in session feedback. (See Chapter 5 for further detail.)

15 mins

Break

15 mins

Colour Flex Exercise

A high energy, memorable activity focused on adapting communication style. Realising what is most difficult is as important as finding out what comes naturally.

Exercise:

- Participants interact with each other representing different colour preferences. Two lines facing each other. Move along the line accordingly.
- Task: Persuade someone to attend the organisation's Christmas party.

Structure:

- 4 rounds (2 minutes each):
 - 1 minute persuasion.
 - 1 minute feedback.

Debrief:

- What felt easy?
- What felt challenging?
- What did you learn about adapting your style?

15 mins

Real life application

- For intact teams: Use actual workplace situations.
- For mixed groups: Use common workplace scenarios.

Process:

- Generate a list of examples of challenging communication situations onto a whiteboard.
- Select 3 scenarios.
- Break into 3 groups and assign a scenario to each.

Participants:

- Holding different colour cards (**Red** **Blue** **Green** **Yellow**), explore what each colour energy contributes in that scenario:
 - Helpful behaviours as well as
 - potentially unhelpful behaviours.

Feedback to group.

10 mins

Team Wheel Reflection

- Reflect on team distribution around the Colour Wheel.
- Discuss implications for the dynamics of the team.

Suggested prompts:

- What strengths are this team likely to have?
- Where are the gaps?
- What actions could improve balance and collaboration?

5 mins

Personal Development Planning

Using **Explore – Filter – Share**:

- Each participant identifies one key action.

5 mins

Close

- Reflect on the day.
- Revisit session aims and capture key takeaways.
- Complete feedback forms.

Facilitator note

This agenda can be adapted and expanded for:

- Company away days.
- Team development sessions.
- Blended learning formats.

Presentation elements can be delivered to the full group, while exercises can be run in smaller breakout groups to increase engagement and depth.

3

SAMPLE AGENDA

Full day workshop

A full day workshop offers the opportunity to combine core C-me learning with organisation specific application.

The most common format is:

- Half day foundation content (morning).
- Half day applied, business-focused content (afternoon).

This extended format allows participants not only to understand behavioural preferences, but also to apply them directly to real workplace challenges.

The afternoon session can either follow a general application format or be tailored to a specific theme, such as:

- Leadership.
- Feedback and performance management.
- Resilience.
- Strategy planning.

Aims for participants:

- Develop a deeper understanding of their own and others' styles, strengths, and preferences.
- Improve communication effectiveness within the team.
- Build a shared language for discussing behaviour.
- Increase self-awareness and adaptability.
- Apply learning to real workplace scenarios.

Preparation

Facilitators should ensure the following materials are available:

- Individual profiles.
- C-me colour cards.
- Flip charts, paper and pens.
- Participant workbooks (optional).

10 mins**Welcome and objectives**

- Introductions.
- Overview of the day and objectives.

Set expectations and create a safe learning environment.

30 mins**Card game and initial exploration****Participants:**

- Review their cards and form initial impressions (this is a quick take, we will refine as we go through the session).

Discussion prompts:

- What do you notice about the cards you've been given?
- Reinforce: we are all a blend of colours, and all are unique.

Colour Corners Activity

- Based on the number of cards they have, participants position themselves in the corner of the room that represents their highest colour (simulating their position on the Colour Wheel).
- Introduce typical behaviours for each colour energy (captured on a flipchart).

Facilitated reflection:

- Where would you position yourself on the Wheel?
- Where are there gaps in the group?
- Who may be adapting to fill those gaps?

Give participants the opportunity to move to the corner they feel represents their strongest preference based on what they now know.

30 mins**Group activity: Planning an event****Task:**

- In colour preference groups, plan next year's company Christmas party (7 minutes).

Feedback:

- Each group shares their approach.
- Facilitator captures observations.

Learning focus:

- Differences in priorities, planning styles, and communication approaches.

25 mins**Background and theory**

- Overview of C-me (including Jungian foundations).
- Introduction to reading the graphs.

15 mins**Break (participants collect their profiles)****50 mins****Explore – Filter – Share**

Introduce the core reflection model:

- **Explore** – What does the report say?
- **Filter** – What feels accurate and relevant?
- **Share** – What are you comfortable sharing with others?

Individual Reflection (10–15 mins)

- Using the Overview, highlight key statements that resonate most (Explore).
- Strike through anything that really doesn't resonate or provides a disconnect for you, effectively deleting it (Filter).

Paired Activity – Overview (Share).

- Share key highlights.
- Discuss what resonates most.
- Feedback the other person's insights to the group.

Small Group Activity (3s) – Strengths & Development

- Each participant selects:
 - 2 key strengths
 - Others add 1 they've observed (for intact teams).

Optional extension:

- Share a real example that illustrates one of these strengths.

10 mins**Morning Reflection**

- Whole group discussion:
 - Key highlights.

- Insights so far.
- Emerging themes.

1 hr**Lunch****45 mins****Effective and Ineffective communication****Participants:**

- Select 3 “dos” and 3 “don’ts” from their profiles.

Small group work (6–8 per group):

- Share and capture.
- Discuss and clarify the statements chosen.
- Highlighting for each person the one they consider most important for both effective and ineffective comms.

Facilitator

- Collate these for the Team(s).

Feedback:

- What do you notice?

15 mins**Flexing Style Exercise**

A dynamic, “speed-dating” style activity.

Scenario:

Persuade someone to attend the 10 year company anniversary event, flexing to their communication preferences.

Structure:

- 4 rounds:
 - 1 minute persuasion.
 - 1 minute feedback.

Debrief:

- What felt most natural?
- What felt most challenging?
- What did you learn about flexing your style?

15 mins

Team Wheel Reflection

- Reveal and reflect.

Discussion in pairs then more widely in the group:

- What do you notice?
- Where are the strengths?
- Where are the gaps?
- What might the implications be for the dynamics of the team?

25 mins

Communication in practice: Email exercise**In pairs:**

- Identify the likely colour style behind sample emails.
- Discuss reasoning.

Application task:

- Draft an email to someone with an opposite colour preference, inviting them to join a sponsored bike ride.
- Adapting tone, structure, and messaging.

10 mins

Personal Action Planning

- Identify key takeaways.
- Commit to one or two practical actions.

10 mins

Close

- Reflect on the day.
- Revisit objectives.
- Capture key insights.
- Complete feedback forms.

Facilitator note

This full day format is highly flexible and can be:

- Tailored to specific organisational challenges.
- Combined with other business content.

- Adapted for away days or team development programmes.

For maximum impact, facilitators are encouraged to:

- Integrate real workplace scenarios.
- Balance insight with application.
- Maintain high levels of interaction and energy throughout the day.

4

GOING FURTHER

Specific applications

C-me can be applied in a wide variety of contexts, making it a highly flexible tool for both internal facilitators and external consultants.

We can support you in designing tailored agendas for:

- Organisations looking to deliver team communication workshops in-house.
- Consultants working across a range of client applications and industries.

Our aim is to ensure that any session is relevant, practical, and aligned to the specific needs of the audience.

Tailored support

Support is available to help you:

- Design and structure workshops.
- Develop session content.
- Build materials aligned to your organisational context.

We encourage you to share how you'd like to use C-me and then we'll work with you to develop fit for purpose resources that maximise impact.

Extending the learning

Following an initial workshop, many organisations choose to deepen learning through additional, focused sessions including but not limited to:

- **1:1 coaching sessions.** Supporting individuals to explore their profile in more depth, reflect on personal challenges, and identify targeted development actions.
- **Team based application workshops.** Applying C-me to real life scenarios, addressing team dynamics, communication challenges, and ways of working.
- **Topic specific sessions.** Exploring how behavioural preference influences key areas such as:

- Leadership
- Feedback and performance conversations
- Resilience and wellbeing
- Strategy and decision-making.

When developing more specialised sessions, facilitators should aim to:

- Anchor learning in the C-me framework.
- Use real-life scenarios relevant to the audience.
- Encourage active participation and discussion.
- Focus on practical outcomes.

Supporting visuals and additional materials can be found throughout the manual and in accompanying resources.

Further support

If you'd like more information or guidance on specific applications, or support in designing a session, please do contact support@colour-profiling.com

We'd love to collaborate with you to create effective, engaging, and tailored learning experiences that bring C-me to life for your organisation.

FINAL NOTE

The most impactful applications are those that move beyond theory and into everyday practice. By tailoring sessions to real challenges and embedding the language of colour into daily interactions, organisations can create lasting improvements in communication, collaboration and performance.