

Extraversion/Introversion Attitude and the Interpersonal Preference Spectrum II: Fantasies and Relationship Hybrids

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In our previous essay, we offered several analogies in our description of the three basic interpersonal preferences and two Jungian attitudes regarding relationships with other people and the outside world. We also offered a color palette and some descriptive phrases (“fiery,” “dreamy,” etc.) in our attempt to portray the basic preferences and Jungian attitudes in a vivid manner. In this essay, we wish to go further in offering several fantasies about preferences and attitudes, as well as moving beyond the three basic preferences to the blending of several preferences.

The Fantasy of Preferences

We believe that some wisdom is inherent in fantasies, myths, and fairy tales that are to be found in all cultures (Campbell, 1991). At the very least, these compelling narratives reiterate (and reinforce) powerful images that are prevalent in a specific culture. In recent years, many fantasies, myths, and fairy tales have been replaced by stories that are portrayed in books, film, or television. In North America, two of the most popular productions have been *The Wizard of Oz* (a set of books for children and then a notable movie of 1939) and the well-known science-fiction series, *Star Trek*, which has been watched on television and in movies. Both “myths” portray the three interpersonal preferences.

The Wizard of Oz

In this wonderful tale of a young woman, Dorothy, coming to full realization regarding the value of home and the people who populate her daily life, we encounter three characters who join Dorothy in her trip to Oz, that is to provide each of these characters with something that they deeply desire (only to discover that what they seek is already available to them). As in all tales, the characters must, at some level, all be extraverted, for the tale is based on their actions in the world. While some novels include the internal deliberations of principal characters, most tales gain popularity based on what the protagonists are doing rather than just what they are thinking. This is certainly the case with the principal actors in the *Wizard of Oz*. However, we think the internal life and the introversion of all the major *Oz* characters are also revealed, giving them more depth than is found in many popular tales.

The first of the characters that Dorothy encounters on her journey (down the Yellow Brick Road) is a Scarecrow, who is not very good at scaring anything. The Scarecrow wants a brain: “If only I could have a brain instead of just this straw.” In many ways, the Scarecrow represents the penultimate introvert: he is hanging there on a pole, mostly observing what is happening around him and finding no way in which to unhook from the pole and engage actively in his world (the corn field). If he could get unhooked and become active (extraverted), then he might do a better job of scaring off the crows. He might even find that he does have a brain. Like Scarecrow, many introverts have a poor or incomplete self-image precisely because they are getting very little feedback from their environment or interactions with other

people. It is hard to find out much about oneself when hanging on a pole, other than recognizing that you are lousy at scaring anyone or anything!

Things change when the Scarecrow begins to assist Dorothy. In becoming more extraverted when liberated from the pole, the Scarecrow exhibited a great deal of brain power. He emulates the extraverted Golden Yellow interpersonal preference—using information and reason to effect change in the world (helping Dorothy find her way home). At the end of the Wizard of Oz, the Scarecrow is awarded a diploma. This is a document that acknowledges his wisdom. Could he have received this diploma if he had remained hanging on the pole? Probably not. As the fraudulent Wizard notes, it often only takes a diploma to make someone seem smart. And one only gets the diploma after accomplishing something (extraversion). [It is worth noting that the original books were not just intended for consumption by children. Like Gulliver's Travels and many other "children's books", the Wizard of Oz books offered critical comments regarding leadership in America during this turbulent time—the Depression years of the 1930s. Its author, Frank Baum, probably wanted some extraverted Golden Yellow leadership to help thoughtfully guide the United States through this challenging period of time.

The second character, like the Scarecrow, was discovered near the Yellow Brick Road. He was the Tin Man, who had rusted in place during a rainstorm. With his ax in hand (to chop down trees), the Tin Man was unable to move. Like the Scarecrow, the Tin Man was set in an introverted stance, with the ability to observe but not take any action. It appears that both the Scarecrow and the Tin Man were "forced" into this introverted stance by the weather that rusted the Tin Man or some powerful figure who stuck the Scarecrow on his pole.

Dorothy and the Scarecrow were able to loosen Tin Man's limbs with a squirt of oil. With the renewed capacity to not just move, but also talk, the Tin Man conveyed his desire to have a heart. This is one of the advantages of being an extrovert. One can more easily articulate how one is feeling to other people, rather than sitting back and "stewing" on one's unarticulated feelings. The Tin Man notes that there is only a hollow sound when you bang on his tin chest. In an extraverted manner, he was actually able to bang on his own chest so that his condition might become manifest to Dorothy and the Scarecrow. This is another advantage of extraversion: one's feelings can be enacted, thereby making these feelings more fully revealed as demonstrated emotions. As extraverts, we can scream and holler, hug someone, cry "out loud," or even take some dramatic action that reveals despair or delight. At best, the introvert can mumble a few words expressing their displeasure or wiggle their toe a bit to express their delight. It is up to the discerning observer to recognize that these are true emotions, and might even be quite strong emotions, even though not dramatically articulated or displayed.

As in the case of the Scarecrow who is full of "smarts", we discover that the Tin Man is full of "heart." It is just because he is frozen in his rusted armor that he can't "access" his heart. While he bangs on his chest when extracted from his frozen position, this banging leads him to inaccurately assume that he has no heart. Much as the Scarecrow has a poor self-image when hanging on the pole, the Tin Man has developed a poor (and inaccurate) self-image in his frozen, introverted stance. Actually, as we discover when the Tin Man begins to take action, he is a gentle, caring soul, exhibiting what would seem initially to be an introverted Azure Blue preference.

However, an extraverted Azure Blue attitude is revealed when the Tin Man begins to focus on two important goals: obtaining a heart (personal goal) and helping Dorothy return to Kansas (collective goal). It is when the Tin Man blends his caring (introversion) with his visioning (extraversion) that he comes to recognize this essential characteristic in himself. It is worth noting that the other Oz characters seem to have him “figured out” long before he did. They knew he was caring and had a clear sense of purpose soon after he joined on the journey to Oz. We suspect that they were also not surprised when he is awarded a symbol of philanthropy (a heart) by the wise if huckstering Oz. The heart symbol acknowledges his generosity. In many ways, the Tin Man exemplifies both the introverted Azure Blue and extraverted Azure Blue perspective and practices.

This brings us to the third character, who is the loveable Cowardly Lion. Once again, we find ourselves traveling down the Yellow Brick Road (having faced the threats of the Wicked Witch and her minions). In the midst of a terrifying forest, Dorothy, the Scarecrow, and the Tin Man (along with Dorothy’s dog, Toto), a ferocious lion appears. He roars and threatens everyone—except Toto. It is only when Toto challenges the lion that we discover the ferocity is only bluster.

The lion is a big fraidy-cat and soon acknowledges that he needs a whole lot of additional courage. Unlike the Scarecrow and Tin Man, the Lion starts as an extrovert and then becomes more of an introvert, with a final transformation back to extroversion, while all the time assuming a Ruby Red preference. The initial extraverted Ruby Red is all bluster, as is often the case with a “blow-hard” Ruby Red. They are strutting around in front of the tent, pretending to be brave and smart. These folks are likely to be highly dependent on the aide (and other staffers) remaining in the tent. They might even race back into the tent on occasion to receive some support, guidance, and encouragement from the indispensable aide. It is back in the tent, when and where the Ruby Red takes on an introverted attitude. Like the Lion, they reveal their fears and their concerns about being found out as a fraud--a “big fraidy cat.”

It is in the three-part transformation of the Lion that we find some of Frank Baum’s greatest insights into leadership during the early 1930s—and perhaps leadership in the mid-2020s. Many political men and some women of his era and of today huff and puff their way into leadership, making a strong case for their strength. And then they “wimp” out, taking only an expedient stance on important issues, and becoming petty when they should be resolute. Fortunately for Dorothy, the Scarecrow, and the Tin Man, the Lion’s extraversion eventually comes to the surface. Once again, we witness a transformation on the way to Oz. Many courageous acts (along with a whole lot of fear) are displayed by our Lion—especially when Dorothy is being threatened. Like with many Ruby Reds, the Lion’s bluster is mixed with some real caring and real courage. The Lion’s caring and courage are acknowledged by the Wizard, who awards this lovable character a medal of bravery. How many of our mid-21st-century leaders should receive this medal? Not many . . .

For Dorothy, there is the desire to return to her home in Kansas. It is the Good Witch (not the Wizard) who points out to Dorothy that she needs to look inside herself for the truth, caring, and courage needed to fulfill her dreams. She, too, has only to look inward to find home. Too often, she has taken for granted the “smarts”, the “heart,” and the “ferocious devotion” of folks living with her in Kansas.

It is interesting to note that our three characters remain in Oz. They assume posts of leadership in the Emerald City (as the Wizard flies off in his balloon).

Star Trek

We can move forward by four decades (and many centuries) to the galaxy of the Starship Enterprise, which is led by Captain James Kirk alongside his loyal and competent crew. In the character of James Kirk (played by William Shatner) we find the exemplification of the Ruby Red preference. In keeping with the general theme of the television and movie series, Captain Kirk boldly (and “ruby redly”) goes where no one else has gone! In doing so, he gets into trouble—as do many extreme Ruby Reds. He exemplifies action without thought (Golden Yellow) or direction (Azure Blue).

This brings us to the physician on the Starship Enterprise. It is Leonard McCoy (“Bones”) (played by DeForest Kelley). While Bones is a skillful and caring doctor, he is also quite emotional and gets into trouble, or at least doesn’t help matters, when he focuses on doing the healing rather than trying to prevent the injury. Like many of the extreme Azure Blues, Bones is not inclined to be thoughtful and reasonable. In his frequent conflicts with the third character, Mr. Spock (who personifies the Golden Yellow), Dr. McCoy is often heard declaring: “I’m sick and tired of your logic!”

This leaves us with the third character, Spock (played by Leonard Nimoy), who is half human and half Vulcan. He is a being that desperately wants to remain rational under all conditions (struggling at times with the human half of him). Spoke gets into trouble or is not always helpful precisely because he gets caught up in the data without considering the human cost. One of the wonderful statements made by Spoke exemplifies his Thoughtful Golden Yellow perspective: “May I say that I have not thoroughly enjoyed serving with humans. I find their illogic and foolish emotions a constant irritant.”

Where then do extraverted and introverted attitudes enter this starship? As we noted regarding The Wizard of Oz, a certain level of extraversion is needed in any theatrical presentation (be it in movies or on television). There has to be some action that displays something about what the principal actors are thinking and feeling. Yet, as in the case of our Ozian characters, there are some strong, but hidden thoughts and feelings that are not always in full display.

This is particularly to be found in the character of Spock. While his human side is quite extraverted, his Vulcan side is decidedly introverted. He does love rationality (this love itself being quite irrational) and is often seen looking at a screen displaying information when standing on the deck. While the focus in these scenes might be on Captain Kirk or other crew members, there is usually the quiet, introverted Spock pondering the data. While there is no tent erected on the Enterprise’s bridge, Spock might as well be inside a tent, as he concentrates on the complex “reality” of life in outer space. He comes out of the tent when “Jim” (Captain Kirk) asks for the quadrants or the status of the fuel supply. And of course, he is a long way from the comfort of the tent when stranded on some alien planet. As noted, Spock often gets in trouble when operating in isolation – though he is really “bonkers” when “in heat,” “in rage” and fully human!

While Captain Kirk represents an extraverted attitude in full display, there are moments when he seems to be a wee bit introverted. This usually occurs when he is enthralled with a woman, when reflecting on

and often mourning the loss of important people in his life, or when, on rare occasions) he is unsure what to do. We mostly see the extraverted Captain, appropriately attired in Red, finding himself in trouble when taking his extraversion to the extreme, and when failing to take into account relevant information (usually coming from Spock). Extraverted Ruby Reds in the real world would find it valuable to take notes while watching several Star Trek episodes. Actually, note-taking would itself be something of a breakthrough for many extraverted Ruby Reds.

This leaves us with the often passionate “Bones.” Dr. McCoy is clearly representative of the introverted Azure Blue's emphasis on caring and the emotional life of those with whom an Azure Blue affiliates. There is less of the extraverted Azure Blue in Dr. McCoy. He doesn't seem to spend a lot of time thinking about or advocating one or more specific missions for his starship. As a “country doctor,” he is mostly in the business of treating the wounded, advocating for the welfare of the Starship crew, being a caring colleague to Captain Kirk, and a worthy adversary (and ultimately devoted friend) to the Golden Yellow Spock.

It seems that all three interpersonal preferences and both extraversion and introversion are required in operating the Starship Enterprise, just as they are needed in operating all contemporary organizations and societies. We suspect our current world of volatility, uncertainty, complexity, ambiguity, turbulence, and contradiction (VUCA-Plus) (Bergquist, 2026) is ultimately just as challenging as the “strange new worlds” to which the Starship Enterprise is traveling. All hands (and all preferences and attitudes) need to be “on deck” for the mid-21st-century journey, just as all hands were needed in Oz and on the bridge of the Starship Enterprise.

Reiterating the Important Messages

We suggest that the Wizard of Oz and Star Trek not only offer charming examples of the three primary interpersonal perspectives and Jung's personality-based attitudes. Both of these modern-day myths reiterated two important messages. First, we need to appreciate the strengths that we already have as people with a Ruby Red, Azure Blue, or Golden Yellow preference. We can be of great value to any team, organization, or society when engaged in practices aligned with one of these preferences. Each interpersonal preference is to be appreciated and engaged in a system where we serve as a leader or participant. Both an extraverted and introverted attitude yield important perspectives and practices in any challenged system. We should not have to wait until the Wizard or Good Witch appreciates (acknowledges and honors) our strengths—and the strength of people with whom we work.

The second important message to reiterate is revealed in the Star Trek narratives. Our strengths are wonderful when used in an appropriate manner, at the right time, and usually in conjunction with the strengths found among other members of our organization. We tend to get in trouble not from engagement of our weaknesses, but rather from the excessive or inappropriate use of our strengths. We are articulate but can sometimes dominate a conversation. We are knowledgeable but can be arrogant and stubborn at times when engaged in problem-solving. We are kind and considerate; however, other people can easily take advantage of this goodwill.

This second message is particularly important to keep in mind when we are anxious and threatened. There may be many “alien” forces operating on our own planet earth. There are evil witches in our world. The temptation for us to regress to an extreme (and often infantile) version of our strength is great when we are afraid. The courage of our Lion, the heart of our Tin Man, and the wisdom of our Scarecrow should be engaged, so that we become collaborative and appreciative of those who can assist us in our own journey down the Yellow Brick Road. The introverted caring of “Bones” should be engaged to balance off the precipitous actions of the captain. Our journey to new worlds should include a strong dose of James Kirk’s extraverted courage along with an equally strong dose of Spock’s introverted rationality. Brought together, these combinations of preferences and attitudes can produce a rainbow of opportunities and enriching interactions.

The Rainbow of Integration and Collaboration

Up to this point, we have concentrated on extraversion and introversion as related to the “pure” versions of each interpersonal preference. We have suggested that each of these preferences, at its extreme, will often be aligned with Introversion. The introverted person stands alone, wanting to assert their own ideas (Ruby Red), inspire with their own vision (Azure Blue), or sit back in order to collect and analyze information from the vantage point of seeming “objectivity” (Golden Yellow).

We propose that extraversion can also produce extreme forms of Ruby Red, Azure Blue, and Golden Yellow preferences. Standing in front of the tent, seeking to inspire and guide those who are looking for our leadership, we may begin to believe our own version of reality, even though this version was first meant mostly to gain the allegiance of our troop. This is a potential flaw of extraverted Golden Yellow. There is also the temptation to portray a future that is highly desirable but not feasible. “I have a dream.” However, I have no idea how to realize this dream. This is the potential flaw of extraverted Azure Blue. Finally, we can simply invite our troops to “march forward” without much of an idea where we are marching. “Give me some men who are stout-hearted men,” and I will lead them, as an extreme extraverted Ruby Red, to disaster, defeat, and even death.

What about those extraverts who blend several styles or want to “mix it up” with other people? These women and men seek to engage in collaborative leadership, generating ideas, intentions, and information through discussion and dialogue. And what about those extraverts who choose to embrace all three interpersonal preferences? We might inquire as well about those introverts who seek, in a quiet manner, to find a way in which to integrate all three preferences. In bringing about an exceptional and highly productive integration, these introverts might offer that one piece of advice, that one observation about the team’s process, or that one word of support for an “outlier” on the team with a great, innovative idea.

We assign the full color spectrum—the Rainbow—to all these people, extraverted or introverted. The rainbow, in nature, requires collaboration among three natural elements and ultimately a beautiful integration of these elements. Specifically, a rainbow is created when there is sufficient heat (Ruby Red), light (Golden Yellow), and sky (Azure Blue). This, however, is not enough. There must be a precipitating (excuse the pun) event. A convening challenge, if you will. This event is the falling of rain. When the challenge is being met, the rainbow appears. It is cause for our appreciation regarding the

wonders of nature—and the effective extraverted or introverted offering of an integrative perspective or practice.

The Rainbow Relationship

Those with a Rainbow orientation enjoy relating to other people. For the extrovert, this might be a large number of people; for the introvert, it is likely to be a small number of “special” people. The relationship itself is important. It doesn’t have to lead to any great outcomes and can be established even when the participants are not in agreement on everything in the world. The participants don’t even have to share values. Many Rainbow people like to wander into foreign territory and gain a fuller understanding of alternative perspectives. Like Captain Kirk, they thrill in their extraverted journey to “strange new worlds.” As observant introverts, they can often even articulate the alternative perspective or value better than the person holding this perspective or value. This is the true sense of epistemological relativism (Perry, 1998). As introverts, we can understand a different point of view without embracing or acting on it ourselves.

There is more here. The Rainbow person’s interest in (even fascination with) relationships goes beyond interpersonal relationships. Rainbows are often “group freaks!” As extraverts, they actually like to work in teams. As introverts, they delight in watching how an effective team operates. And it's not just because teams can produce results. There is a genuine respect for the rich insights that can be gained from working with and observing other people who come to the team with diverse perspectives (Page, 2011).

The Rainbow person might even look forward to disagreements and conflict in the team. It is in the heat of battle that we come to a clearer sense of reality and purpose! At their best, Rainbows not only enjoy working in and observing teams but are also skillful in facilitating (extraversion) or providing insightful comments (introversion) regarding the processes engaged by these teams. For the Rainbow person, the motto is: “Let’s Engage Our Heads, Hearts, and Eyes on Behalf of Great Team Functioning!”

There is not just an upside to Rainbow leadership. There is also a downside for both those who are introverted and those who embrace a more extraverted attitude. Like the other three interpersonal preferences, the Rainbow preference can be overused or misused. Conflict is not always productive. Extended team meetings may be energizing for extraverts, but they are not always appreciated by many members, nor are they always productive. The Rainbow person can get caught up in a primary concern for team process rather than outcomes. This is especially the case with introverts. The group becomes “therapy for normal” rather than being a setting in which work gets done. Introverted participants might learn more about themselves and about how team’s function, but they might leave having “wasted their time” when it comes to the extravert-oriented achievement of a tangible outcome.

There is also a tendency toward interpersonal neediness. The Rainbow person is always looking to other people for self-confirmation and the fulfillment of many interpersonal needs. Will Schutz (1994) might suggest that these people enter relationships and teams with a full agenda of interpersonal needs to be met: inclusion, control, and openness. The extravert will take up team time in trying to

meet all of these needs. The introvert will become increasingly sullen because no one is trying to help them meet all of these diverse needs.

Finally, it is important to recognize that an extravert with a Rainbow preference might be agile in moving between different interpersonal preferences. That is all well and good. However, this could mean that this person seems to be unpredictable: “Who is Going to Show Up Today!” It is important that the extravert’s agility is coupled with the capacity to clearly articulate the style being used at any one moment and the reason for the use of this strategy. The introvert can also be quite agile in their embrace of different preferences; however, this agility is often found not in the introvert’s behavior. It is found in their feelings at any one point in time. Sometimes they are quietly happy regarding a brief but enjoyable interaction; other times they are silently angry because their occasional ideas are being ignored. Those working with agile introverts might find themselves declaring (with some agitation): “What the hell is going on inside this person’s head or heart!”

A Rainbow Portrait

It is first important, first, to reiterate that the Rainbow orientation is strongly aligned with extraversion. Introversion is often present, but it plays a secondary role. The team, after all, is playing outside the tent. Furthermore, the “noise” inherent in the interaction of team members might “barrage” the weak introvert buffers that Hans Eysenck proposed. Energy is generated by interacting with many other people. While the introverted Ruby Red, Azure Blue, and Golden Yellow person is likely to feel drained by too many meetings and too much collaboration with other people, the extraverted Rainbow person will usually feel great at the end of a day of interpersonal relationships—and might feel drained when there are no interactions (a day spent alone reading or preparing a report).

What is the extraverted Rainbow’s source of joy: being with other people. And most importantly (and often ignored), being all things to all people. This is “the hostess with the most-est!” This is the person in David Kolb’s (1984) scheme who is the accommodator, adjusting to all situations and changing strategies rather than stubbornly hanging on to one strategy (Kolb’s assimilator). The assimilator style of learning is more commonly found among those with an introvert Golden Yellow orientation, or even the introverted Ruby Reds and Azure Blues.

The most frequent source of energy for both the extraverted and introverted Rainbow comes from the challenge of bringing together diverse perspectives and competing interests. Those with an extraverted Rainbow perspective are likely to linger out in front of the tent, focusing their attention on influencing other people and the relationships between themselves and other people. They are also likely to attend to ways they can influence the nature of team functioning—whether in the role of leader, facilitator, or member. Their extraverted strength (as expressed through their Azure Blue aspect) is inspiring other people to be interpersonally “sensitive.” This increases the chance that they will do what you (as the Rainbow expert) believe is the “right” way to behave. At their best as extraverted Rainbows, these “group freaks” can get others to savor the rich dynamics associated with working in teams. Even as introverted Rainbows, they can offer insights that help other people appreciate these rich team dynamics.

What are the major challenges for a Rainbow person? They are often asked to be consistent if they are extraverted and active members of a team. This request is frequently brought up by a Golden Yellow (extraverted or introverted). The Rainbow is also being asked to be more principled and less expedient. This criticism is often brought by an Azure Blue (usually extraverted). The extraverted Ruby Red person offers their own challenge. They are inclined to ask the Rainbow person if they will help get the impending task done immediately. “And please don’t overdo the group facilitation!”

The existential threat for someone with a Rainbow orientation is to be left alone without support, information, or guidance—and to be ineffective in their interpersonal or team relationships. They hate being left alone, like Kirk, McCoy, or Spock on a faraway planet. They need all members of the Oz team if they are to arrive successfully at the Emerald City.

The Integrative Rainbow Process

The Rainbow person, in the extreme, is the ultimate pragmatist who is only interested in what is immediately useful or applicable. Idealists (the Azure Blue) are too abstract for the Rainbow, while realists (Golden Yellow) are too slow and data bound. Activists (Ruby Red) are too reckless. However, a pragmatist’s lens on utilitarian decision-making and action tends to short-change an organization when those leading this organization need a broader vision or longer-term perspective. Such a longer view may require investments before the pragmatist can be convinced of their utility, or research that slows down tried-and-true activities that seem to be working.

Effective leadership requires something more than pragmatism. It requires a balance between the three different preferences (and related perspectives). The Rainbow person can provide this balance and even an integration of these perspectives. This requires that pragmatism, realism, idealism, and activism be combined or used sequentially. These different perspectives might also be engaged situationally, depending on the shifting environment (often VUCA-Polus saturated) and changing needs to be addressed. Effective problem solving and planning will shift between the domains of information, intentions, and ideas.

When confronted with a new, unpredictable situation, a balanced problem-solving leader will tend to become realistic by attempting to assimilate this new reality. Some introverted Golden Yellow reflection might be of benefit. The extraverted leader might wish to step inside the tent for some thoughtful expertise offered by their introverted aide.

When confronted with an old, unchanging environment, the balanced problem-solving leader will tend to become more of a daydreamer, creating images of how this environment might be transformed. An Azure Blue preference might prevail along with thoughtful introverted Golden Yellow. The aide operating inside the tent might formulate this Azure Blue and Golden Yellow image, hand it through the flap in the tent, to their extraverted leader, who will deliver this message in a forceful and compelling manner to the troops. The delivered message will hopefully arouse the complacent men and women standing in front of the tent. New, productive action can be engaged.

When confronted with the press of time and events, the balanced leader will tend to mobilize their activism, creating proposals to meet these challenges. They will deploy their own pragmatism (or the

pragmatism of others in their team) when expediency would save the day and would gain the organization some time and money to regroup and redirect its efforts. While the temptation is to become quite extraverted and Ruby Red under these conditions, it is critical that someone remains active inside the tent taking in feedback from the environment in its response to the pragmatic initiative of those leading in front of the tent. Those inside the tent (often introverted Golden Yellows getting a nudge from introverted Ruby Reds) will then devise alternative actions, based on the feedback, and hand these suggestions to the extraverted leaders who are in command. Contemporary models of organizational agility often require an active staff located inside the tent. Disastrous agility (“flailing about”) is found in organizations where the tent is empty.

The balanced Rainbow person is someone who will adapt to changing conditions by moving through all three domains and consulting often-introverted folks residing inside the tent. By contrast, the extreme extraverted realist will attempt to collect information even when the environment is unchanging or will rely on those working inside the tent who are fully embedded in Golden Yellow analyses. In this way, extreme realists will contribute to the resistance of this environment to change.

Similarly, the extreme idealist will daydream not only under conditions of relative stability, where a shake-up would be beneficial, but also under conditions of rapid change and instability. The idealist under stress retreats to an alternative, safer world when he or she should be confronting the current situation. When operating with an extraverted attitude, the extreme idealist will often rely too much on the perspective and practices of introverted Azure Blues who are “dreaming up” new projects inside the tent while attending very little to what is occurring outside the tent or to the analyses provided by their introverted Golden Yellow colleagues inside the tent. In being indifferent to reality, the extreme idealist will add to the instability of the environment and to its unpredictability.

The extreme activist will respond with hasty actions even when there is no pressing time or events. She or he (more frequently) will even create multiple crises where there are none in order to justify precipitous action. All introverted (and extraverted) messages delivered from inside the tent are ignored. Extraversion reigns supreme. The failure inherent in the activist’s haste may, in turn, produce a real crisis that makes activism appear to be appropriate. An extraverted-enhanced self-reinforcing crisis-management mentality is produced. Under such conditions, the introverts of all three preferences often remain silent even if they are invited to send messages through the tent flap. They are inclined to sit back, waiting for the defeat or disaster, and waiting for the moment to say, “I knew this was going to happen!” They might declare, “I told you so,” even if the only conversation they had occurred inside their own introverted brain and heart.

Put quite simply, all four of the extreme preferences tend to be ineffective in some settings and to create more problems than they solve. They often involve miscommunication or a lack of communication between those with an extraverted and introverted attitude. Extraversion must be balanced against introversion. Reflection must be balanced against action. The period of reflection must provide opportunities for both the collection of new information and the clarification of intentions. An effective balancing and integration of reflection and action requires that action produce

and be based on information, that action informs and clarifies intentions, and that reflection leads to decision and action.

The successful process of Rainbow integration inevitably involves movement between the domains of information, intentions, and ideas, and a balancing between reflection and action. In pursuit of integration, extraverts should inquire of introverts, inviting the introvert's representations of both the real and the ideal. Seeking integration, introverts should take the risk of sharing their own ideas, visions, and analyses rather than allowing these thoughts and feelings to remain swirling inside their head and heart without external world corrections.

The Pot of Gold: Collaboration

As we have just noted, effective Rainbow leadership is something more than just a short-term, results-oriented pragmatism. The Rainbow person dreams of the mythic pot of gold to be found at the end of the rainbow. This pot of gold, however, is elusive (especially when it requires Integration and an interplay between extraversion and introversion). Perhaps that is why it exists in myth, but not often in reality. The pot of gold is also elusive because collaboration is often hard to achieve. It easily regresses into collusion (Weitz and Bergquist, 2015).

Integration and collaboration often fall apart under conditions of anxiety, facing “messy” problems and dilemmas, which are all too common in a world saturated with VUCA-Plus conditions. Collectively, we tend to regress to a deeply held preference for extreme forms of one particular interpersonal preference and one of the two attitudes. In this regressed state, we become extreme, extraverted Ruby Reds who demand action despite a lack of adequate information or direction. Instead, we become extremely introverted or extraverted Azure Blues without any clear sense of reality and an abiding desire to heal rather than prevent injury. There is a third regressed state. We become extremely introverted Golden Yellows, finding no desire to do much other than count, analyze, and hide.

The challenge under conditions of shared anxiety and messy conditions is to avoid the extremes and seek out integration and collaboration. How do we successfully face this challenge? We suggest it is a matter of facilitating appreciative and constructive dialogue.

An Appreciative and Constructive Dialogue

How do we move to sustained collaboration? It begins with acknowledgement and appreciation for all three of the primary interpersonal preferences associated with these styles. We need the extraverted Ruby Red preference to ensure that we don't get stuck in analysis paralysis (Golden Yellow) or become too dreamy (Azure Blue). We need the extraverted Azure Blue preference so that we might be clear about the direction where we are headed. We don't want to leap out of the foxhole without knowing the cause for which we are willing to give our life (or at least devote our time and energy) (Ruby Red).

Furthermore, we need to know what kind of information we are collecting and for what purpose—valid information is of no use if it is not goal-specific. The extraverted Thoughtful Golden Yellow preference is also important and must be engaged (even if those with this orientation are reticent to get engaged in

these collective endeavors). Without Golden Yellow, a team can charge out of the foxhole without adequate ammunition (Ruby Red) or can remain in the foxhole or never get to the foxhole while espousing a dream of peace that is unrealistic and unattainable (Azure Blue).

A clear articulation of the contributions to be made by each perspective, as well as recognition of the other two-color blends (to which we turn shortly) help to make the Integration possible. An even more important process is required, which is often associated with the introverted attitude. This is something often called “process consultation.” (Schein, 1998)

A team that is seeking to operate in an Integrative manner should periodically stop its work and focus on the way in which the team is operating. Some of the questions to be asked are:

1. How are we making use of each orientation? Have we ignored one or more of the three domains (information, intentions, and ideas), while focusing on only one? [Teams frequently fail to return to the domains of information or intentions once they move on to the domain of ideas. Once an idea is being entertained, it is often critical to return to the domain of information to see if this idea is realistic. It is also critical to return to the domain of intentions to see if this idea is actually aligned with our intended purposes. Information/Intentions/Ideas should be engaged in a reiterative process: one can begin in any one of the three domains and return to it many times.]
2. Have we failed to elicit contributions from the quieter or less active members of our team who might represent one of the three orientations that we are inclined to ignore? [Teams will often “plop” (ignore or talk over) members who are less likely to assert themselves. These members often are women or minorities--and may come from a culture that does not promote individual assertiveness. A team should never assume that someone who has been plopped with ask to be heard—for this request is often plopped itself, or the team becomes condescending in its compliance with the request. The monitoring of plops is the responsibility of all team members, as is the commitment to minimize this very destructive process.]
3. Have we articulated our appreciation for contributions made by those members who represent an orientation that is in the minority (and is therefore particularly important)? [It is hard being in the minority and contributions by these members should be honored]

The answers to these questions are frequently found in the insightful analysis provided by an observant introvert. It is the introverted Ruby Red who can comment on a failure to consider all of the ideas being contributed by members of the team, while it is the introverted Golden Yellow who can offer their observations regarding how the team has solicited and managed information regarding the issue being addressed. Most importantly, the introverted Azure Blue can offer their observations and recommendations about the way in which the team has, has not, or could be effective in making this team a safe and inviting setting for all team members.

Essentially, this concern about team process is founded on the principle that with diversity of perspectives comes both creativity and clarity. (Page, 2011) This is a principle that is championed by both the introverted Ruby Red (creativity) and the introverted Golden Yellow (clarity). These members

of a team often find that they are frustrated while sitting back and watching their team's failure to ensure clarity (Golden Yellow). Or they find that their own ideas are ignored when they do reluctantly speak up, reducing the diversity of ideas being presented, and thereby also reducing the team's potential for creativity.

Furthermore, diversity is only engaged in a constructive manner if a process is in place that ensures safety, respect, and sustained communication. This principle is championed by introverted Azure Blues in part because they, and other introverts, are often ignored in teams and find that this setting is not safe for them. When engaged in a constructive manner, the engagement of diversity leads to the surfacing of underlying assumptions and biases (an introverted Golden Yellow priority), as well as shared appreciation for the strengths inherent in the team's membership (an introverted Ruby Red priority).

The principles just articulated are brought together in a concept and strategy called "constructive dialogue" (Gergen and Gergen, 2004). It is a matter of the team engaging in dialogue (respectful hearing of alternative perspectives) rather than engaging in discussion (determining who has the best argument). It is a matter of "constructive" dialogue because the purpose is to move beyond rhetoric to action. This requires that the team constructs a shared perspective on reality (domain of information)—which is best achieved through collaborative, appreciative dialogue. The introverted Rainbow participant will often be particularly gifted in either providing skillful facilitation of this constructive dialogue or providing insight and guidance for their fellow (extraverted) Rainbow who is more prone to assuming some leadership.

Constructive dialogue is achieved through the composition of a shared, compelling vision (domain of intentions) that accounts for the interests of all relevant stakeholders. The introverted Azure Blue can be a valuable contributor to this composition. Constructive dialogue is also achieved through the construction of a viable plan of action (domain of ideas). Here is where an introverted Ruby Red can enter the picture. Constructive dialogue also requires a clear and accurate sense of the real world in which the team is operating (domain of information). The introverted Golden Yellow should be invited to be an active participant in this testing of reality. The "construction" to be done not by "constructing" an alternative reality; rather, it involves constructing alternative pathways to the achievement of clearly articulated and shared outcomes. Rather than determining who is the winner and who is the loser of a contentious discussion (often based on poorly understood versions of reality and unclear or conflicting goals), we "lean into the future" by engaging in and completing an appreciative and constructive dialogue (Bergquist and Mura, 2011).

Moving to Initiation and Insight

The pot of gold is attained by a team seeking Integration and Collaboration when the constructive and appreciative dialogue leads to movement beyond the three domains to two other "I's" – Initiation and Insight. This means that we must go beyond information, intentions, and ideas. We must try out the idea. Hopefully, this occurs in a setting that is safe and a setting that yields important new insights about the information still needed and greater clarification of intentions that are also required. It is when we move to Initiation that the three domains of Information, Intentions, and Ideas become fully engaged. It

is at the point of Initiation that the distinctive strengths of extraverted Ruby Red, Azure Blue, and Golden Yellow are most needed.

The fifth “I” (Insight) concerns what we learn from taking the Initiative and seeing what happens. This is where the introverted attitude is most needed. As two 20th-century thought leaders, John Dewey (1929) and Kurt Lewin (Marrow, 1969) both noted, we can often learn by doing. This is sometimes identified as a melding of mind and heart. The “doing” (heart) is aligned with an extraverted attitude, while the “learning” (mind) is aligned with an introverted attitude. Both Dewey and Lewin suggested that we often gain useful knowledge about a system only when we give it a “kick” (try to change it). This is a process sometimes called “action science” (Argyris, 1985) or “action learning” (Revans, 2017). It is closely associated with Donald Schön’s (Schön, 1983) process of “reflective practice” and, more recently, David Cooperrider’s model of “appreciative inquiry” (Cooperrider and Whitney, 2005). We learn by not avoiding making mistakes (which is inevitable in our VUCA-plus world), but by learning from these mistakes – so that we don’t keep repeating them. We learn by appreciating the lessons embedded in any actions we take—whether successful or unsuccessful.

This means that we must build in tight feedback systems (program evaluation tools and processes) when moving forward with an idea. Our extraverted and introverted Golden Yellows can help create a system that yields valid and useful information, while our extraverted Azure Blues can identify the criteria for determining if we have been successful (with the Golden Yellows ensuring that the criteria are measurable or at least observable). The introverted Ruby Reds can ensure that this process of review is well organized and moving forward so that we can soon return to the field of action and can return, if necessary (which is often the case), to this fifth domain of Insight, for further program evaluation, review, and adjustment.

The Blending of Interpersonal Preferences

While those members of a team with an extraverted Rainbow preference bring together all three of the primary preferences, there are combinations of two (rather than all three) preferences that yield interesting and important variations to the primary preferences. We have once again borrowed from the color spectrum in identifying and describing each of these blends. Orange is made up of red and yellow. Green is produced by combining yellow and blue. When red and blue are combined, purple is produced. We will briefly describe each of these three blends and even suggest ways in which there are slight variations on a specific blend depending on the proportion of each color (preference) in this blend. We begin with Tangy Orange. We will also relate these preferences, as we did in the previous essay, to the Enneagram, an ancient personality typology (Palmer, 1991), and to the Myers-Briggs’ (Briggs-Myers and Myers, 1995) MBTI version of the Jungian personality typology (Jung, 1971)

Tangy Orange: Purposeful Thought and Action

As a combination of Ruby Red and Golden Yellow, the Tangy Orange interpersonal preference and the Purposeful Tangy Orange orientation to the world of organizational life is focused on moving to action (Ruby Red) in a thoughtful, data-driven (Golden Yellow) manner. It is a “tangy” orientation because it can be a bit pungent and bitter, given the challenge of engaging action in the midst of a world that is

often volatile, uncertain, complex, ambiguous, turbulent, and contradictory (VUCA-Plus) (Bergquist, 2026).

When we turn to the MBTI functions, the Tangy Orange orientation is clearly aligned with the sensing function—it is all about reality as both the source of information and the arena in which the Purposeful Tangy Orange person will be operating (just the opposite from Azure Blue). There is also a tendency to see reality as a not very pleasant place in which to operate (Enneagram: type 6). Think of the external threat category in a SWOT analysis (along with the internal weakness category). In planning meetings, one is likely to see the extraverted Azure Blues focusing on internal strengths and external opportunities in reaction against the more “negative” appraisals of those with an extraverted Tangy Orange orientation.

At the more Golden Yellow end of Tangy Orange, we find introverted advocates for longer-term strategic planning with an emphasis on the systematic collection and organization of data to achieve specifiable and measurable goals. Conversely, at the Ruby Red end of Tangy Orange, we are likely to find extraverted advocates for short-term tactical planning with an emphasis on “just-in-time” data gathering and analysis. There is sometimes an introverted variation on “just-in-time” data gathering; this involves a focus on the action science and action learning processes that we described regarding the Rainbow orientation. The emphasis in a reddish and extraverted Tangy Orange orientation is on action rather than on learning, where the yellowish and introverted Tangy Orange orientation is on learning rather than action.

For those oriented toward Purposeful Tangy Orange (whether extraverted or introverted), the major source of joy (and energy) comes from building this effective plan (be it strategic or tactical). Whatever the latest planning fad, it will be cheerfully employed, be it an old-fashioned GANTT chart, a much newer OKR template, or deployment of Hoshin-Kanri software. The Tangy Orange person is likely to focus their attention and the attention of others with whom they work on finding the resources to get a job done. The introverted Tangy Orange is the person who asks if the soldiers have sufficient ammunition and training before they leap out of the foxhole. The extraverted Tangy Orange is the person who asks the soldiers if they have a plan of action for leaping out of the foxhole.

David Kolb’s (1984) description of convergence fits the bill here. Convergence is about moving something from an idea state to a state of actual production. This is the work of an engineer who moves the design of a bridge to the actual plan for constructing the bridge. There is first the assembly of all relevant and valid information regarding conditions impacting the bridge (introverted Tangy Orange leaning toward Golden Yellow); then there is the formulation of a plan to build the bridge (extraverted Tangy Orange leaning toward Ruby Red). The strength that a Purposeful Tangy Orange provides an organization is seeing the perils and pitfalls underlying any plan (leaning towards Golden Yellow), while also encouraging the organization to move forward with this plan (leaning towards Ruby Red). It takes courage to move forward with full knowledge of the challenges that are likely to be faced. In many ways, the Tangy Orange person is the most courageous of the various types we have identified.

The challenge for a Purposeful Tangy Orange person is being asked to keep the end point always in sight (a concern that is often voiced by an Azure Blue)/ The threat for a Tangy Orange person is based on an

understandable fear of failing to take all relevant factors into account. This failure is especially likely to occur under conditions of VUCA-Plus. As we noted regarding the Rainbow orientation, it is a matter of learning from our mistakes rather than never making a mistake. Without this action-learning orientation, the Purposeful Tangy Orange person is inclined to never move forward—despite being courageous.

Verdant Green: Analytic Compassion and Visioning

Verdant Green is a combination of Golden Yellow and Azure Blue. Ideally, it brings together the active thoughtfulness and data-based orientation of extraverted Golden Yellow with the caring, service-oriented orientation of introverted Azure Blue. We find this orientation to be abundant in the human service sectors of our society and in the human relations divisions of contemporary organizations.

This Verdant Green preference resides opposite to Ruby Red. Introverted Verdant Green is often the source of critiques about the “human costs” of taking a precipitous action. Recall “Bones” (Dr. McCoy) being critical of both Captain Kirk and Spock for being “careless” about human lives. Analytic, extraverted Verdant Green is about opening the options for action (once again contrasting with the tendency of Ruby Reds to close off the options too quickly). The perceiving function of the MBTI is closely aligned with extraverted Verdant Green. The term Verdant is used because this is a Green that is fully alive (perhaps even overgrown) with abundant foliage (choices).

At the Golden Yellow end of extraverted Verdant Green, we find those human service schools of thought that are highly rational, systematic, and action-oriented. Think of Cognitive-Behavioral Therapy or the use of career aptitude inventories (such as the Strong Interest Inventory or Holland’s Career Aptitude Test) or career planning processes. By contrast, we find more depth-oriented psychotherapies and aspirational career planning processes, such as those advocated by Richard Bolles (2019), at the Azure Blue and introverted end of Analytic Verdant Green. Rather than immediate action, a client is encouraged to be thoughtful, introspective, and discerning of the multiple factors impacting their present and future life.

For the Verdant Green person and member of an organization, the major source of joy is gaining insight about a relationship or a human development process. Both the introverted and extraverted Verdant Green is in the business of searching for humankind’s “soul.” Enneagram Five tends to align with the introverted Analytic Verdant Green orientation. These people are often quietly observant and careful in the way they care for other people. By contrast, the extraverted Verdant Green is more likely to align with Enneagram Four. They are inclined toward greater psychic depths, rather than observing other people taking this psychic plunge.

Much like the extraverted Azure Blues, the Verdant Greens want to be helpful; however, there is enough Golden Yellow in the veins of the extraverted Verdant Green that they are inclined to ask: “How can I help.” They would like to know how best to deliver the assistance. The extraverted Verdant Green human service practitioners often choose among strategies and practices that are based on evidence (especially if they reside toward the Thoughtful Golden Yellow end of the Analytic Verdant Green spectrum). The introverted Verdant Green often “knows” how they can be most helpful. They don’t

“trust” their client to be knowledgeable about their personal needs or the options they have in terms of being helped. It is not unusual for the introverted Verdant Green to have accumulated a large library of human service-related books and to have attended a diverse set of workshops, certificate programs, and even academic degrees. One of us [WB] remembers a conversation with an introverted Verdant Green who was attending one of this author’s seminars. This Verdant Green, with some self-knowledge, quipped that he will finally be “wise” and helpful to other people after attending just one more workshop!!!

Energy is often associated with an abundance of options for both the introverted and extraverted Verdant Green. Their forest of alternative perspectives and practices is indeed verdant. For the extraverted Verdant Green, this means that they can choose among various options when finding out what the person they are helping wants; for the introverted Verdant Green, these multiple options are swirling around in their heart and head, enabling this introvert to savor the diversity and choose the right approach for the person they are assisting.

This preference for a verdant perspective is evident in the focus of attention for those with this orientation: they are aligned with David Kolb’s (1984) divergent view of the world. This divergence is manifest in a desire to look at the world and one’s place in this world from multiple perspectives and in Verdant Green’s enjoyment of a wide variety of relationships. Cross-cultural experiences are a source of great excitement rather than dread. Furthermore, there is often a wide-ranging interest in books, music, theater, and any other venue that offers something new and different regarding the human condition [Enneagram 5]. One of us [WB] had the opportunity to sit on the board of a graduate school to which the noted psychologist and existential psychoanalyst, Rollo May, donated his extensive library:

Meeting in the room where May’s library was housed, I often browsed through his library during breaks in the board meetings. Rather than hobnobbing with other board members about the financial status or future direction of this graduate school, I picked up a copy of a book in Rollo May’s collection that concerned the ritual performance of a tribe in Mozambique or a book providing pictures and histories of 17th-century Flemish art. It was an extraordinary collection of books.

The diverse perspectives and practices of Rollo May were represented in his collection. While he was apparently quite charismatic, I suspect that he was actually an introvert who would prefer reading a book to lecturing a group of fellow professionals. He might have assigned his psychic aide to offer the lecture.

This interest in diversity leads to the major strength offered by those with a Verdant Green preference. They enjoy (and are often skillful) in building a rich, compelling model of the culture in which they are operating (inside their organization) and in which their organization is operating. Those with the extraverted Verdant Green preference want to keep the options open [MBTI: perceiving]. That’s why they often thrive as career counsellors and advocates for us finding our “bliss” (especially if they reside at the Azure Blue end of the Verdant Green spectrum). For the introverted Verdant Green, the diversity is often found only in their own psyche. They are likely to offer specific advice to the person they are helping: “I have spent a fair amount of time considering the issue you presented, and here is what I

think you should do.” The wise old man or woman (exemplifying one of the Jungian archetypes of wisdom) is perfectly suited for the introverted Verdant Green preference. Carl Jung himself might often have played this archetypal role when providing advice to the many rich folks who traveled to Switzerland so that they might receive his wisdom (Bair, 2003).

The primary challenge for those with an introverted Verdant Green orientation occurs when they are asked to be less “sensitive” and more concerned with the bottom line (a concern often voiced by a Ruby Red). The extraverted Verdant Green is challenged when they are “caught” with voicing too many options. While the introverted Verdant Green holds the same number of options, they have the “good sense” of keeping them to themselves. WB offers the following observation:

Having perused Rollo May’s library and having read many of his books, I find that his vast, diverse knowledge is not on full display in his books. Rather, he only hints at this diversity, relying primarily, in his writings, on the disciplines of psychology, philosophy, and history. Much like Sigmund Freud, who I suspect was also an introverted Verdant Green, May could offer remarkable insights that crossed disciplinary and cultural boundaries because of this much broader and deeper reservoir of knowledge that wasn’t on public display.

There is an interesting and perhaps important final observation to make about both the extraverted and introverted Verdant Green. They want to remain open to new ideas and don’t want anyone to close off any options simply because it is time to move forward (Ruby Red) or because this option is less realistic than the other options (Golden Yellow). The primary threat in the life of a Verdant Green is associated with the fear of losing their freedom (Enneagram: Five). They worry that the options are closing for them. The nightmare is that they will be forced to accept a tunnel vision of the world (the preference of an extreme Ruby Red). In some cases, a Verdant Green hides away (introversion), so that no one can dictate what they can and cannot do. In other cases, Verdant Greens push back against the intrusion (extraversion). The extraverted Verdant Greens often join hands with their extraverted Royal Purple colleagues in offering an articulate and forceful voice for freedom and autonomy.

Royal Purple: Equitable Compassion and Visioning in Action

Royal Purple is a blend of Azure Blue and Ruby Red. For those with an extraverted Royal Purple preference, the world is one in which an active pathway must be forged toward social justice. The introverted Royal Purple might be less inclined to choose an active pathway; however, they are often highly inclined to write about social justice, help to formulate public policy related to social justice, help to heal the wounds of injustice inflicted on individuals, or, at least, show up at demonstrations. Equitable Royal Purple is about advocacy—where of the extraverted active engagement kind, or the more reserved introverted kind.

Royal Purple blends the Azure Blue concern about human beings and about envisioning a compelling future with a Ruby Red concern for moving to action. The introverted Royal Purple is likely to align with the introverted Azure Blue’s focus on caring: psychology and physical wounds may need healing. When you are in trouble, there is no one better to have on your side than an introverted Royal Purple advocate. Conversely, the extraverted Royal Purple is likely to align with the extraverted Azure Blue’s

focus on purpose and an envisioned future. Together, these two extraverts march on behalf of a specific vision of a just future. There is no one better to join with in advocating for change than an extraverted Royal Purple.

The Royal Purple preference is identified as Royal because it is all about power and authority: who has the power and who has the authority? Are they the right people to represent the interests of all people? If not, then we need to act (extraversion) or write articles and help to formulate policies related to the fundamental nature of these interests (introversion).

Thoughtful Golden Yellow resides opposite to Equitable Royal Purple and is often detested by those with a Royal Purple orientation. This is no time to sit on the sidelines and keep score. This is a time to be fully engaged! The Golden Yellow responds thoughtfully and reasonably, indicating that someone needs to remain neutral and unbiased when it comes to assessing what is happening with regard to processes of justice and equity in a society. The Golden Yellows will often express their admiration for a judicial system and set of courts that are neutral and occupied by women and men who are thoughtful and slow thinking (Kahneman, 2011).

There is nothing worse for a Golden Yellow than discovering that their judicial system is filled with politics, greed, and corruption. If there is no legitimate system that monitors and corrects judicial inequities, then the Golden Yellow will declare that we might very well be on our way to societal hell! The introverted Royal Purple will comfort the distraught Golden Yellow and gently suggest that advocacy is needed precisely because of the presence of politics, greed, and corruption. The extraverted Royal Purple might find that they have little time for comforting the naïve Golden Yellow. It is time for the confrontation of legislators at the state capital!

The feeling function of the MBTI is directly aligned with the Royal Purple orientation. They are passionate, whether extraverted or introverted. This feeling function is not just about emotions. It is about a deep concern for the values that underlie our actions. The introverted Royal Purple orientation is aligned with the Enneagram 4 and the concern of this enneagram type with depth of feeling and experience. The extraverted Royal Purple is more likely to direct their passion outwardly toward the reform of their community or society. These extraverts might find themselves involved in mediations and compromise (Enneagram Nine) if they lean toward Azure Blue rather than Ruby Red. A drop of Golden Yellow realism can be helpful, along with several drops of Tangy Orange's strategic planning. Alternatively, the extraverted Royal Purple might lean toward confrontation and some pushing and shoving (Enneagram Eight) if they find themselves leaning toward Ruby Red rather than Azure Blue. A drop of Golden Yellow realism is useful for the extraverted Royal Purple if they are to pick the right battles to fight. Several drops of Tangy Orange's tactical planning will also help them "win the day."

Equitable Royal Purples truly care about those who are looking to them for active (extraverted) or quiet (introverted) leadership. The Royal Purples do not stop caring (introversion) or acting (extraversion) until some level of social justice is achieved for all people. It is an unending task for many with the Royal Purple orientation and can easily lead to fatigue, burnout, and ultimate disillusionment. The introverted Royal Purples are a bit more fortunate in that it doesn't "hurt as much" to have people stop reading their essays or stop passing their bills. They are "accustomed" to being ignored. It usually hurts much

more for an extravert to be blocked psychologically or physically from getting something done. John Lewis's Royal Purple "good trouble" is admirable, but it can lead to physical harm (as occurred with John Lewis). And it requires the infinite patience exhibited by John Lewis and a willingness to be rebuffed repeatedly at the barricades.

The primary source of joy for the Equitable Royal Purple is ensuring that justice is done and that appropriate services are delivered to those who are repeatedly underserved. There is joy standing at one end of the Edmund Pettus Bridge in Selma, Alabama, having crossed the bridge without harm being done, and celebrating the anniversary of a march that became a turning point in the American struggle for civil rights.

A major source of energy is the questioning by Royal Purple of those in authority. The "big bosses" in government and business are asked the hard questions: "Do the ends justify the means?" "Why are you really engaged in this so-called 'humane' act?" "How do you justify this destructive act?" There is the matter, for both extraverted and introverted Royal Purples, of challenging a notion pondered by King Arthur as he was envisioning his round table in Camelot. He asked himself: Does might always lead to right? Or, in alignment with the Royal Purple orientation, does right create might? Is power eventually (and inevitably) to be found in doing the right thing? Is this Arthurian concept too closely aligned with the impractical vision of the Royal Purple's Azure Blue side? We must remember that Arthur (at least in many renditions of the Arthurian saga) does have to revert to warfare if his kingdom is to be preserved. The Ruby Reds were proven correct. Right is often established by might.

The introverted Royal Purple often focuses their attention on defending the weak and disadvantaged in their community or society by ensuring consistency in policies, procedures, and actions. This can occur in one's society or even in one's organization, with attention being given to such issues as sexual harassment and gender or racial discrimination. David Kolb (1984) describes the process of assimilation whereby a set of rules and procedures is firmly established to ensure consistency in organizational behavior. For the introverted Royal Purple, this assimilation focuses on the creation and implementation of fair and consistent policies and procedures leading to equity and justice.

The strength of an extraverted Royal Purple's leadership often resides in this person's provision of great drama. There are demonstrations, elegant gestures that are heroic in nature and that express the deep feelings underlying the actions that are taken [Enneagram 4]. The accompanying challenge takes place when the extraverted Royal Purple leader is being asked to be less "deep" and to live more often in the real and expedient world. The Thoughtful Golden Yellow member of an organization (or society) might agree with the Royal Purple that social reform is a good thing; however, "can't we take it a bit slower and buttress this reform with some evidence of the injustice that has actually been done?" With this concern being voiced by a Golden Yellow aide who is residing inside the tent, the extraverted Royal Purple will often struggle with the contradictions inherent in the search for power and the search for justice. The burnout associated with extraverted Royal Purple can often reside in this contradiction (which is exacerbated by the overriding contradiction often to be found in a VUCA-Plus environment).

The important, existential threat for someone with a Royal Purple orientation is being judged as someone who is trivial, unimportant, or unoriginal [Enneagram 4]. To be ignored or taken lightly is the

ultimate curse for someone deeply involved in the work of reform in an organization or society. An extraverted Royal Purple might declare to others in their community or society: "I would rather you fight against me than not even notice that I exist." For the introverted Royal Purple, a slightly different declaration might be delivered: "I am being thoughtful and respectful of your opinions and rights, so why don't you be thoughtful and respectful of my opinions and rights? Why don't you listen to me!" For both the introverted and extraverted Royal Purples, they would rather be arrested than remain invisible. They would rather be beaten on their head than passed by and dismissed as someone who is irrelevant.

Blended Fantasies

In our earlier essay, we brought in three of the principal characters who were featured in each of two fanciful narratives of the past century. These were *The Wizard of Oz* and *Star Trek*. The three characters in the *Wizard of Oz* represented the three primary perspectives and practices of this essay: the Scarecrow (Golden Yellow), the Tin Man (Azure Blue), and the Cowardly Lion (Ruby Red).

The same three perspectives and practices were represented in the three principal characters in *Star Trek*: Captain Kirk (Ruby Red), Doctor McCoy (Azure Blue), and Mr. Spock (Golden Yellow). What we purposefully failed to do was to introduce the other major characters in both narratives. These are the ones that represented blended orientations and were key to keeping everything working in their world of Fantasy.

Wizard of Oz

The two major characters not mentioned in the previous essay were the principal protagonist, Dorothy, and her companion, Toto (the dog). Dorothy was inevitably aligning with one or other of the three perspectives and practices during her journey to Oz. At times, she was smart, at times compassionate, and at times quite brave. These all tended to be extraverted displays. Dorothy, in general and as a young maturing girl, was full of extraversion. She looked for external solutions to her problem of finding her way home. It is only quite late in the story of Dorothy's journey to Oz that Dorothy discovers an internal (introverted) solution to her problem: her home has always been there. She just needs to appreciate what she has in Kansas.

And then there is Toto. This beloved dog was always at Dorothy's side. He played a central role in unmasking both the Lion's fake ferocity and the Wizard's fake power. Furthermore, Toto was leading Dorothy's three companions to the castle where the Wicked Witch was keeping her captive and threatening her life. This would seem to be an example of quiet and effective extraversion being played out in many different ways. While we don't know much about Toto's internal life as a dog, we can appreciate his agility in serving several different functions, and his "smarts" in knowing which function is needed at a specific time and location. We can also appreciate his "smarts" in detecting "fakes." This would be a nice capacity for all of us to have in our fake-filled mid-21st-century society.

What about the Wizard, our other central player? Is it appropriate to refer to the Wizard of Oz as representing the Rainbow orientation, given that Oz resides somewhere above the rainbow? The Wizard was not directly facilitating the display of all three colors on the spectrum during his meeting with Dorothy, the Scarecrow, the Tin Man, and the Lion. He didn't seem to display this extraverted version of

Rainbow leadership. However, we think it is appropriate to suggest that the Wizard is an introverted Rainbow leader who can appreciate the strength of all three preferences and knows how indirectly (manipulatively) to elicit the best out of each of the three characters as they display one of these three preferences.

All of this intermingling of the three primary colors and various combinations of two colors (such as the Royal Purple demand for justice when meeting with the Wizard) was on behalf of Dorothy's immediate goal: returning to her home. The Scarecrow was awarded his diploma, the Tin Man received his heart-shaped watch, and the medal of courage was bestowed on the Lion. However, the real winner was Dorothy. And she had the others (including Toto) to thank for the successful journey and the ultimate goal: the fuller appreciation of those who loved her (and whom she loved in return). Apparently, extraverted assistance was required on the part of those who loved Dorothy, for this young girl to come to an introverted realization that the loving assistance and emotional support being offered to her in Oz was also available back home on a farm in Kansas.

Star Trek

We move to a quite different setting. To quote Dorothy: We are not in Kansas anymore. We are in a distant location from Earth. However, as in the *Wizard of Oz*, there are additional characters to be acknowledged. The Star Trek narrative isn't all about Kirk, McCoy, and Spock. It is also about the crew of the Enterprise – and Uhura, Sulu, and Scotty in particular. These three characters don't just represent diversity of background. They also represented the flexibility of interpersonal preferences and switching between an extraverted and introverted attitude.

Each of them could be brave, smart, or caring, depending on what the situation demanded of them. Each could make fast decisions and take action (extraversion), in support of Captain Kirk, when needed. Scotty could rapidly move the Enterprise to warp drive, while Hikaru Sulu, with an Asian background, could operate like a Samurai on occasion. Each of these crew members could also be thoughtful and problem-solving (introversion), in support of Spock, when the situation required. Uhura was often the key source of information and analysis on the bridge of the Enterprise, while Sulu, as an astro-physicist, could offer critical perspectives regarding "strange new worlds" (unexplored planets).

Many of the story lines concerned Kirk, McCoy, or Spock being out on their own. One of them was stranded on some alien celestial body. Being left alone, each of them often engaged their strength in an inappropriate or overused manner. Kirk's bravery led to foolhardy actions that got him in trouble. McCoy's caring led him to sacrifice himself in a manner that hurt rather than helped the situation he was in. Spock's analytic skills were overused, leaving him with little appreciation of the human factors that ultimately determined success or failure.

It often took one of the three other members of the crew to save Kirk, McCoy, or Spock from their strength. At the end of each episode, we find all six of the main characters assembled on the bridge. They are offering us a portrait of extraverted and introverted attitudes being blended on behalf of Rainbow Integration and Collaboration. The stage is set for a future adventure. Kirk, McCoy, Spock,

Uhura, Sulu, and Scotty are ready to continue going where no one has gone before. They are searching for another Pot of Gold!

Implications for Coaching

While we might not have a Scarecrow, Tin Man, Lion—or even a good doctor or Vulcan—to assist us in our journey, we can look to assistance from a professional coach. We suggest ways in which a coach can provide some guidance (or at least ways in which we can self-coach). This will mean that we need to return briefly to the concepts that were introduced earlier in this book: the domains of information, intentions, and idea. And we will be directing our attention initially to those who do the coaching.

The Nature of Effective Coaching

First, it is important when coaching someone to acknowledge that those people who tend to dwell more on reflection than action are oriented either toward “realism” or “idealism.” The “realists” who are assertive tend to be aligned with extraversion and Golden Yellow, while the idealists are likely to be aligned with an extraverted Azure Blue. When we are unsure about the preference of our coaching client, we might want to consider either the introverted Golden Yellow or the introverted Ruby Red. We might have to wait for a while to gain a clear sense of the preferences shown by those who are reticent to act. On the other hand, there is one introverted preference that is usually displayed fairly early in a relationship. This is the introverted Azure Blue. Their caring attitude is usually right there: they’re “wearing their heart on their sleeve.”

By contrast, the extraverted Ruby Red is inclined to embrace an activist perspective. As activists, they tend to dwell in the domain of actionable ideas. As we have noted, the activists perceive the overly analytical realist as an immobile, often obsessive person. Similarly, an activist views the idealist as hopelessly romantic—a person who would rather build castles in the air than build a durable bungalow on earth. The realist, while very “well-informed”, may never lift his or her head long enough or far enough to see what is actually happening in the world beyond the data. While these perspectives have already been offered in these two companion essays, they should be guiding the professional coach in determining which approach to take, the issues on which to focus, and the questions to ask their client.

Executive coaches are likely to find that the leaders they are coaching are often pulled not only between reflection and action, but also between realism and idealism. The realist is careful and cautious, because of their legitimate concern that problems may appear to be “solved” through wishful thinking (the failure of idealism) or without anticipating the consequences (the failure of activism). Too many people, according to the realist, go off half-cocked, with very little sense of the resources needed to solve a problem and without a clear understanding of the current situation to anticipate all the consequences associated with a particular solution.

In essence, we are suggesting that effective coaching takes place in the three interrelated domains that reside at the heart of this model of interpersonal relationships: (1) information (essential features of the current state), (2) intentions (desired state; what we intend to accomplish and/or avoid) and (3) ideas (specific proposals and subsequent actions that are taken to change the current state into the

desired state). Effective coaching blends attention to information, intentions, and ideas. The relative emphasis to be placed on each domain depends on the preference and attitude of the coaching client. This does not mean that one only focuses on information with the Golden Yellow, intentions with the Azure Blue, or ideas with the Ruby Red. It only means that we may find some resistance when moving into a non-preferred domain. This might require that we inform our client of this move into a non-preferred domain and the value inherent in the movement to the client's potential "blind spots" and areas of greatest conflict or confusion.

Effective coaching also balances phases of reflection and action. Frequently, coaching clients will spend too much time reflecting and never move beyond untested ideas. Or they will move precipitously toward action with insufficient attention given to either information or intentions. As we have noted, the interpersonal preferences of clients may cause them to favor some of these domains over others, requiring that the coach help restore balance. It is also important to reiterate that an introverted client might not immediately "show their hand." If this is the case, then it might be advisable for the coach to move between all three domains with the questions they ask, noting how their client reacts to questions from each domain. Usually, the preferences for one or more of the three domains will appear after a couple of cycles where questions are directed to all three domains.

The Crucial Coaching Questions

With this introduction that is directed at the person doing the coaching, we can now identify some crucial questions that can be conveyed either by the coach or by those of us who will be doing some self-coaching.

We have already suggested that each of the basic preferences is aligned with one of the three domains: Ruby Red (ideas), Azure Blue (intentions), and Golden Yellow (information). There is also a tendency of extraverts to find some questions to be quite challenging, while others are in their "wheelhouse" and are rather readily answered. These questions concern something about which they have probably pondered or about which they have a fairly good picture because it relates to an action that has been taken. Similarly, there are some questions that are rather easily answered by the introvert, because they have often been introspective about these matters while observing and occasionally engaging in the problem-solving and decision-making process of their team. Other questions are much more challenging for the introvert because they must speculate on what might happen if they took action rather than just observed and reflected.

We have gone "out on a limb" in assigning a probable reaction to each of the following questions on the part of the extravert and introvert. Obviously, there are many factors that influence what actually happens when one of these questions is being addressed by those with either an extraverted or introverted attitude. We invite you to offer your own predictions regarding how *Hard* (difficult, challenging) or *Soft* (easily answered, accessible) an answer is forthcoming with regard to each question for most extraverts and most introverts. We mark each question: (1) Extravert/Hard [E/H], (2) Extravert/Soft [E/S], (3) Introvert/Hard [I/H], and (4) Introvert/Soft [I/S]

The following are some general coaching questions to be asked that are related specifically to the content of this series of two essays:

What is your strongest color/preference? [E/S] [I/H]

What is your weakest color/preference? [E/H] [I/S]

When and under what circumstances do your preferences change? [E/H] [I/S]

What is the most important strength for you associated with your strongest preference? When are you at your best? [E/S] [I/H]

What is your strongest color/preference when you confront opposition? What does this color look like when you engage it? [E/H] [I/S]

What is your next strongest color and your weakest color when you confront opposition? When, if ever, do you engage these colors—perhaps in your childhood? [E/H] [I/S]

When do your major strength(s) get you in trouble—and what kind of trouble do you get into? [E/S] [I/H]

The following are several sets of more specific probing questions to be posed regarding two of the three domains:

The Domain of intentions [Desired State]

How would you know if you have been successful in this endeavor? [E/S] [I/H]

What would make you happy? [E/H] [I/S]

Who else has an investment in this project, and what do they want to happen? [E/H] [I/S]

What would happen if you did not achieve this goal? [E/H] [I/S]

What would happen if you achieved this goal? [E/S] [I/H]

What scares you most about not achieving this goal? [E/H] [I/S]

The Domain of information [Current State]

What are the most salient facts regarding the circumstances in which you now find yourself? [E/S] [I/S]

What are the “facts” about which you are most uncertain at present? How could you check on the validity of these facts? [E/H] [I/S]

What are alternative ways in which you could interpret the meaning or implications of the facts that you do believe to be valid? [E/H] [I/S]

The Problem [Gap between Current and Desired State]

How do you know that there is a problem here? [E/S] [I/S]

To what extent do other people see this as a problem? If they don't, why don't they? [E/S] [I/H]

How long has this problem existed? How big is it? Is there any pattern associated with its increase or decrease in magnitude? [E/H] [I/S]

What are the primary causes of the problem? What is different when the problem does and does not exist? What remains the same whether or not the problem exists? [E/H] [I/S]

Who benefits from the continuing existence of the problem? In what ways do you benefit (even indirectly) from the continuing existence of this problem? [E/S] [I/H]

What will you miss if and when this problem is resolved? [E/H] [I/S]

The coaching process should then shift toward uncovering solutions. This uncovering process may occur while the problem is being described and explored—or it may even precede the exploration of the problem. It is not for the reflective coach to control the flow of the clearness process. Rather, the reflective coach continues asking questions that move with rather than impede the client's own "natural" way of exploring the problem.

The Domain of Ideas [Solution(s): Closing Gap between Current and Desired State]

When exploring solutions to the client's problem (or your own problem when self-coaching), the coach and client move into a third domain: the domain of ideas. One or more of the following questions may be appropriate to ask:

What have you already tried to do to solve this problem? And what did you learn from these efforts? [E/H] [I/H]

What actions have you taken that somehow reduced the scope or impact of the problem, even if this action was not intended to address this problem? What did you learn from this serendipitous impact? [E/S] [I/H]

How might other people help you solve this problem, especially those who have not previously been involved with this problem? What other resources that have not previously been used might you direct to this problem? [E/S] [I/H]

What would happen if you just ignored this problem? What would happen if you devoted all your time and resources to solving this problem? [E/H] [I/S]

What is the most unusual idea that you have about solving this problem? What solutions have you dreamed of or thought about at a moment when you were particularly tired or frustrated? [E/H] [I/S]

What would you do if you had much more time to solve this problem? [E/S] [I/H]

What would you do if you had very little time to solve this problem? [E/S] [I/H]

If you were “king” or “queen,” what solution(s) would you impose to solve this problem? If you were a “fool” or had nothing to lose in trying something out, what would you do in attempting to solve this problem? [E/S] [I/S]

These questions all encourage a fresh look at solutions to the problem and encourage one’s client (or oneself) to probe deeper into their own ideas regarding potential solutions. Coaching clients often limit themselves in considering nontraditional ideas, in part because they believe that they have been “right” so often that it is hard to risk being “wrong.” This is particularly a concern for the extraverts.

The effective coach provides a safe and supportive environment in which to articulate and explore these “wrong” and crazy ideas. They create a “sanctuary” in which to consider parameters of the problem and solutions (time, resources, authority, approaches) that have always been on “the back burner” for this harried client. This condition is particularly common among introverts. This is particularly challenging (and important) to keep in mind when doing self-coaching.

Conclusions

One final point. Extraverted coaches take note. An effective coach must provide a safe setting in which their client can reflect on the nature of a problem and its solutions. Our coaching clients should feel safe when engaging us as a professional coach, not only because we are accepting and supportive, but also because, as a coach, we are not intruding with our own ideas. When we impose our ideas, the recipient of these ideas must acknowledge these ideas and find something good about them, so that our feelings aren’t hurt. Furthermore, if we have been particularly helpful (in terms of giving our client considerable time and attention), then our client must reciprocate by finding some way to make use of these ideas (even if it means that the solution is unsuccessful). All of this distracts our client from the real task at hand, which is to find a solution to their convening problem, not to the newly created problem of making us feel good about our assistance.

The coaching process we have just outlined is simple, straightforward, and often a valuable tool for a coach who works in an organizational setting or for someone who is coaching themselves. It all goes back to the basic engagement of all three domains. Ultimately, our perspectives and practices as contributing members of an organization should incorporate and move through all three domains, whether we are burning with Ruby Red fire, gazing at an Azure Blue sky, or shining Golden Yellow light on reality. Furthermore, we must find ways to be valuable contributors, whether the burning, gazing, and shining occur inside or outside the tent.

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