



STRENGTH AS ONE  
LEADERSHIP

## **Welcome to Strength As One Leadership, LLC.**

In the 1990s, Dr. Donald Clifton coauthored *Soar With Your Strengths*, and the science of strengths psychology was first introduced to the general public.<sup>1</sup> In 1999, the first version of StrengthsFinder (now called CliftonStrengths) was administered as a strengths-assessment tool, and 18,763 people were tested. With thirty years of research experience, Clifton taught that leaders must know their strengths to work effectively.<sup>2</sup> Today, CliftonStrengths is Amazon's bestselling business and nonfiction book of all time, and over 30,664,616 people have assessed their strengths.<sup>3</sup>

We are big believers in this tool's power because of its impact on the lives of those who learn their strengths. We also love its uniqueness. According to Gallup, the chances of two people in the world possessing the same top 5 strengths (out of a possible 34) are 1 in 33 million. The odds of sharing the top 10 strengths in order are one in 447 trillion. Scientists

---

<sup>1</sup> <https://www.gallup.com/cliftonstrengths/en/253754/history-cliftonstrengths.aspx>; Clifton, D. O. & Nelson, P. (1992). *Soar with your strengths*. Delacorte Press.

<sup>2</sup> Lesko, A. P. (2015, October 12). How do you lead the pack? A resource to develop personal strengths for students and practitioners. *Journal of Management Education*.  
Rath, T., & Conchie, B. (2008). *Strengths-based leadership*. Gallup Press.

<sup>3</sup> <https://www.gallup.com/cliftonstrengths/en/home.aspx>



calculated that the possibility of having the identical 34 strengths in order is greater than the total number of stars!

Congratulations on your decision to be coached by one of our SAOL leadership coaches. We trust this will be a life-changing experience for you and set you up for a lifetime of success utilizing your signature strengths. Our coaches will take you beyond understanding each strength to help you recognize how your signature strengths uniquely work together as a package. You will also have the opportunity to receive ongoing life/leadership coaching from any of our coaches, so make the most of this opportunity to learn, apply, and grow!

Strength As One Leadership, LLC, was founded by Army Major General (ret) (USAR) Daniel York in 2017 to fulfill his passion for equipping those who aspire to be excellent leaders with tools to set them up for success. York is the author of *The Strong Leader's Hand* and *The Weak Leader's Fist*, as well as six workbook series on leadership. He is a popular national and international speaker and the director of First Cause, a nonprofit organization that helps develop leaders worldwide. He and his team of coaches look forward to working with you!

If you have any questions, feel free to contact us at [saoleadership@gmail.com](mailto:saoleadership@gmail.com).

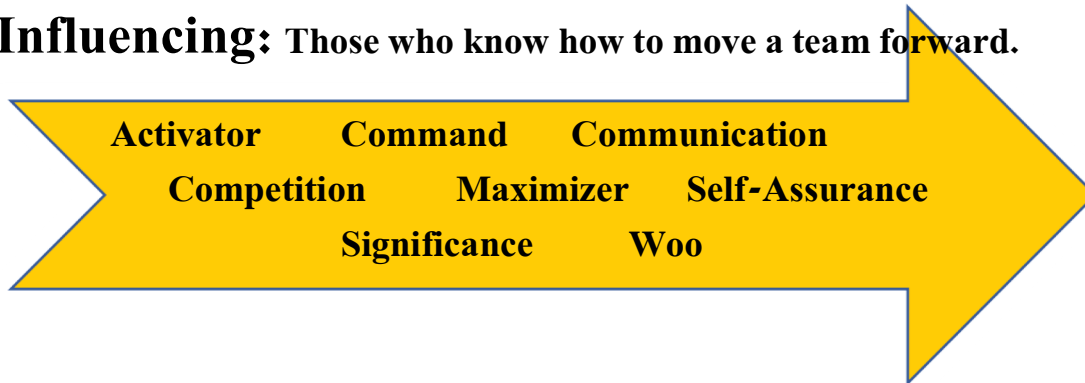


# CliftonStrength's Four Domains

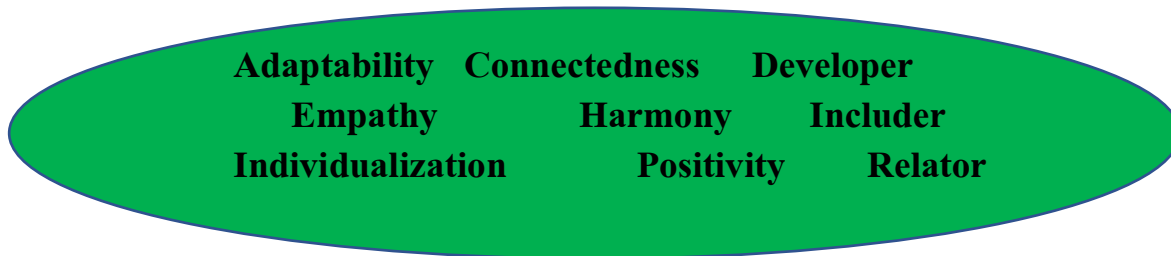
**Executing:** Those who know how to make things happen.



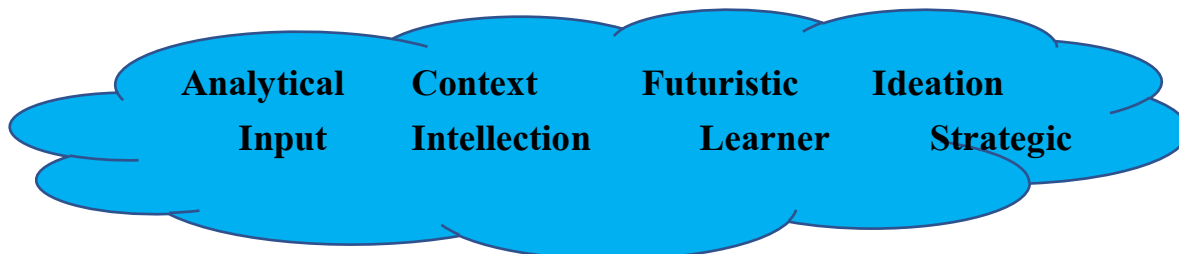
**Influencing:** Those who know how to move a team forward.



**Relationship Building:** Those able to build strong relationships.



**Strategic Thinking:** Those who ponder, reflect, and meditate on information.





Talent Frequency: 1/34

## Achiever®

Hard Worker

People who are exceptionally talented in the Achiever theme have a great deal of stamina and work hard. They are delighted by being productive.

- Your achiever theme explains your drive and constant need to achieve.
  - You feel as if every day starts at zero. By the end of each day, you must achieve something tangible to feel good about yourself. (Holidays and Weekends included!)
  - You usually create lists of things that must be done: daily activities, projects, goals, relationships, etc.
  - No matter how much you may feel you deserve a day of rest if the day passes w/o some form of achievement, you will be dissatisfied. You love to complete tasks.
  - You have an internal fire burning, pushing you to do more and achieve more.
  - After each accomplishment is reached, the fire dwindles momentarily, but soon, it rekindles itself, driving you toward the following action.
  - Your relentless need for achievement might need to be more logical and focused, but it will always be with you.
  - It would be best to learn to live with this whisper of discontent as an achiever. It does have its benefits. It brings you the energy you need to work long hours w/o burning out. It is the jolt you can always count on to get you started on new tasks and challenges. The power supply causes you to set the pace and define the productivity levels for your workgroup.
- Needs opportunities to achieve consistently and daily, every day.
  - Needs life balance/integration between relationships, work, play, and rest.
  - Needs to celebrate achievements periodically.

**Regulated:** Effective work ethic. Able to produce needed results.

**Potential Blind Spots:** You could get frustrated when others are less hard-working than you. People may perceive you as overly demanding. Not everyone shares or appreciates the drive you have.

Beware of taking on projects or accepting deadlines before knowing everything involved. Be sure you have the time and resources needed to complete the task.

**Unregulated:** Unbalanced and overcommitted. Constantly busy.



### Questions:

1. How do you see this strength occur in your life?
2. How do you choose what tasks to undertake?
3. How do you maintain a healthy life balance?
4. Do you wrestle with discontent even when you achieve?

### Achiever Action Items

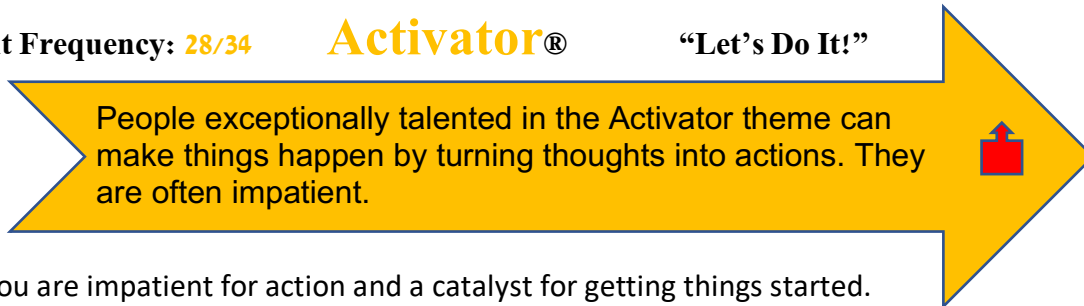
- Partner with someone with a strong Discipline or Focus theme to be efficient.
- Select jobs with the leeway to work as hard as you want and are encouraged to measure your productivity. You will feel stretched and alive in these environments.
- You don't require much motivation from your supervisor so that you can set your own challenging goals. Set a more stretching goal every time you finish a project.
- Own that you might work longer hours than most people or need less sleep. Choose to work with other hard workers and share your goals.
- Count personal achievements in your scoring "system" to include family.
- Take a moment to appreciate your successes. You can look ahead tomorrow. Today, celebrate.



Talent Frequency: 28/34

## Activator®

“Let’s Do It!”



People exceptionally talented in the Activator theme can make things happen by turning thoughts into actions. They are often impatient.

- You are impatient for action and a catalyst for getting things started.
- “When can we start?” (Team focused) This is a recurring question in your life.
- You may concede that analysis has uses or that debate and discussion can occasionally yield valuable insights. However, deep down, you know that only action is real and can make things happen. Action leads to performance, and you have a clear picture with reasons for what must be done.
- Once a decision is made, you *cannot* not act. Others may worry that “there are still some things we don’t know,” but this doesn’t seem to slow you.
- If the decision was made to go across town, you know that the fastest way to get there is not to go stoplight to stoplight. You dislike waiting for all the lights to turn green.
- In your view, action and thinking are not opposites. You believe that action is the best learning device. You decide, act, look at the result, and learn.
- Learning informs your following action and repeating actions. How can you grow if you have nothing to react to? You believe you can’t. You must put yourself out there and take the next step. It is the best way to keep your thinking fresh and informed.
- Bottom line: You will be judged not by what you say or think but by what you get done. This is okay with you. It pleases you. Action speaks louder than words.

### Intrinsic Needs and Motivations:

- You need to act...now!
- Depending on your other strengths, “ready, fire, aim” can be how you act.
- You think, learn, and process by doing.
- It would be best if you had others join you.

**Regulated:** Self-starting momentum generator that motivates others to act.

**Potential Blind Spots:** You may charge ahead with an insufficient plan. Before making a significant decision, consider other courses of action, potential obstacles, objections, and options,

Beware of overwhelming people and pressuring them to act before they are ready. They may not have your sense of urgency or feel valid concerns.

**Unregulated:** Impulsive, moves too quickly w/o appropriate thinking.



### Questions:

1. Can you recall times when you acted too hastily?
2. How do you see this strength play out in your life?
3. When are you at your best in influencing others to act?
4. Have you ever come across as “pushy” in a way that intimidates others?

### Activator Action Items

- Partner with someone with strong Strategic or Analytical themes so you can see how high the cliff is before you inadvertently fall off it.
- Seek work where you can make and act upon your own decisions. In particular, look for start-up or turn-around situations.
- Take responsibility for your intensity by asking for action in a group.
- Try to work on committees that are action-oriented
- Explain why your requests for action must be granted; otherwise, others might dismiss you as impatient and label you a “ready, fire, aim” person.



Talent Frequency: 10/34

## Adaptability® Responsive in the Moment!



People exceptionally talented in the Adaptability theme prefer to “go with the flow.” They tend to be “now” people who take things as they come and discover the future one day at a time.

- You live in the moment with a non-anxious, unpreoccupied presence.
- You don’t see the future as a fixed destination. Instead, you see it as a place that you create out of the choices that you make right now. You discover your future one option at a time and are *now* focused.
- This doesn’t mean that you don’t have plans. You probably do. However, adaptability enables you to respond willingly to the moment’s demands, even if they pull you away from your plans.
- Unlike some, you don’t resent sudden requests or unforeseen detours. You expect them. They are inevitable, and, on some level, you look forward to them.
- You are, at heart, a very flexible person who can stay productive when work demands are simultaneously pulling you in many different directions.

### Intrinsic Needs and Motivations:

- Needs to be responsive in the present. Now!
- Needs challenges and freedom from constant routine.
- Needs a dynamic environment.

**Regulated:** Flexible and comfortable with change. Easy to get along with.

**Potential Blind Spots:** Your priorities may continuously shift as you live in the moment. Beware that frequent changes may seem endless and unnecessary to those who prefer structure, routine, or stability.

Routine, mundane work may drain you. You may be late for appointments or miss deadlines. Be sure to track important assignments and meetings.

**Unregulated:** Lack of direction, unfocused, indecisive, and easily swayed.





## Questions:

1. How do you see this strength play out in your life?
2. What is your life like when your conditions limit flexibility?
3. How do you gain advantages from being adaptable?

## Adaptability Action Items

- **Partner with Focus, Strategic, or Belief themes** to help you shape your longer-term goals, leaving you to excel at dealing with the day-to-day variations. Look to others for planning.
- Seek roles in which success depends upon responding to constantly changing circumstances. Consider career areas such as journalism, television production, emergency healthcare, and customer service. In roles of this type, the best reacts the fastest and stays levelheaded.
- Fine-tune your responsiveness. If your job demands unanticipated travel, learn how to pack and leave in 30 minutes. If your work pressure comes in unpredictable spurts, practice the first three moves you will always make when the pressure hits.
- When the pressure is on, help your colleagues find productive ways to relieve the stress and make progress. You can be the spark that “unfreezes” them.
- Cultivate your reputation as a calm and reassuring person when others become upset by daily events.
- Avoid roles that demand structure and predictability. These roles frustrate you, make you feel inadequate, and stifle your independence.



Talent Frequency: 15/34

## Analytical®

Just the facts!

People exceptionally talented in the Analytical theme search for reasons and causes. They can think about all the factors that might affect a situation.

- You see yourself as objective and dispassionate.
- Your analytical theme challenges other people: “Prove it. Show me why what you are claiming is true.”
- In the face of this questioning, some will find that their brilliant theories wither and die. For you, this is precisely the point. You do not necessarily want to destroy other people’s ideas but insist their theories be proved.
- You like data because they are value-free with no agenda. Armed with data, you search for patterns and connections. {Similar to Strategic} You want to understand how specific patterns affect one another. How do they combine? What is their outcome? Does this outcome fit with the theory being offered or the situation being confronted?
- You peel the layers back until the root cause or causes are revealed gradually.
- Others see you as logical and rigorous. Over time, they may come to you to expose someone’s wishful or clumsy thinking.
- It is hoped that your analysis is never delivered too harshly lest others avoid you when that inadequate thinking is their own.

### Intrinsic Needs and Motivations:

- Needs time to gather all the pertinent facts and data.
- Needs time to process the facts and data.
- Needs an avenue to share their information.
- Needs freedom to question others’ assumptions and ask “prove it.”

**Regulated:** Logical, deep, thorough thinker. Understands data and patterns.

**Potential Blind Spots:** You may appear overly skeptical and critical as you question people from an objective, fact-based approach. Beware of putting down or belittling people’s emotional, subjective, or personal opinions.

Too much questioning can cause people to believe you distrust their ideas and thinking, making you too hard to work with. Explain your thought process.

**Unregulated:** Rude, abrupt, unsatisfied with initial answers. Too many questions.



## Questions:

1. How do you see this strength play out in your life?
2. How do you avoid alienating people when questioning their facts or thinking?
3. What does healthy skepticism look like?

## Analytical Action Items

- **Partner with someone with a strong Activator theme.** This person's impatience will move you quickly through the analytical phase into the action phase.
- **Listen to people with Strategic, Belief, or Empathy themes.** Their insights and intuitions are difficult to measure but often accurate and valuable.
- Choose work where you are paid to analyze data, find patterns, or organize ideas.
- Whatever your role, identify credible sources upon which you can rely. You are at your best when you have well-researched sources of information and numbers to support your logic.
- Take an academic course that will expand your strength—study people whose logic you admire.
- Volunteer your analytical talent. You can be particularly helpful to those struggling to organize large quantities of data or bring structure to their ideas.



Talent Frequency: 18/34

**Arranger**®

Natural Conductor

People exceptionally talented in the Arranger theme can organize with flexibility. They like figuring out how all the pieces and resources can be arranged for maximum productivity.

- You are a conductor with a natural ability to orchestrate people and resources.
- When faced with a complex situation involving many factors, you enjoy managing the variables, aligning and realigning until you are sure you have arranged them in the most productive configuration possible.
- To you, there is nothing special about what you are doing. You are simply trying to determine the best way to get things done.
- Others lacking this theme will hold in awe your ability and wonder how you can manage so many things. They may ask how you stay so flexible and how you are so willing to shelve well-laid plans in favor of some brand-new configuration. {Similar to Adaptable}
- You are a shining example of effective flexibility, whether changing travel schedules at the last minute because a better fare popped up or mulling over the right combination of people and resources to accomplish a new project.
- You are always looking for the perfect configuration, from the mundane to the complex.
- You are at your best in dynamic situations.
- Some contend that careful plans cannot be changed when confronted with the unexpected. Others take refuge in the existing rules or procedures. You don't do either. You can jump in the confusion, devise new options, hunt for new paths of least resistance, and figure out new partnerships because there might just be a better way.

**Intrinsic Needs and Motivations:**

- Needs a dynamic environment with new challenges.
- Needs many plates/projects to spin.
- Needs freedom to expand and contract involvements.

**Regulated:** Great flexible organizer. Efficient conductor or multitasker.

**Potential Blind Spots:** Your tendency to reorganize people, tasks, or projects may confuse others, so be sure to explain your thinking about your methods and how it should bring improvement.

Beware of assuming control without asking, which could irritate, offend, or discourage others from taking responsibility or becoming involved.

**Unregulated:** Overly flexible, lacking structure. Too much change.



### **Questions:**

1. How do you see this strength occur in your life?
2. How would you define effective flexibility?
3. How do others respond to your arranging?

### **Arranger Action Items**

- Seek complex, dynamic work environments in which there are few routines.
- Make lists of suggestions for how to improve your work environment.
- Develop successful strategies for getting things done.
- Learn the goals of the people with whom you work. Let them know that you are aware of their goals.
- Take on organizing a big event, a convention, or a company celebration.



People exceptionally talented in the Belief theme have specific, unchanging core values. Out of these values emerges a defined purpose for their life.

- You have enduring core values. You are a wellspring of assertive drive and direction.
- Values vary from person to another, but ordinarily, your belief theme causes you to be family-oriented, altruistic, even spiritual, and to value responsibility and high ethics—both in yourself and others. {Similar to Responsibility}
- Core values affect your behavior. They provide clarity, conviction, and stability. They give your life meaning and satisfaction. In your view, success is more than money and prestige.
- These values provide you with direction, guiding you through the temptations and distractions of life toward a consistent set of priorities. This consistency is the foundation for all your relationships.
- Your friends call you dependable. “I know where you stand,” they say.
- Your belief makes you trustworthy. You raise the ethical standards of those around you.
- It would be best if you found work that meshes with your values. Your work *must be meaningful; it must matter to you*. Guided by your belief theme, it will matter only if it gives you a chance to live out your values. Having solid beliefs does not equate with being judgmental.

**Intrinsic Needs and Motivations:**

- Needs a cause or purpose to live for and the freedom to live it.
- Needs to know they are making a difference in the world.
- Needs their work to align with their purpose.
- Needs to be in an environment of trust and integrity.

**Regulated:** Steadfast, ethical, purposeful with clarity, passion, and conviction.

**Potential Blind Spots:** Passionate beliefs held strongly can cause others to view you as stubborn and unbending. Others’ worldviews may not match yours.

Beware of passing judgment on others’ motivations, principles, and beliefs. It is Important to respect them even if you disagree.

**Unregulated:** Set in your ways, judgmental and opinionated, stubborn.



## Questions:

1. How do you see this strength occur in your life?
2. What are your core values?
3. What is life like when your work aligns with your values?

## Belief Action Items

- **Partner with someone with a solid Futuristic theme.** This person can energize you by painting a vivid picture of the direction in which your values will lead.
- Actively seek roles that fit your values. Think about joining organizations that define their purpose by their contribution to society.
- Clarify your values by thinking about one of your best days ever. How did your values play into the satisfaction that you received? How can you organize your life to repeat that day as often as possible?
- Don't be afraid to give voice to your values. This will help others know who you are and how to relate to you.
- Actively cultivate friends who share your fundamental values.
- Accept that other people might have values different from your own.



Talent Frequency: 33/34

## Command®

Abhors a leadership vacuum.

People exceptionally talented in the Command theme have presence. They can take control of a situation and make decisions.



- Command leads you to take charge, which you are fearless in doing.
- Unlike some people, you feel no discomfort imposing your views on others. On the contrary, once your opinion is formed, you must share it.
- Once your goal is set, you feel restless until you have aligned others with you.
- You are not frightened by confrontation; instead, you know this is the first step towards resolution. Others may feel you are intense!
- Whereas others may avoid facing life's unpleasantness, you feel compelled to present the facts or the truth, no matter how unpleasant it may be.
- It would be best to have things clear between people and challenge them to be clear-eyed and honest. You push them to take risks. You may even intimidate them. While some may resent this labeling you as opinionated, they often willingly hand you the reins.
- People are drawn toward those who take a stance and ask them to move in a specific direction. Therefore, people will be drawn to you. You have presence. You have Command.

### Intrinsic Needs and Motivations:

- Needs challenges and conflicts to resolve.
- Needs strong leadership.
- Needs clear objectives and direction.
- Needs a clear order of priorities.

**Regulated:** Charismatic, direct, easy to follow, persuasive, and decisive.

**Potential Blind Spots:** Decisive nature and presence can be intimidating. Be mindful of this if coaching, delivering feedback, or setting expectations,

Beware of using your authority to get the final word at the expense of gaining feedback or input from others, lest they hesitate to contribute.

**Unregulated:** Bossy, strong-willed, stubborn, rude, know-it-all, domineering.





## Questions:

1. How do you prefer to express yourself when communicating?
2. How do you invite others to share their thoughts?
3. Where do you most often apply this talent?

## Command Action Items

- **In the absence of relational strengths, partner with those who are effective relationally.**

Some obstacles do not need to be confronted. They need to be circumvented. Relationally gifted people can help you with this.

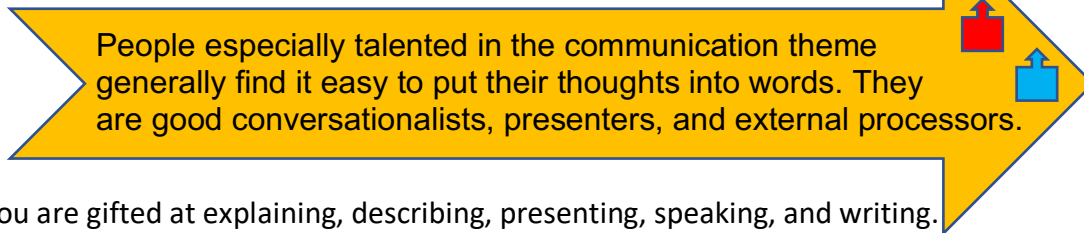
- Seek roles in which you will be asked to persuade others. Consider whether selling would be a promising career for you.
- You will always be ready to confront. Practice the words, the tone, and the techniques that will turn your ability to engage into real persuasiveness.
- In your relationships, seize opportunities to speak plainly and directly about sensitive subjects. Your unwillingness to hide from the truth can become a source of strength and constancy for your colleagues and friends.
- Help your colleagues and friends make commitments. Provide the spark to inspire action.
- Find a cause you believe in and support it. You might be at your best when defending a cause in the face of resistance.
- Ask people for their opinions. Don't let your candor intimidate people into silence.



Talent Frequency: 17/34

## Communication®

Natural Presenters



People especially talented in the communication theme generally find it easy to put their thoughts into words. They are good conversationalists, presenters, and external processors.

- You are gifted at explaining, describing, presenting, speaking, and writing.
- You bring attention and focus to important messages and can find words not only for your own thoughts and feelings but also those of others.
- Ideas are a dry beginning. Events are static. You feel a need to bring them to life, to energize them, to make them exciting and vivid.
- You turn events into stories and practice telling them. You take the dry idea and enliven it with images and examples and metaphors. You can connect with others meaningfully.
- You believe that most people have a short attention span. They are bombarded by information, but very little of it survives. You want your information—whether an idea, an event, a product’s feature and benefits, a discovery, or a lesson—to survive. You want to divert their attention toward you and then capture it, lock it in.
- You enjoy hunting for the perfect phrase, dramatic words or powerful word combinations. This is why people like to listen to you. Your word pictures pique their interest, sharpen their world, and inspire them to act.

### Intrinsic Needs and Motivations:

- Needs frequent opportunities to speak and/or write.
- Needs a sounding board(s).
- May need an audience but primarily enjoys communicating
- Needs a message.

**Regulated:** Storyteller, easy to talk with, expressive, entertaining, charismatic.

**Potential Blind Spots:** May not realize when monopolizing conversation. Try to be mindful of when others need to speak. Work on being a good listener.

Remember words may not always motivate others. Take the time to pay attention to what others are saying or not saying.

**Unregulated:** Overly talkative, poor listener, self-absorbed, show-off



### Questions:

1. How do you prefer to express yourself when communicating?
2. How do you invite or make room for others to share their thoughts?
3. Where do you most often apply this talent?

### Communication Action Items

- You should do well in roles in which you are paid to capture people's attention. Your strengths will probably flourish in teaching, sales, marketing, ministry or the media.
- Start a collection of stories or phrases that resonate with you.
- Practice telling these stories or saying these words by yourself, out loud. Listen to yourself actually saying the words. Refine.
- When you are presenting, listen closely to your audience. Watch their reactions to each part of your presentation. You will see that some parts prove especially engaging. After the presentations, take time to identify the parts that particularly caught the audience's attention.
- Practice. Improvisation has a certain appeal, but, in general, an audience will respond best to a presenter who knows where he or she is headed. Counterintuitively, the more prepared you are, the more natural your improvisations will appear.
- Volunteer for opportunities to present. You can become known as someone who helps people express their thoughts and ambitions in a captivating way.



Talent Frequency: 27/34

## Competition® Need to Win!

People exceptionally talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.

- Competition is rooted in comparison.
- You can stimulate yourself and others to a higher standard of performance.
- You are instinctively aware of how others do. Their performance is the ultimate yardstick. No matter how hard you tried, no matter how worthy your intentions, if you reached your goal but did not outperform your peers, the achievement feels hollow.
- Like all competitors, you need other people. You need to compare. If you compare, you can compete; if you can compete, you can win. There is no feeling quite like winning.
- You like measurements because they facilitate comparisons, and you like a winning culture.
- You like other competitors because they invigorate you.
- You like contests because they must produce a winner. You particularly want competition where you know you have the inside track to be the winner.
- Although you are gracious to your fellow competitors and even stoic in defeat, you don't compete for the fun of competing. You compete to win.
- Over time, you will come to avoid contests where winning seems unlikely.

### Intrinsic Needs and Motivations:

- Needs the chance to regularly compete and the freedom to win.
- Needs feedback/information with which to compare themselves.
- Needs to be challenged.
- Needs to be on a winning team.

**Regulated:** Motivated to win. Celebrates others winning. Measure-oriented.

**Potential Blind Spots:** By being overly competitive, you may hurt relationships. Not everyone has the drive to win or cares so much about winning. If you compare yourself to others, you may hurt feelings or offend others.

To win at all costs is self-defeating. Be sure not to compromise your principles when working hard to gain ultimate victory.

**Unregulated:** Poor loser. Not a team player, self-centered, and confrontational.



### Questions:

1. How do others feel about your competitiveness?
2. What standards do you compare yourself to?
3. What was your most recent competition, and how often do you compete?
4. Can you celebrate the achievements of others, or does this bother you?

### Competition Action Items

- Let people know that competitiveness does not equate to putting others down.
- Select work environments in which you can measure your achievements. You might only be able to discover how good you can be at competing.
- List the performance scores that can help you know where you stand daily.
- Identify an achieving person against whom you can measure your achievement. If there is more than one, list all the people you currently compete with.
- Take the time to celebrate your wins. In your world, there is no victory w/o celebration.
- Seek competitive friends.
- Try to turn ordinary tasks into competitive games. You will get more done this way.
- When you win, take the time to investigate why you won.
- Design some mental strategies that can help you deal with a loss. Armed with these strategies, you can move on to the next challenge more quickly.



Talent Frequency: 23/34

## Connectedness®

We're part of a bigger story!

People exceptionally talented in the Connected theme have faith in the links between all things. They believe there are few coincidences and that almost every event has a reason.



- Things happen for a reason. You are sure of it. You are sure of it because, in your soul, you know that we are all connected.
- We are individuals responsible for our judgments and in possession of our own free will, but we are part of something larger. Some call it the collective unconscious. You gain confidence from knowing that we are not isolated from one another or the earth and its life.
- This feeling of connectedness implies specific responsibilities. If we are all part of a larger picture, then we must not harm others because we will be harming ourselves. We must not exploit because we will be exploiting ourselves.
- Your awareness of these responsibilities creates your value system. You are considerate, caring, and accepting.
- Sure of the unity of humankind, you are a bridge builder for people of different cultures. "We cannot live for ourselves alone. Our lives are connected by a thousand invisible threads, and along these sympathetic fibers, our actions run as causes and return to us as results."—Herman Melville.
- The exact articles of your faith depend on your upbringing and culture, but your faith is strong. It sustains you and your close friends in the face of life's mysteries. {Similar to Belief}

### Intrinsic Needs and Motivations:

- Needs people and issues to "connect" with and care about.
- Needs opportunities to build bridges and freedom to make connections.
- Needs to be in a diverse environment functioning interdependently with others.
- Needs to be a part of a team with a shared vision.

**Regulated:** Strong faith, sees the big picture, and helps others see purpose.

**Potential Blind Spots:** You may be too calm and passive in the face of bad news, frustrations, or concerns others feel. Some may think you are naïve or idealistic when turmoil and upheaval trouble you.

Beware of providing a philosophical response to those who want to vent or share their feelings.

**Unregulated:** Passive, naïve, overly idealistic, out of touch.



### Questions:

1. How do you see this strength play out in your life?
2. When have you most recently practiced this talent?
3. How do you best make connections?

### Connectedness Action Items

- **Partner with someone with a strong Communication theme.** This person can help you with the words you need to describe vivid examples of connection in the real world.
- Consider roles that ask you to listen and counsel. You can become adept at helping others see connection and purpose in everyday occurrences.
- Schedule time for meditation or contemplation. Reflect upon how your religious beliefs affirm your sense of connection to others, how your sense of connection gives you stability through your faith in people, and the role of coincidences in your life.



Talent Frequency: 23/34

## Consistency®

Treat people fairly.



People exceptionally talented in the Consistency theme are keenly aware of the need to treat people equally. They try to treat everyone similarly by setting up clear rules & keeping them.

- Balance and fairness are essential to you.
- You are keenly aware of the need to treat people equally, no matter their station in life, so you do not want to see the scales tipped too far in any person’s favor.
- Favoritism leads to selfishness and individualism. It leads to a world where some people gain an unfair advantage because of their connections, their background, or their greasing of the wheels. This isn’t very kind to you.
- You see yourself as a guardian against favoritism. In contrast to this world of special favors, you believe that people function best in a consistent environment where the rules are clear and applied to everyone equally.
- You desire an environment where people know what is expected. It is predictable and evenhanded. It is fair. Here, each person has an even chance to show their worth.

### Intrinsic Needs and Motivations:

- Needs to be in an environment free of nepotism and favoritism.
- Needs to be invited to help make things fairer and more equal.
- Needs to treat everyone “fairly.”
- Needs to be treated “fairly” regularly.

**Regulated:** Just, policymaker, even-handed and efficient.

**Potential Blind Spots:** Passionate beliefs held firmly can cause others to view you as stubborn and unbending. Others’ worldviews may not match yours.

Beware of passing judgment on others’ motivations, principles, and beliefs. It is essential to respect them even if you disagree.

**Unregulated:** Inflexible, unwilling to customize, procedures over people, uncreative.





## Questions:

1. How do you see this strength occur in your life?
2. How do you choose what policies or procedures to create and implement?
3. How do you create an environment that is free of favoritism?
4. How do you make exceptions when a more significant need arises?

## Consistency Action Items

- **Partner with someone with a strong Maximizer or Individualization theme.** This person can remind you when it is appropriate to accommodate individual differences.
- Make a list of the rules of consistency by which you can live. These rules might be based on specific values or policies you consider “non-negotiables” within your organization. Counterintuitively, the more precise you are about these rules, the more comfortable you will be with individuality within these boundaries.
- Seek roles where you can be a force for leveling the playing field. At work or in your community, you can be a leader in helping provide disadvantaged people with the platform they need to show their true potential.
- Cultivate a reputation for pinpointing those who deserve the credit. Ensure that respect is always given to those who truly perform the work. Become known as the conscience of your organization.
- Keep your focus on performance. The Consistency theme might occasionally lead you to overemphasize how someone gets work done.



Talent Frequency: 30/34

## Context®

Must know the Past

People exceptionally talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.



- You look back because that is where the answers lie for the present.
- From your vantage point, the present is unstable, a confusing clamor of competing voices.
- The present regains stability by casting your mind back to an earlier time when the plans were being drawn up. The earlier time was more straightforward and provided blueprints.
- As you look back, you begin to see these blueprints emerge. You realize what the initial intentions were. These intentions have since become so embellished that they are almost unrecognizable. Your context theme reveals them again.
- This understanding brings you confidence. No longer disoriented, you make better decisions because you sense the underlying structure.
- You become a better partner because you understand how your colleagues became who they are. And counter-intuitively, you become wiser about the future because you saw its seeds being sown in the past.
- Faced with new people and situations, orienting yourself will take a little time, but you must give yourself this time. You understand to ask past-related questions and to allow those lessons to emerge because if they are ignored, you will have less confidence in your or the team's decisions.
- You enjoy celebrating/remembering milestones.

### Intrinsic Needs and Motivations:

- Needs to know the history of \_\_\_\_\_ to understand the now.
- Needs to be able to appreciate, value, and even celebrate the past and "milestones of life."
- Needs to know your history to know you.

**Regulated:** Historical frame of reference. Knows how things came to be.

**Potential Blind Spots:** Some may think you live in the past and are resistant to change. Be able to explain the past and what worked or did not work but keep an open mind when new situations arise.

Some may find your information outdated or oppressive. Beware of imposing the past on the present without allowing for change or growth to occur.

**Unregulated:** Slow to move and react to change, closed-minded and dogmatic.



### Questions:

1. What background information do you require to make meaningful connections?
2. What should stay in the past to allow you to live in the present?
3. How do others view you exercising this talent?
4. When do you most often find yourself using this talent?

### Context Action Items

- **Partner with someone with a strong Futuristic or Strategic theme.** This person's fascination with what "could be" will stop you from becoming mired in the past, while your deep understanding of context will stop him from ignoring past lessons.
- Collect memories through photographs and written materials—they can be motivational.
- Read historical novels, non-fiction, or biographies. You will discover many insights that will help you understand the present. You will think more clearly.
- Before planning a project, encourage your colleagues to study past projects.



Talent Frequency: 25/34

**Deliberative**®

Cautious



People exceptionally talented in the Deliberative theme are best described by their serious care in making decisions or choices. They anticipate the obstacles.

- You are careful, vigilant, and somewhat of a private person.
- You know that the world is an unpredictable place. Everything may seem in order, but beneath the surface, you sense the many risks. Rather than denying these risks, you draw each one out into the open. Then each risk can be identified, assessed, and ultimately reduced. {Similar to Analytical}.
- You are a fairly serious person who approaches life with a certain reserve. For example, you like to plan to anticipate what might go wrong.
- You select your friends cautiously and keep your own counsel when the conversation turns to personal matters.
- You are careful not to give too much praise and recognition lest it be misconstrued.
- If some people don't like you because you are not as effusive as others, then so be it. For you, life is not a popularity contest.
- Life is something of a minefield. Others can run through it recklessly, but you take a different approach. You identify the dangers, weigh their relative impact, and then place your feet deliberately. You walk with care.

**Intrinsic Needs and Motivations:**

- Needs time to think and not be rushed for a decision.
- Needs the freedom to hold back personally until enough time has elapsed.
- Needs the freedom to express their concerns.
- Needs to be asked, "What could go wrong that we are not anticipating?"

**Regulated:** Good judgment, solid decisionmaker, sees risk.

**Potential Blind Spots:** Time taken to carefully consider decisions can cause others to sense fear, hesitancy, and impatience. Be prepared to explain what you are considering.

Beware of withholding praise and affirmation which may cause people to feel you are private, distant, or unapproachable.

**Unregulated:** Hesitant to act, cautious, aloof, slow to respond.



### Questions:

1. How do you see this strength occur in your life?
2. How do you measure risk vs. reward?
3. How do others view your deliberative talent?

### Deliberative Action Items

- **Partner with someone with a strong Activator and Strategic theme.** This person can remind you when it is appropriate to act quickly and take advantage of critical opportunities to serve.
- Cultivate a reputation for pinpointing those who deserve the credit. Ensure that respect is always given to those who truly perform the work. Be the company's conscience.
- Be careful not to hold others back from making decisions by being overly cautious.
- Don't be afraid to voice your concerns and point out risks when a decision is made hastily or unwisely.



Talent Frequency: 12/34

## Developer® Sees Other's Potential



People exceptionally talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each slight improvement and derive satisfaction from these improvements.

- You see the potential in others. Very often, the potential is all you see.
- You believe no individual is fully formed. Each person is a work in progress, alive with possibilities. You are drawn toward people for this very reason.
- When you interact with others, your goal is to help them experience success. You look for ways to challenge them. You devise engaging experiences to stretch and help them grow.
- You look for the signs of growth—a new behavior learned or modified, a slight improvement in a skill, a glimpse of excellence, or of “flow” where previously there were only halting steps.
- For you, these small increments—invisible to some—are clear signs of potential being realized. These signs of growth in others are your fuel. They bring you strength and satisfaction.
- Over time, many will seek you out for help and encouragement because, on some level, they know that your helpfulness is genuine and fulfilling to you.

### Intrinsic Needs and Motivations:

- Needs opportunities to help people and organizations grow.
- Needs encouragement to work with people who are truly open to growth.
- Needs their potential recognized and needs to be encouraged to grow.

**Regulated:** Enjoys coaching and mentoring, growing talent in others, teaching.

**Potential Blind Spots:** You may be overly invested in someone’s development and feel personally responsible for their struggles at the expense of them making their path forward.

Beware of overinvesting in others and neglecting your growth.

**Unregulated:** Focuses time on low potential people, neglects self.



## Questions:

1. How do you see this strength play out in your life?
2. Who is investing in you?
3. How do you protect yourself from becoming overly invested in developing someone?

## Developer Action Items

- Partner with someone with a strong Individualization or Maximizer theme to get sharper insights. Remember that people may resist change or not see the need to develop.
- Seek roles in which your primary responsibilities will be in facilitating growth. Teaching, coaching, or managing roles are incredibly satisfying.
- Notice when your associates grow, and tell them. Be specific about what you saw. Your detailed observations will enhance their growth.
- Make a list of the people you would like to help develop. Write what you consider to be each person's strengths—schedule time to meet with them regularly. Please make a point of discussing both their goals and their strengths.
- Identify the mentor or mentors who recognized something special inside you. Take the time to thank them for helping you develop, even if this means tracking them down.
- Plan to develop your strengths based on a detailed understanding of your talents, knowledge, and skills.
- Make a list of the people you have helped learn and grow. Look at the list often and remind yourself of your effect on the world.



Talent Frequency: 31/34

## Discipline® Loves predictability



People exceptionally talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.

- Your world needs to be predictable. It needs to be ordered and planned. So, you instinctively impose structure on your planet.
- You set up routines.
- You concentrate on timelines and deadlines.
- You break long-term projects into a series of specific short-term plans and work through each plan diligently.
- You are not necessarily neat and clean, but you do need precision. Faced with the inherent messiness of life, you want to feel in control. The routines, the timelines, the structure, all of this helps create this feeling of control.
- Lacking this theme, others may sometimes resent your need for order, but without conflict. Realize that not everyone feels your urge for predictability; they have other ways of getting things done. You can help them understand and even appreciate your need for structure.
- Your dislike of surprises, impatience with errors, routines, and detail orientation don't need to be misinterpreted as controlling behaviors that box people in. Rather, these behaviors can be understood as your instinctive method for maintaining your progress and productivity in the face of many distractions. {Similar to Focus}

### Intrinsic Needs and Motivations:

- Needs to be in an ordered environment.
- Needs the freedom to bring order out of chaos.
- Needs a high degree of predictability and routine.

**Regulated:** Helps restore order, good with structure and planning, efficient.

**Potential Blind Spots:** Your need for predictability may cause others to see you as inflexible and rigid.

Beware of squashing creativity in others or blocking change because of your need for structure and predictability. Others may not function well within your orderly plan.

**Unregulated:** Overbearing and rigid, struggles w/ change.





### Questions:

1. How do you see this strength occur in your life?
2. How does order energize you?
3. How do others respond to your discipline talent?
4. Who are some of your mentors or leaders who have demonstrated this talent?

### Discipline Action Items

- Seek out roles and responsibilities where structure exists.
- Don't hesitate to check as often as necessary to ensure things are right. You feel an urge to do it anyway, and soon enough, others will come to expect it of you.
- Learn how to use a time management system. It will make you even more efficient and give you more confidence.
- Create routines that make you follow through systematically. Over time, people will come to appreciate this kind of rigorous predictability.
- Recognize that mistakes might depress you. Precision is a core part of who you are; however, you must find ways to overcome these moments of annoyance.
- Recognize that many others are less disciplined than you are, so try to look beyond it.



Talent Frequency: 9/34

## Empathy®

Knows how you feel



People exceptionally talented in the Empathy theme can sense the feelings of other people by imagining themselves in others' lives or others' situations.

- You can sense the emotions of those around you. You can feel what they feel as though they are your own.
- Intuitively, you can see the world through their eyes and share their perspective.
- You do not necessarily agree with each person's perspective.
- You do not necessarily feel pity for each person's predicament—this would be sympathy, not empathy.
- You do not necessarily condone each person's choices, but you do understand. This intuitive ability to understand is powerful.
- You hear the unvoiced questions. You anticipate the need.
- Where others grapple for words, you find the right words and the right tone. You help people find the correct phrases to express their feelings—to themselves and others. You help them give voice to their emotional life. For these reasons, people are drawn to you.

### Intrinsic Needs and Motivations:

- Needs to feel and then express their feelings.
- Needs to be in an emotionally healthy environments; cannot be in a toxic environment.
- Is like the "canary in the mine."
- Needs to guard their heart.
- Needs to set emotional boundaries; cannot turn this strength off.

**Regulated:** Creates trust through caring and healing. Knows what to say and do.

**Potential Blind Spots:** Pay attention to your energy levels—spending too much time concerned about others' feelings and concerns can drain or burn you out.

Some may take your concerns as prying or overinvolvement in their lives. Be careful not to overstep if others desire privacy and do not want to share their feelings.

**Unregulated:** Overly sensitive, moody, fragile, too involved.



### Questions:

1. How do you see this strength play out in your life?
2. How do you acknowledge or regulate your emotions?
3. How do you avoid not letting others' emotions weigh you down?

### Empathy Action Items

- Appreciate your gift for getting in touch with the thoughts and feelings of others.
- Practice naming the feelings you experience and those you observe in others, then help others name their feelings. This will help them work better with other people.
- Build trust with others by letting them know you care about their feelings.
- Help your colleagues be aware of the feelings of the people they work with.
- Identify a friend with strong Empathy and check your observations with them.
- Sometimes, it is important to be silent. You have the talent to, w/o talking, let other people understand that you know how they are feeling. Refine your non-verbal communication skills.
- Act quickly and firmly if a person behaves in an unhealthy way for that person or those around them. Understanding someone's emotional state does not mean that they must excuse this behavior. Be aware that if you are sympathetic, others might see you as a "bleeding heart."



People exceptionally talented in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize then act.

- “Where am I headed?” you ask yourself. You ask this question every day.
- Guided by this theme you need a clear destination. Lacking one, your life, and your work can quickly become frustrating. Each year, month, and even week you set goals. These goals then serve as your compass, helping you determine priorities and make the necessary corrections to get back on course.
- Your focus is powerful because it forces you to filter. You instinctively evaluate whether or not a particular action will help you achieve your goal. Those that don’t are ignored.
- Your focus forces you to be efficient. Naturally, the flip side of this is that it causes you to become impatient with delays, obstacles, and even tangents, no matter how intriguing they appear to be. This makes you an extremely valuable team member.
- When others start to wander down other avenues, you bring them back to the main road and keep them on point.
- Your focus reminds everyone that if something is not helping you move toward your destination, then it is not important. If it is not important, then it is not worth your time.

**Intrinsic Needs and Motivations:**

- Needs clear and compelling goals.
- Needs a clear order of priorities.
- Needs the freedom to redirect the “drift” back on the path to the goal.
- Needs the freedom from constant distractions.
- Needs to reach the goal.

**Regulated:** IDs important areas quickly, purposeful point person, precise.

**Potential Blind Spots:** So focused that you don’t notice when goals and priorities change. Occasionally stop what you are doing to reevaluate objectives.

If too absorbed, you may be slow to respond to others’ needs and appear to be emotionally distant. Sometimes it is important to stop and respond to interruptions.

**Unregulated:** Absorbed, intense, stressed, hard to relax.



### Questions:

1. How do you see this strength occur in your life?
2. What allows you the freedom to be focused?
3. In what environments is it hard for you to focus?

### Focus Action Items

- When you set goals, discipline yourself to attach timelines and measurements. These will provide regular proof that you are indeed making progress.
- Take the time to write down your goals and refer to them often. You will feel more in control of your life this way.
- Be sure to tell your manager your mid-term and short-term goals. This gives your manager the confidence to provide you with the space you need to work on projects and plans.
- Your greatest worth as a team member might be to help others set goals. At the end of each meeting, take responsibility for summarizing what was decided, defining when these decisions will be acted upon, and developing a date when the group will reconvene.
- Seek roles in which you are asked to function independently.
- Identify your role models. Write down why you want to achieve similar results.



Talent Frequency: 16/34

## Futuristic®

Natural Vision Caster

People exceptionally talented in the Futuristic theme are inspired by the future and what could be. They inspire and energize others with their visions of the future.



- “Wouldn’t it be great if . . .” You are the kind of person who loves to peer over the horizon.
- The future fascinates you. As if it were projected on the wall, you see in detail what the future might hold, and this detailed picture keeps pulling you forward into tomorrow.
- While the exact content of the picture will depend on your other strengths and interests—a better product, a better team, a better life, or a better world—it will always be inspirational to you. You don’t just see the future. You experience it.
- You are a dreamer who sees visions of what could be and who cherishes those visions.
- When the present proves too frustrating and the people around you too pragmatic, you conjure up your visions of the future, and they energize you. They can energize others, too.
- People often look to you to describe your visions of the future. They want a picture that can raise their sights and spirits. You can paint it for them. Practice. Choose your words carefully. Make the picture as vivid as possible. People will want to latch on to the hope you bring.

### Intrinsic Needs and Motivations:

- Needs people to evaluate their thinking to help refine their vision.
- Needs time to spend dreaming, and reflecting on the future.
- Needs an audience to inspire.
- Needs a constituency for which to cast visions.

**Regulated:** Imaginative and creative, visionary, inspiring, can predict outcomes.

**Potential Blind Spots:** It can be difficult to live in the moment. While it is important to look ahead, don’t overlook opportunities to experience and appreciate the present.

Some may dismiss your visions or futuristic outlook. Be willing to address today’s issues to bring about a better tomorrow.

**Unregulated:** Dreamer who lives in fantasy land, not always present.



## Questions:

1. What excites you about the future?
2. How does this talent benefit your relationships personally and professionally?
3. When did you first realize you had this talent?
4. How do you lead with this talent?

## Futuristic Action Items

- Partner with someone with a strong Activator and Strategic theme.
- Choose roles in which you can contribute your ideas about the future.
- Take time to think about the future. The more time you spend considering your ideas about the future, the more vivid your thoughts will become and the more persuasive you will be.
- Seek audiences who appreciate your ideas for the future. They will expect you to make these ideas a reality, and these expectations will motivate you.
- Motivate your colleagues with things that can be done in the future. Write your vision for the future and share it with your coworkers.
- Find a friend or coworker who possesses this theme. Set aside an hour a month for “future” discussions. Together, you can push each other to greater heights of creativity.
- Take the opportunity to describe the future in a speech, an article, or a presentation. Use as much detail as possible because not everyone can intuitively fill in the gaps.



People exceptionally talented in the Harmony theme look for consensus. They don't enjoy conflict; instead, they seek areas of agreement.

- You look for areas of agreement.
- Little is gained from conflict and friction, so you seek to hold them to a minimum.
- When you know people around you hold differing views, you try to find common ground. You try to steer them away from confrontation and toward harmony. Harmony is one of your guiding values.
- You can't believe how much time people spend trying to impose their views on others. Wouldn't we all be more productive if we kept our opinions in check and instead looked for consensus and support? You believe we would, and you live by that belief.
- When others are sounding off about their goals, their claims, and their fervently held opinions, you hold your peace.
- When others strike out in a direction, you often willingly modify your objectives to merge with theirs (as long as their fundamental values do not clash with yours).
- When others start to argue about their pet theory or concept, you steer clear of the debate, preferring to talk about issues on which you can all agree.
- In your view, we are all in the same boat and need this boat to get where we are going. It is a good boat. There is no need to rock it just to show that you can.

**Intrinsic Needs and Motivations:**

- Needs opportunities to find common ground and shared values.
- Needs to confront unhealthy conflicts.
- Needs to be on a team with a shared vision and is not toxic.

**Regulated:** Negotiator who sees both sides of a situation and gains consensus.

**Potential Blind Spots:** Your dislike of confrontation may cause you to try and move the group forward when they need to work through the problems.

Recognize and accept that conflict is inevitable and that some people revel in it. Try not to suppress those who are sharing their ideas, frustrations, and emotions.

**Unregulated:** Indecisive, non-confrontational, timid, avoid tension.





### Questions:

1. How do you address conflict?
2. How does this talent work in your life?
3. When have you recently utilized this talent?
4. What energy do you experience when you use this talent?

### Harmony Action Items

- Partner with someone with a strong Command or Communication theme.
- Avoid roles that will lead you to confront people daily.
- This is often the most rejected talent because it is considered weak—yet it is not weak!
- In discussions, look for the practical side of things. Help others see this as it is the starting point of agreement.
- Use Harmony to build a network of people with differing perspectives on whom you can rely when you need expertise. Your openness to differing perspectives will help you learn.
- Your willingness to adjust and tolerance for differing views can become significant strengths.
- When two people argue, ask others in the group to share their thoughts. Increasing the number of voices in the conversation makes you more likely to find areas where all parties can agree. You can draw people together.



Talent Frequency: 14/34

## Ideation®

A Think Tank on Two Legs

People exceptionally talented in the Ideation theme are fascinated by ideas. They can find connections between seemingly different experiences.



- You are fascinated by ideas. What is a theory? An idea is a concept, the best explanation of the most events.
- You are spontaneously creative and excellent at brainstorming.
- You are delighted when you discover beneath the complex surface an elegantly simple concept to explain or reframe why things are the way they are.
- An idea is a connection. Yours is the kind of mind that is always looking for connections, so you are intrigued when seemingly unrelated phenomena can be linked by an obscure connection.
- Your idea is a new perspective on familiar challenges. You revel in taking the world we all know and turning it around so we can view it from a strangely enlightening angle.
- You love all these ideas because they are profound, novel, clarifying, contrary, or bizarre. For these reasons, you derive a jolt of energy whenever a new idea occurs.
- Others may label you creative, original, conceptual, or even smart. What you are sure of is that ideas are thrilling, and they may influence others to new thinking or action.

### Intrinsic Needs and Motivations:

- Needs an audience and sounding boards to refine their ideas.
- Needs freedom to ideate without restrictions, limits, or rigid controls.
- Needs freedom from confinement of the status quo.

**Regulated:** Improves the existing, quick learner, agile mind, great brainstormer.

**Potential Blind Spots:** Your deep well of thoughts and ideas can overwhelm and confuse people. Refine your ideas and share only the best so others are more inclined to be supportive.

Ensure that others know when you are just ideating lest they execute what for you are just incomplete thoughts not meant to be acted upon.

**Unregulated:** Impractical, head in the clouds, creates more work.




### Questions:

1. Who can help you execute your ideas?
2. How do your ideas help or hinder others?
3. Who is your sounding board when you need to ideate?
4. How do others view your ideation?

### Ideation Action Items

- Seek work where you will be paid for your ideas, such as marketing, advertising, Journalism, design, or new product development. Find work in which you will be given credit for your thoughts.
- Yours is the kind of mind that bores quickly, so make small changes in your work or home life. Experiment. Play mental games with yourself. All of these will help keep you stimulated.
- Seek brainstorming sessions. With your abundance of ideas, you will make these sessions more exciting and productive.
- Schedule time to read because the ideas and experiences of others can become your raw material for new ideas. Schedule time to think because thinking energizes you.
- Discuss your ideas with other people. Their responses will help you keep refining your ideas.



People exceptionally talented in the Includer theme are accepting of others. They show awareness of those who feel left out, and try to include them. 

- “Stretch the circle wider.” This is the philosophy around which you orient your life. You want to include people and make them feel part of the group.
- In contrast to those drawn only to exclusive groups, you actively avoid those groups that exclude others.
- You want to expand the group so that as many people can benefit from its support.
- You hate the sight of someone on the outside looking in. You want to draw them in so they can feel the warmth of the group.
- You are an instinctively accepting person. Regardless of race or sex or nationality or personality or faith, you cast few judgments. Judgments can hurt a person’s feelings. Why do that if you don’t have to?
- Your accepting nature does not necessarily rest on believing that we are different and that one should respect these differences. Instead, it rests on your conviction that, fundamentally, we are all the same and all equally important. Thus, no one should be ignored. Each of us should be included. It is the least we all deserve.

**Intrinsic Needs and Motivations:**

- Needs an inclusive environment.
- Needs freedom to include the marginalized.
- Needs freedom to assimilate and integrate those on the outside.
- Needs to be invited and included.

**Regulated:** Cares, engages others, and invites them to join. Takes up for others.

**Potential Blind Spots:** Your dislike of confrontation may cause you to try and move the group forward when they need to work through the problems.

Recognize and accept that conflict is inevitable and that some people revel in it. Try not to suppress those who are sharing their ideas, frustrations, and emotions.

**Unregulated:** Overly inclusive, fear missing out, and can be indiscriminate.

**Questions:**



1. How do you feel when you include others?
2. How do you know when the circle of inclusion is big enough?
3. How do you lead from this talent?
4. What energy do you experience when you use this talent?

### **Includer Action Items**

- Partner with someone with a strong Deliberative, Analytical, Strategic, or Connectedness theme to ensure that inclusion is the right course of action.
- Choose roles in which you are continuously working and interacting with people. You will enjoy the challenge of making everyone feel important.
- Consider roles in which you are responsible for representing voices that are generally not heard. You will derive a great deal of satisfaction from being their representative.
- Look for opportunities to bring together people of diverse cultures and backgrounds. You can be a leader in this area.
- Help those who are new to an organization get to know other people. You will be adept at quickly making people feel accepted and involved.
- You naturally look for the best in people. Help your colleagues see what you see.



Talent Frequency: 13/34

## Individualization®

Sees You for Who You Are.



People exceptionally talented in the Individualization theme are intrigued by the unique qualities of each person. They have a gift for figuring out how different people can work together productively.

- You are intrigued by the unique qualities of each person.
- You are impatient with generalizations or “types” because you don’t want to obscure what is unique and distinct about each person. You focus on the differences between individuals.
- You instinctively observe each person’s style, motivation, how each thinks, and how each builds relationships.
- You hear the one-of-a-kind stories in each person’s life. This theme explains why you pick just the right birthday gift, why you know that one person prefers praise in public and another detests it, and why you tailor your teaching style to accommodate one person’s need to be shown and another’s desire to “figure it out as I go.”
- You can draw out the best in each person because you are such a keen observer of other people’s strengths.
- This theme also helps you build productive teams. While some search for the perfect team “structure” or “process,” you instinctively know that the secret to great teams is casting by individual strengths so that everyone can do much of what they do well.

### Intrinsic Needs and Motivations:

- Needs the freedom to customize for others.
- Needs the freedom to help people find what they do best.
- Needs the time to treat people special.
- Needs to be appreciated and valued for his or her uniqueness.

**Regulated:** Sees uniqueness, appreciates differences, customizes approach.

**Potential Blind Spots:** You may be disappointed by people who are not as aware of your likes, dislikes, motivations, and needs. Share your preferences with others; don’t assume they know what you know.

You naturally put individual needs and goals above what is best for the group. To avoid appearing biased, sometimes adjust your style for the greater good.

**Unregulated:** Hard placing group above individual, unable to categorize people.



### Questions:

1. How do you see this strength play out in your life?
2. How do you feel when others acknowledge your uniqueness?
3. How do you best make use of this talent?
4. What thought comes to mind when you hear the word *stereotype*?

### Individualization Action Items

- Select a vocation in your theme that can be appreciated and used, such as counseling, supervising, teaching, writing human-interest articles, or selling. Your ability to see people one by one is an exceptional talent.
- Become an expert in describing your strengths and style. For example, answer questions such as: What is the best praise you ever received? How often do you like to check in with your manager? What is your best method for building relationships? How do you learn best? Ask these same questions of your colleagues and friends.
- Study successful people to discover the uniqueness that makes them successful.
- Help others understand that true diversity can be found in only the subtle differences between individuals, regardless of race, sex, or nationality.



Talent Frequency: 7/34

**Input®**

May Need That Someday

People exceptionally talented in the Input theme have a craving to know more. Often, they like to collect and archive all kinds of information.

- You are inquisitive.
- You collect things. You might collect information—words, facts, books, and quotations or tangible objects such as butterflies, baseball cards, porcelain dolls, or sepia photographs. Whatever you collect, you do so because it interests you. Yours is the kind of mind that finds so many things interesting.
- The world is exciting precisely because of its infinite variety and complexity.
- If you read a great deal, it is not necessarily to refine your theories but to add more information to your archives.
- If you like to travel, each new location offers novel artifacts and facts. These can be acquired and then stored away.
- When storing, it is often hard to say precisely when or why you need things, but who knows when they will become helpful?
- With all those possible uses in mind, you don't feel comfortable throwing anything away, so you keep acquiring, compiling, and filing stuff away. It's interesting. It keeps your mind fresh. Perhaps one day, some of it will prove valuable.

### **Intrinsic Needs and Motivations:**

- Need places to store their information.
- Need opportunities to share what they know.
- Needs a system of easy access to their information.
- Needs time to input.

**Regulated:** Excellent memory and mind for details. Knowledgeable collector.

**Potential Blind Spots:** Unrestrained input causes intellectual or physical clutter. Purge what you don't need so you are not overloaded.

You may give people too much information or resources and overwhelm them. Before sharing your discoveries sort out what is most meaningful to keep their interest.

**Unregulated:** Trivial information, packrat, cluttered mind.





## Questions:

1. What do you enjoy collecting?
2. How do you decide which items or information is valuable and which is not?
3. What determines your areas of interest?
4. How do others view this talent in you?

## Input Action Items

- Partner with someone with a strong Focus or Discipline theme.
- Look for jobs in which you are charged with acquiring new information each day.
- Identify your areas of specialization and actively seek more information about them.
- Make time to read books and articles that stimulate you.
- Deliberately increase your vocabulary. Intentionally collect new words and learn the meaning of each.
- Enjoy compiling and searching information on the Internet.
- Develop a system to store and quickly locate information. This can be as simple as a file for all the articles you have clipped or as sophisticated as a computer database.
- Identify situations in which you can share information you have collected with others.



Talent Frequency: 20/34

## Intellection®

A Deep Thinker

People exceptionally talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.

- You like to think. You want mental activity. You enjoy exercising the “muscles” of your brain, stretching them in multiple directions.
- This need for mental activity may be focused; for example, you may try to solve a problem, develop an idea, or understand another person’s feelings. The exact focus will depend on your other strengths.
- On the other hand, this mental activity may lack focus. Intellection does not dictate what you think about; it simply describes what you like to believe.
- You are the kind of person who enjoys your time alone because it is your time for musing and reflection. You are introspective. In a sense, you are your best companion as you pose questions and try out answers on yourself to see how they sound.
- Introspection may lead you to a slight sense of discontent as you compare what you are doing with all the thoughts and ideas your mind perceives.
- Introspection may tend toward more pragmatic matters, such as the day's events or a conversation you plan to have later. Wherever it leads you, this mental hum is one of the constants of your life.

### Intrinsic Needs and Motivations:

- Needs alone time.
- Needs time to process, reflect, and meditate, sometimes multiple times daily.
- Needs to be asked to share wisdom and insights

**Regulated:** Great thinker, enjoys musing, enjoys working alone and processing.

**Potential Blind Spots:** Others may see you as isolated, disinterested or disengaged. Let them know you need time alone to process.

People may think you are needlessly complex in conversation and wish you could act more quickly. Try to keep things simple at first and go in depth later.

**Unregulated:** Loner, slow to act, wastes time by overthinking, poor socializer.



### Questions:

1. What do you enjoy collecting?
2. How do you decide which items or information is valuable and which is not?
3. What determines your areas of interest?
4. How do others view this talent in you?

### Intellection Action Items

- Consider beginning or continuing your studies in philosophy, literature, or psychology. You will always enjoy subject matter areas that stimulate your thinking.
- Thinking can energize you, so schedule times for it and muse and reflect.
- List your ideas in a log or a diary to serve as a grist for your mental mill and yield insights.
- Take time to write, which might be the best way to crystallize and integrate your thoughts.
- Find people who like to talk about the same issues you do and deliberately build relationships with people you consider to be “big thinkers.” Their example will inspire you to focus your thinking.
- Explain to others why you need your time for introspection. Although it might seem to others that you aren’t doing anything, contemplation allows you to refine your ideas; thus, it is productive behavior for you. Give others time to think through your new ideas as well.



Talent Frequency: 2/34

## Learner®

Loves New Experiences

People exceptionally talented in the Learner theme have a great desire to learn and continuously improve. The learning process, rather than the outcome, may most excite them.

- You love to learn.
- Your other themes and experiences determine the subject matter that interests you most. Whatever the subject, you will always be drawn to the learning process.
- You are energized by the steady and deliberate journey from ignorance to competence. The thrill of the first few facts, the early efforts to recite or practice what you have learned, the growing confidence of a skill mastered—this process entices you.
- Your excitement leads you to engage in learning experiences, piano lessons, or graduate classes. It enables you to thrive in dynamic work environments where you are asked to take on short project assignments and are expected to learn a lot about the new subject matter quickly and then move on to the next one.
- This theme does not necessarily mean that you seek to become the subject matter expert or strive for the respect that accompanies a professional or academic credential. The learning outcome is typically less significant than the “getting there.”

### Intrinsic Needs and Motivations:

- Needs to always be learning.
- Needs new and fresh experiences and a dynamic environment.
- Needs freedom from the routine.
- Needs the freedom to pursue their interests.

**Regulated:** Always learning, catches on quickly, finds life intriguing.

**Potential Blind Spots:** You may impose your high value on learning on others. Be sure to respect their motivations and avoid pushing them to learn what they are not interested in learning.

Be careful not to let the process of acquiring knowledge get in the way of Attaining results and being productive.

**Unregulated:** Know it all, not result-focused, great learner—low producer.



### Questions:

1. How do others benefit from your learning?
2. What would you enjoy learning more about?
3. What fulfills your thirst for learning?
4. How do others view this talent in you?

### Learner Action Items

- Seek roles that require some form of technical competence. You will enjoy the process of acquiring and maintaining this competence.
- As far as possible, shift your career toward a field with constantly changing technologies or regulations. The challenge of keeping up will energize you.
- Because you are not threatened by unfamiliar information, you might excel in a consulting role where you are paid to enter new situations and quickly pick up new competencies or languages.
- Refine how you learn. Seek out opportunities to present to others. You might learn best through quiet reflection; carve out this quiet time. Honor your desire to learn.



Talent Frequency: 19/34

## Maximizer® Taking Good to Great

People exceptionally talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform strong into superb.



- You are attracted to others who find and cultivate their strengths.
- Excellence, not average, is your measure. You have and bring to others a focus on quality.
- Taking something from below average to slightly above average takes great effort and, in your opinion, could be more rewarding.
- Transforming something vital into something superb takes just as much effort but is much more thrilling.
- Strengths, whether yours or someone else's, fascinate you. You search them out like a diver after pearls, watching for the telltale signs of strength. {Similar to Developer}.
- Having found a strength, you feel compelled to nurture, refine, and stretch it towards excellence. You polish the pearl until it shines.
- This natural sorting of strengths means that others see you as discriminating. You choose to spend time with people who appreciate your particular strengths.
- You avoid those who want to fix you and make you well-rounded. You don't want to spend your life bemoaning what you lack.
- You want to capitalize on the gifts with which you are blessed. It is more fun. It is more productive, and counterintuitively, it is more demanding.

### Intrinsic Needs and Motivations:

- Needs freedom from weakness focus.
- Needs to be able to focus on strengths and excellence.
- Needs opportunities to work at being the best and the freedom to excel.
- Needs to be appreciated for their strengths.

**Regulated:** Pursues excellence, optimizes, elevates quality, professional.

**Potential Blind Spots:** Trying to find the perfect solution can frustrate others who have a suitable solution and want to move forward. Be able to accept *good enough*.

Try not to be discouraged when acceptable is not ideal. People may not live up to your standards of excellence.

**Unregulated:** Perfectionist, picky, consistently reworking, nothing is good enough.



### **Questions:**

1. How does your focus on excellence motivate or demotivate others?
2. Who do you know that helps you raise your own personal and professional standards?
3. Where do you most often apply this talent?
4. How do you usually share with others how to improve?

### **Maximizer Action Items**

- Seek roles in which you are helping other people succeed, like coaching, managing, mentoring, or teaching.
- Devise ways to measure your performance and that of your colleagues. This will help you spot strengths because the best way to identify a strength is to look for sustained levels of excellent performance.
- Make your weaknesses irrelevant. Study success and use your strengths outside of work.
- Be aware when perfecting something is at the cost of doing other things well.



People exceptionally talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are doing.

- You are generous with praise, quick to smile, and always looking for the positive in the situation. The optimist sees the glass half full. The pessimist sees the glass as half empty. The positivist says, “Oh, I get a glass!”
- Some call you lighthearted. Others wish that their glass were as full as yours seems to be. But either way, people want to be around you. Their world looks better around you because your enthusiasm is contagious.
- Lacking your energy and optimism, some find their world drab with repetition or, worse, heavy with pressure. You seem to find a way to lighten their spirit.
- You inject positive energy into every project. You celebrate every achievement. You find ways to make everything more exciting and more vital.
- Some cynics may reject your energy, but you are rarely dragged down. Your positivity won’t allow it.
- Somehow you can’t quite escape your conviction that it is good to be alive, that work can be fun, and that no matter what the setbacks, one must never lose one’s sense of humor.

**Intrinsic Needs and Motivations:**

- Needs to have fun.
- Needs to be in a positive environment.
- Needs freedom from whiny, overly critical, and negative people.
- Needs frequent appreciation and encouragement

**Regulated:** Enthusiastic, lighthearted, energetic, optimistic, encourager.

**Potential Blind Spots:** You may come across as shallow if your praise and enthusiasm are not genuine or appropriate. False praise can hurt others.

Be careful not to accentuate the positive in a bad situation before others have had the opportunity to vent. People don’t always want to hear the bright side and would prefer to see you listen and reflect.

**Unregulated:** Insincere, naïve, superficial, avoid negativity.





## Questions:

1. What does leading from positivity look like for you?
2. What do you enjoy doing for fun?
3. How do you handle negative people or negative environments?
4. How do you build positivity?

## Positivity Action Items

- You will excel in any role in which you are paid to highlight the positive.
- You tend to be more enthusiastic and energetic than most people. When others become discouraged or are reluctant to take risks, your attitude will provide the impetus to keep them moving. Over time, others will start to look to you for this “lift.”
- Deliberately help others see the things that are going well for them—focus on the positive.
- Because people will rely on you to help them overcome their daily frustrations, arm yourself with good stories, jokes, and sayings. Never underestimate the effect that you can have on people.
- Plan highlight activities for colleagues. Find ways to turn small achievements into “events” or plan regular “celebrations” or holidays that others can look forward to or capitalize on.
- Increase the tailored recognition you give to others. Avoid negative people.



Talent Frequency: 4/34

## Relator®

Small Inner Circle

People exceptionally talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.

- You are pulled towards people you already know, reflecting your attitude.
- You don't necessarily shy away from meeting new people, but your greatest pleasure and encouragement comes from being around your close friends.
- You are comfortable with intimacy. Once the initial connection is made, if you sense the person is trustworthy, you deliberately encourage deepening the relationship.
- You want to understand their feelings, goals, fears, and dreams, and you want them to understand your—presence. {Similar to Empathy}.
- You know that this kind of closeness implies a certain amount of risk—you might be taken advantage of—but you are willing to accept that risk.
- For you, a relationship has value only if it is genuine. The only way to know that is to entrust yourself to the other person. The more you share, the more you risk together. As you risk more together, each of you proves your caring is genuine. These are your steps towards real friendship, and you take them willingly.

### Intrinsic Needs and Motivations:

- Needs one-on-one interaction.
- Needs time with their inner circle.
- Needs the freedom to be real and to be in relationally healthy environments.

**Regulated:** Caring, trusting, forgiving, generous, great friend to others.

**Potential Blind Spots:** Some may feel you are discriminating and hard to know. Be aware of this perception with those you meet who are new and those who you see every day.

Those outside your circle may perceive you as exclusive or playing favorites. Don't be afraid to widen your circle.

**Unregulated:** Cliquish, mistrusting, guarded, plays favorites.



### Questions:

1. What does leading from this talent look like?
2. How do you define a deep relationship?
3. How often are you able to have 1-1 interactions?
4. Who are the people in your inner circle?

### Relator Action Items

- Find a workplace in which friendships are encouraged. You will need to do better in an overly formal organization. In a job interview, ask about work styles and company culture.
- Deliberately learn as much as you can about the people that you meet. You like knowing people, and other people like being known. In this way, you will be a catalyst for trusting relationships.
- Show people you trust them, and they will be more likely to trust others. You can be an essential role model in this area.
- Let it be known that you are more interested in the character and personality of others than in their status or job title. This is one of your strengths, and can be a model for others.
- Let your caring show. No matter how busy you are, stay in contact with your friends. They are your fuel.
- Be honest with your friends. Forgive a close friend, and don't stop extending trust.



People exceptionally talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

- Your responsibility theme moves you to take deep psychological ownership for anything you commit to. Whether large or small, you feel emotionally bound and dedicated to follow it through to completion. Your good name depends upon it.
- If, for some reason, you cannot deliver, you automatically start to look for ways to make it up to the other person. Apologies are not enough. Excuses and rationalizations are unacceptable. You will only be able to live with yourself once you have made restitution.
- This conscientiousness, near obsession for doing things right, and your impeccable ethics combine to create your reputation: utterly dependable.
- People will look to you first when assigning new responsibilities because they know it will get done.
- You must be selective when people come to you for help—and they soon will. Your willingness to volunteer may sometimes lead you to take on more than you should.

**Intrinsic Needs and Motivations:**

- Needs freedom from micro managers.
- Needs freedom to take ownership.
- Needs the confidence and trust of others.

**Regulated:** Committed, dependable, independent, trusted, conscientious.

**Potential Blind Spots:** You can easily overcommit because of the difficulty in saying “no.” Be willing to give something up before taking on new tasks.

Too many obligations can block you from getting time with those you value most. Remember that sometimes it is best to turn things down for the health of meaningful relationships.

**Unregulated:** Micromanager, obsessive, takes on too much, can't say no.



## Questions:

1. How do you see this strength occur in your life?
2. What energizes you with this talent?
3. How do you know when to say “no?”
4. How do you protect essential relationships by maintaining balance?

## Responsibility Action Items

- Partner with someone with a strong Discipline or Focus theme.
- Push yourself to say “no.” Because you are instinctively responsible, it might sometimes be tough to refuse opportunities. For this reason, you must be selective.
- Emphasize your sense of Responsibility when job hunting. During interviews, describe your desire to be held fully accountable for the success or failure of projects, your intense dislike of unfinished work, and your need to “make it right” if a commitment is unmet.
- Keep volunteering for more responsibility than your experience seems to warrant. You thrive on this and can deal with it very effectively.
- Align yourself with others who share your sense of Responsibility. You will thrive on being surrounded by hands as strong as your own.
- Tell your manager you work best when given the independence and freedom to follow through on your commitments. You don’t need to check in during a project, just at the end, because you can be trusted to complete it.
- Take time to enjoy the completion of your commitments. Responsibility is a source of motivation for you.



People exceptionally talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

- You enjoy bringing things back to life.
- You love to solve problems. Whereas some are dismayed when they encounter yet another breakdown, you can be energized by it.
- You enjoy the challenge of **analyzing** the symptoms, identifying what is wrong, and finding the solution. {Similar to Analytical}.
- You may prefer practical problems, **conceptual ones**, or personal ones.
- You may seek out specific problems that you have met many times before and are confident you can fix. Or you may feel the most significant push when faced with complex and unfamiliar situations.
- Identifying the undermining factor(s), eradicating them, and restoring something to its true glory is a beautiful feeling.
- **Intuitively**, you know that without your intervention, this thing—this machine, this technique, this person, this company—might have ceased to function. You fixed it, resuscitated it, and rekindled its vitality. You saved it!

**Intrinsic Needs and Motivations:**

- Needs to be asked, “What needs attention, and what could be improved?”
- Needs problems to be solved and is bothered when issues are left unsolved.
- Needs to be encouraged and affirmed for their contribution.

**Regulated:** Problem solver, troubleshooter, improves and solves.

**Potential Blind Spots:** May cause others to think all you see are mistakes and shortcomings. Don’t forget to celebrate people’s successes and give praise.

The tendency is to focus on processes over people and rush to problem-solve. Be willing to let people solve their problems and give them space to discover their solutions.

**Unregulated:** Weakness-focused, negative, overly critical.



### Questions:

1. How do you see this strength occur in your life?
2. What energizes you with restoring?
3. How do others experience this talent from you?

### Restorative Action Items

- Give yourself a break. Don't be overly self-critical. Allow others to solve their problems.
- Seek roles in which you are paid to solve problems. You might particularly enjoy roles in medicine, consulting, computer programming, or customer service, in which your success depends on your ability to restore and resolve.
- Study your chosen subject closely to identify what causes specific problems to recur. This sort of expertise will lead you to the solution much faster.
- In all your relationships, do not be afraid to let others know that you enjoy fixing problems; it comes naturally to you. Many people shy away from problems. You can help.
- Think through the ways you can improve your skills and knowledge. Identify the courses you can take to plug your gaps.
- Make a list of ways to help disadvantaged people, such as volunteering in your community or fund-raising.



Talent Frequency: 34/34

## Self-Assurance® Strong Inner Compass

People exceptionally talented in the Self-assurance theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence in their decisions.



- You have confidence not only in your abilities but also in your judgment.
- Self-assurance is similar to self-confidence. In the deepest part of you, you have faith in your strengths. You know you can take risks, meet new challenges, stake claims, and, most importantly, deliver.
- This is one of people's two least common strengths and can often be misconstrued as prideful.
- Looking at the world, you believe your perspective is unique and distinct. Since no one sees exactly what you see, you know that no one can make your decisions for you.
- No one can demand what you think. They can guide and suggest. But you alone have the authority to form conclusions, make decisions, and act. This authority, this final accountability for the living of your life, does not intimidate you. It feels natural to you. No matter what the situation, you seem to know what the right decision is. You can lead the way.
- This theme lends you an aura of certainty. Unlike many, you are not easily swayed by someone else's arguments, no matter how persuasive they may be.
- Self-assurance may be quiet or loud, depending on your other themes and maturity, but it is solid. Like the keel of a ship, it withstands many pressures and keeps you on your course.

### Intrinsic Needs and Motivations:

- Needs to be in control of their destiny.
- Needs the freedom to act independently.
- Needs the space from insecure controllers and micro-managers.

**Regulated:** Confident, bold risk-taker.

**Potential Blind Spots:** Your confidence may cause you not to seek out the counsel of others and thereby miss great input or advice you need.

Others may be hesitant or nervous about questioning you because of your overbearing confidence. Be careful not to alienate or turn off others by your strong will.

**Unregulated:** Arrogant, self-righteous, over-confident, know-it-all, stubborn.





### Questions:

1. When should you seek wise counsel, feedback, or insight from others?
2. How do you improve collaborative thinking and action?
3. How do you measure your gut feelings to ensure accuracy?
4. How do others view your self-assurance?

### Self-Assurance Action Items

- Seek start-up situations for which no rulebook exists. You will be at your best when asked to make many decisions.
- Seek roles in which you are charged with persuading people to see your point of view. Your Self-Assurance (especially when combined with Command or Activator themes) can create an extremely persuasive combination.
- Appeal to your internal guidance system to determine appropriate actions. Trust your instinct.
- Let your self-confidence show. It will be reinforcing to your colleagues.
- Help others find the positives in your certainty. They can trust your decisions.
- Realize that sometimes you will find it hard to put your certainty or intuition into words, possibly leading others to see you as self-righteous. Seek and value the views of others.



Talent Frequency: 32/34

## Significance®

Be Seen As Professional

People exceptionally talented in the Significance theme want to be very important in the eyes of others. They are independent and want to be recognized.

- Your yearnings feel intense to you, and you honor those yearnings.
- You want to be significant in the eyes of other people. In the truest sense of the word, you want to be recognized. You want to be heard. You want to stand out. You want to be known.
- In particular, you want to be known and appreciated for the unique strengths you bring.
- You need to be admired as credible, professional, and successful. Likewise, you want to associate with credible, professional, and successful others. And if they aren't, you will push them to achieve until they are. Or you will move on.
- An independent spirit, you want your work to be a way of life rather than a job; in that work, you want to be given free rein, the leeway to do things your way.
- Your life is filled with goals, achievements, or qualifications that you crave. Whatever your focus, your significance theme will keep pulling you upward, away from the mediocre, toward the exceptional. It is the theme that keeps you reaching and helping others to reach.

### Intrinsic Needs and Motivations:

- Needs feedback on how they are doing.
- Needs to be known and acknowledged.
- Needs a caring mentor.
- Needs to be seen as competent and professional.

**Regulated:** Pursues outstanding performance, comfortable in the spotlight.

**Potential Blind Spots:** People may perceive you as overly concerned about your reputation and success. Acknowledge the need to earn the respect of others through your contributions and actions.

Your masked vulnerability or overly controlled persona may make it hard for others to know how to support you. Let them know when you need help.

**Unregulated:** Overly hungry for recognition, self-focused, needy.



### Questions:

1. How do you prefer to be recognized?
2. What type of legacy do you hope others will recognize?
3. How do you know when you have done something well?
4. How do others view your significance theme?

### Significance Action Items

- Choose jobs or positions where you can determine your tasks and actions. You will enjoy the exposure that comes with independence.
- Your reputation is essential to you, so decide what it should be and tend to it in the smallest detail. Identify and earn a designation that will add to your credibility.
- Make a list of the goals, achievements, and qualifications you crave and post them where you will see them daily. Use this list to inspire yourself.
- Identify your best moment of recognition or praise. What was it for? Who gave it to you? Who was the audience? What should you do to recreate that moment?
- Share your dreams and goals with your family or closest colleagues. Their expectations will keep you reaching.
- Stay focused on performance and live up to your goals so you are not labeled a big talker.
- Write down your strengths and refer to them frequently if you are still waiting for the needed feedback. Accept that you might fear failure but still push for excellence.



Talent Frequency: 5/34

**Strategic®**

Must Be the Best Option

People exceptionally talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.



- You see through the clutter and find the best route for yourself and others.
- You bring creative anticipation, imagination, and persistence to whatever you work on.
- Strategic thinking is not a skill that can be taught. It is a distinct way of thinking and a unique perspective on the world. This perspective allows you to see patterns where others see complexity.
- Mindful of these patterns, you play out alternative scenarios, always asking, “What if this happened? Okay, well, what if this happened?” This recurring question helps you see around the next corner. There, you can evaluate accurately the potential obstacles.
- Guided by where you see each path leading, you select most efficiently.
- You discard the paths that lead nowhere, straight into resistance or a fog of confusion. You cull and make selections until you arrive at the chosen path—your strategy.
- Armed with your strategy, you strike forward. This is your strategic theme at work: “What if?” Select. Strike.

**Intrinsic Needs and Motivations:**

- Needs the freedom to find the best way.
- Needs the liberty to make mid-course corrections.
- Needs the space from, “But we have always done it this way!”

**Regulated:** Anticipates alternatives, is intuitive, and brings clarity to confusion.

**Potential Blind Spots:** Others misinterpret your strong thinking as criticism. Be aware of what works well and give credit to what others have accomplished.

Others may struggle to follow your thought process. Be able to explain how you arrived at your conclusions.

**Unregulated:** Hard to comprehend their thinking, close-minded, shifts direction.



## Questions:

1. How do you lead with this talent?
2. How do you help others follow your thinking and decision-making process?
3. Who can you best partner with to achieve the best outcomes?
4. When did you first realize you had this talent?

## Strategic Action Items

- Partner with someone with a strong Activator theme.
- Take the time to fully reflect or muse about a goal you want to achieve until the related patterns and issues emerge. Remember that this musing time is essential to Strategic thinking.
- You can see repercussions more clearly than others. Take advantage of this ability by planning your range of responses in detail. There is little point in knowing where events will lead if you are not ready when they do.
- Talk with others about the alternative directions you see. Detailed conversations like this can help you become even better at anticipating.
- Trust your intuitive insights as often as possible. Even though you might not be able to explain them rationally, a brain that instinctively anticipates and projects creates your intuitions. Have confidence in these intuitions.
- When the time comes, seize the moment and confidently state your strategy.



Talent Frequency: 24/34

Woo® Everyone's Potential Friend 

People exceptionally talented in the Woo theme love the challenge of meeting new people and *winning others over*. They gain satisfaction from connecting and networking.

- You enjoy the challenge of meeting new people and getting them to like you.
- There are no strangers in your world, only friends you haven't met yet—lots of them.
- You bring energy to social situations. You help connect people and have strong networking skills. {Similar to Connectedness}.
- Strangers are rarely intimidating to you. They can be energizing. You are drawn to them. You want to learn their names, ask questions, and find some area of common interest so that you can strike up a conversation and build rapport.
- Some people shy away from starting conversations because they worry about running out of things to say. You don't. Not only are you rarely at a loss for words, but you also enjoy initiating with strangers because you derive satisfaction from making a connection. You can draw people out of their shells.
- Once a connection is made, you are happy to wrap it up and move on. There are new people to meet, new rooms to work, new crowds for mingling.

### Intrinsic Needs and Motivations:

- Needs to meet new people.
- Needs an ever-expanding social network.
- Needs something to win people over.
- Needs to be appreciated for being a strategic networker.

**Regulated:** Outgoing, people-focused, networker, rapport-builder.

**Potential Blind Spots:** Some may see you as shallow and insincere for connecting too quickly with people and moving on to others. Remember that some people may just be getting comfortable with you about the time you leave.

Beware of the tendency to reveal yourself and trust others too quickly. This may cause more reserved people to step back from a relationship.

**Unregulated:** Fake, shallow, lacks deep relationships, self-promoting agenda.



## Questions:

1. How do you prefer to meet new people?
2. To what types of things do you enjoy winning others over?
3. How do you keep track of the people you meet?
4. How is Woo an asset to your current position?

## Woo Action Items

- Choose a job where you can interact with many people over a day.
- Deliberately build a network of people who know you. Tend to it by checking in with each person at least once a month.
- Join local organizations, volunteer for boards, and find out how to get on the social lists of the influential people where you live.
- Learn the names of as many people as you can. Build a record of the people you know and add names with snippets of personal information.
- Consider running for an elected office. You are a natural campaigner.
- Recognizing that your ability to get people to like you is precious, don't be afraid to use it to make things happen.
- Taking responsibility for helping put more reserved people at ease in social situations.



## Domain Frequency

<b>Achiever</b>	1/34	<b>Futuristic</b>	16/34
<b>Activator</b>	28/34	<b>Harmony</b>	6/34
<b>Adaptability</b>	10/34	<b>Ideation</b>	14/34
<b>Analytical</b>	15/34	<b>Includer</b>	21/34
<b>Arranger</b>	18/34	<b>Individualization</b>	13/34
<b>Belief</b>	26/34	<b>Input</b>	7/34
<b>Command</b>	33/34	<b>Intellection</b>	20/34
<b>Communication</b>	17/34	<b>Learner</b>	2/34
<b>Competition</b>	27/34	<b>Maximizer</b>	19/34
<b>Connectedness</b>	22/34	<b>Positivity</b>	11/34
<b>Consistency</b>	23/34	<b>Relator</b>	4/34
<b>Context</b>	30/34	<b>Responsibility</b>	3/34
<b>Deliberative</b>	25/34	<b>Restorative</b>	8/34
<b>Developer</b>	12/34	<b>Self-Assurance</b>	34/34
<b>Discipline</b>	31/34	<b>Significance</b>	32/34
<b>Empathy</b>	9/34	<b>Strategic</b>	5/34
<b>Focus</b>	29/34	<b>Woo</b>	24/34