



## The Four Domains

### Executing

Achiever  
Arranger  
Belief  
Consistency  
Deliberative  
Discipline  
Focus  
Responsibility  
Restorative

### Influencing

Activator  
Command  
Communication  
Competition  
Maximizer  
Self-Assurance  
Significance  
Woo

### Relationship Building

Adaptability  
Developer  
Connectedness  
Empathy  
Harmony  
Includer  
Individualization  
Positivity  
Relator

### Strategic Thinking

Analytical  
Context  
Futuristic  
Ideation  
Input  
Intellection  
Learner  
Strategic



## Execute: **Achiever—A Hard Worker**

People who are especially talented in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.

- Your Achiever theme helps explain your drive and constant need to achieve.
- You feel as if every day starts at zero. By the end of every day you must achieve something tangible in order to feel good about yourself. (Holidays and Weekends included!)
- 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 inside of you 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 next accomplishment.
- Your relentless need for achievement may not be logical or focused but it will always be with you.
- As an achiever you must learn to live with this whisper of discontent. 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. It is the power supply that causes you to set the pace and define the levels of productivity for your work group.

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

- Needs the freedom to work at their own pace.
- Needs opportunities to achieve consistently and daily, every day.
- Needs life balance/integration and to periodically celebrate achievements.

### **Achiever Action Items**

- Select jobs in which you have the leeway to work as hard as you want, and in which you are encouraged to measure your own productivity. This will help you feel stretched and alive.
- You don't require much motivation from your supervisor so you can set your own challenging goals. Set a more stretching goal every time you finish a project.
- Own that fact that you might work longer hours than most people nor need as much sleep. Choose to work with other hard workers and share your goals.
- Accept that you might be discontented even when you achieve.
- **Partner with someone with a strong Discipline or Focus theme to be efficient.**
- Count personal achievements in your scoring "system" to include family.
- Take a moment to appreciate your successes. You can look ahead tomorrow. Today, celebrate.



## Influencing: **Activator**—“Let’s Do It!”

People who are especially talented in the Activator theme can make things happen by turning thoughts into action. They are often impatient.

- “When can we start?” (Team focused) This is a recurring question in your life.
- You are impatient for action and a catalyst for getting things started.
- You may concede that analysis has its uses or that debate and discussion can occasionally yield valuable insights, but deep down you know that only action is real. Only action can make things happen. Only 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 won’t sit around waiting for all the lights to turn green.
- In your view, action and thinking are not opposites. You believe that action is the best device for learning. You make a decision, take action, look at the result and learn.
- This learning informs your next 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.
- The bottom line is this: You know you will be judged not by what you say or think, but by what you get done. This does not scare 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 the way you act.
- You think, learn and process by doing.
- You need to have others join you.

### **Activator Action Items**

- Seek work in which you can make your own decisions and act upon them. In particular look for start-up or turn-around situations.
- Take responsibility for your intensity by always asking for action when you are part of a group.
- Try to work on committees that are action-oriented
- Help others understand the reasons why your requests for action must be granted are wise.
- Recognize that your “pushiness” might sometimes intimidate others.
- Partner with someone with a strong Strategic or Analytical theme so you can see how high the cliff is before you fall off it.



## Relationship Building: **Adaptability**—Responsive in the Moment

People who are especially 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 nonanxious, 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 choice at a time and you are *now*-focused.
- This doesn’t mean that you don’t have plans. You probably do. But adaptability enables you to respond willingly to the demands of the moment 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 actually look forward to them.
- You are, at heart, a very flexible person who can stay productive when the demands of work are pulling you in many different directions at once.

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

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

### **Adaptability Action Items**

- 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 react the fastest and stay 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 3 moves you will always make when the pressure hits.
- During times when the pressure is on, help your colleagues find productive ways to relieve the pressure and therefore 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 will quickly frustrate you, make you feel inadequate, and stifle your independence.
- Look to others for planning. People strong with Focus, Strategic or Belief can help you shape your longer-term goals, leaving you to excel at dealing with the day-to-day variations.



## Strategic Thinking: **Analytical—Just the Facts**

People who are especially talented in the Analytical theme search for reasons and causes. They have the ability to think about all the factors that might affect a situation.

- Your analytical theme challenges other people: “Prove it. Show me why what you are claiming is true.”
- In the face of this kind of 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 you do insist that their theories be proved.
- You see yourself as objective and dispassionate.
- 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 certain 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, gradually, the root cause or causes are revealed.
- Others see you as logical and rigorous. Over time they will come to you in order to expose someone’s wishful or clumsy thinking to your refining mind.
- 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.”

### **Analytical Action Items**

- Choose work in which 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 who are struggling to organize large quantities of data or to bring structure to their ideas.
- 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 the Strategic, Belief or Empathy themes. Their insights and intuitions are difficult to measure but are often accurate and valuable nonetheless.



## Execute: **Arranger—Natural Conductor**

People who are especially talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to figure out how all of 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 all of the variables, aligning and realigning them until you are sure you have arranged them in the most productive configuration possible.
- In your mind, there is nothing special about what you are doing. You are simply trying to figure out the best way to get things done.
- Others who lack this theme will hold in awe your ability and wonder how you are able to 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. You cannot imagine behaving in any other way. {Similar to Adaptable}
- You are a shining example of effective flexibility, whether you are 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.
- From the mundane to the complex you are always looking for the perfect configuration.
- You are at your best in dynamic situations.
- Confronted with the unexpected, some complain that plans devised with such care cannot be changed, while others take refuge in the existing rules or procedures. You don't do either. Instead, you jump in the confusion, devising new options, hunting for new paths of least resistance, and figuring out new partnerships because, there might just be a better way.

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

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

### **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 you are aware of their goals.
- Take on the organization of a big event, a convention perhaps, or a company celebration.



## Execute: **Belief—Work Must Be Meaningful**

People who are especially talented in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their life.

- You have certain core values that are enduring. You are a wellspring of powerful drive and direction.
- Values vary from one 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}
- These 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 easy to trust and you can raise the ethical standards of those around you.
- You need to find 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 strong belief 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.

### **Belief Action Items**

- 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 whom you are and how to relate to you.
- Actively seek roles that fit your values. Think about joining organizations that define their purpose by the contribution they make to society.
- Actively cultivate friends who share your basic values.
- Partner with someone with a strong Futuristic theme. This person can energize you by painting a vivid picture of the direction in which your values will lead.
- Accept that other people might have values different from your own.



## Influencing: **Command—Can't Tolerate A Lack of Leadership**

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

- Command leads you to take charge. You abhor a leadership vacuum.
- Unlike some people, you feel no discomfort with imposing your views on others. On the contrary, once your opinion is formed, you need to share it with others.
- Once your goal is set, you feel restless until you have aligned others with you.
- You are not frightened by confrontation; rather you know that 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.
- You need things to be 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 certain 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 and a clear order of priorities.

### **Command Action Items**

- Seek leadership roles. Consider whether selling would be a good career for you.
- You will always be ready to confront. Practice the words, the tone and the techniques that will turn your ability to confront 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 discover yourself at your best when defending a cause in the face of resistance.
- Seek people's opinions. Don't let your candor or strong presence intimidate them into silence.
- **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.





## Influencing: **Communication—Natural Presenters**

People who are especially talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

- 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.

### **Communication Action Items**

- You 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. Volunteer for opportunities to present.
- 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.



## Influencing: **Competition—A Need to Win**

People who are especially 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 have the ability to 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, and if you can compete, you can win. There is no feeling quite like winning.
- You like measurements because it facilitates 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 like contests 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 and to be on a winning team.

### **Competition Action Items**

- Select work environments in which you can measure your achievements. You might never be able to discover how good you can be without competing.
- List the performance scores that can help you know where you stand every day.
- Identify an achieving person against whom you can measure your own achievement. If there is more than one, list all the people with whom you currently compete.
- 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 will be able to move on the next challenge much more quickly.
- **Let people know that being competitive does not equate with putting other people down.**



## Relationship Building: **Connectedness**—“We’re Part of a Bigger Story”

People who are especially talented in the Connectedness 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 own judgments and in possession of our own free will, but nonetheless 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 from the earth and the life on it.
- This feeling of connectedness implies certain 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.
- Certain 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 your 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.
- Needs the freedom to make connections.
- Needs to be in a diverse environment.
- Needs to be a part of a team with a shared vision.
- Needs to function in interdependence with others.

### **Connectedness Action Items**

- Consider roles that ask you to listen and to counsel. You can become adept at helping other people 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; the role of coincidences in your life.
- 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.



## Execute: **Consistency**—Treat Everyone Fairly

People who are especially talented in the Consistency theme are keenly aware of the need to treat people the same. They try to treat everyone in the world with consistency by setting up clear rules and adhering to them.

- Balance and fairness is important to you.
- You are keenly aware of the need to treat people the same, no matter what their station in life, so you do not want to see the scales tipped too far in any one 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 or their background or their greasing of the wheels. This is truly offensive to you.
- You see yourself as a guardian against favoritism. In direct contrast to this world of special favors, you believe that people function best in a consistent environment where the rules are clear and are 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 his or her 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 and to be treated fairly.”

### **Consistency Action Items**

- Make a list of the rules of consistency by which you can live. These rules might be based upon certain values that you have, or upon certain policies that you consider “non-negotiables” within your organization. Counterintuitively, the clearer you are about these rules, the more comfortable you will be with individuality within these boundaries.
- Seek roles in which 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 really deserve the credit. Ensure that respect is always given to those who truly performed the work. Become known as the conscience of your organization.
- Partner with someone with a strong Maximizer or Individualization theme. This person can remind you when it is appropriate to accommodate individual differences.
- Keep your focus on performance. Occasionally, the Consistency theme might lead you to overemphasize how someone gets work done.



### Strategic Thinking: **Context—Must Know the Past**

People who are especially 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.
- It is only by casting your mind back to an earlier time, a time when the plans were being drawn up, that the present regains its stability. The earlier time was a simpler time. It was a time of 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 came to be 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 new situations, it will take you a little time to orient yourself, 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 \_\_\_\_\_ in order 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.

#### **Context Action Items**

- 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 begins on a project, encourage your colleagues to study past projects.
- 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 the lessons of the past.



## Execute: **Deliberative**—Cautious

People who are especially talented in the Deliberative theme are best described by the serious care they take 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 ahead so as 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?"

### **Deliberative Action Items**

- Make a list of the rules of consistency by which you can live. These rules might be based upon certain values that you have, or upon certain policies that you consider "non-negotiables" within your organization.
- Seek roles in which 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 really deserve the credit. Ensure that respect is always given to those who truly performed the work. Be the company's conscience.
- Partner with someone with a strong Activator and Strategic theme. This person can remind you when it is appropriate to not wait too long and perhaps miss key opportunities to act.



## Relationship Building: **Developer**—Sees Other's Potential

People who are especially talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.

- You see the potential in others. Very often 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 interesting 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 both 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 own potential recognized and needs to be encouraged to grow.

### **Developer Action Items**

- Make a list of the people you have helped learn and grow. Look at the list often and remind yourself of the effect you have had on the world.
- Seek roles in which your primary responsibilities will be in facilitating growth. Teaching, coaching, or managing roles might prove especially 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 would consider to be each person's strengths. Schedule time to meet with each of them regularly. 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.
- Make a plan to develop your own strengths based on a detailed understanding of your talents, knowledge and skills.
- **Partner with someone with a strong Individualization or Maximizer theme to get sharper insights. Remember people may be resistant to change or not see the need to develop you see.**





## Execute: **Discipline**—Loves Predictability

People who are especially 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 world.
- You set up routines.
- You concentrate on timelines and deadlines.
- You break long-term projects into a series of specific short-term plans, and you 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 these help create this feeling of control.
- Lacking this theme, others may sometimes resent your need for order, but there need not be 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, your impatience with errors, your 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 your productivity in the face of life's 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.

### **Discipline Action Items**

- Seek out roles and responsibilities where structure exists.
- Don't hesitate to check as often as necessary to ensure that 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 move through these moments of annoyance.
- Recognize that many others are not as disciplined as you are so try to look beyond it.





## Relationship Building: **Empathy—Knows How You Feel**

People who are especially 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 are feeling as though their feelings are your own.
- Intuitively, you are able to 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 the choices each person makes, but you do understand. This instinctive ability to understand is powerful.
- You hear the unvoiced questions. You anticipate the need.
- Where others grapple for words, you seem to find the right words and the right tone. You help people find the right phrases to express their feelings—to themselves as well as to 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 to express their feelings.
- Needs to be in 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.

### **Empathy Action Items**

- Appreciate your gift for getting in touch with the thoughts and feeling 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 that you know how they are feeling.
- Help your colleagues be aware of the feelings of the persons with whom they work.
- Identify a friend who has strong Empathy and check your observations with him or her.
- 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 is behaving in a way that is unhealthy for that person or for those around her. Understanding someone's emotional state does not mean that must excuse this behavior. Be aware that if sympathetic others might see you as a “bleeding heart.”



## Execute: **FOCUS**—Must Reach The Goal

People who are especially 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. And so 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 move toward 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 clear order of priorities.
- Needs the freedom to redirect the “drift” back on path to the goal.
- Needs freedom from constant distractions so as to stay focused.

### **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.
- Seek roles in which you are asked to function independently.
- Be sure to tell your manager your mid-term and short-term goals. This might well give your manager the confidence to give you the room you need.
- 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, for defining when these decisions will be acted upon, and for setting a date when the group will reconvene.
- Identify your role models. Write down why you want to achieve similar results.



### Strategic Thinking: **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.
- Very often people look to you to describe your visions of the future. They want a picture that can raise their sights and thereby their 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, reflecting on the future.
- Needs an audience to inspire.
- Needs a constituency for which to cast visions.

#### **Futuristic Action Items**

- 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 ideas 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 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.
- Partner with someone with a strong Activator and Strategic theme.



## Relationship Building: **Harmony**—A Natural Team Builder

People who are especially talented in the Harmony theme look for consensus. They don't enjoy conflict; rather, 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 the common ground. You try to steer away from confrontation and toward harmony. Harmony is one of your guiding values.
- You can't believe how much time is wasted by people 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 own objectives to merge with theirs (as long as their basic 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 we 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 that has a shared vision and is not toxic.

### **Harmony Action Items**

- 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 major strengths.
- When two people are arguing, ask others in the group to share their thoughts. By increasing the number of voices in the conversation you are more likely to find areas where all parties can agree. You can draw people together.
- **Avoid roles that will lead you to confront people on a daily basis. Partner with someone with a strong Command or Communication theme.**



## Strategic Thinking: **Ideation—A Think Tank on Two Legs**

People who are especially talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly different experiences.

- You are fascinated by ideas. What is an idea? An idea is a concept, the best explanation of the most events.
- You are spontaneously creative and great 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, and 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 to you.
- Others may label you creative or original or 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 or limits or rigid controls.
- Needs freedom from confinement of the status quo.

### **Ideation Action Items**

- Seek work in which 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 ideas.
- 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 more 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 keep refining your ideas.



## Relationship Building: **Includer—Make The Circle Bigger**

People who are especially 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 direct contrast to those who are drawn only to exclusive groups, you actively avoid those groups that exclude others.
- You want to expand the group so that as many people as possible can benefit from its support.
- You hate the sight of someone on the outside looking in. You want to draw them in so that 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 a belief that each of us is different and that one should respect these differences. Rather, it rests on your conviction that fundamentally we are all the same. We are 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 inclusive environment.
- Needs freedom to include the marginalized.
- Needs freedom to assimilate and integrate those on the outside.
- Needs to be invited and included.

### **Includer Action Items**

- 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 not normally 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 always 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.
- Partner with someone with a strong Deliberative, Analytical or Command theme to ensure that inclusion is the right course of action.



## Relationship Building: **Individualization—Sees You For Who You Are**

People who are especially talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different 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 special 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 your friends 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.”
- Because you are such a keen observer of other people’s strengths, you can draw out the best in each person.
- This theme also helps you build productive teams. While some search around for the perfect team “structure” or “process,” you know instinctively that the secret to great teams is casting by individual strengths so that everyone can do a lot 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.

### **Individualization Action Items**

- Select a vocation in your theme that can be both appreciated and used, such as counseling, supervising, teaching, writing human-interest articles or selling. Your ability to see people one by one is a special talent.
- Become an expert in describing your own strengths and style. For example, answer questions such as these: 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 each individual, regardless of race, sex, or nationality.



### **Strategic Thinking: Input—May Need That Someday**

People who are especially 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 you might collect 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, rather, to add more information to your archives.
  - If you like to travel, it is because each new location offers novel artifacts and facts. These can be acquired and then stored away.
  - At the time of storing it is often hard to say exactly when or why you might need things, but who knows when they might become useful?
  - With all those possible uses in mind, you really don't feel comfortable throwing anything away so you keep acquiring and 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:**

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

#### **Input Action Items**

- 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 easily 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.
- **Partner with someone with a strong Focus or Discipline theme.**





## Strategic Thinking: **Intellection**—A Deep Thinker

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

- You like to think. You like mental activity. You like exercising the “muscles” of your brain, stretching them in multiple directions.
- This need for mental activity may be focused; for example, you may be trying to solve a problem or 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 very well lack focus. Intellection does not dictate what you are thinking about; it simply describes that you like to think.
- 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 own best companion, as you pose yourself 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 actually doing with all the thoughts and ideas that your mind conceives.
- Introspection may tend toward more pragmatic matters such as the events of the day or a conversation that 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 a day.
- Needs to be asked to share wisdom and insights

### **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 be energizing for you, so schedule times for it and muse and reflect.
- List your ideas in a log or a diary to serve as 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.
- Deliberately build relationships with people you consider to be “big thinkers.” Their example will inspire you to focus your own 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, for you it is productive behavior. Give others time to think through your new ideas as well.



### **Strategic Thinking: Learner—Loves New Experiences**

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

- You love to learn.
- The subject matter that interest you most are determined by your other themes and experiences. Whatever the subject, you will always be drawn to the process of learning.
- 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 is the process that entices you.
- Your excitement leads you to engage in learning experiences-yoga or 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 in a short period of time and then move on to the next one.
- This theme does not necessarily mean that you seek to become the subject matter expert, or that you are striving for the respect that accompanies a professional or academic credential. Typically the outcome of the learning is 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.

#### **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. You will be energized by the challenge of keeping up.
- Because you are not threatened by unfamiliar information, you might excel in a consulting role in which you are paid to go into new situations and pick up new competencies or languages very quickly.
- Refine how you learn. Seek out opportunities to present to others. You might learn best through quiet reflection; if so, carve out this quiet time. Honor your desire to learn.



### **Influencing: Maximizer—Taking Good to Great**

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

- 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 a great deal of effort and in your opinion is not very rewarding.
- Transforming something strong into something superb takes just as much effort but is much more thrilling.
- Strengths, whether yours or someone else's, fascinates you. Like a diver after pearls, you search them out, watching for the telltale signs of a 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 are attracted to others who seem to have found and cultivated their own strengths.
- You tend to 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 counter intuitively, 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.

#### **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.



## Relationship Building: **Positivity**—Vibrant Cheerleader

People who are especially talented in the Positivity theme have a contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.

- You are generous with praise, quick to smile, and always on the lookout for the positive in the situation. The optimist sees the glass half full. The pessimist sees the glass half empty. The positivist says “Oh I get a glass!”
- Some call you lighthearted. Others just 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

### **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 rise above 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 your 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.



## Relationship Building: **Relator**—Small Inner Circle

People who are especially 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 and this reflects 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 a deepening of the relationship.
- You want to understand their feelings, goals, fears and dreams; and you want them to understand yours—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 with each other, 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.

### **Relator Action Items**

- Find a workplace in which friendships are encouraged. You will not do well 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 that you trust them and they will be more likely to trust others. You can be an important 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.



## Execute: **Responsibility**—Always Reliable

People who are especially 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 and, 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 totally unacceptable. You will not quite be able to live with yourself until you have made restitution.
- This conscientiousness, and near obsession for doing things right, and your impeccable ethics, combine to create your reputation: utterly dependable.
- When assigning new responsibilities, people will look to you first knowing it will get done.
- When people come to you for help—and they soon will—you must be selective. 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.

### **Responsibility Action Items**

- 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 not met.
- 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 the feeling of being surrounded by hands as strong as your own.
- Tell your manager that 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 get it done.
- Take time to enjoy the completion of your commitments. Responsibility is a source of motivation for you.
- Push yourself to say “no.” Because you are instinctively responsible it may be very difficult to refuse opportunities. Wisdom brings selectivity. Partner with a strong Discipline or Focus theme.



## Execute: **Restorative**—Sees and Solves Problems

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

- 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 or **conceptual ones** or personal ones.
- You may seek out specific problems that you have met many times before and that you are confident of fixing. You may feel the greatest push when faced with complex and unfamiliar problems.
- Your exact preferences are determined by your other themes and experiences. But what is certain is that you enjoy bringing things back to life.
- It is a wonderful feeling to identify the undermining factor(s), eradicate them, and restore something to its true glory.
- **Intuitively**, you know that without your intervention this machine, technique, person, or 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 problems are left unsolved.
- Needs to be encouraged and affirmed for their contribution.

### **Restorative Action Items**

- 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 become adept at identifying what causes certain problems to recur. This sort of expertise will lead you to the solution much faster.
- In all of 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 that you could help people who are disadvantaged, such as volunteering in your community or fund-raising.
- Give yourself a break. Don't be overly self-critical. **Allow others to solve their problems.**



### **Influencing: Self-Assurance—Strong Inner Compass**

People who are especially 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 that their decisions are right.

- Self-assurance is similar to self-confidence. In the deepest part of you, you have faith in your strengths. You know that you are able to take risks, to meet new challenges, to stake claims and, most important, to deliver.
- This is 1 of the 2 least common strengths in people and can often be misconstrued as prideful.
- You have confidence not only in your abilities but also in your judgment.
- When you look 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 his or her own destiny.
- Needs the freedom to act independently.
- Needs the freedom from insecure controllers and micro-managers.

#### **Self-Assurance Action Items**

- Seek start-up situations for which no rulebook exists. You will be at your best when you are 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 strong 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.





## **Influencing: Significance—To Be Seen As Professional**

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

- 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 feel a need to be admired as credible, professional, and successful. Likewise, you want to associate with others who are credible, professional, and successful. 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, and in that work you want to be given free rein, the leeway to do things your way.
- Your yearnings feel intense to you, and you honor those yearnings.
- 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.

### **Significance Action Items**

- Choose jobs or positions in which you can determine your own tasks and actions. You will enjoy the exposure that comes with independence.
- Your reputation is important 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 every day. 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 in case you are not getting the feedback you need. Accept that you might fear failure but still push for excellence.



## Strategic Thinking: **Strategic—Must Be The Best Option**

People who are especially 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 for 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, a special perspective on the world at large. This perspective allows you to see patterns where others simply 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 start to make the most efficient selection.
- You discard the paths that lead nowhere, that lead straight into resistance or into 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 freedom to make mid-course corrections.
- Needs the freedom from, “But we have always done it this way!”

### Strategic Action Items

- Take the time to fully reflect or muse about a goal that you want to achieve until the related patterns and issues emerge for you. 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 create your intuitions. Have confidence in these intuitions.
- When the time comes, seize the moment and state your strategy with confidence.
- Partner with someone with a strong Activator theme.



## Influencing: **Woo (Sociable)**—Everyone's Potential Friend

People who are especially talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with another person. *Woo means winning others over.*

- You enjoy the challenge of meeting new people and getting them to like you.
- You bring energy to social situations. You help connect people with each other 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 up conversations because they worry about running out of things to say. You don't. Not only are you rarely at a loss for words; you actually enjoy initiating with strangers because you derive satisfaction from breaking the ice and making a connection. You can draw people out of their shells.
- Once a connection is made, you are quite happy to wrap it up and move on. There are new people to meet, new rooms to work, new crowds for mingling.
- In your world there are no strangers, only friends you haven't met yet—lots of them.

### Intrinsic Needs and Motivations:

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

### Woo Action Items

- Choose a job in which you can interact with many people over the course of a day.
- Deliberately build the 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.
- Your ability to get people to like you is valuable, don't be afraid to use it to make things happen.
- In social situations, take responsibility for helping put more reserved people at ease.
- Practice ways to charm and engage others. Find the right words to explain to people that networking is part of your style so they don't think you are insincere.