



CliftonStrengths® Top 5 for Melissa Shadowens

This report presents your five most dominant CliftonStrengths revealed by your responses to the CliftonStrengths assessment. Use this report to learn more about these strengths, how they uniquely show up in your life and how you can use them to fulfill your potential.

1. Connectedness®

You have faith in the links among all things. You believe there are few coincidences and that almost every event has meaning.

2. Achiever®

You work hard and possess a great deal of stamina. You take immense satisfaction in being busy and productive.

3. Learner®

You have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites you.

4. Futuristic®

You are inspired by the future and what could be. You energize others with your visions of the future.

5. Belief®

You have certain core values that are unchanging. Out of these values emerges a defined purpose for your life.

■ **EXECUTING** themes help you make things happen.

■ **INFLUENCING** themes help you take charge, speak up and make sure others are heard.

■ **RELATIONSHIP BUILDING** themes help you build strong relationships that hold a team together.

■ **STRATEGIC THINKING** themes help you absorb and analyze information that informs better decisions.



- 1. Connectedness
- 2. Achiever
- 3. Learner
- 4. Futuristic
- 5. Belief

You Are Uniquely Powerful

Your unique sequence of CliftonStrengths and the personalized Strengths Insights in this report are the result of your answers to the CliftonStrengths assessment.

We designed this report to help you learn more about your most dominant CliftonStrengths: what they are, how they interact and how to use them to succeed.

What do the colors mean?

Each of the 34 CliftonStrengths fits into one of four domains. These domains describe how CliftonStrengths helps you execute, influence others, build relationships, and absorb and think about information.

EXECUTING

- | Achiever
- | Arranger
- | Belief
- | Consistency
- | Deliberative
- | Discipline
- | Focus
- | Responsibility
- | Restorative

INFLUENCING

- | Activator
- | Command
- | Communication
- | Competition
- | Maximizer
- | Self-Assurance
- | Significance
- | Woo

RELATIONSHIP BUILDING

- | Adaptability
- | Connectedness
- | Developer
- | Empathy
- | Harmony
- | Includer
- | Individualization
- | Positivity
- | Relator

STRATEGIC THINKING

- | Analytical
- | Context
- | Futuristic
- | Ideation
- | Input
- | Intellection
- | Learner
- | Strategic



RELATIONSHIP BUILDING

1. Connectedness®

What Is Connectedness?

Things happen for a reason. Those with strong Connectedness talents are sure of it. They have a powerful conviction that everyone is connected. While each person is responsible for their own judgments and actions, those with strong Connectedness believe everyone is part of something larger. This belief implies certain responsibilities. Their awareness of these responsibilities creates their value system. They are considerate, caring and accepting. Confident in the unity of humankind, they build bridges for people of different cultures. They give others comfort that there is a purpose beyond everyday existence. Their faith is strong. It sustains them and their close friends in the face of life's mysteries.

Why Your Connectedness Is Unique

These Strengths Insights are personalized based on your CliftonStrengths results.

Connectedness	Achiever	Learner	Futuristic	Belief
---------------	----------	---------	------------	--------

- Because of your strengths, you sometimes work long and hard to enhance humankind's quality of life. Perhaps you realize any improvements you make for individuals or groups somehow benefit you. Maybe you accept the fact that you must rely on other people to reach your goals.
- Driven by your talents, you sense that everything in life is somehow interrelated and interdependent. This idea steels — that is, fortifies — you to calmly face most of life's challenges and difficulties.
- Instinctively, you sense you are linked to all humanity. You contend that harming another human being eventually harms you. Misusing the environment has personal consequences, you argue. This perspective on life influences your thoughts, actions, decisions, or choices.
- Chances are good that you may enjoy the company of people who have faced and conquered some of life's difficulties. Perhaps they have gained wisdom you lack. Occasionally you benefit from their philosophical insights.
- It's very likely that you know you are a strand in the intricate web of life. You search for ways to link with individuals who also ponder concepts, theories, or philosophies. In their company, you are apt to discover or rediscover your special place and purpose in life.

**1. Connectedness**

- 2. Achiever
- 3. Learner
- 4. Futuristic
- 5. Belief

How Connectedness Blends With Your Other Top Five Strengths

CONNECTEDNESS + ACHIEVER

You use your intense task orientation and your compassionate global perspective to accomplish what's important.

CONNECTEDNESS + LEARNER

You are glad there are some things that are beyond your comprehension. You love to study, but you hate to know it all.

CONNECTEDNESS + FUTURISTIC

Your visions are seldom small and selfish. You envision the unity and integration of all humanity.

CONNECTEDNESS + BELIEF

While your strong beliefs sometimes separate you from others, you still have a connection with and a compassion for all humanity.

Apply Your Connectedness to Succeed

Help people and groups better understand how to relate to and rely on each other.

- ☐ Offer to listen to and counsel people. You can easily see connections between what they are saying and doing. Help them by providing directions on how to see connection and purpose in everyday occurrences.
- ☐ Support others in finding meaning in the unpredictability of their world. Doing this provides a sense of comfort and stability in the face of uncertainty.

**EXECUTING**

2. Achiever®

What Is Achiever?

Achievers have a constant need for attainment. They have an internal fire burning inside them. It pushes them to do and achieve more. People with strong Achiever talents feel as if every day starts at zero. By the end of the day, they must accomplish something meaningful to feel good about themselves. And “every day” means every single day: workdays, weekends, holidays and even vacations. If the day passes without some form of achievement, no matter how small, Achievers feel dissatisfied. After finishing a challenging project, they rarely seek with a reward of a rest or an easy assignment. While they appreciate recognition for past achievements, their motivation lies in striving toward the next goal on the horizon.

Why Your Achiever Is Unique

These Strengths Insights are personalized based on your CliftonStrengths results.

Connectedness**Achiever****Learner****Futuristic****Belief**

Because of your strengths, you may spend a bit more mental or physical energy than some people do in matters related to athletic endeavors. Perhaps you are a spectator, coach, diehard fan, seasoned player, or aspiring athlete.

By nature, you aim to deliver the best performance in specific areas. You use every bit of the knowledge, skill, talent, and energy you possess to snag the topmost prize. You probably let little, if anything, distract you from your goal.

It's very likely that you sometimes do whatever is required to accomplish certain tasks. Perhaps you like being regarded as a doer.

Driven by your talents, you might want to distribute your time more evenly among the priorities in your life. This is a challenge, however. Why? You tend to express yourself through your work. One part of you is completely devoted to your job or studies. Another part of you demands equal time for family, friends, solitude, or recreation. You typically block out everything but your work when you must give your undivided attention to an assignment, project, experiment, or special event.

Instinctively, you may be exceptionally inclined to finish the projects you start. You might double check and even triple check your own or others' work. You are willing to do whatever it takes to complete your assignments on schedule.



- 1. Connectedness
- 2. Achiever**
- 3. Learner
- 4. Futuristic
- 5. Belief

How Achiever Blends With Your Other Top Five Strengths

ACHIEVER + CONNECTEDNESS

You use your intense task orientation and your compassionate global perspective to accomplish what's important.

ACHIEVER + LEARNER

When you're working on a task, you really want to get it done. When you're exposed to something new, you really want to understand it.

ACHIEVER + FUTURISTIC

You are a diligent dreamer who sees what can be, and you are committed to doing what is necessary for it to become a reality.

ACHIEVER + BELIEF

When your diligence is directed toward an important cause or mission, your efforts have greater intensity and meaning.

Apply Your Achiever to Succeed

Use a scoring system to keep track of all achievements.

- ☐ Display metrics that matter in a place where you can see them often. The visual measurement of your productivity will encourage you to keep making progress toward your goals.
- ☐ Put personal achievements on your scoring system. This will help you direct your busy energy toward family and friends and work.

**STRATEGIC THINKING**

3. Learner®

What Is Learner?

People with strong Learner talents constantly strive to learn and improve. The process of learning is just as important to them as the knowledge they gain. The steady and deliberate journey from ignorance to competence energizes Learners. The thrill of learning new facts, beginning a new subject and mastering an important skill excites people with dominant Learner talents. Learning builds these people's confidence. Having Learner as a dominant theme does not necessarily motivate someone to become a subject-matter expert or strive for the respect that accompanies earning a professional or academic credential. The outcome of learning is less significant than the "getting there."

Why Your Learner Is Unique

These Strengths Insights are personalized based on your CliftonStrengths results.

Connectedness**Achiever****Learner****Futuristic****Belief**

Driven by your talents, you refrain from automatically believing everything you read in books, publications, correspondence, or Internet sites. When you have doubts about a writer's ideas or facts, you are likely to take time to verify, clarify, or discard them. Actually, your fascination with the printed word causes you to peruse — that is, studiously examine — other sources of information.

Chances are good that you crave knowledge. You search for meaningful information. When you are researching a subject, you are likely to delve far beneath the surface. You isolate key ideas and thoroughly examine each one. Your methodical approach allows you to make sense of the topic. You probably become an expert because you work so diligently.

Instinctively, you possess the physical and mental endurance needed to spend hours studying, reading, or researching. The more you know, the more questions you have to ask. Your diligence reflects your need to work harder and longer than most people can. You set lofty goals for yourself and relentlessly pursue them. Once you have reached your objective, you direct much of your energy toward a second goal. You are self-motivated. You prefer to push yourself rather than relax.

It's very likely that you tend to be a critical reader. That is, you take apart writers' ideas and examine them bit by bit. Only then do you judge whether they have merit. Generally your scrutiny of the written word, rather than your emotions, guides your decision-making process.

By nature, you yearn to know more about how the pieces and parts of something operate. You are likely to be just as curious about an individual's behavior as you are about the steps of a procedure. You probably school yourself by carefully observing, reading, investigating, experimenting, or examining documents.



- 1. Connectedness
- 2. Achiever
- 3. **Learner**
- 4. Futuristic
- 5. Belief

How Learner Blends With Your Other Top Five Strengths

LEARNER + CONNECTEDNESS

You are glad there are some things that are beyond your comprehension. You love to study, but you hate to know it all.

LEARNER + ACHIEVER

When you're working on a task, you really want to get it done. When you're exposed to something new, you really want to understand it.

LEARNER + FUTURISTIC

Your willingness to embrace new concepts and encounter new experiences stimulates your visions of inspiring possibilities.

LEARNER + BELIEF

While your mind is certain and unchanging about a few important matters, it remains curious and open about many other things.

Apply Your Learner to Succeed

Develop expertise in areas that interest you the most.

- ☐ Regularly study new topics and skills. Challenge yourself to learn about complex ideas, programs or experiences others might not want to explore.
- ☐ Refine how you develop your expertise. For example, you might learn best by beginning a new project; if so, find new tasks or projects to start. Or you might learn best by teaching; if so, find ways to present to others.



STRATEGIC THINKING

4. Futuristic®

What Is Futuristic?

People with strong Futuristic talents love to peer over the horizon. They are fascinated by the future. They anticipate and imagine in detail what tomorrow could or should be. They usually see the future positively. While the details of the picture will depend on their other strengths and interests — a better product, a better team, a better life or a better world — it will always inspire them. This vision energizes themselves and others. They can paint a picture of the future for their team members.

Why Your Futuristic Is Unique

These Strengths Insights are personalized based on your CliftonStrengths results.

Connectedness	Achiever	Learner	Futuristic	Belief
---------------	----------	---------	------------	--------

It's very likely that you can occasionally see yourself being declared the very best or "number one" at some point in the future. Perhaps the chances for your outstanding performance increase in proportion to how intrigued you are with an activity.

By nature, you may feel wonderful when people value your innovative ideas. Perhaps you help them envision what can be accomplished in the coming months, years, or decades.

Chances are good that you definitely enjoy sharing your point of view with individuals who ask, "What do you think?" Certain visionary thinkers might turn to you to test their ideas about what can be accomplished in the coming months, years, or decades.

Driven by your talents, you periodically spend a lot of time considering certain things you might need to do better in the coming months, years, or decades.

Instinctively, you may intentionally take charge of your future. You might be determined to shape it as you wish. This partially explains why you set aside some time to ponder your goals. You may be impelled to create the experiences you desire. To some extent, you might agree with the notion "If you can think it, you can make it happen."



- 1. Connectedness
- 2. Achiever
- 3. Learner
- 4. Futuristic**
- 5. Belief

How Futuristic Blends With Your Other Top Five Strengths

FUTURISTIC + CONNECTEDNESS

Your visions are seldom small and selfish. You envision the unity and integration of all humanity.

FUTURISTIC + ACHIEVER

You are a diligent dreamer who sees what can be, and you are committed to doing what is necessary for it to become a reality.

FUTURISTIC + LEARNER

Your willingness to embrace new concepts and encounter new experiences stimulates your visions of inspiring possibilities.

FUTURISTIC + BELIEF

Your core values play a significant role in shaping your vision for the future and in giving you the passion to pursue it.

Apply Your Futuristic to Succeed

Energize others with your visions of the future.

- ☐ Dedicate time to dream about what could be. You inspire those around you when you put your vision into words and share it.
- ☐ Be sure to ask people how they feel about your visions of the future. If they are worried or uncomfortable, make the picture as vivid as possible using hopeful, clear and detailed language.



EXECUTING

5. Belief®

What Is Belief?

People with strong Belief talents have enduring principles that they live by. These values vary from one person to another, but those with powerful Belief talents have deeply held ideals and a strong sense of purpose in their lives. These core values affect their behavior in many ways. Their sense of mission gives their lives meaning and direction; in their view, success is more than money and prestige. Their Belief talents guide them through temptations and distractions toward a consistent set of priorities. This consistency is the foundation for their relationships. Others view them as dependable and trustworthy.

Why Your Belief Is Unique

These Strengths Insights are personalized based on your CliftonStrengths results.

Connectedness

Achiever

Learner

Futuristic

Belief

Driven by your talents, you enter contests simply to have fun. In the process, you often find yourself part of something much larger such as building team spirit or raising funds for a worthy cause. This sense of being linked to other people means a lot more to you than finishing first or claiming an award.

Instinctively, you are definitely honest with yourself about yourself. Your personal integrity leads you to do the right thing in most situations.

By nature, you are careful to surround yourself with ethical people. You choose to associate with individuals whose consciences tell them the difference between right and wrong. You tend to distance yourself from those who lack this clarity.

Because of your strengths, you are determined to make a difference by helping someone be better today than they were yesterday.

Chances are good that you are comfortable being open and honest about who you are. Often you intentionally avoid people who are less than truthful. You prefer to spend time with individuals who speak as candidly as you do about their strengths, shortcomings, hopes, disappointments, failures, or successes.



- 1. Connectedness
- 2. Achiever
- 3. Learner
- 4. Futuristic
- 5. Belief

How Belief Blends With Your Other Top Five Strengths

BELIEF + CONNECTEDNESS

While your strong beliefs sometimes separate you from others, you still have a connection with and a compassion for all humanity.

BELIEF + ACHIEVER

When your diligence is directed toward an important cause or mission, your efforts have greater intensity and meaning.

BELIEF + LEARNER

While your mind is certain and unchanging about a few important matters, it remains curious and open about many other things.

BELIEF + FUTURISTIC

Your core values play a significant role in shaping your vision for the future and in giving you the passion to pursue it.

Apply Your Belief to Succeed

Reflect on your values and how they play a part in your everyday life.

- ☐ Think about your best day to better understand what you like the most about what you do daily. How did your values contribute to the satisfaction you felt that day? What can you do to have more days like your best?
- ☐ Find a cause that matters to you and actively support it. Not just believing in something, but also getting involved, helps to fuel your passion even more.

What's Next?

Take these steps to start unlocking your full potential using your CliftonStrengths.



Learn to Use Your Dominant Strengths

Read about each of your top five CliftonStrengths in this report and reflect:

- What did you read that **inspires** you?
- What did you read that **surprises** you?
- What did you read that **excites** you?
- What did you read that **challenges** you?

Click [here](#) or scan the QR code to complete the following exercise for each of your top five CliftonStrengths:

Name It

- Pick one of your top CliftonStrengths.
- List the words or phrases you read about this strength that resonate strongly with you.

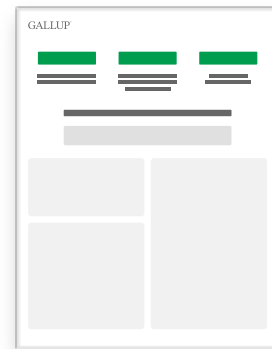
Claim It

- When has this strength helped you be successful in the past?
- How does this strength help you be successful in your role?

Aim It

- In what two ways could you start using this strength more intentionally right away?

Hint: Read the action items in this report and on your my.gallup.com dashboard for ideas.



[Click to View Activity](#)



Use Your Resources in Gallup® Access



Our dedicated platform is focused on helping you fulfill your potential using your CliftonStrengths.

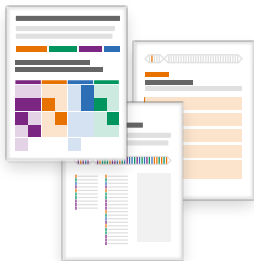
Click [here](#) or scan the QR code to sign in to your my.gallup.com account.

Inside, you'll find articles, videos, learning modules and other tools created specifically for your strengths-based development.



Explore All 34 of Your CliftonStrengths®

Already have your CliftonStrengths 34 report? Great! Take some time to explore your full results.



If you don't have it yet, [click here](#) or scan the QR code to learn how your CliftonStrengths 34 report can help you:

- reveal your complete talent profile of 34 CliftonStrengths
- learn how to use your top 10 CliftonStrengths to set and achieve goals
- navigate your 11-34 CliftonStrengths, including understanding and managing weaknesses



Apply Your CliftonStrengths® in Specific Roles

Take time to explore any role-based CliftonStrengths reports you already have.

If you don't have any, [click here](#) or scan the QR code to browse a range of reports tailored to specific roles and responsibilities.

We offer a suite of reports designed to help you use your CliftonStrengths to excel in various areas, whether it's in management, leadership or even as a student.



Engage in a Conversation About Your CliftonStrengths®



Share your CliftonStrengths results with the people closest to you, including your family, friends, coworkers and teammates.

Spend time talking about your CliftonStrengths with a coach, manager, mentor or adviser — someone invested in your personal and professional development.

[Click here](#) or scan the QR code for helpful ways to share and discuss your CliftonStrengths with others.

COPYRIGHT STANDARDS

This document contains proprietary research, copyrighted and trademarked materials of Gallup, Inc. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark and trade secret protection safeguard the ideas, concepts and recommendations related within this document.

The materials contained in this document and/or the document itself may be downloaded and/or copied provided that all copies retain the copyright, trademark and any other proprietary notices contained on the materials and/or document. No changes may be made to this document without the express written permission of Gallup, Inc.

Any reference whatsoever to this document, in whole or in part, on any webpage must provide a link back to the original document in its entirety. Except as expressly provided herein, the transmission of this material shall not be construed to grant a license of any type under any patents, copyright or trademarks owned or controlled by Gallup, Inc.

Gallup®, CliftonStrengths®, Clifton StrengthsFinder®, StrengthsFinder® and each of the 34 strengths theme names are trademarks of Gallup, Inc. All rights reserved. All other trademarks and copyrights are the property of their respective owners.



Facilitator Report

This Report Prepared for
Melissa Shadowens | Plano Library 2023
Brunel Group, LLC (ID) 92304432
2023-08-17



Table of Contents

About ADW Profile	3
System Profile	4
Personality System PsyPlex	12
My Notes	32



About ADW | Profile

The ADW | Profile is a powerful tool for understanding an individual in A Deeper Way. The ADW | Profile measures 9 Families (40 Aspects) of an individual's personality, including the Big 5, Self-Concept, Psychological Values, and Conflict Energies - all at one's best, on a typical day, and under stress. The Aspects measured align with the ADW | Situational Identity Model:

Level I L1	System Strengths System Strengths are the most effective expression of a particular Aspect of Personality. Your 5 Most and Least Accessed System Strengths are provided in this report. A more thorough exploration of your System Strengths can be found in your System Strengths Report.
Level II L2	Traits + Patterns The Aspects of Personality in Level II are categorized as Traits & Patterns. These kinds of Aspects indicate how someone tends to behave, think, and relate across general situations. These kinds of Aspects remain stable over time and can be expressed in both effective (Strengths) and ineffective (Derailers) ways.
Level III L3	Self-Concept + Psychological Values The Aspects of Personality in Level III are the Self-Concept & Psychological Values Families. They reveal information about how someone sees themselves and tells their personal narrative. These kinds of Aspects can change over time with changes to self-concept and one's own story.



The PsyPlex[®] is a proprietary graphical depiction of an individual's Personality System. The Personality System results from the unique interaction of an individual's Aspects of Personality. There are Four Vectors within the PsyPlex[®] :

Your motivation and approach to life	Enthusiasm Driven Preference for flexibility, keeping options open, motivated by inspiration, displays sensation-seeking behaviors	Expectation Driven Preference for planning, sticks to routines, motivated to meet expectations, displays goal-driven behaviors
How you process and use information	Conceptual Thinking Makes broad, novel associations between ideas, big picture thinking, inferential, seeks underlying patterns and future possibilities	Concrete Thinking Uses deductive thinking, avoids making inferential leaps, seeks concrete evidence and attends to the here and now
Where you orient yourself to gain energy	External Orientation Gains energy being around others, seeks out groups, entertains and engages others	Internal Orientation Gains energy from solitude, seeks to reduce stimulation, turns inward, observes others
What you focus on when making decisions	Outcome Focus Considers outcomes, facts, analyzes data when making decisions, places value on achieving and asserting	People Focus Considers others' feeling and own sense of group agreement when making decisions, value connection and greater good



Personality System | Typical Day

Family I

Conventional

Traditional, grounded, and practical; prefers to engage with the here and now; thinks concretely and narrowly; likely gravitates toward established, or already proven, methods



Openness

Open to a variety of ideas, feelings, and experiences; is imaginative, aesthetically sensitive, has conceptual conversations, and has a wide range of interests

Family II

Flexibility

Spontaneous, sensation-seeking and easygoing; is flexible and carefree; may struggle with follow-through or keeping commitments to plans



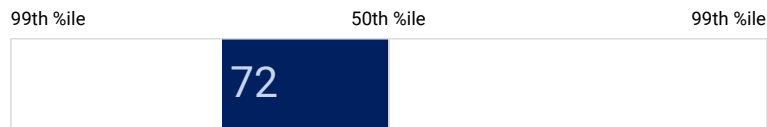
Conscientiousness

Self-disciplined, dutiful, organized, and goal driven; is focused and diligent; may be stubborn or hard on others who change their commitments

Family III

Introversion

Internally oriented; gains energy by recharging in solitude; is quiet, reserved, and contemplative; may struggle being center of attention or being around people for extended periods



Extraversion

Externally oriented; gains energy through social stimulation; is talkative, outgoing, sociable, energetic, and domineering; may struggle letting others have the attention

Family IV

Tough-Minded

Direct and uncompromising of own interests; skeptical of others' intentions; expects competition and challenge from others; seen as assertive and sometimes stubborn and tough-minded



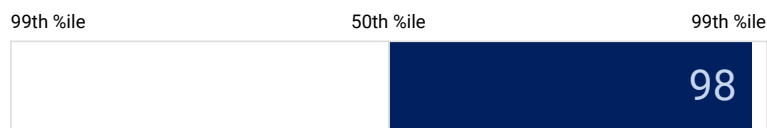
Agreeableness

Trusting, accommodating, cooperative, and sympathetic toward others; willing to compromise own interests; may not readily express own point of view; may be overly trusting or unconcerned about others' motives

Family V

Controlled

Emotionally controlled; may not express or share intense emotions or acknowledge the impact of stress, sadness, worry, or anger on own self; may be emotionally closed



Emotionality

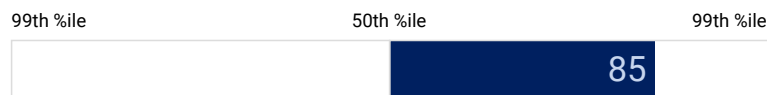
Emotionally expressive; may freely express or share intense emotions or be overly attuned to the impact of stress, sadness, worry, or anger on own self; may be emotionally reactive



Family I Aspects

Concrete

Thinks in a linear, straight-forward manner; seeks out proven or established methods

**Imaginative**

Has a vivid imagination; makes unusual connections; thinks about possibilities

Emotional Seclusion

Limits energy, focus, and attention on emotions of self or others; may describe emotional experiences in narrow terms

**Emotional Absorption**

Aware of, and focuses on, emotional states; interested in feelings; may use a wide range of terms to describe emotional experiences

Seeks Routine

Seeks routine; prefers stability and consistency of experiences; avoids change

**Seeks Change**

Seeks variety and novelty of experiences; views routine as monotonous

Accepts Knowledge

Accepts current level of knowledge; will not question or challenge others

**Open to Learning**

Receptive to new forms of knowledge or theories; actively seeks new learning

Shifts Focus

Changes focus and attention; begins multiple tasks at once; sporadic work pattern; seen as disorganized or distractible

**Keeps Focus**

Maintains focus and attention on a single task; avoids or blocks out distractions; linear work pattern; prefers a certain degree of order; seen as organized

Independence

Makes decisions independent of others; resists taking direction; breaks the rules; not concerned with societal expectations or norms

**Dutifulness**

Readily accepts assignments; aware of social norms; follows the rules; works to follow through and complete tasks that are expected of them; aware of what should be done

Effort Conservation

Conserves energies; may avoid challenges; not overly ambitious; goal setting comes from external sources

**Achievement Drive**

Expends great energy to achieve own goals; driven to overcome challenges; diligent and purposeful toward achieving; sacrificing in order to achieve

Hasty

Makes quick decisions; is okay making mistakes or is unaware of mistakes; less attentive to details; more likely to take risks

**Attention to Detail**

Avoids making or is highly aware of own mistakes; careful about own actions; cautious and planful; often focuses on minutiae

Solitudinous

Energized by solitude; seeks out activities that can be done alone; avoids social engagements or situations involving large groups

**Gregariousness**

Energized by being with large groups of people; seeks out social engagements; enjoys having others around; seen as affable and social

Formality

Takes a reserved, formal approach to others; often approaches relationships in a transactional manner; seen as measured; values own emotional privacy

**Hospitality**

Interested in interacting in one-on-one settings and developing close relationships; seeks emotional intimacy in relationships; seen as outgoing with individuals and easy to connect with

Yielding

Holds back own opinions or points of view; gives in or avoids direct confrontation; seen as passive in group decision making

**Assertiveness**

Makes self heard; expresses own point of view and stands up for self; confronts issues; seen as dominant and forceful

Matter-of-Fact

Does not tease others; seldom jokes around or tries to lighten mood; generally maintains a serious or matter-of-fact approach

**Humor**

Frequently jokes around; brings humor into situations; may tease others; tries to lighten the mood; uses humor to relate to others

Slow to Trust

Wonders about others' motives and intentions; doubts others; questions why people do what they do; assumes hidden agendas and questions others' choices

**Quick to Trust**

Accepts others' choices; does not question motivations or suspect hidden agendas; believes that others are well-intentioned and trustworthy; readily assumes the best intentions

Concern for Self

Aware of own needs and interests; avoids anticipating others' needs; focuses on own well-being; comfortable saying no, and avoids involvement in others' issues or problems

**Concern for Others**

Anticipates the needs and interests of others; tends to be generous and considerate to those around them; seen as helpful, uncomfortable saying no

Directness

Direct about own needs and interests; will not easily let go of conflicts or back down from own point of view; often seen as argumentative

**Diplomacy**

Aware of group conflict; will sacrifice own needs to keep group at ease; will forgive and forget; deferential to others to maintain cohesion

Displayful

Comfortable with attention and public displays; accepting of accomplishments and praise; will talk about multiple aspects of self; enjoys entertaining others

**Modesty**

Unassuming and avoidant of making displays or drawing attention to self; resists talking about self; rarely shows off; more comfortable giving compliments than receiving them

Family II Aspects

Family III Aspects

Family IV Aspects

**Relaxed**

Generally relaxed; may not anticipate potential concerns or consider the future much; does not express feeling skittish or worried

99th %ile

50th %ile

99th %ile

96

Peaceable

Seen by others as even-tempered and resistant to frustration; seldom shows intense emotion; rarely complains or criticizes; may be experienced as less impassioned

97

Contented

Tends to attribute negative situations to external rather than personal causes; feels life has direction and purpose; believes in the stability of positive circumstances and the fleeting nature of negative ones

86

Stoic

Moderates behaviors; rarely acts on impulses or urges; restricts or controls decisions when experiencing strong emotions; seen as deliberate and controlled

99

Unabashed

Not easily embarrassed; not afraid of doing the wrong things or making mistakes; stands up for own self; not worried about what others think

97

Externalizing

Spends little time reflecting on experiences; less likely to think critically about own character, motives, or behavior; may not be interested in changing own behaviors

89

Doubts Abilities

Doubts own decisions and abilities; relies on others for encouragement; gives self little credit; not confident in own work

89

Unvarnished Presentation

Willing to present own flaws or shortcomings to others; may be overly self-disclosing about own motives; is unconcerned about own reputation or image; may expect generosity from influential people

84

Self-Questioning

May not accept full self and own flaws; seeks status to feel comfortable; may not respect the opinions of others if they are different from own opinions; seeks validation from others

76

Self-Deprecation

Feels own opinions, views, or actions are less important than others; sees own needs as not important; may not readily advocate for own self

99

Accepts Inexactness

Has little need to know all relevant information; will be comfortable relying on own intuition; does not require objective data to feel comfortable making a decision; may become frustrated by frequent requests for information

89

Low Affiliation

Own sense of identity is unrelated to feeling connected to others; does not need a sense of community or belonging to feel fulfilled; may feel that connection with groups impedes individualism and autonomy

89

Self-Defined

Feels secure with self even in the absence of tangible accomplishments; content with place in life; success is not a major drive or motivator; may grow frustrated with discussions about goals and aspirations

97

Self-Validating

Does not rely on others' acknowledgement for own value and sense of self-worth; may not seek or expect to be acknowledged for contributions; may be ambivalent toward receiving recognition; may struggle to provide validation to others

96

Accepts Ambiguity

Is comfortable with uncertainty or ambiguity; may not actively work to make situations secure or certain; can function without a clear or obvious future

55

Apprehension

Anticipates problems; may be apprehensive about their situations or the future; may express uneasy feelings in challenging situations

Intensity

Has intense emotional energy; is seen by others as someone who will not readily let things go; outwardly expresses frustration; is experienced as passionate

Mood

Tends to attribute negative situations to personal, internal causes; criticizes self; feels life lacks direction or purpose; believes in the stability of negative circumstances and the fleeting nature of positive ones

Impulsivity

Often acts on own impulses or drives; makes decisions quickly or based on current emotional state; experienced as someone who is expressive and acting on a whim

Self-Consciousness

May feel uncomfortable being evaluated; tends to self-criticize; worried about what others think of them, particularly in social situations; easily embarrassed

Self-Reflection

Highly introspective; reflects on one's own nature, character, and motives; may actively focus on own internal experiences and changing own behaviors

Self-Confidence

Independent and self-sufficient; believes in self and own abilities; comfortable making decisions; may over-rely on own perspective or self

Self-Presentation

Seeks to present a favorable image of self to others; is not transparent about own motives or flaws; is overly concerned about reputation or seeks to please influential people, possibly extremely moralistic

Self-Accepting

Accepts self and own flaws; copes well with struggles, challenges, or hardships; relates well to others who have different opinions from own; can validate self

Self-Importance

Believes own needs, accomplishments, and views are important to others; may expect others to recognize own importance and value; may overlook the importance of others' needs, views, and accomplishments

Values Information

Needs information to gain sense of security; may become distressed from a lack of detailed information; is uncomfortable making decisions without extensive objective information; may not trust own intuition

Values Connection

Needs to feel connected to others to gain security or fulfillment; needs to be around others to feel a sense of belonging; seeks to affiliate with groups and larger purposes for identity

Values Ambition

Does not feel fulfilled without having a sense of accomplishment; driven by own ambitions or sense of achievement; success is a large part of identity; may experience distress around not yet accomplishing enough

Values Acknowledgement

Values and expects recognition from others; may doubt self when they do not receive acknowledgement from those they see as important; responds well to genuine encouragement and support; seeks to have an impact

Values Certainty

Struggles to accept uncertainty; is uncomfortable when circumstances are ambiguous or unknown; feels distress when the future is unclear



Social Structures

Relinquishes Authority

Uncomfortable being in authority over others; feels they do not make good decisions on behalf of a group; may shy away from being responsible for others' well-being

**Comfort with Authority**

Comfortable being in charge; prefers roles where they are responsible for others; believes they make good decisions for other people; will readily take charge when in a group

Emotional Disinclination

Not inclined to relate to the emotional experiences of others; may fail to connect with or acknowledge the emotions of others

**Emotional Intelligence**

Understands the emotional experience of self and others; can effectively connect the emotional experience to work objectives; may need to feel a strong purpose in order to maintain motivation

Efferency

Actively and outwardly works through own frustrations toward others; engages in interdependent resolution; may over-emphasize the need for dialogue

**Afferency**

May not outwardly work through own frustrations toward others; engages in inward, individual resolution; may under-emphasize the need for dialogue

Intuition

May allow emotions/intuition to influence decision-making process; may quickly reach conclusions or spend less time on evaluating and analyzing an issue multiple times

**Contemplation**

Will analyze an issue from multiple perspectives; will not allow intuition/emotion to influence evaluations and decisions; may spend considerable time on analysis and evaluation

Conflict Energies

All-In

Full energy into both Your and Others' Point of View

Attend

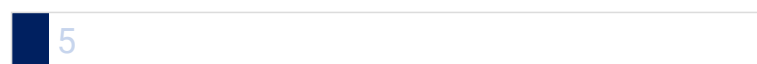
Full energy into Others' Point of View

Drive

Full energy into Your Point of View

Adjust

Some energy into Your and Others' Point of View

Refrain

No energy into any Point of View

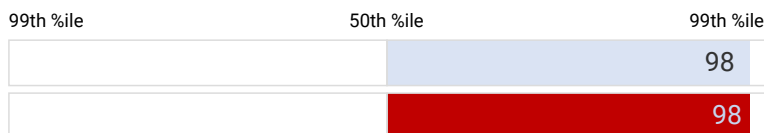


Personality System | Aspect Shifts

Family I

Conventional

Traditional, grounded, and practical; prefers to engage with the here and now; thinks concretely and narrowly; likely gravitates toward established, or already proven, methods



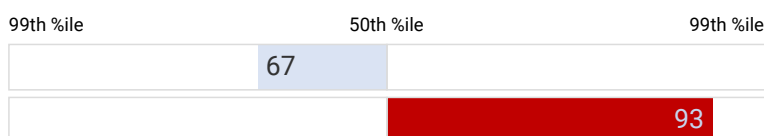
Openness

Open to a variety of ideas, feelings, and experiences; is imaginative, aesthetically sensitive, has conceptual conversations, and has a wide range of interests

Family II

Flexibility

Spontaneous, sensation-seeking and easygoing; is flexible and carefree; may struggle with follow-through or keeping commitments to plans



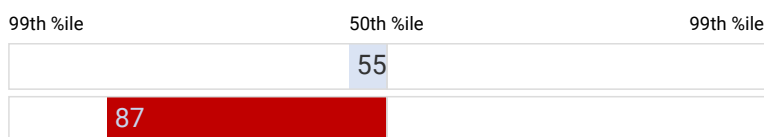
Conscientiousness

Self-disciplined, dutiful, organized, and goal driven; is focused and diligent; may be stubborn or hard on others who change their commitments

Family III

Introversion

Internally oriented; gains energy by recharging in solitude; is quiet, reserved, and contemplative; may struggle being center of attention or being around people for extended periods



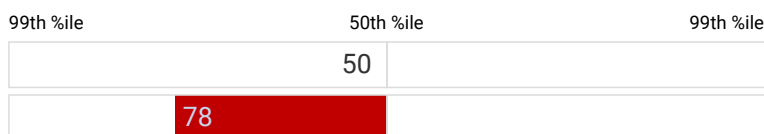
Extraversion

Externally oriented; gains energy through social stimulation; is talkative, outgoing, sociable, energetic, and domineering; may struggle letting others have the attention

Family IV

Tough-Minded

Direct and uncompromising of own interests; skeptical of others' intentions; expects competition and challenge from others; seen as assertive and sometimes stubborn and tough-minded



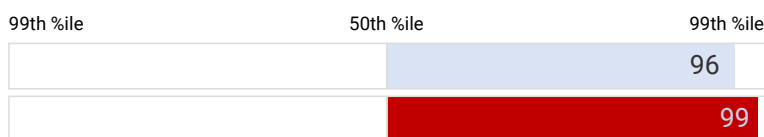
Agreeableness

Trusting, accommodating, cooperative, and sympathetic toward others; willing to compromise own interests; may not readily express own point of view; may be overly trusting or unconcerned about others' motives

Family V

Controlled

Emotionally controlled; may not express or share intense emotions or acknowledge the impact of stress, sadness, worry, or anger on own self; may be emotionally closed



Emotionality

Emotionally expressive; may freely express or share intense emotions or be overly attuned to the impact of stress, sadness, worry, or anger on own self; may be emotionally reactive

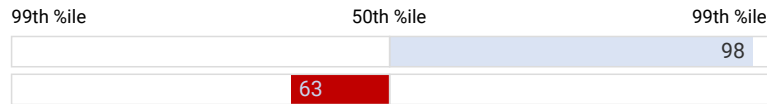


Good Days

Stressful Days

Concrete

Thinks in a linear, straight-forward manner; seeks out proven or established methods

**Imaginative**

Has a vivid imagination; makes unusual connections; thinks about possibilities

Emotional Seclusion

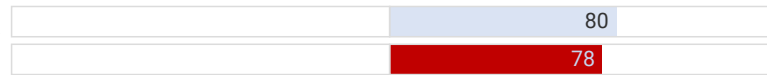
Limits energy, focus, and attention on emotions of self or others; may describe emotional experiences in narrow terms

**Emotional Absorption**

Aware of, and focuses on, emotional states; interested in feelings; may use a wide range of terms to describe emotional experiences

Seeks Routine

Seeks routine; prefers stability and consistency of experiences; avoids change

**Seeks Change**

Seeks variety and novelty of experiences; views routine as monotonous

Accepts Knowledge

Accepts current level of knowledge; will not question or challenge others

**Open to Learning**

Receptive to new forms of knowledge or theories; actively seeks new learning

Shifts Focus

Changes focus and attention; begins multiple tasks at once; sporadic work pattern; seen as disorganized or distractible

**Keeps Focus**

Maintains focus and attention on a single task; avoids or blocks out distractions; linear work pattern; prefers a certain degree of order; seen as organized

Independence

Makes decisions independent of others; resists taking direction; breaks the rules; not concerned with societal expectations or norms

**Dutifulness**

Readily accepts assignments; aware of social norms; follows the rules; works to follow through and complete tasks that are expected of them; aware of what should be done

Effort Conservation

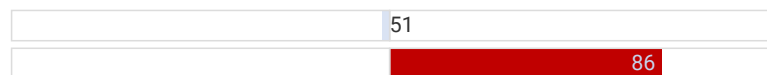
Conserves energies; may avoid challenges; not overly ambitious; goal setting comes from external sources

**Achievement Drive**

Expends great energy to achieve own goals; driven to overcome challenges; diligent and purposeful toward achieving; sacrificing in order to achieve

Hasty

Makes quick decisions; is okay making mistakes or is unaware of mistakes; less attentive to details; more likely to take risks

**Attention to Detail**

Avoids making or is highly aware of own mistakes; careful about own actions; cautious and planful; often focuses on minutiae

Solitudinous

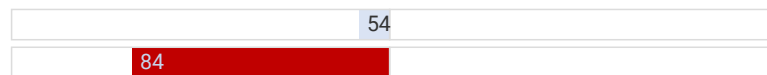
Energized by solitude; seeks out activities that can be done alone; avoids social engagements or situations involving large groups

**Gregariousness**

Energized by being with large groups of people; seeks out social engagements; enjoys having others around; seen as affable and social

Formality

Takes a reserved, formal approach to others; often approaches relationships in a transactional manner; seen as measured; values own emotional privacy

**Hospitality**

Interested in interacting in one-on-one settings and developing close relationships; seeks emotional intimacy in relationships; seen as outgoing with individuals and easy to connect with

Yielding

Holds back own opinions or points of view; gives in or avoids direct confrontation; seen as passive in group decision making

**Assertiveness**

Makes self heard; expresses own point of view and stands up for self; confronts issues; seen as dominant and forceful

Matter-of-Fact

Does not tease others; seldom jokes around or tries to lighten mood; generally maintains a serious or matter-of-fact approach

**Humor**

Frequently jokes around; brings humor into situations; may tease others; tries to lighten the mood; uses humor to relate to others

Slow to Trust

Wonders about others' motives and intentions; doubts others; questions why people do what they do; assumes hidden agendas and questions others' choices

**Quick to Trust**

Accepts others' choices; does not question motivations or suspect hidden agendas; believes that others are well-intentioned and trustworthy; readily assumes the best intentions

Concern for Self

Aware of own needs and interests; avoids anticipating others' needs; focuses on own well-being; comfortable saying no, and avoids involvement in others' issues or problems

**Concern for Others**

Anticipates the needs and interests of others; tends to be generous and considerate to those around them; seen as helpful, uncomfortable saying no

Directness

Direct about own needs and interests; will not easily let go of conflicts or back down from own point of view; often seen as argumentative

**Diplomacy**

Aware of group conflict; will sacrifice own needs to keep group at ease; will forgive and forget; deferential to others to maintain cohesion

Displayful

Comfortable with attention and public displays; accepting of accomplishments and praise; will talk about multiple aspects of self; enjoys entertaining others

**Modesty**

Unassuming and avoidant of making displays or drawing attention to self; resists talking about self; rarely shows off; more comfortable giving compliments than receiving them

Family I Aspects

Family II Aspects

Family III Aspects

Family IV Aspects

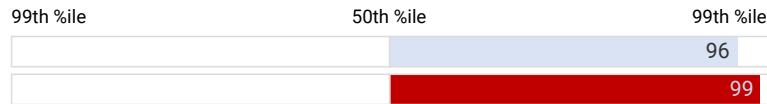


Good Days

Stressful Days

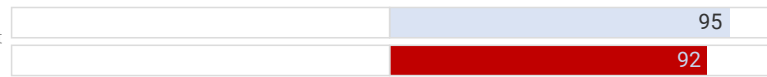
Relaxed

Generally relaxed; may not anticipate potential concerns or consider the future much; does not express feeling skittish or worried



Peaceable

Seen by others as even-tempered and resistant to frustration; seldom shows intense emotion; rarely complains or criticizes; may be experienced as less impassioned



Contented

Tends to attribute negative situations to external rather than personal causes; feels life has direction and purpose; believes in the stability of positive circumstances and the fleeting nature of negative ones



Stoic

Moderates behaviors; rarely acts on impulses or urges; restricts or controls decisions when experiencing strong emotions; seen as deliberate and controlled



Unabashed

Not easily embarrassed; not afraid of doing the wrong things or making mistakes; stands up for own self; not worried about what others think



Apprehension

Anticipates problems; may be apprehensive about their situations or the future; may express uneasy feelings in challenging situations

Intensity

Has intense emotional energy; is seen by others as someone who will not readily let things go; outwardly expresses frustration; is experienced as passionate

Mood

Tends to attribute negative situations to personal, internal causes; criticizes self; feels life lacks direction or purpose; believes in the stability of negative circumstances and the fleeting nature of positive ones

Impulsivity

Often acts on own impulses or drives; makes decisions quickly or based on current emotional state; experienced as someone who is expressive and acting on a whim

Self-Consciousness

May feel uncomfortable being evaluated; tends to self-criticize; worried about what others think of them, particularly in social situations; easily embarrassed

Expressed

Underlying

Externalizing

Spends little time reflecting on experiences; less likely to think critically about own character, motives, or behavior; may not be interested in changing own behaviors



Doubts Abilities

Doubts own decisions and abilities; relies on others for encouragement; gives self little credit; not confident in own work



Unvarnished Presentation

Willing to present own flaws or shortcomings to others; may be overly self-disclosing about own motives; is unconcerned about own reputation or image; may expect generosity from influential people



Self-Questioning

May not accept full self and own flaws; seeks status to feel comfortable; may not respect the opinions of others if they are different from own opinions; seeks validation from others



Self-Deprecation

Feels own opinions, views, or actions are less important than others; sees own needs as not important; may not readily advocate for own self



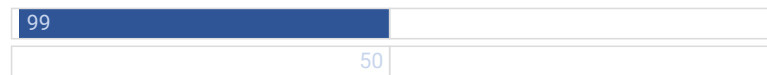
Accepts Inexactness

Has little need to know all relevant information; will be comfortable relying on own intuition; does not require objective data to feel comfortable making a decision; may become frustrated by frequent requests for information



Low Affiliation

Own sense of identity is unrelated to feeling connected to others; does not need a sense of community or belonging to feel fulfilled; may feel that connection with groups impedes individualism and autonomy



Self-Defined

Feels secure with self even in the absence of tangible accomplishments; content with place in life; success is not a major drive or motivator; may grow frustrated with discussions about goals and aspirations



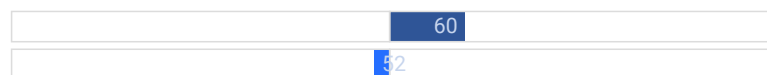
Self-Validating

Does not rely on others' acknowledgement for own value and sense of self-worth; may not seek or expect to be acknowledged for contributions; may be ambivalent toward receiving recognition; may struggle to provide validation to others



Accepts Ambiguity

Is comfortable with uncertainty or ambiguity; may not actively work to make situations secure or certain; can function without a clear or obvious future



Self-Reflection

Highly introspective; reflects on one's own nature, character, and motives; may actively focus on own internal experiences and changing own behaviors

Self-Confidence

Independent and self-sufficient; believes in self and own abilities; comfortable making decisions; may over-rely on own perspective or self

Self-Presentation

Seeks to present a favorable image of self to others; is not transparent about own motives or flaws; is overly concerned about reputation or seeks to please influential people; possibly extremely moralistic

Self-Accepting

Accepts self and own flaws; copes well with struggles, challenges, or hardships; relates well to others who have different opinions from own; can validate self

Self-Importance

Believes own needs, accomplishments, and views are important to others; may expect others to recognize own importance and value; may overlook the importance of others' needs, views, and accomplishments

Values Information

Needs information to gain sense of security; may become distressed from a lack of detailed information; is uncomfortable making decisions without extensive objective information; may not trust own intuition

Values Connection

Needs to feel connected to others to gain security or fulfillment; needs to be around others to feel a sense of belonging; seeks to affiliate with groups and larger purposes for identity

Values Ambition

Does not feel fulfilled without having a sense of accomplishment; driven by own ambitions or sense of achievement; success is a large part of identity; may experience distress around not yet accomplishing enough

Values Acknowledgement

Values and expects recognition from others; may doubt self when they do not receive acknowledgement from those they see as important; responds well to genuine encouragement and support; seeks to have an impact

Values Certainty

Struggles to accept uncertainty; is uncomfortable when circumstances are ambiguous or unknown; feels distress when the future is unclear



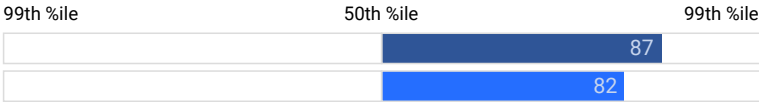
Expressed

Underlying

Social Structures

Relinquishes Authority

Uncomfortable being in authority over others; feels they do not make good decisions on behalf of a group; may shy away from being responsible for others' well-being



Comfort with Authority

Comfortable being in charge; prefers roles where they are responsible for others; believes they make good decisions for other people; will readily take charge when in a group

Emotional Disinclination

Not inclined to relate to the emotional experiences of others; may fail to connect with or acknowledge the emotions of others



Emotional Intelligence

Understands the emotional experience of self and others; can effectively connect the emotional experience to work objectives; may need to feel a strong purpose in order to maintain motivation

Efferency

Actively and outwardly works through own frustrations toward others; engages in interdependent resolution; may over-emphasize the need for dialogue



Afferency

May not outwardly work through own frustrations toward others; engages in inward, individual resolution; may under-emphasize the need for dialogue

Intuition

May allow emotions/intuition to influence decision-making process; may quickly reach conclusions or spend less time on evaluating and analyzing an issue multiple times

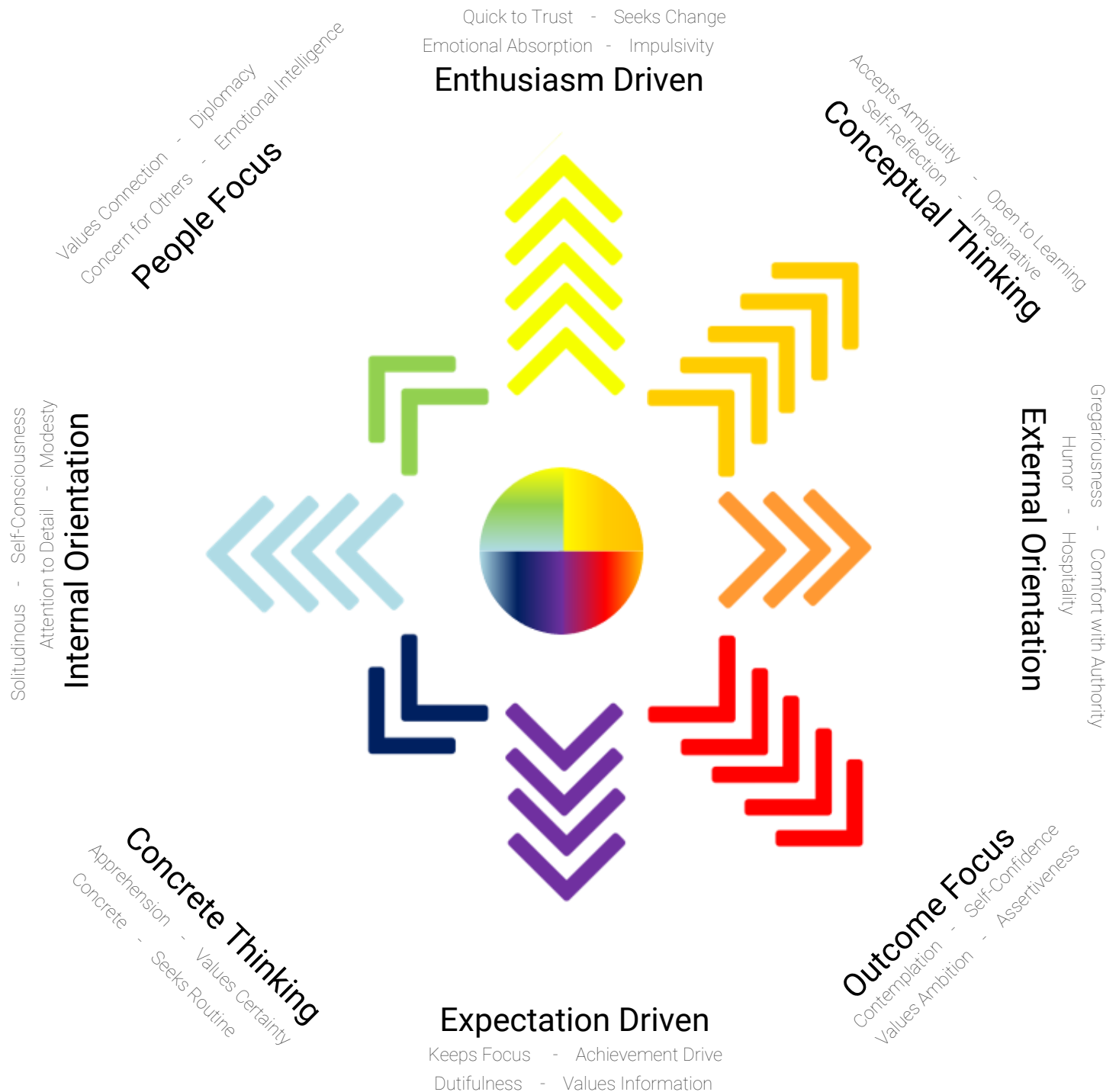


Contemplation

Will analyze an issue from multiple perspectives; will not allow intuition/emotion to influence evaluations and decisions; may spend considerable time on analysis and evaluation



Your PsyPlex | Typical Day



Your ADW | Profile PsyPlex shows your unique Personality System. The PsyPlex is comprised of four Vectors: Motivation (Drive), Processing Style, Orientation to Your Environment, and Decision-Making Focus. Every individual has some aspect of each Vector, but may express these characteristics in unique ways.

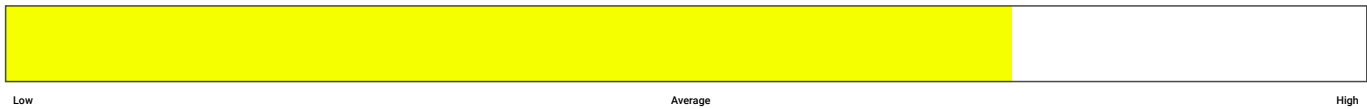


Enthusiasm Driven



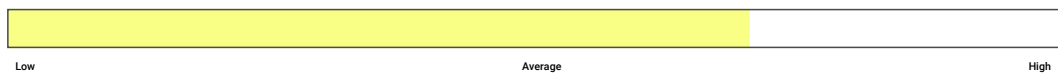
Enthusiasm Driven individuals generally possess a laid-back approach to living; they derive their motivations from a variety of sources, prefer spontaneous activity, readily believe in others, and freely engage with others on an emotional level.

74 | Overall Enthusiasm Drive



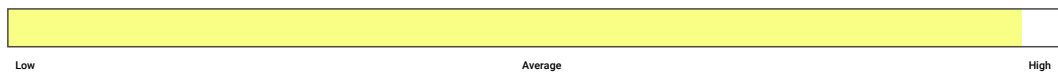
L2

70 | Quick to Trust



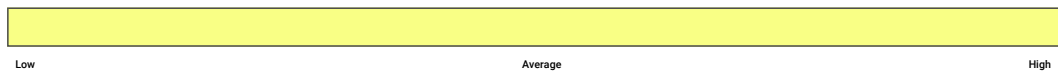
L2

96 | Emotional Absorption



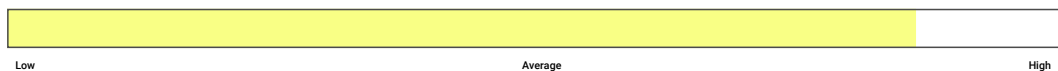
L2

99 | Impulsivity



L2

86 | Seeks Change



Understanding Your Enthusiasm Drive

You are motivated by serendipity and spontaneity - you are driven by your perceptions. You will likely trust and believe in the best intentions of others and usually does not need to have evidence of their trustworthiness before trusting. You will be very open to and aware of the emotions and feelings of those around you. You will feel energized by being able to make sudden decisions or act in the moment. You will gain tremendous motivation from trying new or varying activities.

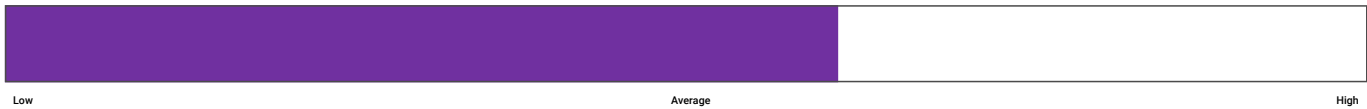


Expectation Driven

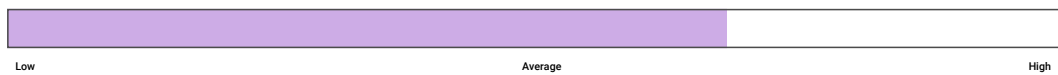


Expectation Driven individuals generally possess a desire to do tasks well, they take obligations to others seriously, are careful, systematic, and feel good when they know what is going on around them. They are deliberate and enjoy seeing their plans reach completion.

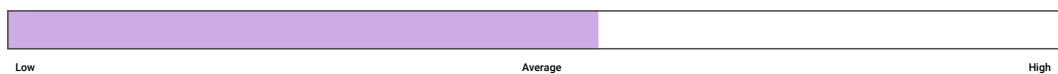
61 | Overall Expectation Drive

**L2**

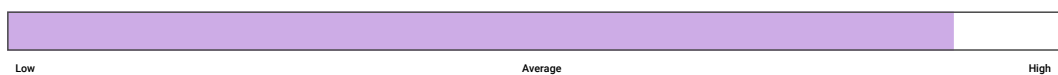
68 | Keeps Focus

**L2**

56 | Dutifulness

**L2**

89 | Achievement Drive

**L3**

12 | Values Information



Understanding Your Expectation Drive

You are motivated by seeing tangible progress toward your goals and ambitions. You will stay motivated to finish, even when you must stick with a task for a long period of time. You balance taking and sharing responsibility with others. You will insist on setting difficult and challenging goals for yourself. However, you will grow frustrated with others if they request too much information from you.

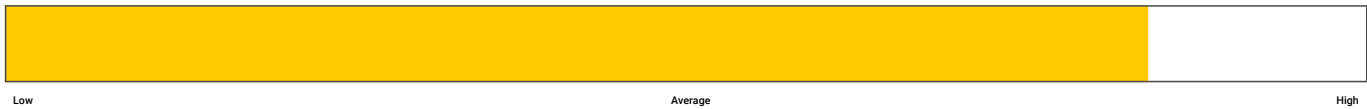


Conceptual Thinking

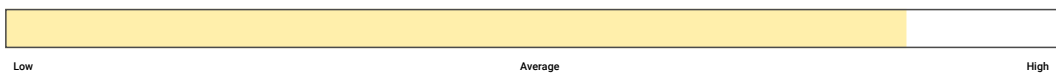


Conceptual Thinkers tend to seek new experiences as a means for gaining new insights or ideas; they think about the big picture, are open to new ideas, and readily engage in self-examination. They have a fluid style of consciousness that allows them to make novel associations between remotely connected ideas.

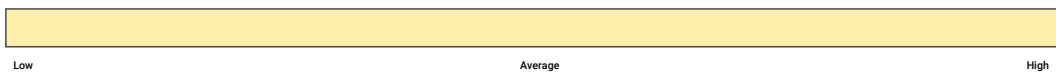
84 | Overall Conceptual Thinking

**L2**

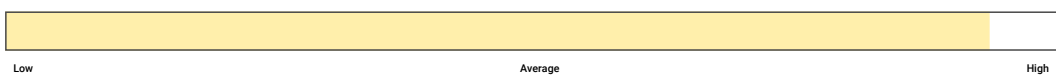
85 | Imaginative

**L2**

99 | Open to Learning

**L3**

93 | Self-Reflection

**L3**

45 | Accepts Ambiguity



Understanding Your Conceptual Thinking

You are very conceptual, broad and creative in your thinking. You connect ideas. You will likely prefer challenging routines and coming up with new ideas. You are very inclined toward learning new ideas and seeking out new information. You will actively reflect on your own thoughts, feelings, and perspectives. You are as comfortable with ambiguity as the average person.

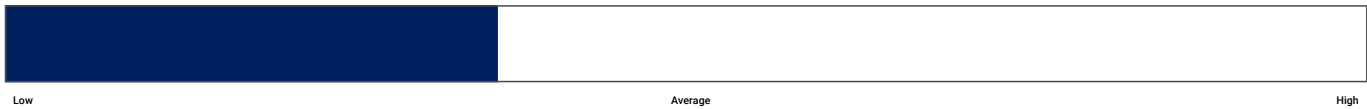


Concrete Thinking



Concrete Thinkers are more comfortable with familiar and traditional experiences, they are less focused on making random connections between ideas, may anticipate risks, and will take action only after feeling certain of the likely outcome.

36 | Overall Concrete Thinking

**L2**

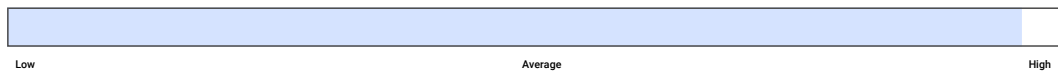
14 | Seeks Routine

**L2**

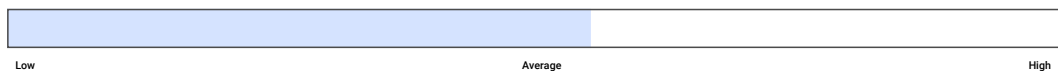
15 | Concrete

**L2**

96 | Apprehension

**L3**

55 | Values Certainty



Understanding Your Concrete Thinking

At times, you may prefer to think practically and you will focus on specifics and sequence. You will be open to straying from the status quo and trying new, untested ways. You are very drawn to innovative ideas. However, you are very inclined toward anticipating, and at times, worrying about potential problems. You are comfortable with ambiguity at times, and yet will drive for knowing at other times.

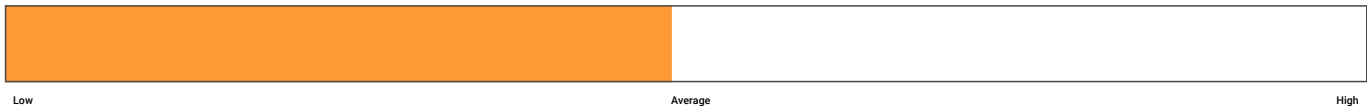


External Orientation



Externally Oriented individuals tend to be outgoing, talkative, and possessing energetic behavior; their psychological energies are focused on the outside world, they are interested in.

49 | Overall External Orientation

**L2**

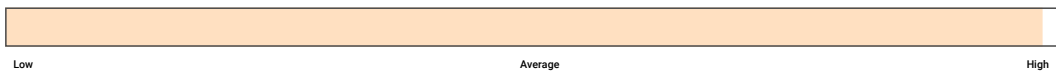
1 | Gregariousness

**L2**

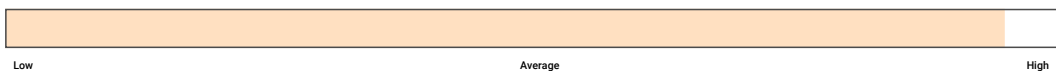
25 | Hospitality

**L2**

98 | Humor

**L1**

94 | Comfort with Authority



Understanding Your External Orientation

At times, you may find being around others stimulating and you gain some energy from the outside world. You will not seek out social attention and find large groups of people to be de-energizing. You may take some time to warm up to others. However, you are quick to use humor in most situations. However, you highly enjoy being in charge over others.

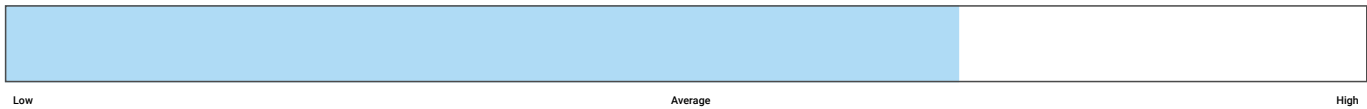


Internal Orientation



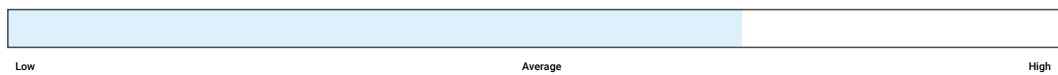
Internally Oriented individuals are generally reserved, interested in their own mental realities, and less inclined to regularly act upon their environments; many Internally Oriented individuals are re-energized by solitude or reducing external stimulation.

70 | Overall Internal Orientation



L2

69 | Attention to Detail



L2

99 | Solitudinous



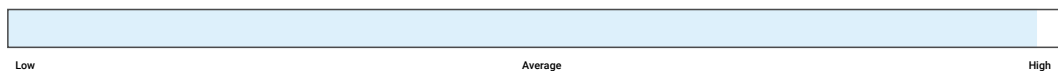
L2

13 | Modesty



L2

97 | Self-Consciousness



Understanding Your Internal Orientation

You seek ways to seclude yourself from others and you value your privacy in order to re-charge. You will likely be careful to avoid making mistakes. You do not enjoy being the center of attention and therefore are not likely to seek out the spotlight. However, you will be inclined to tell others about your own accomplishments on your own volition. You will turn your energies inward and may intensify your own self-perceptions.

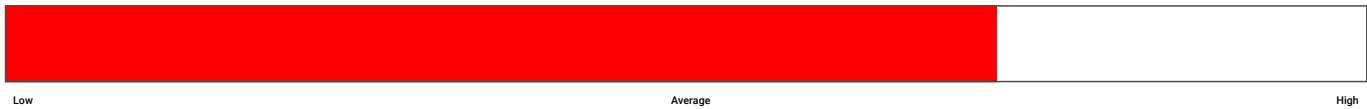


Outcome Focus

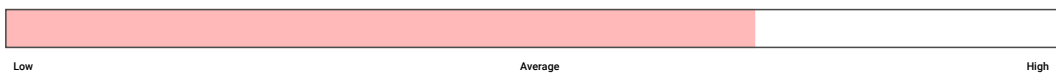


Outcome Focused individuals are typically tough minded, competitive, and willing to challenge others. The focus of their experiences tends to be on reaching outcomes, analyzing issues, and asserting their point of view.

73 | Overall Outcome Focus

**L2**

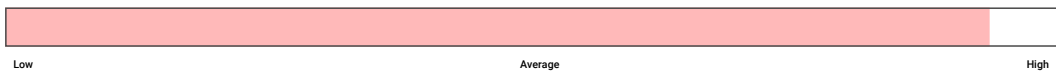
71 | Assertiveness

**L3**

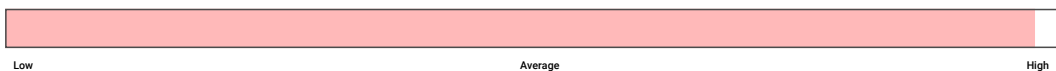
40 | Self-Confidence

**L1**

93 | Contemplation

**L3**

97 | Values Ambition



Understanding Your Outcome Focus

You are quite focused on accomplishing tasks and put as much or more priority on reaching objectives. You will likely communicate your point of view to others. You will have as much confidence in your own views as the typical person. You will spend considerable time analyzing and evaluating an issue, relying on data rather than emotion. You are extremely ambitious and have a strong need to feel personally successful.



People Focus

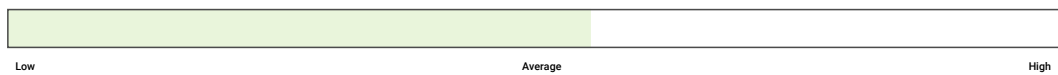


People Focused individuals generally get along with others, they are cooperative, compassionate, and strive for group harmony. The focus of their experiences tends to be on reaching consensus, staying connected, and maintaining the well-being of relationships.

39 | Overall People Focus

**L2**

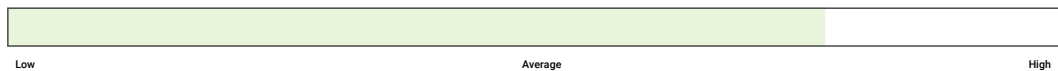
55 | Concern for Others

**L2**

20 | Diplomacy

**L1**

77 | Emotional Intelligence

**L3**

11 | Values Connection



Understanding Your People Focus

You are slightly focused on feelings of others and group harmony. You will focus on helping others as much as the average person. You may not pay much attention to group dynamics or feel inclined to alleviate tension. However, you are likely focused on the emotional experience of others. You likely do not have a strong need for being connected or affiliated with others.



Your Relating Pattern

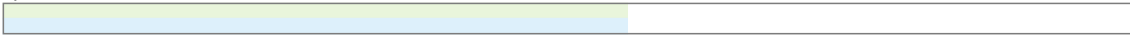


Relating Patterns are determined by your Orientation for Energy and Decision-Making Focus Vectors. There are Four Primary Relating Patterns, and your individual Relating Pattern may possess aspects of all four Primary Patterns.

Relating Patterns

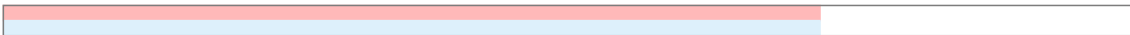
Supporter

55



Auditor

72



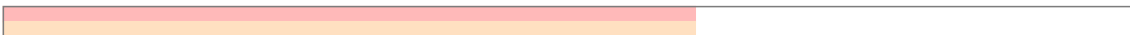
Influencer

44



Director

61



Your Primary Relating Pattern | **Auditor**

Your Primary Relating Pattern is most similar to the Auditor. Auditors tend to relate to others in an unassuming manner, but may view social interactions from a give-and-take perspective. Auditors will focus on keeping the social connections balanced, fair, and equitable. They will guard themselves and be wary of others taking advantage of them or others.



Under stress, Auditors will value their privacy closely, keeping their motives and intentions hidden from others, so as not to be mistreated. At their best, Auditors will help regulate and balance a groups' focus and help bring a sense of impartiality and equality to the group.

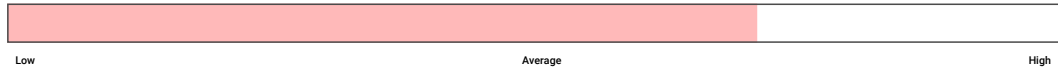
Based on your overall Personality System, you are very similar to the Auditor Relating Pattern. This suggests you likely possess most, but not all, of the characteristics above. You may possess some characteristics of your second highest Relating Pattern as well.



Aspects of An Auditor

Outcome Focus

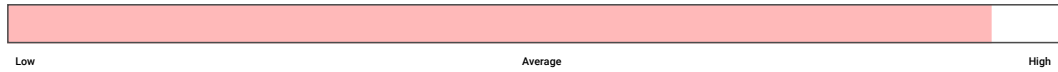
71 | Assertiveness



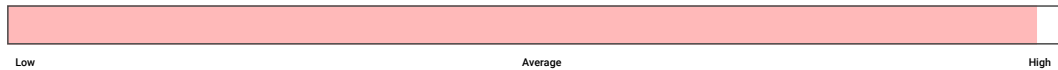
40 | Self-Confidence



93 | Contemplation

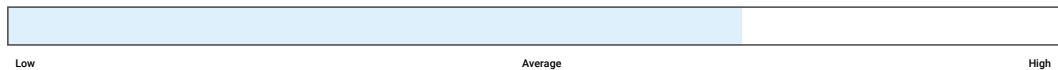


97 | Values Ambition

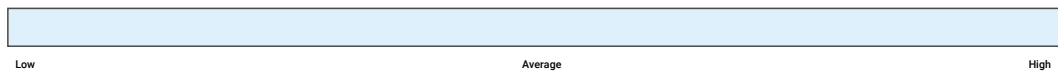


Internal Orientation

69 | Attention to Detail



99 | Solitudinous



13 | Modesty



97 | Self-Consciousness





Your Working Pattern

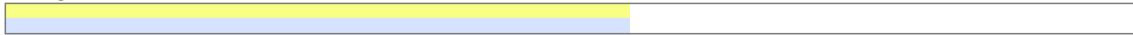


Working Patterns are determined by the Thinking Style and Motivation (Drive) Vectors. There are Four Primary Working Patterns, and your individual Working Pattern may possess aspects of some or all four Primary Patterns.

Working Patterns

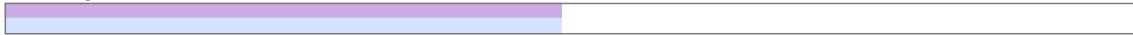
Seeking

55



Executing

49



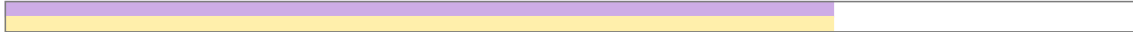
Imagining

79



Enterprising

73



Your Primary Working Pattern | **Imagining**

Your Primary Working Pattern is most similar to Imagining. Imagining Work Patterns are characterized by endeavoring to learn new ideas and undertake grand new projects. Those with an Imagining Work Pattern are often excellent at developing new ideas. They are highly comfortable with ambiguity, abstraction, and chaos.



Under stress or when immature, those with an Imagining Work Pattern may start many grand projects, but may fail to pick a path and execute. They are at their best when paired with somebody else who helps them focus to complete a project.

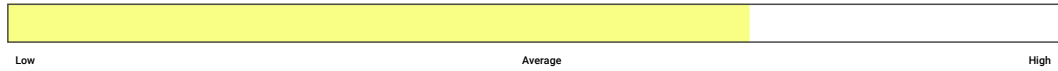
Based on your overall Personality System, you are very similar to the Imagining Work Pattern. This suggests you likely possess most, but not all, of the characteristics above. You may possess some characteristics of your second highest Work Pattern as well.



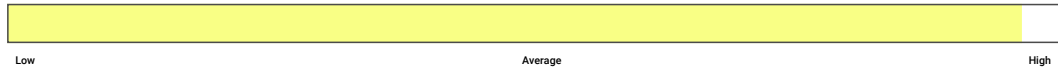
Aspects of An Imagining Work Pattern

Enthusiasm Driven

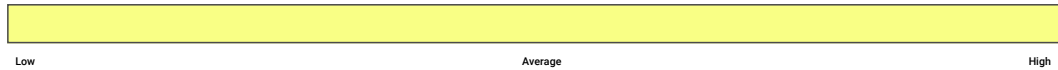
70 | Quick to Trust



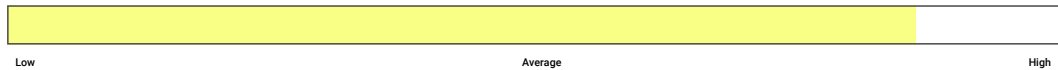
96 | Emotional Absorption



99 | Impulsivity

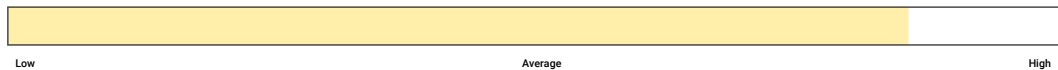


86 | Seeks Change

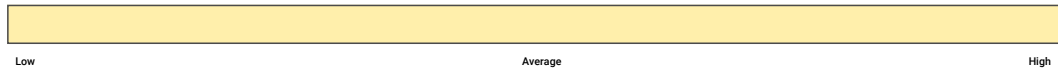


Conceptual Thinking

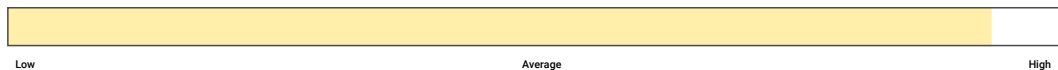
85 | Imaginative



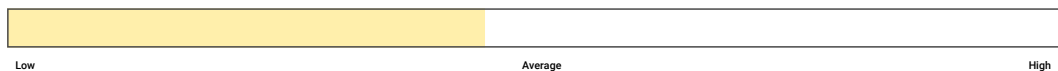
99 | Open to Learning



93 | Self-Reflection



45 | Accepts Ambiguity





Most Accessed Personality System Strengths





Below are the Most Accessed Personality System Strengths. You naturally bring these Strength into your Core Projects. At times, you may over-use these aspects of your personality system. Stress-Sensitive Strengths are those that you do not naturally access as much while under stress as you do on your good days.

 **Stress-Sensitive Strength**

 **Recommendation**


Imaginative

 You are open to and energized by ideas. You readily connect seemingly unrelated concepts and find underlying patterns and relationships. Under stress, you may lose your imagination or stop using this strength. When you are not using your creative thinking, this may be a clue that you are experiencing more stress than usual.

 Schedule time to read. Seek opportunities that welcome and appreciate imagination and fresh perspectives. Look for jobs that pay you for your ideas. Make sure you surround yourself with people who enjoy listening to and discussing a wide range of topics.


Intellectualist

You are very adept at learning new information. You enjoy spending time deep in thought and often need the space to flex your intellectual muscles. You love solving problems and thinking about complexities.


 Build relationships with others who are big thinkers. Set aside time to write - it will help you focus your thoughts. Schedule time for free thinking where you do not need to produce or be productive.


Diffusement

You naturally use humor, wit, and levity to build group cohesion. You are not above being jovial or even silly. You use these skills to enhance relationships, remove tension, and improve productivity of those around you. People enjoy being with you and a part of your team.


 Know when to appropriately use humor by getting to know those around you first. Follow up with people to ensure they are comfortable and feeling connected to the team. Be intentional about why you are using your humor.


Confidence

 You believe in yourself and in your abilities. You are comfortable making decisions and trust your own perspective. You know that you can do it. When under stress, your confidence tends to fall off. In these moments, remember just how much you do believe in yourself.

 Share your confidence with others. Demonstrating your belief in yourself can inspire others to do the same. Find opportunities to be involved in decision making as well as independent ventures. Stretch yourself beyond your comfort level. Be careful to not become too reliant on your own perspective.

Introspector

 You examine yourself, your circumstances, and your inner feelings. Like the Sensor, Introspectors are aware of their own emotions and acknowledge their own humanity. You take time to reflect on your own thoughts, emotions, and behaviors. Under stress, you may not take the time to reflect on your own self, missing opportunities for learning and understanding. Remember to leverage this strength, particularly when distressed.

 Consider journaling. Make sure your reflection time is productive, not brooding or ruminating. Ask yourself what evidence exists for your conclusions. Consider what you can learn and apply from what you discover about yourself. Be careful not to rely solely on your own perspective for self-knowledge.



Your PsyPlex | Good - Typical - Stressful

Your PsyPlex | Typical Days



This PsyPlex graph depicts your Personality System as it is on typical days. It is a combination of your self-reports on your Aspects when you are both feeling stress and when you are feeling at your best. Sometimes our Personality Systems change considerably when under stress and sometimes they don't change very much. This page is helpful to see how your overall system may look under each context.

Your PsyPlex | Good Days



This is your Personality System as you reported your Aspects when you are feeling free from stress. Good days - or days when you aren't feeling under pressure or over-extended - can occur regularly or sporadically in your life.

Your PsyPlex | Stressful Days



This is your Personality System as you reported your Aspects when you are experiencing stress or over-extension. Stressful days can also occur regularly or infrequently, depending upon your circumstances.



Your PsyPlex | Aspects Map



Your PsyPlex Aspects Map outlines each of your Vector Aspects under each context: Good Days, Typical Days, and Stressful Days. This Aspects Map is useful for seeing how your Personality System may be expressed differently when your context changes.

Enthusiasm Driven Aspects

Seeks Change



Quick to Trust



Impulsivity



Emotional Absorption



Conceptual Thinking Aspects

Imaginative



Accepts Ambiguity



Open to Learning



Self-Reflection



Expectation Driven Aspects

Keeps Focus



Dutifulness



Achievement Drive



Values Information



Concrete Thinking Aspects

Seeks Routine



Concrete



Values Certainty



Apprehension





Your PsyPlex | Aspects Map



Your PsyPlex Aspects Map can be an excellent tool for exploring what aspects of your Personality System are most stable across multiple contexts. The more similar the scores, the more stable the Trait is. The more scores differ across Good Days, Typical Days, and Stressful Days, the more that Trait may be expressed only under certain conditions.

External Orientation Aspects

Gregariousness



Hospitality



Humor



Comfort with Authority



People Focus Aspects

Concern for Others



Diplomacy



Values Connection

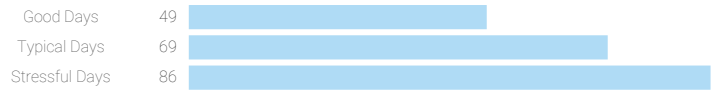


Emotional Intelligence

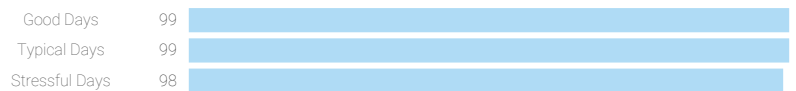


Internal Orientation Aspects

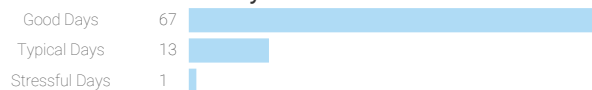
Attention to Detail



Solitudinous



Modesty



Self-Consciousness



Outcome Focus Aspects

Assertiveness



Values Ambition



Contemplation



Self-Confidence





Least Accessed Personality System Strengths



While leveraging your Strengths is the most important action to reach your full potential, it is also helpful to remember that no one uses all aspects of the Personality System equally. Exploring your Least Accessed System aspects can help you identify opportunities to try new behaviors and operate outside of your comfort zone.

Exploration

Positation

Those with the gift of Positation are full of energy. They derive satisfaction from being in front of groups and highlighting the positives. They are naturally optimistic and love sharing this optimism with others.

When you are in front of large groups, how do you feel about yourself? What social settings lead you to feel uncomfortable? What aspects of social interactions might you be judging? Are these judgments fair?

Stoic

Those with the strength of Stoic are composed, measured, and controlled. They rarely, if ever, let their circumstance dictate their emotional expression. While not devoid of emotions, they work hard to not display them to others.

When might you benefit from displaying more stoicism? When has your emotional spontaneity caused you to later regret your behaviors? What can you learn from the Stoics?

Peaceable

Those with the strength of Peaceable are slow to anger and unlikely to express negative emotions through anger or frustration. They do not readily display intensity or grow upset about past events that cannot be changed.

What events from the past might you need to let go of? What emotions might be underneath your initial frustrations? How do you know the impact your intensity has on others?

Calmness

For those who have strength in Calmness, they tend to stay cool and collected. They rarely worry or have anxiety about the future. They may not have a need to control the future, rather accepting what may come their way.

What about the future gives you worry? When do you feel the need to control things that you cannot? What kinds of 'what-if' worries do you have?

Connecting

People with the strength of Connecting value and seek to connect with others. They want to be part of something bigger than the self. They seek group affiliation and work to include others.

What groups do you belong to or identify with? What keeps you from connecting with others? How might more connection be a positive thing for you?



Your PsyPlex System | Potential Derailers



The Potential Derailers section helps you explore prominent aspects of your Personality System Aspects expressed during times of stress. When under stress, these prominent aspects may be expressed in a less useful manner, potentially derailing you or those around you.
KEY ==> 'changes to'

Enthusiasm Driven Aspects

Seeks Change ==> Makes Radical Choices

78



Potential Derailer for Melissa

Quick to Trust ==> Naivete

73



Potential Derailer for Melissa

Impulsivity ==> Uninhibited

99



Potential Derailer for Melissa

Emotional Absorption ==> Emotionally Sensitive

93



Potential Derailer for Melissa

Conceptual Thinking Aspects

Imaginative ==> Misses Obvious Connections

37



Values Certainty ==> Unclear About Intentions

52



Open to Learning ==> Loses Focus

98



Potential Derailer for Melissa

Self-Reflection ==> Rumination

77



Potential Derailer for Melissa

Expectation Driven Aspects

Keeps Focus ==> Stubborn

97



Potential Derailer for Melissa

Dutifulness ==> Refuses Help

78



Potential Derailer for Melissa

Achievement Drive ==> Goal Fixated

86



Potential Derailer for Melissa

Values Information ==> Shares Little Information

21



Potential Derailer for Melissa

Concrete Thinking Aspects

Seeks Routine ==> Recklessness

22



Potential Derailer for Melissa

Concrete ==> Impracticality

15



Potential Derailer for Melissa

Values Certainty ==> Allows Chaos

48



Apprehension ==> Fixates on Risks

99



Potential Derailer for Melissa



Your PsyPlex System | Potential Derailers

External Orientation Aspects

Gregariousness ==> Avoids Groups

2



Potential Derailer for Melissa

Hospitality ==> Disregarding

16



Potential Derailer for Melissa

Humor ==> Offends Others

95



Potential Derailer for Melissa

Comfort with Authority ==> Dominates Others

82



Potential Derailer for Melissa

People Focus Aspects

Concern for Others ==> Martyrdom

68



Diplomacy ==> Fights Others

16



Potential Derailer for Melissa

Values Connection ==> Needs Attention

50



Emotional Intelligence ==> Manipulates Emotions

94



Potential Derailer for Melissa

Internal Orientation Aspects

Attention to Detail ==> Guarded

86



Potential Derailer for Melissa

Solitudinous ==> Retreating

98



Potential Derailer for Melissa

Modesty ==> Grandiosity

1



Potential Derailer for Melissa

Self-Consciousness ==> Intensifies Own Problems

98



Potential Derailer for Melissa

Outcome Focus Aspects

Assertiveness ==> Passive-Aggressive

23



Potential Derailer for Melissa

Values Ambition ==> Craves Success

94



Potential Derailer for Melissa

Contemplation ==> Excessive Analysis

98



Potential Derailer for Melissa

Self-Confidence ==> Under-uses Self

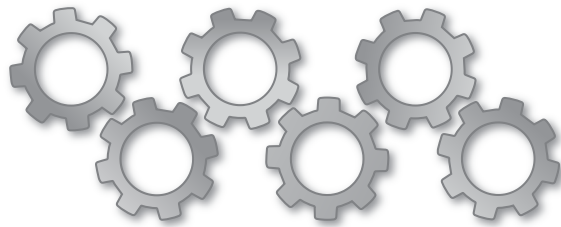
3



Potential Derailer for Melissa

ASSESSMENT REPORT

— THE 6 TYPES OF — Working Genius



Discover the Gifts You Bring to Work

Insights for
Melissa S.



Powered by:

 **tablegroup**
THE ORGANIZATIONAL HEALTH PEOPLE

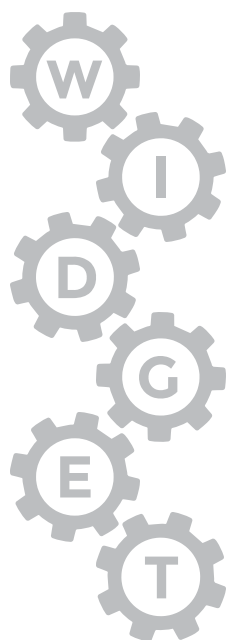
An Overview of Working Genius

MELISSA, the process you're about to go through takes a few minutes, but it's pretty simple. Everyone has natural talents and gifts when it comes to work. As it turns out, there are six different types of gifts that are required of any group of people trying to get something done. Those types are described in the chart below.

Two of those six types come naturally to you, meaning that you are good at them *and* that they give you energy and joy. We call these your areas of **Working Genius**. Two of them are neither natural nor energizing for you, and most likely, you aren't particularly good at doing them. We call these your areas of **Working Frustration**. Finally, two types fall in between; you can do them fairly well, maybe even very well, but you don't derive great joy or energy from them. These are your areas of **Working Competency**.

The purpose of this report is to help you identify your areas of Working Genius, Competency and Frustration, and to allow you to make adjustments in your life that increase your work satisfaction, raise your level of effectiveness, and increase the likelihood of sustainable success. We're genuinely excited for you to experience the relief and joy that this can bring to you.

THE SIX TYPES



The Genius of Wonder: the gift of pondering the possibility of greater potential and opportunity in a given situation.

The Genius of Invention: the gift of creating original and novel ideas and solutions.

The Genius of Discernment: the gift of intuitively and instinctively evaluating ideas and situations.

The Genius of Galvanizing: the gift of rallying, inspiring and organizing others to take action.

The Genius of Enablement: the gift of providing encouragement and assistance for an idea or project.

The Genius of Tenacity: the gift of pushing projects or tasks to completion to achieve results.

Melissa's Quantitative Results

The information below depicts the results of your quantitative assessment. Your assessment results indicate that **Wonder** and **Discernment** are likely your areas of Working Genius, **Enablement** and **Tenacity** are likely your areas of Working Competency, and **Invention** and **Galvanizing** are likely your areas of Working Frustration. The qualitative review, beginning on the next page, will give more information about each type of Genius so that you can make a final determination.



WORKING GENIUS



WORKING COMPETENCY



WORKING FRUSTRATION

WHAT YOUR QUANTITATIVE RESULTS INDICATE



WORKING GENIUS:

Your *likely* areas of Working Genius are **Wonder** and **Discernment**.



You are good at and enjoy pondering the possibility of greater potential and opportunity in a given situation.



You are good at and enjoy using your intuition and instincts to evaluate and assess ideas or plans.



WORKING COMPETENCY:

Your *likely* areas of Working Competency are **Enablement** and **Tenacity**.



You are capable of and don't mind providing others with encouragement and assistance for projects and ideas.



You are capable of and don't mind pushing projects and tasks through to completion to ensure that the desired results are achieved.



WORKING FRUSTRATION:

Your *likely* areas of Working Frustration are **Invention** and **Galvanizing**.



You *aren't* naturally gifted at and/or derive energy and joy from creating original and novel ideas and solutions.



You *aren't* naturally gifted at and/or derive energy and joy from rallying people and inspiring them to take action around a project, task or idea.

Qualitative Review

MELISSA, if your results don't resonate with you, that's okay. This section will help you make a clear and final decision, and just as importantly, it will allow you to really understand the six types.

At the end of each of the following six descriptions, choose the response option that best aligns with your reaction to that type. Pay special attention to the wording associated with each choice.

So, even if your results were extremely clear, take the time to read through this section.





THE GENIUS OF WONDER

People with the Genius of Wonder naturally ponder the need for change in a given situation and can't help but question why things shouldn't or couldn't be better. They are both curious about and bothered by unmet needs, unfulfilled potential or unrealized aspirations. Moreover, they are quite capable of sitting in their wonder, idealistically contemplating an issue or problem for relatively long periods of time.

This is one of the types of genius that few people—especially the people who have it—recognize as a genius at all. Few people recognize this natural tendency as a gift, to mention nothing of it being a required type of genius in the world of work. One of the reasons why the W genius is easily dismissed is that it often “happens” before any observable, concrete work begins. This is ironic because without it on a team or project, the needs of customers, employees, or the world might go unnoticed. In other words, W is often the very inspiration for starting a new project, program, initiative, or even a company.

What people with the Genius of Wonder tend to think and say:

- ⚙️ “I just don't think this is the way it should be.”
- ⚙️ “Couldn't this be better?”
- ⚙️ “Why do we settle for things to be like this?”
- ⚙️ “Maybe we should think about this a little more.”

What others think and say about people with the W genius:

- ⚙️ “She's always asking ‘why’ and ‘why not’.”
- ⚙️ “He's never quite happy with the way things are.”
- ⚙️ “She's a deeper thinker than you know.”
- ⚙️ “Uh, oh. He's off dreaming again.”

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

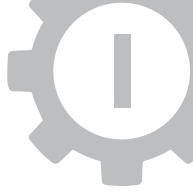
I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐



THE GENIUS OF INVENTION

People with the Genius of Invention thrive on creativity. They are naturally drawn to coming up with ideas, seemingly out of nowhere, to solve the problems or address the needs that they or others identify. They are most frequently identified as “geniuses” in the most conventional way that the word is used, because what they do is so central to (though not completely sufficient for) discovery and innovation.

It seems that this particular genius is more common than one might imagine. That’s because invention is certainly not limited to technical solutions or scientific discovery but can apply to the generation of new ideas around almost anything, from creating a new program for customers, designing a better office, or even planning a unique family vacation. Having said that, it is limited to a certain kind of creativity that involves originality, and without the I genius, organizations and teams suffer from a lack of novel thinking and innovation.

What people with the Genius of Invention tend to think and say:

- ⚙️ “Hey, I’ve got an idea.”
- ⚙️ “What about this?”
- ⚙️ “Here’s something that might work for you.”
- ⚙️ “Please let me try to come up with a solution for that.”

What others think and say about people with the I genius:

- ⚙️ “He’s a genius.”
- ⚙️ “Where does she come up with these ideas?”
- ⚙️ “He always has a new idea or solution, even if we don’t ask for one.”
- ⚙️ “She’s so creative. She’ll think of something new.”

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

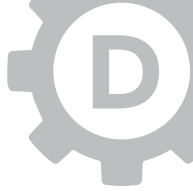
I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I’m not naturally good at it or because I just don’t enjoy it. Or both.

☐



THE GENIUS OF DISCERNMENT

People with the Genius of Discernment have a knack for instinctive, intuitive judgment and evaluation of ideas and options. They think in a humanly integrative way, naturally discriminating between good and bad ideas, plans or advice. Though their genius is rightly attributed to 'gut feel,' it is not based on random guesses at all, but on pattern recognition and trend identification.

This is perhaps the hardest of the genius types to identify, and because of the positive nature of the word "Discernment," it is the hardest one for some people to admit they do not have. In fact, some of those who have very little discernment struggle to understand why this is not one of their geniuses, even while the people around them are clear that it is not.

The guiding principle of the D genius is the pursuit of truth or the best answer. People who have it are good at quickly evaluating an idea, proposal or suggestion—whether they came up with it or not—even without data. They have a natural and uncanny ability to assess whether something has the potential to work, and what adjustments might be necessary to make it successful. They do this by balancing practicality and common sense with emotional intelligence and intuition. Their talent lies at the heart of innovation, even if not at the beginning of it.

What people with the Genius of Discernment tend to think and say:

- ⚙️ "Now, *that's* a great idea."
- ⚙️ "Tell me more about your proposal; I think you're on to something."
- ⚙️ "I feel like you need to think this through a little more."
- ⚙️ "I think I know how to make that idea work."

What others think and say about people with the D genius:

- ⚙️ "Ask her. She always seems to have the best advice."
- ⚙️ "He has uncanny intuition. I trust his gut."
- ⚙️ "She'll know what's good or bad about your idea."
- ⚙️ "He has great judgment and taste when it comes to almost anything."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐



THE GENIUS OF GALVANIZING

People with the Genius of Galvanizing bring energy and movement to an idea, project or function. They naturally rally others to get involved through inspiration, enthusiasm and an initial call to action.

Galvanizing often involves selling, evangelizing, recruiting and instigating. Once a person with the G genius is convinced that something is worth doing, they feel the need to get others on board and move things forward.

This is one of the easier types of genius to identify, in ourselves and others, because it is so public and observable. As such, people who don't galvanize will readily admit it, and those who galvanize others have a hard time denying their gift because it is so apparent, and valuable.

What people with the Genius of Galvanizing tend to think and say:

- ⚙️ "Come on everyone; this is a huge opportunity."
- ⚙️ "Let's figure out how to get this going."
- ⚙️ "I need you to join my team."
- ⚙️ "Does everyone here understand why we need to do this?"

What others think and say about people with the G genius:

- ⚙️ "He's got so much energy and passion for what we're doing."
- ⚙️ "She can't hide her excitement."
- ⚙️ "Be careful. It's hard to resist his call to action."
- ⚙️ "You can always count on her to get us going."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐



THE GENIUS OF ENABLEMENT

People who have the Genius of Enablement (by the way, enablement is *not* a bad word at all, even if it's often associated with people who support others in their dysfunctions or addictions) are naturally inclined to offer their enthusiastic support to a person who needs assistance with a project, function or idea. They understand that nothing happens if people don't step up to make something happen, and they have a knack for emerging at the right moment, and just as important, in the right way. In fact, they don't insist on doing things on their own terms.

Those with this genius will have the hardest time admitting it, for two reasons. First, as I mentioned above, they incorrectly interpret the word as something negative. Second, they often downplay their gift, seeing it as just being nice, or even as a weakness associated with being a pushover! They mistakenly consider what they do to be ordinary and easy, rather than a gift that eludes many of their peers, and which is critical to the success of any endeavor.

Ironically, as much as people with the E genius tend to downplay this talent, they are usually quick to acknowledge that it fits them, as are others who value and appreciate it for the right reasons.

What people with the Genius of Enablement tend to think and say:

- ⚙️ "I've heard enough. I'm in."
- ⚙️ "This is exciting. Sign me up."
- ⚙️ "Let me know how I can help."
- ⚙️ "I want to help make this successful."

What others think and say about people with the E genius:

- ⚙️ "She's the best team player we have."
- ⚙️ "I don't know what we'd do if he weren't part of this."
- ⚙️ "Make sure she understands what she's getting into."
- ⚙️ "He'll come on board once we explain it to him."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐



THE GENIUS OF TENACITY

People with the Genius of Tenacity are all about execution, making sure that whatever they're working on is accomplished and achieves the desired results. They want to know that they have met or exceeded the required standards of performance, and that the work has had the expected impact.

The T genius is fairly easy to identify as it is greatly valued in society. However, it is not easily recognized as a genius. Those who have it often see their T as a matter of simple discipline and work ethic. Those who don't have the Genius of Tenacity often feel guilty about it, seeing themselves as missing a key characteristic of success. Both of these groups fail to recognize that the drive for completion, impact, and accomplishment is a natural and real gift.

Tenacity differs from Enablement in that it is more about the work being done than meeting the needs of others who are asking for help. People with the Tenacity genius want and need to continue doing what is required even if a project or program has lost its novelty, or if attention has shifted to something else. And while all people need and deserve human appreciation for their work, those with the Genius of Tenacity get most of their satisfaction from knowing that the work is finished, was done well, and has achieved its desired result.

What people with the Genius of Tenacity tend to think and say:

- ⚙️ "Come on, everyone, we need to raise our standards here."
- ⚙️ "I'm concerned that we're not going to hit our deadline."
- ⚙️ "I think we need to stay later and work harder."
- ⚙️ "If we miss our goal, I'm going to be really disappointed."

What others think and say about people with the T genius:

- ⚙️ "I don't think he's ever missed his number."
- ⚙️ "She doesn't want to hear any excuses."
- ⚙️ "Don't get in his way. He's going to do whatever it takes to get it done."
- ⚙️ "Failure isn't a word in her vocabulary."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐

Your Final Determination

Using both the results of your quantitative assessment and your qualitative review, assign each of the six types to one of the three genius categories.

Working Genius

(my most natural, energizing and joyful areas of genius; a perfect role for me)



Working Competency

(my areas of reasonable capability and/or moderate satisfaction; a pretty good role for me)



Working Frustration

(my areas of drudgery and/or low competence; a very poor role for me)

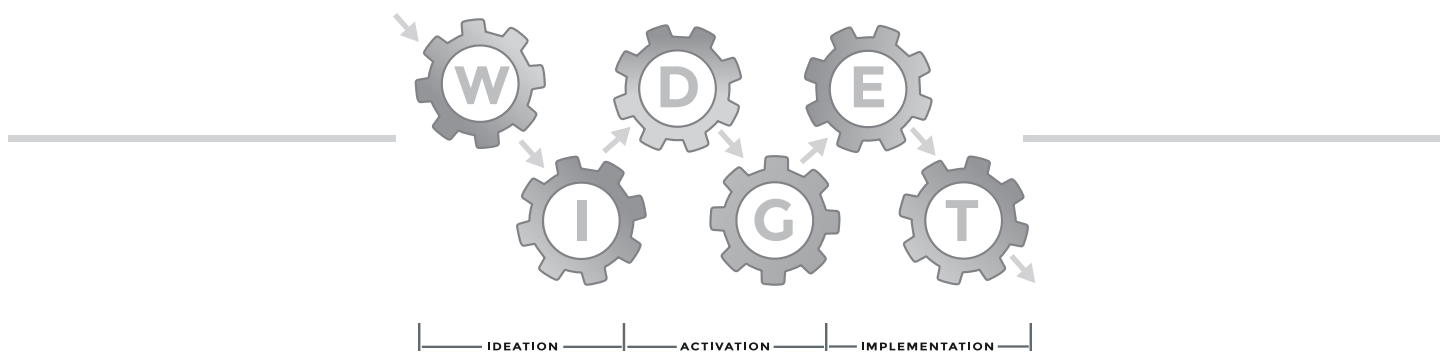


Now take some time to learn how to apply these insights in your life,
as a team and as an individual.



Putting Your Genius to Work on Teams

The Six Types of Working Genius create an interdependent model and provide a comprehensive process for accomplishing any type of work. Each type of genius receives and/or gives something to adjacent types, creating a work flow leading from Ideation (Wonder and Invention) to Activation (Discernment and Galvanizing) to Implementation (Enablement and Tenacity).



WONDER	identifies the need for improvement or change
↓	
INVENTION	confirms the importance of that need, and generates an idea or solution
↓	
DISCERNMENT	assesses the merit and workability of the idea or solution
↓	
GALVANIZING	generates enthusiasm and action around the idea or solution
↓	
ENABLEMENT	agrees to support and assist in the implementation of the idea or solution
↓	
TENACITY	commits to ensuring that the idea or solution gets completed and that results are achieved
↓	

When teammates better understand their own and their coworkers' relative areas of Genius, Competency and Frustration, they are immediately more capable of doing five things:

1. Understanding why they have been successful or unsuccessful in past endeavors.
2. Avoiding making unfair and inaccurate judgments about one another's motivation.
3. Alleviating their own guilt about struggles they've had in work.
4. Making quick and concrete adjustments to their roles and responsibilities to better tap into one another's strengths, and avoid one another's weaknesses.
5. Getting more done in less time.

APPLICATION SECTION

TEAM APPLICATION EXERCISE

There are two fundamental ways that a team can be transformed by using The Six Types of Working Genius.

First, individual team members can increase their productivity and morale by maximizing the time they spend in their areas of genius and minimizing the time they spend in their areas of frustration.

Second, a team can significantly increase the likelihood of success by ensuring that they have filled all six of the geniuses required to get something done.

Thankfully, these two approaches are best accomplished together. The question is, “how?” Here are four practical steps to make it happen.

Four Simple Steps

Step 1: Have every team member complete the assessment and review their individual reports (30 minutes).

Step 2: Get together and have every team member reveal his/her areas of genius, competency and frustration (15 minutes).

Step 3: Map out the team’s geniuses on a whiteboard or flipchart, review and discuss the collective results and their implications (60 minutes).

Step 4: Identify any adjustments that can be made to fill areas of genius that are lacking, and perhaps to reorganize roles and responsibilities to allow people to better utilize their areas of genius (60 minutes).

By using The Six Types of Working Genius, a team can identify, discuss and address serious individual and collective problems in less than three hours.

The Impact on Teams

Every team is different. That's because they have different objectives, and because they are made up of people with different areas of working genius, competency and frustration. However, the problems that teams face when they lack one or more of the areas of genius tend to be quite similar. Let's look at those problems now, assuming just one of the areas of genius is missing.



Wonder - When a team is underrepresented in the Genius of Wonder, it will often fail to identify serious problems or take advantage of major opportunities. Teams without Wonder don't take the time to collectively ponder and discuss what is going on in its environment. They prefer to "get things done." Unfortunately, they often fail to recognize that what they are "getting done" may not be addressing the most important needs within the organization or industry. The Genius of Wonder allows a team to spend adequate time with uncertainty and ambiguity, allowing it to dream, speculate, brainstorm and contemplate what matters most. Without Wonder, that team may focus too much on being efficient, but without being effective.



Invention - When a team is underrepresented in the Genius of Invention, it may find itself revisiting the same problems again and again, and frustrated that little progress is being made. Teams without Invention may keep relying on the same product or service or idea, hoping that it will somehow work "this time." They may become burned out and helpless as competitors are overtaking them in spite of all the hours and energy being spent. The Genius of Invention allows teams to generate novel solutions and ideas so that their hard work brings about real benefits.



Discernment - When a team is underrepresented in the Genius of Discernment, it will find itself trying to implement ideas or solutions that turn out to be inadequate or ineffective. Teams without Discernment often experience high rates of failure in new products, services, or initiatives, wondering why they don't notice problems or issues before launching those initiatives. They often experience tension and blaming between the people who come up with new ideas and those tasked with implementing them. The Genius of Discernment allows teams to evaluate ideas and programs, making it possible to avoid bad ones before it's too late, and tweak good ones to bring about the best possible outcome.

The Impact on Teams Continued



Galvanizing - When a team is underrepresented in the Genius of Galvanizing, it will often fail to act on ideas or initiatives that once seemed so promising. Teams with this problem will wonder why less-innovative competitors are experiencing more success than they are. Without Galvanizing, teams fail to generate the enthusiasm and support necessary to get a new idea or program off the ground, leaving them feeling conceptually brilliant and practically deficient. The Genius of Galvanizing ensures that good ideas get the attention and mobilization they need.



Enablement - When a team is underrepresented in the Genius of Enablement, it will experience a lack of enthusiasm and camaraderie, leaving programs and projects to wilt or wither. Teams without Enablement fail to respond to the passion and energy of the Galvanizer. Good ideas fail to get traction, leaving team members to feel frustrated and isolated. The Genius of Enablement ensures that teams have the needed support and volunteerism that moves ideas and projects into the first stages of implementation.



Tenacity - When a team is underrepresented in the Genius of Tenacity, it will often fail to complete projects according to desired standards, or to complete them at all. Teams without Tenacity find that their collective energy and focus diminishes as soon as an endeavor loses its novelty, and people move on to the next shiny object or emergency. The Genius of Tenacity ensures that teams finish well and allows them to see the full impact of an idea or project realized in the world.

Putting Your Genius to Work as an Individual

Adjusting Your Responsibilities in a Current Job

If you're in a job that isn't allowing you to operate within your areas of Working Genius or Competency, talk to the people you work for and help them understand how you could contribute more to the organization. Though it makes sense for your own satisfaction, approach the situation in terms of how you can be more valuable to the people around you—customers or coworkers. And don't be afraid to show that by shifting your job slightly or greatly, your passion for your work would increase. Most managers want to help their employees find more passion in what they do.

Getting a New Job

When researching or interviewing for jobs, it is critical to ask questions about whether the work will fit your Working Geniuses, or at least your Working Competencies. No job will be perfect, and everyone will have to do unpleasant work from time to time. But pursuing a job or talking someone into hiring you for a job that makes you frustrated never turns out well as it will lead to misery and likely failure.

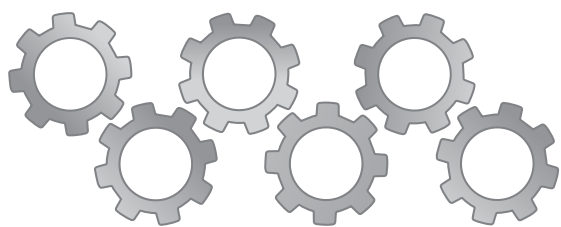
Choosing a Career or Job

Too much attention around career decisions focuses on choosing a particular industry or function. "You should work in high tech," or "I think you would be great in marketing." In reality, the nature of the job itself is more important than the industry or function. For instance, there are great jobs in almost any industry for people with any of the six types of Working Genius, and there are miserable jobs in those same industries for every type. What matters much more than where you work or what your title is, is what the job itself entails and whether it aligns with your Working Geniuses, or at the very least, your Working Competencies.

Going Deeper

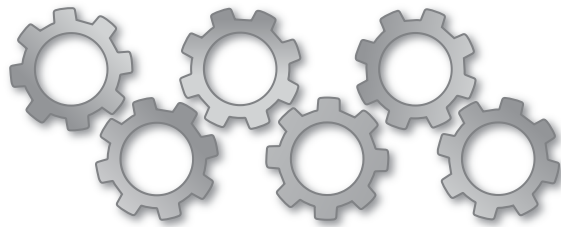
If you watch just one video about the Working Genius model, make it this one. Pat explains the model in depth and explores the various applications in work and home life. (17 minutes)





ASSESSMENT REPORT

— THE 6 TYPES OF — Working Genius



Discover the Gifts You Bring to Work

Insights for
Melissa S.



Powered by:

 **tablegroup**
THE ORGANIZATIONAL HEALTH PEOPLE

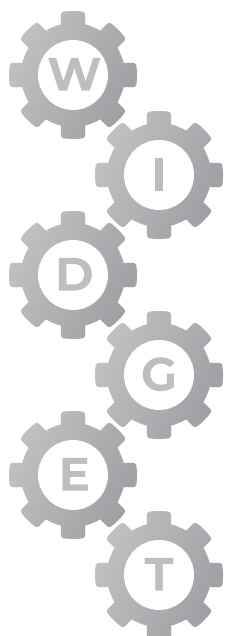
An Overview of Working Genius

MELISSA, the process you're about to go through takes a few minutes, but it's pretty simple. Everyone has natural talents and gifts when it comes to work. As it turns out, there are six different types of gifts that are required of any group of people trying to get something done. Those types are described in the chart below.

Two of those six types come naturally to you, meaning that you are good at them *and* that they give you energy and joy. We call these your areas of **Working Genius**. Two of them are neither natural nor energizing for you, and most likely, you aren't particularly good at doing them. We call these your areas of **Working Frustration**. Finally, two types fall in between; you can do them fairly well, maybe even very well, but you don't derive great joy or energy from them. These are your areas of **Working Competency**.

The purpose of this report is to help you identify your areas of Working Genius, Competency and Frustration, and to allow you to make adjustments in your life that increase your work satisfaction, raise your level of effectiveness, and increase the likelihood of sustainable success. We're genuinely excited for you to experience the relief and joy that this can bring to you.

THE SIX TYPES



The Genius of Wonder: the gift of pondering the possibility of greater potential and opportunity in a given situation.

The Genius of Invention: the gift of creating original and novel ideas and solutions.

The Genius of Discernment: the gift of intuitively and instinctively evaluating ideas and situations.

The Genius of Galvanizing: the gift of rallying, inspiring and organizing others to take action.

The Genius of Enablement: the gift of providing encouragement and assistance for an idea or project.

The Genius of Tenacity: the gift of pushing projects or tasks to completion to achieve results.

Melissa's Quantitative Results

The information below depicts the results of your quantitative assessment. Your assessment results indicate that **Wonder** and **Enablement** are likely your areas of Working Genius, **Discernment** and **Invention** are likely your areas of Working Competency and **Galvanizing** and **Tenacity** are likely your areas of Working Frustration. The qualitative review, beginning on the next page, will give more information about each type of Genius so that you can make a final determination.



WORKING GENIUS



WORKING COMPETENCY



WORKING FRUSTRATION

WHAT YOUR QUANTITATIVE RESULTS INDICATE

WORKING GENIUS:

Your *likely* areas of Working Genius are **Wonder** and **Enablement**.



You are good at and enjoy pondering the possibility of greater potential and opportunity in a given situation.



You are good at and enjoy providing others with encouragement and assistance for projects and ideas.

WORKING COMPETENCY:

Your *likely* areas of Working Competency are **Discernment** and **Invention**.



You are capable of and don't mind using your intuition and instincts to evaluate and assess ideas or plans.



You are capable of and don't mind creating original and novel ideas and solutions.

WORKING FRUSTRATION:

Your *likely* areas of Working Frustration are **Galvanizing** and **Tenacity**.



You *aren't* naturally gifted at and/or derive energy and joy from rallying people and inspiring them to take action around a project, task or idea.



You *aren't* naturally gifted at and/or derive energy and joy from pushing projects and tasks through to completion to ensure that the desired results are achieved.

Qualitative Review

MELISSA, if your results don't resonate with you, that's okay. This section will help you make a clear and final decision, and just as importantly, it will allow you to really understand the six types.

At the end of each of the following six descriptions, choose the response option that best aligns with your reaction to that type. Pay special attention to the wording associated with each choice.

So, even if your results were extremely clear, take the time to read through this section.





THE GENIUS OF WONDER

People with the Genius of Wonder naturally ponder the need for change in a given situation and can't help but question why things shouldn't or couldn't be better. They are both curious about and bothered by unmet needs, unfulfilled potential or unrealized aspirations. Moreover, they are quite capable of sitting in their wonder, idealistically contemplating an issue or problem for relatively long periods of time.

This is one of the types of genius that few people - especially the people who have it - recognize as a genius at all. Few people recognize this natural tendency as a gift, to mention nothing of it being a required type of genius in the world of work. One of the reasons why the W genius is easily dismissed is that it often "happens" before any observable, concrete work begins. This is ironic because without it on a team or project, the needs of customers, employees, or the world might go unnoticed. In other words, W is often the very inspiration for starting a new project, program, initiative, or even a company.

What people with the Genius of Wonder tend to think and say:

- ⚙ "I just don't think this is the way it should be."
- ⚙ "Couldn't this be better?"
- ⚙ "Why do we settle for things to be like this?"
- ⚙ "Maybe we should think about this a little more."

What others think and say about people with the W genius:

- ⚙ "She's always asking 'why' and 'why not!'"
- ⚙ "He's never quite happy with the way things are."
- ⚙ "She's a deeper thinker than you know."
- ⚙ "Uh, oh. He's off dreaming again."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

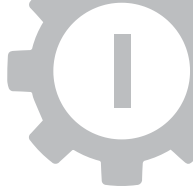
I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐



THE GENIUS OF INVENTION

People with the Genius of Invention thrive on creativity. They are naturally drawn to coming up with ideas, seemingly out of nowhere, to solve the problems or address the needs that they or others identify. They are most frequently identified as "geniuses" in the most conventional way that the word is used, because what they do is so central to (though not completely sufficient for) discovery and innovation.

It seems that this particular genius is more common than one might imagine. That's because invention is certainly not limited to technical solutions or scientific discovery but can apply to the generation of new ideas around almost anything, from creating a new program for customers, designing a better office, or even planning a unique family vacation. Having said that, it is limited to a certain kind of creativity that involves originality, and without the I genius, organizations and teams suffer from a lack of novel thinking and innovation.

What people with the Genius of Invention tend to think and say:

- ⚙ "Hey, I've got an idea."
- ⚙ "What about this?"
- ⚙ "Here's something that might work for you."
- ⚙ "Please let me try to come up with a solution for that."

What others think and say about people with the I genius:

- ⚙ "He's a genius."
- ⚙ "Where does she come up with these ideas?"
- ⚙ "He always has a new idea or solution, even if we don't ask for one."
- ⚙ "She's so creative. She'll think of something new."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

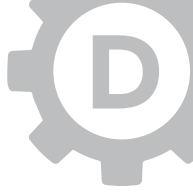
☐**Working Competency:**

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐**Working Frustration:**

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐



THE GENIUS OF DISCERNMENT

People with the Genius of Discernment have a knack for instinctive, intuitive judgment and evaluation of ideas and options. They think in a humanly integrative way, naturally discriminating between good and bad ideas, plans or advice. Though their genius is rightly attributed to "gut feel," it is not based on random guesses at all, but on pattern recognition and trend identification.

This is perhaps the hardest of the genius types to identify, and because of the positive nature of the word "Discernment", it is the hardest one for some people to admit they do not have. In fact, some of those who have very little discernment struggle to understand why this is not one of their geniuses, even while the people around them are clear that it is not.

The guiding principle of the D genius is the pursuit of truth or the best answer. People who have it are good at quickly evaluating an idea, proposal or suggestion - whether they came up with it or not - even without data. They have a natural and uncanny ability to assess whether something has the potential to work, and what adjustments might be necessary to make it successful. They do this by balancing practicality and common sense with emotional intelligence and intuition. Their talent lies at the heart of innovation, even if not at the beginning of it.

What people with the Genius of Discernment tend to think and say:

- ⚙ "Now, that's a great idea."
- ⚙ "Tell me more about your proposal; I think you're on to something."
- ⚙ "I feel like you need to think this through a little more."
- ⚙ "I think I know how to make that idea work."

What others think and say about people with the D genius:

- ⚙ "Ask her. She always seems to have the best advice."
- ⚙ "He has uncanny intuition. I trust his gut."
- ⚙ "She'll know what's good or bad about your idea."
- ⚙ "He has great judgment and taste when it comes to almost anything."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐



THE GENIUS OF GALVANIZING

People with the Genius of Galvanizing bring energy and movement to an idea, project or function. They naturally rally others to get involved through inspiration, enthusiasm and an initial call to action.

Galvanizing often involves selling, evangelizing, recruiting and instigating. Once a person with the G genius is convinced that something is worth doing, they feel the need to get others on board and move things forward.

This is one of the easier types of genius to identify, in ourselves and others, because it is so public and observable. As such, people who don't galvanize will readily admit it, and those who galvanize others have a hard time denying their gift because it is so apparent, and valuable.

What people with the Genius of Galvanizing tend to think and say:

- ⚙ "Come on everyone; this is a huge opportunity."
- ⚙ "Let's figure out how to get this going."
- ⚙ "I need you to join my team."
- ⚙ "Does everyone here understand why we need to do this?"

What others think and say about people with the G genius:

- ⚙ "He's got so much energy and passion for what we're doing."
- ⚙ "She can't hide her excitement."
- ⚙ "Be careful. It's hard to resist his call to action."
- ⚙ "You can always count on her to get us going."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐



THE GENIUS OF ENABLEMENT

People who have the Genius of Enablement (by the way, enablement is *not* a bad word at all, even if it's often associated with people who support others in their dysfunctions or addictions) are naturally inclined to offer their enthusiastic support to a person who needs assistance with a project, function or idea. They understand that nothing happens if people don't step up to make something happen, and they have a knack for emerging at the right moment, and just as important, in the right way. In fact, they don't insist on doing things on their own terms.

Those with this genius will have the hardest time admitting it, for two reasons. First, as I mentioned above, they incorrectly interpret the word as something negative. Second, they often downplay their gift, seeing it as just being nice, or even as a weakness associated with being a pushover! They mistakenly consider what they do to be ordinary and easy, rather than a gift that eludes many of their peers, and which is critical to the success of any endeavor.

Ironically, as much as people with the E genius tend to downplay this talent, they are usually quick to acknowledge that it fits them, as are others who value and appreciate it for the right reasons.

What people with the Genius of Enablement tend to think and say:

- ⚙ "I've heard enough. I'm in."
- ⚙ "This is exciting. Sign me up."
- ⚙ "Let me know how I can help."
- ⚙ "I want to help make this successful."

What others think and say about people with the E genius:

- ⚙ "She's the best team player we have."
- ⚙ "I don't know what we'd do if he weren't part of this."
- ⚙ "Make sure she understands what she's getting into."
- ⚙ "He'll come on board once we explain it to him."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐



THE GENIUS OF TENACITY

People with the Genius of Tenacity are all about execution, making sure that whatever they're working on is accomplished and achieves the desired results. They want to know that they have met or exceeded the required standards of performance, and that the work has had the expected impact.

The T genius is fairly easy to identify as it is greatly valued in society. However, it is not easily recognized as a genius. Those who have it often see their T as a matter of simple discipline and work ethic. Those who don't have the Genius of Tenacity often feel guilty about it, seeing themselves as missing a key characteristic of success. Both of these groups fail to recognize that the drive for completion, impact, and accomplishment is a natural and real gift.

Tenacity differs from Enablement in that it is more about the work being done than meeting the needs of others who are asking for help. People with the Tenacity genius want and need to continue doing what is required even if a project or program has lost its novelty, or if attention has shifted to something else. And while all people need and deserve human appreciation for their work, those with the Genius of Tenacity get most of their satisfaction from knowing that the work is finished, was done well, and has achieved its desired result.

What people with the Genius of Tenacity tend to think and say:

- ⚙️ "Come on, everyone, we need to raise our standards here."
- ⚙️ "I'm concerned that we're not going to hit our deadline."
- ⚙️ "I think we need to stay later and work harder."
- ⚙️ "If we miss our goal, I'm going to be really disappointed."

What others think and say about people with the T genius:

- ⚙️ "I don't think he's ever missed his number."
- ⚙️ "She doesn't want to hear any excuses."
- ⚙️ "Don't get in his way. He's going to do whatever it takes to get it done."
- ⚙️ "Failure isn't a word in her vocabulary."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

☐

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

☐

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

☐

Your Final Determination

Using both the results of your quantitative assessment and your qualitative review, assign each of the six types to one of the three genius categories.

Working Genius

(my most natural, energizing and joyful areas of genius; a perfect role for me)



Working Competency

(my areas of reasonable capability and/or moderate satisfaction; a pretty good role for me)



Working Frustration

(my areas of drudgery and/or low competence; a very poor role for me)

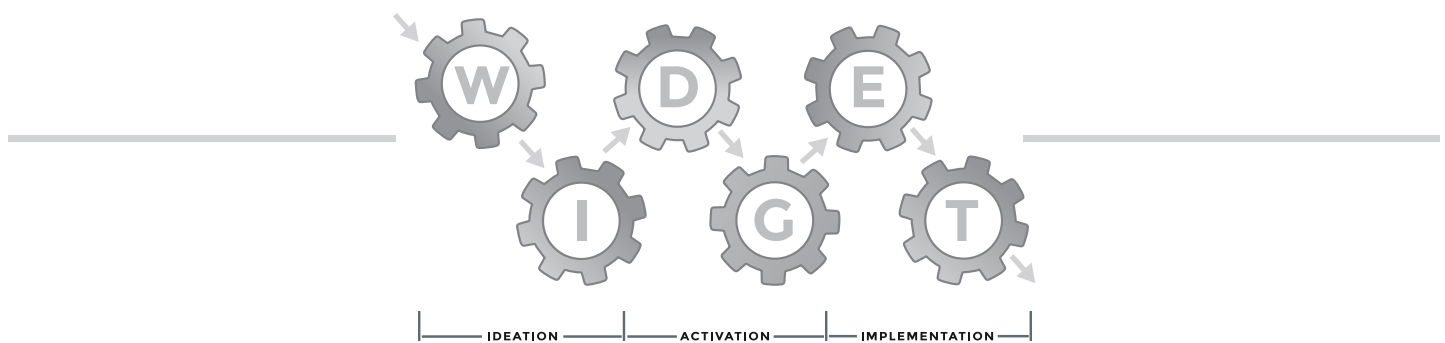


Now take some time to learn how to apply these insights in your life,
as a team and as an individual.



Putting Your Genius to Work on Teams

The Six Types of Working Genius create an interdependent model and provide a comprehensive process for accomplishing any type of work. Each type of genius receives and/or gives something to adjacent types, creating a work flow leading from Ideation (Wonder and Invention) to Activation (Discernment and Galvanizing) to Implementation (Enablement and Tenacity).



WONDER	identifies the need for improvement or change
INVENTION	confirms the importance of that need, and generates an idea or solution
DISCERNMENT	assesses the merit and workability of the idea or solution
GALVANIZING	generates enthusiasm and action around the idea or solution
ENABLEMENT	agrees to support and assist in the implementation of the idea or solution
TENACITY	commits to ensuring that the idea or solution gets completed and that results are achieved

When teammates better understand their own and their coworkers' relative areas of Genius, Competency and Frustration, they are immediately more capable of doing five things:

1. Understanding why they have been successful or unsuccessful in past endeavors.
2. Avoiding making unfair and inaccurate judgments about one another's motivation.
3. Alleviating their own guilt about struggles they've had in work.
4. Making quick and concrete adjustments to their roles and responsibilities to better tap into one another's strengths, and avoid one another's weaknesses.
5. Getting more done in less time.

APPLICATION SECTION

TEAM APPLICATION EXERCISE

There are two fundamental ways that a team can be transformed by using The Six Types of Working Genius.

First, individual team members can increase their productivity and morale by maximizing the time they spend in their areas of genius and minimizing the time they spend in their areas of frustration.

Second, a team can significantly increase the likelihood of success by ensuring that they have filled all six of the geniuses required to get something done.

Thankfully, these two approaches are best accomplished together. The question is, “how?” Here are four practical steps to make it happen.

Four Simple Steps

Step 1: Have every team member complete the assessment and review their individual reports (30 minutes).

Step 2: Get together and have every team member reveal his/her areas of genius, competency and frustration (15 minutes).

Step 3: Map out the team’s geniuses on a whiteboard or flipchart, review and discuss the collective results and their implications (60 minutes).

Step 4: Identify any adjustments that can be made to fill areas of genius that are lacking, and perhaps to reorganize roles and responsibilities to allow people to better utilize their areas of genius (60 minutes).

By using The Six Types of Working Genius, a team can identify, discuss and address serious individual and collective problems in less than three hours.

APPLICATION SECTION

The Impact on Teams

Every team is different. That's because they have different objectives, and because they are made up of people with different areas of working genius, competency and frustration. However, the problems that teams face when they lack one or more of the areas of genius tend to be quite similar. Let's look at those problems now, assuming just one of the areas of genius is missing.



Wonder - When a team is underrepresented in the Genius of Wonder, it will often fail to identify serious problems or take advantage of major opportunities. Teams without Wonder don't take the time to collectively ponder and discuss what is going on in its environment. They prefer to "get things done." Unfortunately, they often fail to recognize that what they are "getting done" may not be addressing the most important needs within the organization or industry. The Genius of Wonder allows a team to spend adequate time with uncertainty and ambiguity, allowing it to dream, speculate, brainstorm and contemplate what matters most. Without Wonder, that team may focus too much on being efficient, but without being effective.



Invention - When a team is underrepresented in the Genius of Invention, it may find itself revisiting the same problems again and again, and frustrated that little progress is being made. Teams without Invention may keep relying on the same product or service or idea, hoping that it will somehow work "this time." They may become burned out and helpless as competitors are overtaking them in spite of all the hours and energy being spent. The Genius of Invention allows teams to generate novel solutions and ideas so that their hard work brings about real benefits.



Discernment - When a team is underrepresented in the Genius of Discernment, it will find itself trying to implement ideas or solutions that turn out to be inadequate or ineffective. Teams without Discernment often experience high rates of failure in new products, services, or initiatives, wondering why they don't notice problems or issues before launching those initiatives. They often experience tension and blaming between the people who come up with new ideas and those tasked with implementing them. The Genius of Discernment allows teams to evaluate ideas and programs, making it possible to avoid bad ones before it's too late, and tweak good ones to bring about the best possible outcome.

The Impact on Teams Continued



Galvanizing - When a team is underrepresented in the Genius of Galvanizing, it will often fail to act on ideas or initiatives that once seemed so promising. Teams with this problem will wonder why less-innovative competitors are experiencing more success than they are. Without Galvanizing, teams fail to generate the enthusiasm and support necessary to get a new idea or program off the ground, leaving them feeling conceptually brilliant and practically deficient. The Genius of Galvanizing ensures that good ideas get the attention and mobilization they need.



Enablement - When a team is underrepresented in the Genius of Enablement, it will experience a lack of enthusiasm and camaraderie, leaving programs and projects to wilt or wither. Teams without Enablement fail to respond to the passion and energy of the Galvanizer. Good ideas fail to get traction, leaving team members to feel frustrated and isolated. The Genius of Enablement ensures that teams have the needed support and volunteerism that moves ideas and projects into the first stages of implementation.



Tenacity - When a team is underrepresented in the Genius of Tenacity, it will often fail to complete projects according to desired standards, or to complete them at all. Teams without Tenacity find that their collective energy and focus diminishes as soon as an endeavor loses its novelty, and people move on to the next shiny object or emergency. The Genius of Tenacity ensures that teams finish well and allows them to see the full impact of an idea or project realized in the world.

Putting Your Genius to Work as an Individual

Adjusting Your Responsibilities in a Current Job

If you're in a job that isn't allowing you to operate within your areas of Working Genius or Competency, talk to the people you work for and help them understand how you could contribute more to the organization. Though it makes sense for your own satisfaction, approach the situation in terms of how you can be more valuable to the people around you—customers or coworkers. And don't be afraid to show that by shifting your job slightly or greatly, your passion for your work would increase. Most managers want to help their employees find more passion in what they do.

Getting a New Job

When researching or interviewing for jobs, it is critical to ask questions about whether the work will fit your Working Geniuses, or at least your Working Competencies. No job will be perfect, and everyone will have to do unpleasant work from time to time. But pursuing a job or talking someone into hiring you for a job that makes you frustrated never turns out well as it will lead to misery and likely failure.

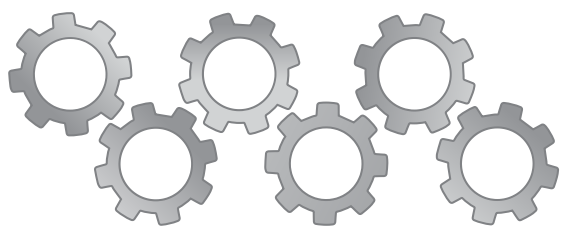
Choosing a Career or Job

Too much attention around career decisions focuses on choosing a particular industry or function. "You should work in high tech," or "I think you would be great in marketing." In reality, the nature of the job itself is more important than the industry or function. For instance, there are great jobs in almost any industry for people with any of the six types of Working Genius, and there are miserable jobs in those same industries for every type. What matters much more than where you work or what your title is, is what the job itself entails and whether it aligns with your Working Geniuses, or at the very least, your Working Competencies.

Going Deeper

If you watch just one video about the Working Genius model, make it this one. Pat explains the model in depth and explores the various applications in work and home life. (17 minutes)





Working Genius Pairings



WI | IW



The Creative Dreamer

— A passionate idealist with an endless stream of big questions and ideas to consider. Comfortable with their head in the clouds.



ID | DI



The Discriminating Ideator

— A creative, intuitive, and confident generator of new ideas. Uses instinct and integrative thinking to solve real problems.



DE | ED



The Insightful Collaborator

— An intuitive, empathic advisor and team player. Selfless and compassionate in providing others with what they need in the right way.



WD | DW



The Contemplative Counselor

— A thoughtful, insightful, and nuanced advisor. Slow to declare certainty but deep in wisdom, intuition, and rationale.



IG | GI



The Evangelizing Innovator

— An excitable and convincing generator and promoter of new ideas. Combines curiosity and confidence with infectious enthusiasm.



DT | TD



The Judicious Accomplisher

— A reliable, prudent, and focused doer. A unique combination of practical urgency and intuitive judgment.



WG | GW



The Philosophical Motivator

— An excitable, curious, and enthusiastic proponent of ideas and people. A unique combination of eagerness and caution.



IE | EI



The Adaptable Designer

— A generator of new ideas in response to the needs of others. A unique combination of creativity and flexibility.



GE | EG



The Enthusiastic Encourager

— A warm and positive affirmer of others. Quick to support and inspire people who need energy or reassurance.



WE | EW



The Idealistic Supporter

— A loyal, modest, and thoughtful contributor. Carefully considers others' needs and reluctant to demand attention.



IT | TI



The Methodical Architect

— A precise, reliable, and planful solver of problems. A unique combination of innovative thinking and practical implementation.



GT | TG



The Assertive Driver

— A taskmaster extraordinaire. Willing to push and remind others, and dive in themselves, to ensure that things get done.



WT | TW



The Careful Implementer

— A thorough, practical, and careful contributor. A unique combination of steady reliability and quiet depth.



DG | GD



The Intuitive Activator

— An instinctive and confident decision-maker. Able to assess situations quickly and accurately, and marshal people to act.



ET | TE



The Loyal Finisher

— A responsive, dependable doer. Willing to step up when something is needed and determined to fulfill their commitments.

