ASSESSMENT AS AN **ART®**

RESOURCES

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WORKING WITH OTHERS

	High - D	High - I	High - S	High - C
HOW TO CHALLENGE:	Start with the end in mind.	Value them as a person.	Keep the atmosphere safe.	Have all of the details.
HOW TO RELATE:	*Be Direct* • Start with outcome, results or benefits. • Only provide details as asked. • Be quick and to the point. • Offer a way for them to win.	*Be Enthusiastic* • Be positive & friendly. • Provide praise. • Validate their worth. • Give them a feeling of "I respect you." • Let them externally process.	*Be Relational* • Keep friendship. • Be easy-going. • Be low-key on objectives. • Don't push. • Let them respond at their own pace.	*Be Analytical* • Give clear facts. • Present ideas objectively. • Don't rush. • Be specific and thorough. • Let them internally process.
HOW TO PERSUADE:	*Key Question: WHAT?* • Focus on results/ bottom line first. • Answer the question: "What are the benefits?"	*Key Question: WHO?* • Provide emotion & be enthusiastic. • Share testimonies of significant people. • Answer the question: "Who else is doing this?"	Key Question: WHY? • Maintain relational harmony by being friendly. • Take time with them. • Do not hurry them. • Answer the question: "Why do you want to change things?"	Key Question: HOW? • It is critical that it is done correctly. • Take time to identify the specific steps to be taken. • Answer their questions. • Answer the question: "How do you want me to do this?"
HOW TO LEAD:	Acknowledge what is needed. • Then let them determine how they will accomplish it. • Give them control. • Let them be in charge of some part.	Affirm them before others. • Seek their input about ideas, projects & people. • Let them have fun. • Allow them to work in a group.	Agree on working as a team. • Keep harmony on the team while pursuing the goal. • Let them work at their pace within time constraints. • Keep relationships healthy.	Allow them to work on details. • Seek their input about how to do it right. • Maintain contact for follow-up questions. • Allow them to do things right within constraints.
HOW TO DISSAGREE:	Agree with their outcome. • Then ask them why they feel their way is the best. Show how another approach would accomplish their goal in less time, money, etc.	Agree with their desire. • Then ask them what options they considered. • After time passes they may give up or lose their passion for their position.	Acknowledge needed change. • Then affirm them that the disagreement/change will not cause conflict. • Let them have time to process the change.	Acknowledge the facts. • Then point how the change will produce a better result based upon the facts. • Let them have time to process the facts and answer all questions.
HOW TO AFFIRM:	*Affirm their outcomes or accomplishments.*	*Affirm them for their personal involvement.*	*Affirm their consistent and stable teamwork.*	*Affirm their precision and doing everything right.*

WORKING WITH OTHERS

	Low - D	Low - I	Low - S	Low - C
HOW TO CHALLENGE:	Have a collaborative discussion	Respect their logic and expertise.	Encourage adaptability and responsiveness.	Focus on big picture and overall impact.
HOW TO RELATE:	*Be Patient and Supportive* • First focus on rapport. • Allow time for discussion and reflection. Offer reassurance and encouragement rather than competition.	*Be Clear and Consistent* • Keep interactions professional and structured. • Give specific, thoughtful feedback. • Allow them space to process internally before responding.	*Be Direct and Efficient* • Keep task-focused. • Be comfortable with fast pace and frequent changes. Set clear objectives and push for action.	*Be Casual and Flexible* • Focus on practical application rather than strict processes. • Allow for spontaneous discussion and brainstorming
HOW TO PERSUADE:	*Key Question: WHY?* • Explain the reasoning. • Emphasize relationships and trust before discussing results. • Highlight long-term stability and impact.	*Key Question: WHY?* • Present logical reasoning • Highlight efficiency and practical benefits. • Answer the question: "Why does this make sense?" Provide structure.	Key Question: WHAT'S NEXT? • Focus on innovation and improvement over stability. • Emphasize quick decision making. • Highlight progress and opportunity.	Key Question: WHAT IF? • Focus on potential benefits rather than exact steps. • Highlight flexibility. • Answer the question: "What could happen if we try this?"
HOW TO LEAD:	Guide with support. • Provide clear direction and structure • Check in regularly to ensure they feel supported. • Collaborative decision-making.	Provide Structure • Give clear expectations. • Recognize their competence. • Allow them to work independently with minimal interruptions.	Encourage flexibility. • Promote fast-moving, results-driven environment. • Expect them to be self-sufficient and adaptable to change.	Encourage creativity and action. • Allow room for experimentation. • Encourage intuitive decision-making • Avoid micromanaging.
HOW TO DISSAGREE:	Validate their perspective. • Ask open-ended questions to explore their reasoning. • Focus on cooperation rather than competition.	Focus on Logic. • Present objective facts. • Allow time for them to analyze before making a decision. • Prepare for resistance to change.	Focus on the best path forward. • Encourage debate and rapid decision-making. • Present alternative solutions directly without excessive reassurance.	Appeal to flexibility and outcomes • Avoid overwhelming with excessive data, keep it simple. • Frame disagreements as opportunities for innovation and growth.
HOW TO AFFIRM:	*Affirm their thoughtfulness and effort.*	*Affirm their thoughtfulness and precision.*	*Affirm their agility and drive.*	*Affirm their adaptability and initiative.*

Attribute	Low D	Mid Low D	Mid D	Mid High D	High D
Your value to a team	Can work on projects as assigned and complete them before moving on	Completes tasks independently but steps up when needed.	Can provide drive or complete projects as assigned, depending on the context	Keeps projects moving but balances drive with team input	Provides the drive to keep projects moving
Your major strength(S)	Responsibility, respond as requested in measured manner	Engaged responsibility, engages as needed	Calculated initiative, measuring how to respond	Initiative, while also measuring how their actions are received	Initiative, task oriented, gets things done
Your major weakness(s)	Can be slow to react to potential challenges, too much patience	Can hesitate too long before engaging in projects	Can be aware of others engagement but hesitate to assert themselves	Can assume it's time to take responsibility thereby not building team	Can be oblivious to feelings of others; impatient with others' weaknesses
You are motivated by	Patiently dealing with one task as the process allows	Prefers when others take the lead but steps in when needed	Watching for others to initiate and if no one does, getting the task accomplished	Achievement and challenge but open to collaboration	Getting the task completed, and a challenge
Your time management	Focus on process, working the plan and planning the work	Balances planning with adaptability, ensuring steady progress	Focus on engagement and completion with the team	Prioritizes efficiency but stays mindful of team input	Focus on completion, gets to the point quickly without process
The way you communicate	Tends to be a listener, and waits for others to initiate, can shut down under pressure	Listens actively and occasionally initiates but may defer under pressure	Tends to listen but also is intent on the conversation going in a direction.	Listens but often steers conversation toward objectives	Tends to be one way, not great listeners, but better at starting conversations, can become forceful under pressure.
Your decision making	Patiently waits for others to make the decision	Prefers input from others but will decide when necessary	The context determines if they are quick to decide	Makes decisions swiftly but considers key factors before acting	Quickly makes decisions with goal in mind
Your behavior under pressure	Passive	Supportive	Engaged	Assertive	Domineering Asking
You need more of	Asserting yourself and putting ideas out with others	Recognizing when to take initiative and speak up	Understanding the decisiveness of the moment	Balancing decisiveness with input from others	questions and listening to others

Attribute	Low I	Mid Low I	Mid I	Mid High I	High I
Your value to a team	Deliberate to decide if something new is worth engaging	Evaluates new opportunities but remains open to team dynamics	Makes decisions with appropriate weighing of relational factors	Engages with new ideas and people while considering team dynamics	Recruits new people to the team and brings energy
Your major strength(S)	Thoughtfulness, will not allow groupthink to over influence decisions	Open to new ideas but remains measured in excitement	Open minded, easily excited yet aware of the danger of too much excitement	Brings enthusiasm and involvement while maintaining some caution	Excitement, gets people involved, motivated and enthused
Your major weakness(s)	Can bog down teams with the hesitancy required to consider all options	Takes time to consider options but avoids excessive hesitation	Can fluctuate between moving quickly or taking more time	May act quickly but still considers key details before moving forward	Can be impulsive and may not focus attention on details or important facts
You are motivated by	Being behind the scenes, stable, long term and predictable relationships	Values relationships and appreciates the occasional recognition	Being noticed, but not necessarily the center of all relationships	Enjoys recognition and connection but doesn't seek constant attention	Being visible, significant and gaining the approval of others
You spend your time on	Focuses on existing projects without much interest in the next new possible project	Prefers completing existing projects but remains open to future possibilities	Tries to focus on the future, but is frustrated when existing projects are not completed	Balances excitement for new opportunities with a commitment to finishing projects	Focus is on the future, rushes to the next exciting thing without completing the existing
The way you communicate	Tends to be quiet, and hesitant to insert themselves in conversations; becomes withdrawn under pressure	Shared thoughts selectively but remains engaged in conversation	Tends to share their perspective without much effort while listening to others	Expresses enthusiasm while remaining open to others' input	Tends to be enthusiastic, often one-way; can inspire others
Your decision making	Thorough, precise and processes internally	Takes time to process internally but remains open to external input	Decisive, helpfully hesitant and processes internally and externally	Leans on intuition but considers key details before deciding	Intuitive, impulsively and processes externally
Your behavior under pressure	Contemplative	Reserved	Thoughtful	Expressive	Talkative
You need more of	Pushing yourself out of your comfort zone by speaking up	Speaking up with confidence when needed	Reading situation to know when to speak and when to listen	Practicing active listening	Pausing, being quiet and listening

Attribute	Low S	Mid Low S	Mid S	Mid High S	High S
Your value to a team	Initiates change by not settling for the status quo	Embraces change but considers the need for stability	Can handle change as well as building stability	Supports stability while adapting to necessary change	Builds stable bonds and maintains harmony
Your major strength(S)	Initiating change to environments as early adopters	Adapts to change while considering team dynamics	Good listening skills while initiating change	Listens well while promoting steady progress	Good listening skills; team player or leader
Your major weakness(s)	Can sacrifice stability to initiate change; reluctant to stay the same	Embraces change but may struggle with consistency	Can sacrifice stability and initiative out of uncertainty	Prefers stability but may resist necessary change	Can sacrifice results for harmony or stability; reluctant to change
You are motivated by	Change; exciting opportunities to make a difference	Change: considers long-term impact	Calculated change; bringing change with appropriate planning	Stability; open to gradual change	Appreciation; stable environments and relationships
You spend your time on	Focus on change; plans to bring change without bringing others along	Focus on adaptation; initiates change while considering others	Focus on moving others; helping them embrace needed changes	Focus on balance; maintains harmony while guiding change	Focus on harmony; plans time for interpersonal connections
The way you communicate	Tends to talk without much forethought	Tends to be direct; speaks openly but considers impact	Tends to be deliberate and to the point	Tends to be thoughtful; listens well and speaks with intention	Tends to be very good listener to others.
Your decision making	Quick; moves quickly, brings continual change	Flexible; adapts to change but weighs the impact	Thoughtful and considerate of its impact on others	Steady; considers others but moves forward decisively	Stable; moves slowly, seeks the input from others
Your behavior under pressure	Everchanging	Adaptable	Deliberate	Composed	Withdrawal
You need more of	Taking time for harmony, despite desire for quick change and being impatient	Balance the desire to change with team dynamics	Reading the team, despite desire for both change and harmony, both may not be possible	Embrace change while maintaining a sense of stability	Initiating and accepting change, despite hesitations or reservations

Attribute	Low C	Mid Low C	Mid C	Mid High C	High C
Your value to a team	Keeps the big picture in mind without focusing on details	Considers the big picture but acknowledges important details	Is aware of details without becoming too focused on them	Focuses on details while keeping the bigger picture in mind	Ensures the details are appropriately valued, monitored, and checked
Your major strength(S)	Keeping the team's focus on goal completion	Keeps goals in focus while considering key details	Keeps details in mind while pursuing task completion	Balances accuracy with task completion	Very thorough and accurate in looking at all the facts
Your major weakness(s)	Can neglect essential details to keep moving forward	May overlook details while trying to stay adaptable	Not knowing what is needed, details or the big picture	May focus on details at the expense of efficiency	Can be too cautious or too thorough and lose sight of the goal
You are motivated by	Moving forward; not monitoring details	Values progress but acknowledges the need for accuracy	Moving forward while monitoring details	Strives for accuracy but keeps progress in mind	Being correct; high quality and accurate
You spend your time on	Direction; where the team is headed is more important than the details to get there	Momentum; keeps the team moving while considering key details	Direction and Precision; attempting to keep both in mind as the team moves forward	Accuracy and momentum; pays attention to the details with forward movement	Precision; works more slowly to ensure utmost quality and all the details are covered
The way you communicate	Tends to not listen to details but talk about the goal, direction, and progress	Tends to focus on the goal while acknowledging key details	Tends to listen to details and not get lost in them while keeping the focus on the goal	Tends to listen carefully to details while staying goal-oriented	Tends to be a considerate listener regarding tasks while always checking the facts
Your decision making	Quick; often neglecting details which may or may not be important	Decisive; keeps the goal in mind while acknowledging details	Measured; often struggles to keep all the details in mind while also the goal	Thoughtful; considers details but moves toward a decision	Precise; often wants more information and processes internally
Your behavior under pressure	Impetuous, impulsive and can be disregarding	Balanced, stays composed and moves forward	Restrained, reserved and can be pliable	Methodical, maintains accuracy	Precise, cautious, and can be critical
You need more of	Engaging with the details so those with them feel heard	Knowing when to focus on details and when to act	Reading the team to know if details or decisions are needed	Making decisions efficiently while valuing accuracy	Making decisions without all details and taking risks

These are for any of the Behavioral Traits that are above the 50% line, in light of our scoring rubric

D - You enjoy accomplishing the end goal and are willing to do whatever it takes to accomplish the task. You may hurt people in accomplishing the goal, but you feel the goal is more important.
DI - You enjoy accomplishing the end goal and want to bring people with you to accomplish the task. You are able to persuade people to get on board, but when they are no longer needed, you can move on without them.
DS - You enjoy accomplishing the end goal and want to accomplish it without alienating people in the process. You may struggle between accomplishing the task and keeping people on board, the tradeoff is often difficult for you.
DC - You enjoy accomplishing the end goal as well as all of the steps needed to accomplish the goal. You have an excellent ability to see the end goal and know the specific steps needed to accomplish this which can make it difficult to work with you on a team
DIS - You enjoy accomplishing the end goal and can persuade people to join to accomplish the task with you; and you are also concerned about keeping everyone onboard in harmony.
DCS -You enjoy accomplishing the end goal as well as the steps needed to accomplish the goal; and you are also concerned about keeping everyone onboard in harmony
DCI - You enjoy accomplishing the end goal and ensuring that it is done correctly. You also like to have people join you in the process. However, it is more important that the task or project is done right rather than everyone has a fun time.

I - You enjoy bringing energy and life to people that you are with. You may not be able to keep focused on the task, but you enjoy hanging with people.
ID - You enjoy bringing energy and life to people that you are with and moving them in a direction to accomplish a task. You may not always accomplish the task, because you don't want to hurt peoples' feelings.
IS - You enjoy bringing energy and life to people that you are with and keeping everyone content and on board in long term relationships. You would tend to focus more on people than the task at hand, which may frustrate task-oriented people.
IC - You enjoy bringing energy and life to people that you are with as well as following rules and procedures. Because you have competing behavioral needs of enjoying people and focusing on details; you may find yourself torn between meeting the needs of people and paying attention to the rules or processes necessary to accomplish a task well.
IDS - You enjoy bringing energy and life to people that you are with and moving them in a direction to accomplish a task; while also keeping everyone onboard and in harmony.
ICS - You enjoy bringing energy and life to people that you are with as well as following rules and procedures; while keeping the pace predicable and people contented. Which is very difficult to accomplish all at the same time.
IDC -You enjoy accomplishing the end goal and having people join you in the process. For you the fun is doing things with people and ensuring that they are done correctly. You may be frustrated at times when others who you want to be part, don't have the passion to do things the right way

These are for any of the Behavioral Traits that are above the 50% line, in light of our scoring rubric

S - You enjoy a stable and consistent pace with everyone in harmony. You may have difficulty with change because it usually involves some sense of the unknown.
SD - You enjoy a stable and consistent pace with everyone in harmony while also wanting to accomplish a goal and/or task. You may struggle with valuing how to get the task done, while attempting to keep things consistent and everyone in harmony.
SI - You enjoy a stable and consistent pace with everyone in harmony as well as having fun in the moment. You would tend to focus more on people than the task at hand, which may frustrate task-oriented people.
SC - You enjoy a stable and consistent pace with everyone in harmony; while maintaining high standards and precise procedures. You may tend to hold high standards for yourself, your work as well as those around you; which may cause others not to meet your expectations.
SDI - You enjoy a stable and consistent pace with everyone in harmony while also wanting to accomplish a goal/task with others on the team. You may experience frustration over valuing people over the accomplishment of the task.
SDC - You enjoy a stable and consistent pace with everyone in harmony while also wanting to accomplish a goal/task with precision. You may be seen by others as not only knowing what needs to do, but also how to do it precisely.

C - You enjoy maintaining high standards and following procedures correctly. You may have difficulty accepting the lack of quality in projects or people around you.
CD - You enjoy maintaining high standards and following procedures correctly while also accomplishing the task. You may be seen by others as being only concerned with accomplishing a goal to the exclusion of the people in the process.
CI - You enjoy maintaining high standards and following procedures correctly while also valuing having fun with people in the process. You may be frustrated because it is difficult to maintaining excellence while having fun with people.
CS - You enjoy maintaining high standards and following procedures correctly while keeping a stable and consistent pace. You may tend to hold high standards for yourself, your work as well as those around you; which may cause others not to meet your expectations.
CDS - You enjoy maintaining high standards and following procedures correctly while also accomplishing the task with everyone in harmony. You may be seen by others as not only knowing what needs to do, but also how to do it precisely.
CSI - You enjoy maintaining high standards and following procedures correctly while keeping everyone happy and having fun. You may struggle with trying to balance your need for things to be perfect while having fun with people.
CDI -You enjoy accomplishing the right end goal. You have a keen sense of knowing how something can be done the right way and want others to be a part of the process. You may be frustrated at times because you want to accomplish a task the right way and want others to be a part, but their standards may not be as high as yours.

The DISC instrument gives a profile for one's natural (preferred setting) and adaptive (current environment) behavioral styles. While an individual can operate short term with two very different styles, over time, stress from the variance will affect their performance. In a preferred situation, the two styles should approximately align or be only slightly different. The DISC instrument measures behavior. One's behavior can be influenced by the culture they operate in which impacts their adapted graph.

D – Assesses how one responds to problems and challenges.
I – Assesses how one responds to new people and/or contacts.
S – Assesses how one responds to the pace and consistency.
C – Assesses how one responds to procedures and compliance.

A high "D" score would indicate that the person behaves in an aggressive, directed and dominant manner with regard to problems or challenges, while a person with a low "D" score would indicate the individual is passive, cautious and undemanding. An individual with a midline "D" score would find their response to problems or challenges vary depending on the situation. They could manifest some behavioral tendencies of a high "D" or low "D" in different contexts.

A high "I" score would indicate that the person behaves in a persuasive, demonstrative and influencing way with those they come in contact with; while a person with a low "I" score would be reflective, factual and would "blend in" with others. An individual with a midline "I" score would find their response to new people would vary depending on the situation. They could manifest either high "I" or low "I" behaviors depending on the context.

A high "S" score would indicate the person behaves in a deliberate, steady and stable manner with regard to pace of life or consistency in relationships; while a person with a low "S" score would be impatient, impulsive and active in their pace. An individual with a midline "S" score would find their pace dependent on the circumstance or situation and could manifest either high or low "S" behaviors identified but not to either extreme.

A high "C" score would indicate the person behaves in a precise, accurate and cautious manner with regard to procedures and compliance; while a person with a low "C" score would be uninhibited, arbitrary and careless with details in procedures. An individual with a midline "C"score would find their adherence to procedures would depend on the situation and could manifest either moderately high "C" or moderately low "C" behaviors.

The "D" and "C" indices tend to be more task-focused while the "I" and "S" tend toward the people-focused components of behavior. The high "D" and "I" constructs tend to demonstrate higher energy in their behavior than do the high "S" and "C".

All of the behaviors are strength-based and none are right or wrong. Jordan and Marissa have different behavioral traits and one the same; these are attributes of behavior and nothing else. What motivates a behavioral tendency can be different for each person. We are more complex than the DISC, but it provides a way to simplify our behavioral tendencies.

Motivators

All these definitions are contextual in that they are manifested differently depending on your other close motivators.

Please remember that your other motivators may influence how each of these motivators show up in your life. As you reflect on a motivator, consider how the surrounding motivators may affect it.

Adapting- The capacity to be flexible in changing situations.

Adapting (High Score)

You are quick to embrace needed change to reach a goal long before most people. Whether it's a new strategy, process, or environment, you adjust easily and see change as an essential tool for progress. You like to stay ahead of the curve and can handle situations requiring change.

Strengths:

- Proactively identifies and embraces change, adapting to new situations.
- Demonstrates resilience in uncertain or evolving environments.
- Often recognizes the need for change before others do.
- Able to adjust strategies effectively while maintaining focus on long-term goals.
- Thrives in evolving conditions where adaptability is a key success factor.

Positive Influence on Others:

- Leads by example, inspiring confidence in others to navigate change.
- Encourages an agile mindset in teams, helping others embrace change as an opportunity.
- Demonstrates a forward-thinking approach, guiding others through transitions effectively.
- Builds trust by showing optimism and confidence in uncertain situations.
- Helps organizations and individuals stay ahead of industry shifts or challenges.

Potential Areas of Concern:

- May push for change too quickly, creating confusion or resistance among some team members.
- Could become restless or disengaged if things remain stagnant for too long.
- There is a risk of overlooking the benefits of stability and consistency in some situations.
- May struggle with following through on plans if new opportunities present themselves.
- Others may perceive a tendency toward change as merely change without purpose.

Adapting (Mid Score)

You are flexible when appropriate and yet struggle to adjust to changing situations at other times. You may prefer both persistence and flexibility. You can see the need for each of these responses in different circumstances. If needed, new approaches won't bother you.

Strengths:

- Adapts when necessary while still valuing consistency.
- Balances risk and stability, making measured adjustments.
- Ability to evaluate whether persistence or change is the best response in each situation.
- Open to new ideas but also values proven approaches.
- Provides a sense of reliability while still allowing room for innovation.

Positive Influence on Others:

- Encourages a balanced perspective, considering both change and stability.
- Helps others weigh the pros and cons of adapting versus maintaining current methods.
- Models a measured approach, making thoughtful and well-timed changes.
- Reduces anxiety around change by providing a steady yet flexible presence.
- Facilitates discussions on when and how to implement new strategies effectively.

Potential Areas of Concern:

- May struggle with decision-making in uncertain environments, appearing indecisive.
- Can experience internal conflict between staying the course and making adjustments.
- Risk of being seen as inconsistent if shifting between persistence and flexibility too often.
- It may take longer to commit to change, potentially delaying necessary action.
- Others might find it challenging to predict decision-making patterns.

Adapting (Low Score)

You prefer consistency and stability over frequent change. When things shift too quickly, it can feel disruptive rather than helpful. You are more likely to stick with what has worked in the past rather than embrace new approaches unless they are clearly proven to be successful and absolutely necessary.

Strengths:

- Provides a strong sense of stability and reliability in teams and organizations.
- Ensures continuity and avoids unnecessary disruptions.
- Encourages methodical, proven, well-planned transitions rather than rapid shifts.
- Protects organizations from adopting trends or changes that are not well thought out.

Positive Influence on Others:

- Offers a steady presence, helping others feel secure in established methods.
- Encourages thoughtful consideration before making any major changes.
- Provides historical context and proven results, ensuring that past lessons are not forgotten.
- Helps maintain long-term traditions and values within a team or organization.

Potential Areas of Concern:

- May resist necessary change, leading to missed opportunities for growth.
- Could be slow to recognize when adjustments are needed in evolving circumstances.
- Can appear rigid or overly traditional to more adaptable colleagues.
- Might struggle in fast-paced environments where change is frequent and necessary.
- Can create friction with those who thrive on innovation and adaptability.

Believing- The capacity to be tenacious in your beliefs.

Believing (High Score)

You stand by your beliefs with unwavering determination. When you believe in something, you commit to it fully and don't back down easily. You have a strong sense of right and wrong and can clearly explain why you believe what you do. You hold yourself—and often others—to high standards based on what you've learned through experience, wisdom, and good judgment.

Strengths:

- Tenaciously upholds and articulates deeply held principles, demonstrating consistency and integrity.
- Provides a clear moral compass, creating a strong foundation for decision-making.
- Inspires confidence in others through unwavering belief in what is right and just.
- Demonstrates conviction in the face of opposition or criticism, standing firm when challenged.

Positive Influence on Others:

- Motivates others through steadfast adherence to clearly defined principles and expectations.
- Serves as a role model for diligence and determination, inspiring trust and admiration.
- Provides a sense of certainty and direction while helping others navigate moral dilemmas.

Potential Areas of Concern:

- Can be perceived as inflexible or overly dogmatic, potentially alienating those with differing views.
- May struggle to compromise, even in situations where adaptability is beneficial.
- Could dismiss alternative perspectives too quickly, limiting personal growth and collaboration.
- Risk of appearing judgmental or intolerant when faced with differing opinions.

Believing (Mid Score)

You are somewhere in the middle when it comes to sticking to your convictions. Sometimes, you hold firm to your position while at other times, you are open to reconsidering your stance. Some issues feel clear-cut to you, while others seem more nuanced.

Strengths:

- Balances conviction with openness, able to adjust beliefs or consider alternative perspectives when necessary.

- Can engage in meaningful discussions, acknowledging different viewpoints without compromising personal integrity.
- Demonstrates adaptability in belief systems, allowing for learning and growth.

Positive Influence on Others:

- Encourages thoughtful discussion by blending firmness in some areas with openness to differing views.
- Provides a nuanced perspective of helping others see both the benefits of strong convictions and the value of flexibility.
- Encourages reflection and continuous learning in one's belief.

Potential Areas of Concern:

- May struggle with internal conflict when faced with competing beliefs or values.
- Could be perceived as lacking strong convictions by those who prefer a more black-and-white approach.
- May find it difficult to make firm, decisive choices in high-stakes situations.

Believing (Low Score)

You see the world in shades of gray rather than black and white. You are comfortable holding multiple perspectives at once and don't feel the need to take a firm stance on every issue. Some may see this as lacking conviction, but you see it as being thoughtful and open-minded. You see yourself as having firm convictions, simply less of those than others.

Strengths:

- Sees complexity and nuance in competing truths, providing a thoughtful and open-minded perspective.
- Avoids rigid thinking, allowing for continuous exploration of new ideas and insights.
- Encourages open dialogue and intellectual curiosity by valuing diverse viewpoints.
- Demonstrates adaptability in beliefs, making it easier to work across different cultural or ideological contexts.

Positive Influence on Others:

- Fosters understanding and flexibility by embracing ambiguity and valuing diverse perspectives.
- Encourages exploration and curiosity, making it easier for others to consider different viewpoints.
- Helps teams and organizations stay adaptable by discouraging dogmatism and rigidity.

Potential Areas of Concern:

- May appear to lack convictions, potentially diminishing your influence in environments that value clear stances.
- Risk of being perceived as overly passive or non-committal, especially in leadership roles.
- Could struggle to take a firm stand when needed, leading to uncertainty among peers or team members.

Caring- The capacity to care for the needs of others.

Caring (High Score)
You have a big heart and a strong drive to support others, especially when they're struggling. Whether it's offering a listening ear or stepping in to help, you naturally show empathy and compassion. You are energized by the thought of meeting the needs of others. People likely see you as someone who genuinely cares, and you often find yourself deeply moved by the pain and hardships of others.

Strengths:

- Highly empathetic and deeply motivated to support others, especially in difficult situations.
- Easily recognizes and responds to the emotional needs of others, offering comfort and reassurance.
- Willing to go out of your way to help those in need, sometimes at great personal cost.

Positive Influence on Others:

- Builds trust and connection through genuine care and empathetic support.
- Inspires others to be more compassionate and attentive to emotional needs.
- Encourages a culture of support and concern for others.
- Serves as an advocate for those who are struggling, ensuring they receive the help they need.

Potential Areas of Concern:

- Risk of emotional exhaustion or burnout from prioritizing others' needs over your own.
- May struggle to set boundaries, leading to being taken advantage of.
- Can become overwhelmed by the emotional weight of others' struggles.

Caring (Mid Score)
You care about others, but how much you get involved depends on the situation. You can see concrete ways to help others and do so at times, while at other times you choose not to do so. In some cases, you may find it energizing to help and connect emotionally, while in others, you may step back or take a more practical approach.

Strengths:

- Moderately empathetic and capable of supporting others, depending on the context or personal priorities at the time.
- Understands the importance of care but maintains a level-headed approach.
- Avoids becoming overly emotionally involved while still being a supportive presence.

Positive Influence on Others:

- Helps others without becoming overwhelmed, maintaining emotional stability.
- Demonstrates a practical form of care, focusing on solutions rather than just emotional comfort.
- Provides support selectively, ensuring effort is directed where it is most needed.
- Balances care and independence, fostering self-sufficiency in others.

Potential Areas of Concern:

- Could struggle to decide when to engage emotionally versus when to remain detached.
- Others may misinterpret selective caring as a lack of compassion.
- Can experience internal conflict between wanting to help and needing to maintain personal boundaries.

Caring (Low Score)

You are not naturally driven to meet the needs of others. It's not that you don't care —you just don't feel a strong pull toward emotional support or to show emotional concern for others. You may find it harder to relate to people's struggles, and instead, you might focus more on practical solutions or personal responsibilities.

Strengths:

- Maintains objectivity in emotionally charged situations, ensuring rational decision-making.
- Encourages independence, helping others rely on their strength and resilience.
- Less likely to be drained by the struggles of others, allowing for more consistent focus on the task at hand.
- Provides clear, direct solutions rather than emotional reassurance.

Positive Influence on Others:

- Influences others through independence and pragmatism, prompting them to rely on their strength.
- Helps people focus on problem-solving rather than getting stuck in emotional distress.
- Sets clear boundaries without getting overly involved in others' personal concerns.

Potential Areas of Concern:

- Can come across as detached or unapproachable with emotionally needy people.
- Others may perceive you as indifferent or unsympathetic, even if unintentional.
- May avoid others who are not motivated to make changes in their own lives.

Empowering- The capacity to develop and release others.

Empowering (High Score)

You enjoy seeing others succeed and actively help them grow into their potential. Whether it's mentoring, coaching, or delegating, you make sure people have the tools, skills, and confidence to step up. You recognize strengths in others and also see how they can develop those strengths to become better leaders. Leadership isn't only about what you can do, it's building up those around you.

Strengths:

- Skilled at equipping and developing others, helping them grow into their potential.
- Effectively delegate tasks to strengthen the leadership and capabilities of team members.
- Recognizes and nurtures the strengths of others, offering guidance to help them develop.
- Creates an environment where people feel supported, challenged, and empowered to succeed.

Positive Influence on Others:

- Inspires growth in others, identifies their strengths, and helps them reach their potential.
- Provide opportunities for others to take ownership of tasks and develop leadership skills.
- Champions the success of others, celebrating their achievements and progress.

Potential Areas of Concern:

- Risk of over-delegating or becoming frustrated when others don't meet expectations or grow as anticipated.
- Could inadvertently pressure others to take on leadership roles they may not be ready for.
- Might place too much trust in people who may not yet have the skills to handle significant responsibilities.

Empowering (Mid Score)

You sometimes help others grow and develop, but it isn't your main focus. You recognize strengths in people and may mentor or delegate when the situation calls for it, but you are just as likely to handle things yourself. While you do empower others, your willingness to do so depends on the context and your relationship with the person.

Strengths:

- Balance equipping others with managing responsibilities yourself.
- Can mentor and release individuals when the situation calls for it, though it may not be a primary focus.
- Recognizes the potential in others and encourages their development selectively.

Positive Influence on Others:

- Influences selectively, offering support and guidance based on context and relationships.
- Provides mentorship in key moments but may not consistently seek out opportunities for developing others. Supports team members without fully releasing control, ensuring a
- balance between empowerment and direct oversight. Leads by example, demonstrating the value of competence and responsibility.
-

Potential Areas of Concern:

- Could struggle with knowing when to delegate versus when to handle tasks personally.
- Might hesitate to fully empower others due to concerns about quality or efficiency.
- May default to doing tasks independently rather than proactively developing others.
- Could experience frustration when team members expect more mentorship than you naturally provide.

Empowering (Low Score)

You prefer to lead through your strengths rather than empowering others to do so out of their strengths. It may be difficult for you to spot potential in others. You might feel like it's more efficient to do things yourself rather than spending the effort to train others. You likely focus more on your leadership responsibilities than on helping others grow into leadership roles.

Strengths:

- Highly self-reliant, maintaining leadership responsibilities to ensure efficiency and consistency.
- Focused on personal responsibility and direct execution as opposed to delegation.
- Works effectively without needing to invest in mentoring or training others.

Positive Influence on Others:

- Leads by example, showing the importance of personal accountability and competence.
- Can ensure that things get done efficiently, creating a culture of action.
- May provide clear expectations and direct feedback without coaching.

Potential Areas of Concern:

- Risk of causing a bottleneck in leadership or stifling team development by not entrusting others to take responsibility.
- May struggle to see the potential in others or invest in their long-term growth.
- Could discourage teamwork or collaboration by focusing on self-sufficiency.
- Might miss opportunities to build future leaders by not empowering others.

Engaging- **The capacity to engage one's surrounding community needs.**

Engaging (High Score)

You desire to be deeply invested in the community's (those outside the organization) social, emotional, and financial well-being. You feel a strong sense of responsibility to contribute to these needs and are frustrated when they go unmet.

Strengths:

- Deeply committed to addressing the needs of those outside the organization, with a strong ability to identify issues and create impactful solutions.
- Actively participates in initiatives, organizations, or movements aimed at improving the lives of others.
- Recognizes systemic challenges and works toward sustainable, long-term solutions.
- Builds strong relationships with others who share a commitment to the well-being (social, emotional, financial) of others.
- Brings a sense of urgency and passion to community engagement, ensuring that critical issues receive attention.

Positive Influence on Others:

- Inspires others through active involvement and passionate advocacy for other's issues.
- Mobilizes people toward collective action, rallying them around causes that make a meaningful impact.
- Leads by example, demonstrating the importance of social responsibility and meeting the needs of the underserved.
- Connects individuals and organizations to foster collaboration and maximize resources.

Potential Areas of Concern:

- Risk of burnout or frustration if the needs feel overwhelming or unmet.
- May neglect personal priorities in favor of community engagement.
- Could struggle to balance long-term advocacy with immediate personal responsibilities.
- Risk of becoming frustrated with those who do not share the same level of commitment.

Engaging (Mid Score)

You recognize the importance of community engagement and contribute when it aligns with your priorities. You can see the social, emotional, and financial needs in the community surrounding you, and engage depending on the context.

Strengths:

- Practical in your approach to community involvement, engaging when necessary or when a clear impact is evident.
- Contributes to initiatives that align with personal interests or areas of expertise.
- Maintains a healthy balance between community engagement and personal responsibilities.
- Brings thoughtful and measured input to discussions concerning community needs.
- Recognizes the value of social engagement without feeling the need to deeply engage.

Positive Influence on Others:

- Influences others by taking a situational approach, stepping in when a clear need or impact is evident.
- Encourages thoughtful engagement, helping others find ways to contribute that fit their interests and capacity.
- Demonstrates a pragmatic view of community involvement, ensuring efforts are impactful rather than reactive.
- Acts as a bridge between those who are highly engaged and those who are more detached.
- Supports initiatives when they align with professional or personal goals.

Potential Areas of Concern:

- May appear inconsistent leading to missed opportunities for deeper influence or connection within the community.
- Could be perceived as indifferent or detached by those who are highly engaged.
- May struggle to prioritize community issues when faced with competing personal responsibilities.
- Risk of being passive in community matters unless personally affected.
- Could miss chances to develop leadership skills through broader engagement.

Engaging (Low Score)

You focus primarily on organizational priorities rather than broader community engagement. You may not feel a strong connection to the community's social, emotional, or financial needs. You do not see them as your primary responsibility.

Strengths:

- Focused on organizational priorities, maintaining efficiency without distraction from broader community concerns.
- Able to maintain independence without feeling the need to conform to the needs outside the organization.
- Less likely to be overwhelmed by large-scale societal issues, focusing instead on tangible goals.

- Keeps a clear distinction between organizational life and the needs of the community.

Positive Influence on Others:

- Your focus on organizational concerns may result in others feeling the same way.
- Your focus can sometimes motivate those around you to take the initiative themselves.
- Encourages others to take ownership of community needs based on their passions.
- May provide an alternative perspective that challenges assumptions about collective responsibility.

Potential Areas of Concern:

- Risk of being perceived as indifferent, which may hinder opportunities for collaboration.
- Could miss out on meaningful connections and networks that come from community engagement.
- May struggle to see the long-term benefits of social, emotional, and financial engagement.
- Could be viewed as uninvested in broader social issues.

Expressing- The capacity to speak effectively and persuasively.

Expressing (High Score)

You enjoy verbal communication and engaging with others through speaking. You enjoy talking to others in a variety of contexts. You seek opportunities to share your thoughts confidently and persuasively, whether in small or large group settings.

Strengths:

- Skilled at articulating thoughts, engaging audiences, and attempting to persuade others effectively in various settings.
- Comfortable speaking in both formal and informal environments.
- Naturally persuasive by presenting arguments and attempting to inspire confidence.
- Seeks to make complex ideas clear and compelling.
- Enjoys discussion and public speaking, and may serve as a spokesperson or advocate for ideas.

Positive Influence on Others:

- Engages and persuades others toward action.
- Leads discussions, shaping narratives and helping others understand key concepts.
- May use storytelling or verbal skills to make ideas resonate with audiences.

Potential Areas of Concern:

- May dominate conversations or unintentionally overshadow quieter voices.
- Risk of being perceived as overly assertive or persuasive, which can create resistance.
- Could struggle with being an active listener, affecting collaboration.
- May focus too much on verbal expression and overlook non-verbal or written communication.

Expressing (Mid Score)

You are comfortable communicating your thoughts in certain settings but may not actively seek out speaking opportunities. Your effectiveness in expressing ideas depends on familiarity with the audience or subject matter. While you can influence others when needed, public speaking or persuasion may not be a primary focus or strength.

Strengths:

- Capable of effective communication in smaller or familiar settings, with situational strength in expressing ideas clearly.
- Can articulate thoughts when needed but does not necessarily enjoy public speaking.
- Balances listening and speaking.
- Able to persuade or influence others when the topic is within an area of expertise.
- Communicates effectively in one-on-one or small group settings where trust has been established.

Positive Influence on Others:

- Able to influence others in familiar settings when necessary, using verbal skills.
- Tends to express ideas in comfortable environments rather than large, unfamiliar audiences.
- Encourages collaboration by contributing insights without dominating discussions.
- Uses thoughtful and measured speech, ensuring that ideas are well-articulated when shared.

Potential Areas of Concern:

- May hesitate to speak up in larger or high-pressure settings, limiting influence.
- May engage deeply in some conversations while remaining reserved in others.
- Might miss opportunities to lead discussions or advocate for ideas due to reluctance to speak publicly.
- Could struggle with spontaneous speaking, preferring prepared or structured discussions.
- May defer to more vocal individuals, limiting the ability to shape conversations.

Expressing (Low Score)

You prefer to listen rather than speak and may struggle with articulating thoughts in public settings. You are an internal processor who desires to think through what you want to say without the pressure of having to speak spontaneously. Speaking in front of others can feel uncomfortable, leading to avoidance of situations requiring verbal communication.

Strengths:

- Strong observer and listener, processing information deeply before speaking.
- May be an internal processor instead of a verbal processor which leads to well thought positions.
- Less likely to dominate conversations, allowing others to express themselves freely.
- Can offer thoughtful insights when given time to prepare rather than speaking spontaneously.

Positive Influence on Others:

- Limited influence in group settings, often deferring communication roles to others, potentially encouraging others to develop their verbal processing.
- Supports others by listening attentively rather than leading discussions.
- Provides a calm and measured perspective when engaging in discussions.
- Uses their skill of internal processing to bring insights to the discussion at a later date.

Potential Areas of Concern:

- May struggle to advocate for oneself or persuasively share ideas.
- Could miss leadership opportunities due to discomfort with public speaking.
- Risk of being overlooked in discussions or meetings due to reluctance to engage verbally.
- Might be misunderstood if thoughts are not clearly communicated.

Gathering- The capacity to bring people around you.

Gathering (High Score)

You have a natural ability to bring people together and create meaningful connections. Whether it's organizing get-togethers, introducing friends, or creating a sense of community, people are drawn to you. You thrive in group settings and you are highly energized when you engage with others, making them feel included and valued as well as influencing those around you.
Strengths:

- Exceptional ability to bring people together and influence them through strong relational skills.
- Creates welcoming and inclusive environments that encourage collaboration and participation.
- Enjoys social settings, naturally attracting others and fostering strong connections.
- Excels at networking, creating opportunities for others to connect and collaborate.

Positive Influence on Others:

- Inspires and energizes groups by creating connections and fostering shared interests.
- Acts as a catalyst for collaboration, helping people to feel included.
- Leads social and professional gatherings, making others feel welcome.
- Strengthens relationships within teams or communities.
- Helps others see the value of connection.

Potential Areas of Concern:

- Risk of overextending yourself or neglecting deeper connections in favor of broader group engagement.
- Could prioritize group cohesion over addressing deeper, individual relationship needs.
- May become overly concerned with being liked or maintaining influence in social settings.
- Might have difficulty functioning in roles that require solitude or independent work.

Gathering (Mid Score)

You can bring people together when it makes sense, but it's not something you are constantly focused on. You enjoy meaningful connections, but you may prefer smaller groups or purposeful interactions over large social group contexts. While you are capable of engaging others, whether you take the lead depends on the situation and the people involved.

Strengths:

- Capable of meaningful connections, balancing group engagement with a preference for smaller or purpose-driven interactions.
- Comfortable in social settings but does not necessarily seek to be the center of attention.
- Able to facilitate connections when the situation calls for it, without feeling obligated to do so.
- Values quality over quantity in relationships, engaging when interactions are meaningful.

Positive Influence on Others:

- Helps others connect in meaningful ways without feeling the need to always lead social interactions.
- Provides depth in relationships while still maintaining the ability to engage in group settings.
- Supports others in networking without always taking on a central social role.

Potential Areas of Concern:

- Could struggle with balancing group engagement and personal space, leading to social fatigue.
- Might miss opportunities to connect with a broader network due to selective engagement.
- Could experience difficulty in highly social roles that require constant group interaction.

Gathering (Low Score)

You may prefer close connections over bringing together large groups. You may have little desire to bring people together, and large group interactions may not be enjoyable for you. Being the one to organize or rally people isn't a natural instinct for you, but that doesn't mean you don't value deep connections—it just happens for you on a more personal level. You simply don't feel the need to recruit others to be a part of a larger group.

Strengths:

- Effective in individualized settings, focusing on deeper relationships rather than group dynamics.
- Provides thoughtful and meaningful interactions with close connections rather than engaging in surface-level socializing.
- Thrives in settings that value deep discussion and personal reflection rather than large group dynamics.
- Less distracted by social pressures, allowing for focus on personal or professional priorities.

Positive Influence on Others:

- Encourages independence and one-on-one relationships, fostering trust in smaller, more intimate settings.
- Supports others in more personal and intentional ways rather than through group interactions.
- Leads through deep, meaningful conversations rather than broad social engagement.
- Provides stability in relationships rather than constantly seeking new social connections.
- Helps others feel valued through individualized attention and deeper relational investment.

Potential Areas of Concern:

- Could be seen as detached or unengaged in larger group dynamics, potentially missing opportunities for broader influence.
- May struggle to build a broad social network, limiting access to collaborative opportunities.
- Might avoid social situations even when engagement could be beneficial.
- Could be perceived as disinterested in the team or building a sense of community.

Innovating- The capacity to create something from nothing.

Innovating (High Score)

You are a natural problem solver who continuously looks for new ways to do things. You thrive on fresh ideas and bringing new concepts to life. You pride yourself on creatively inventing different ways of approaching problems and you enjoy challenging the status quo.

Strengths:

- Exceptional ability to identify and implement innovative solutions, driving continuous improvement and creativity.
- Enjoys solving problems by thinking outside the box.
- Willing to take risks in pursuit of new ideas and breakthroughs.

Positive Influence on Others:

- Inspires others to think creatively and challenge the status quo, fostering a culture of originality.
- Encourages experimentation and risk-taking to drive meaningful change.
- Frees others up from their fear of failure.
- Motivates others by demonstrating a passion for fresh ideas and cutting-edge solutions.

Potential Areas of Concern:

- Risk frustration when others resist change or fail to match your drive for creative solutions.
- May struggle with patience, wanting to start something new before finishing current projects.
- Can be perceived as disruptive or unwilling to adhere to established norms.
- Might overlook practical limitations in the pursuit of innovation.
- Could become bored or disengaged in environments that lack creative freedom.

Innovating (Mid Score)

You are open to new ideas, but you don't always feel the need to reinvent the wheel. If something works well, you are happy to stick with it—but if there's a clear opportunity for "out of the box" solutions, you are willing to explore options. You can be creative when needed, but you also appreciate practical, tried-and-true approaches. Your drive to innovate depends on the situation and whether the change feels truly valuable.

Strengths:

- Balances creativity with practicality, adapting to new ideas when necessary while valuing proven methods.
- Open to different ways of thinking but prefers changes that are well-researched and strategic.
- Able to recognize when innovation is needed and when stability is the better option.
- Strong at integrating new ideas into existing frameworks in a way that enhances effectiveness.

Positive Influence on Others:

- Encourages an approach that offers practical solutions while being open to exploring new ideas when needed.
- Acts as a bridge between innovators and those resistant to change, therefore helping ease transition tensions.
- Provides thoughtful input on when and how to implement creative solutions.
- Helps teams evaluate the risks and rewards of adopting new approaches.

Potential Areas of Concern:

- Can struggle with committing fully to either stability or change, leading to hesitancy in decision-making.
- Might miss opportunities for breakthrough innovation by favoring a cautious approach.
- Could experience internal conflict when forced to choose between tradition and transformation.

Innovating (Low Score)

You prefer sticking to what works rather than constantly seeking new ways of doing things. Change for the sake of change doesn't appeal to you, and you'd rather rely on proven methods than experiment with untested ideas. While you may not naturally seek out innovation, your focus on consistency and stability can be a strength—especially in environments where efficiency and reliability are key.

Strengths:

- Provides stability and consistency by relying on tried-and-true methods.
- Values reliability over experimentation and risk-taking.
- Maintains focus on established practices.
- Prefers structured, methodical approaches to solving problems.

Positive Influence on Others:

- Promotes reliability and structure, emphasizing the importance of stability and proven methods in achieving goals. Encourages teams to consider risks and feasibility before
- making changes. Helps organizations maintain traditions and preserve successful
- strategies. Demonstrates patience and caution when evaluating new initiatives.
-

Potential Areas of Concern:

- Potential resistance to necessary change, limiting adaptability in dynamic environments or evolving challenges.
- Could miss opportunities for efficiency and progress by favoring tradition over innovation.
- May struggle in fast-paced industries, roles, or environments requiring continuous change with new ideas.

Leading- The capacity to bring others along to accomplish a task.

Leading (High Score)

You are a leader who thrives on bringing people together to accomplish something. You take responsibility, see what needs to be done, and delegate to others on the team to make it happen. Whether it's organizing the team, setting the vision, making decisions, delegating responsibilities, or providing feedback, you enjoy guiding a team to make an impact through collaboration. You don't just take charge, you inspire people to function well together.

Strengths:

- Strong ability to take responsibility, mobilize others, and guide teams toward achieving shared goals.
- Naturally sees what needs to happen and takes the initiative to ensure the team gets it done.
- Inspires confidence in others, providing clear direction and motivation.
- Balances strategic thinking with hands-on leadership, ensuring both vision and execution are aligned.
- Thrives in roles that require decision-making and mobilization of teams.

Positive Influence on Others:

- Motivates and organizes others through a clear vision and effective direction, inspiring collaboration and action.
- Builds strong teams by recognizing individual strengths and assigning roles accordingly.
- Creates momentum within groups by fostering enthusiasm and engagement.
- Encourages accountability and responsibility, ensuring that objectives are met.
- Demonstrates confidence and decisiveness, making it easier for others to follow.

Potential Areas of Concern:

- Risk of over-controlling or sidelining others' contributions in the name of efficiency.
- May find it frustrating to work with individuals whose competence hinders the team's progress..
- Could become frustrated with team members who do not match your sense of initiative.
- Can experience burnout from owning the results of the team rather than allowing the team to own the results.

Leading (Mid Score)

You can step into leading the team when needed, but it's not something you always seek out. In some situations, you are comfortable taking responsibility for the team and organizing people, while in others, you prefer to step back and let someone else do this. The way you lead depends on the context—you are flexible. You know when to lead the team and when to collaborate or support from the sidelines.

Strengths:

- Capable of stepping into leadership roles when needed, balancing responsibility with collaboration and adaptability.
- Provides structure and direction without necessarily being the dominant leader.
- Supports teams with strategic input while allowing others to take charge when appropriate.
- Demonstrates flexibility in leadership, able to lead or follow as needed.

Positive Influence on Others:

- Leads by example, showing initiative when necessary, without always asserting control.
- Encourages teamwork by fostering an environment where leadership is shared.
- Provides guidance and support, ensuring that the group stays on track while allowing space for other perspectives.
- Adapts leadership style to fit the needs of different teams and projects.

Potential Areas of Concern:

- Could struggle with defining when to take charge versus when to step back.
- Might miss opportunities to lead more effectively due to a preference for collaboration.
- Could feel pressure when placed in leadership roles that require constant decision-making.
- Might be overlooked for leadership opportunities despite having the capability to lead effectively.

Leading (Low Score)

You don't feel a strong need to lead a team and would often prefer to follow or work independently. Taking charge of a group or being responsible for others' actions may not be your comfort zone. Hesitant to initiate or envision collaborative results, you may avoid roles that require motivating others. Instead of organizing and directing people, you might prefer to support the team in other ways or focus on your responsibilities without managing others.

Strengths:

- Supportive team member who excels in individual contributions without seeking the role of leading the team.
- Provides reliable and consistent effort without needing to be in charge.
- Works well under clear leadership, following guidance effectively.
- Contributes to group efforts without feeling the need to control direction or decision-making.

Positive Influence on Others:

- Supports others by contributing significantly, reliably and humbly allowing leaders to take the lead.
- Encourages a structured approach by following established guidelines and protocols.
- Provides depth and execution in specific areas of expertise rather than leading entire projects.
- Helps maintain group stability by focusing on completing tasks efficiently.

Potential Areas of Concern:

- Reluctance to lead the team may result in missed opportunities or reliance on others to fill leadership gaps.
- May be overlooked for advancement due to a lack of demonstrated leadership.
- Could struggle in environments where initiative and team leadership are highly valued.
- May feel uncomfortable when required to take charge in critical situations.

Learning- The capacity to learn on a continual basis.

Learning (High Score)

You are naturally curious and always looking for new things to explore. Whether it's reading, researching, podcasting, or diving into a new skill, you see every experience as a chance to learn and grow. Stagnation feels frustrating to you. You enjoy expanding your knowledge and understanding more about the whole world around you. You don't just enjoy learning; it's a core part of who you are. You may tend to be a "Jack of all trades."

Strengths:

- Constantly curious and eager to grow, with a strong capacity to absorb and apply new knowledge in a wide variety of areas.
- Thrives in environments that encourage intellectual exploration and discovery.
- Quick to adapt to new information and incorporate it into existing knowledge.
- Open-minded and willing to challenge previous assumptions through learning.
- Seeks out opportunities for self-improvement and mastery in multiple disciplines.

Positive Influence on Others:

- Inspires others with enthusiasm for learning and encourages growth by modeling a passion for exploration.
- Creates a culture of continuous learning, fostering curiosity and intellectual engagement.
- Encourages innovation by introducing new ideas and challenging conventional thinking.
- Acts as a resource for others, sharing knowledge and insights to help them develop.
- Motivates individuals and teams to pursue ongoing education and skill-building.

Potential Areas of Concern:

- Risk of overextending or overwhelming yourself and others with constant pursuit of more knowledge.
- May struggle with focus, jumping from one learning opportunity to another without deep mastery.
- Can become frustrated with those who do not share the same enthusiasm for learning.
- Might prioritize acquiring knowledge over applying it, leading to accumulating information rather than making a difference with it.
- Could experience frustration from an endless pursuit of personal and professional development without being rewarded for it.

Learning (Mid Score)

You enjoy learning, but it's not something you feel compelled to do all the time. When a topic interests you or aligns with your goals, you are happy to dig deeper, but you don't always seek out new knowledge just for the sake of it. You appreciate the value of learning, but you also balance it with applying what you already know. You struggle if you are not able to act on what you have learned about the world around you.

Strengths:

- Approaches learning by being open to growth while maintaining focus on practical application.
- Willingness to explore new knowledge but not driven by a relentless need for continuous learning.
- Can apply learning effectively, integrating new concepts into established frameworks.
- Selective in learning pursuits, focusing on subjects that provide tangible benefits.

Positive Influence on Others:

- Encourages practical and goal-oriented learning, fostering growth in a measured and relatable way.
- Supports a structured approach to knowledge acquisition, emphasizing relevance over novelty.
- Helps others see the value in both learning and practical application.

Potential Areas of Concern:

- Could miss opportunities for deeper learning by prioritizing immediate application.
- Might struggle in environments that require rapid learning or frequent adaptation.
- Could experience difficulty in deciding when to invest in learning versus when to act on existing knowledge.

Learning (Low Score)

You may show limited curiosity about new knowledge or concepts, feeling content with what you already know and comfortable with the status quo. Opportunities for personal or professional growth might not appeal to you if you fail to see the relevance to your life. Expanding knowledge can feel unnecessary or even exhausting if there is little application. You prefer to focus on practical learning about topics that pertain to your role or needs. You might tend to be a specialist instead of a "Jack of all trades."

Strengths:

- Focused on practical use of knowledge and learning information that applies to your current needs.

- Avoids unnecessary complexity by sticking to known methods and strategies.
- Willingness to learn what is necessary to be effective in your current role.
- Prefers hands-on experience and practical execution over theoretical exploration.

Positive Influence on Others:

- Influences others through consistency and reliability, emphasizing the value of established knowledge over exploration.
- Encourages a focus on execution rather than excessive information gathering.
- Reinforces the importance of efficiency and practicality in decision-making.
- Challenges the necessity of constant knowledge accumulation.

Potential Areas of Concern:

- Potential stagnation or resistance to learning things beyond your current level of interest, limiting adaptability to dynamic environments.
- May struggle in environments or roles that require continuous changes.
- Could miss opportunities for personal and professional growth by avoiding new learning experiences.
- Might be perceived as resistant to change, making collaboration with highly curious individuals challenging.

Maximizing- Capacity to gain maximum return on investment - time/money.

Maximizing (High Score)

You are focused on getting the most out of your time, money, and effort. If something isn't going to deliver a strong return, you are not likely to invest in it. You naturally spot high-impact opportunities and understand how to make the most of your resources. Efficiency and effectiveness are key—you focus on what will bring the biggest results.

Strengths:

- Highly skilled at identifying and pursuing high-impact opportunities, ensuring optimal use of time, money, and effort.
- Strong ability to prioritize tasks and projects that generate the most significant results.
- Able to recognize the value of an investment and determine its potential benefits.
- Strategic in managing personal and organizational resources to maximize effectiveness.

Positive Influence on Others:

- Encourages others to focus on high-impact opportunities and resource optimization for maximum effectiveness.
- Leads by example in making smart investments of time and effort, inspiring efficiency.
- Helps teams and organizations prioritize initiatives that yield the best results.
- Challenges wasteful or unproductive activities, ensuring that energy is directed toward valuable pursuits.

Potential Areas of Concern:

- Risk of overlooking relational or intangible benefits by focusing solely on measurable outcomes.
- Can experience frustration when others do not share the same results-driven mindset.
- May dismiss projects or efforts that do not provide immediate benefit, potentially missing long-term value.
- Might undervalue people and experiences that do not directly contribute to high-impact results.

Maximizing (Mid Score)

You like to make smart choices with your time and resources, but maximizing results isn't your only priority. While you appreciate efficiency and high-impact opportunities, you are also open to spending resources on things that have personal meaning, relationships, or long-term value—even if the immediate return isn't huge. You take the approach of weighing both the potential payoff and other important factors.

Strengths:

- Balances the pursuit of significant returns with consideration for intrinsic or relational value, achieving meaningful results.
- Capable of recognizing high-impact opportunities but also willing to invest in projects that offer moderate or intangible benefits.
- Adaptable in shifting between efficiency-driven goals and those that require patience and persistence.
- Ensures resources are invested with both short-term gains and long-term sustainability being considered.

Positive Influence on Others:

- Promotes an approach of valuing both practical returns and intrinsic or relational outcomes.
- Encourages teams to consider the broader impact of their efforts beyond the immediate "Return on Investment".
- Helps others see the value in both high-impact initiatives and steady, meaningful work.

Potential Areas of Concern:

- Could struggle with making decisive choices if torn between impact and deeper meaning.
- Risk of missing out on high-impact opportunities due to hesitation or over-analysis.
- Might feel pressure to conform to either high-output expectations or relational priorities.

Maximizing (Low Score)

You don't feel a strong need to chase high-impact opportunities or optimize everything you do. Instead of focusing on "Return On Investment," you may prioritize personal satisfaction or other factors that don't necessarily translate into immediate or measurable results. You may continue working on projects out of commitment or loyalty.

Strengths:

- Values meaningful work and relationships over strict productivity metrics.
- Supports individuals or teams through loyalty rather than impact based decision-making.
- Ensures that important, yet lower-return tasks still receive attention and follow-through.

Positive Influence on Others:

- Encourages a focus on intrinsic value rather than measurable validation or efficiency.
- Helps create a culture of relational engagement rather than optimizing impact.
- Reinforces the importance of doing work that matters, even if the tangible outcomes are not immediately evident.

Potential Areas of Concern:

- Potential inefficiency or wasted resources by continuing with low-impact projects or undervaluing resource optimization.
- May struggle in high-performance environments that demand measurable impact and quick results.
- Could be perceived as indifferent to maximizing productivity or making strategic investments.
- Might invest too much effort in projects that are no longer viable, practical, or beneficial.

Meta-Thinking- Capacity to think about your thinking.

Meta-Thinking (High Score)

You are highly aware of your thoughts and how your mind works. You enjoy reflecting on your thinking patterns and analyzing why you (and others) make certain decisions. Introspection comes naturally to you, and you like fitting ideas into a logical or existing framework. You are not just thinking—you are thinking about your thinking.

Strengths:

- Highly self-aware, with a strong ability to reflect on thoughts and mental processes, enhancing clarity and understanding.
- Capable of adjusting thought patterns based on logical reflection and self-awareness.
- Skilled at analyzing personal reactions, emotions, and mental habits for greater insight.
- Enjoys philosophical discussions and deep thinking about abstract or conceptual ideas.

Positive Influence on Others:

- Encourages deep introspection and thoughtful analysis, fostering a culture of reflection and self-awareness.
- Helps others become more conscious of their own thinking patterns and decision-making processes.
- Promotes critical thinking, encouraging others to question their assumptions and biases.

Potential Areas of Concern:

- Risk of overthinking or becoming overly analytical, potentially leading to decision paralysis.
- May struggle with acting decisively if lost in too much introspection.
- Could become detached from practical action, focusing more on theory than execution.
- Might be perceived as overly intellectual or abstract, making communication challenging with those who prefer concrete thinking.
- Can be self-critical to the point of undermining confidence or momentum.

Meta-Thinking (Mid Score)

You reflect on your thoughts when it feels necessary, but you don't find yourself in endless loops analyzing your thinking. You are aware of how your mind works, but you also focus on what's immediately in front of you. When making decisions, you look at the facts in front of you while considering how your thought process may be influencing your choices.

Strengths:

- Balances practical analysis with occasional reflection, engaging in self-awareness when beneficial or necessary.
- Can shift between introspection and action, ensuring that reflection supports decision-making.
- Open to questioning assumptions but does not become overly fixated on deep analysis.

Positive Influence on Others:

- Helps others reflect on their thinking when appropriate but does not push for excessive self-examination.
- Can serve as a bridge between deep thinkers and action-oriented individuals, promoting both insight and execution.
- Encourages practical self-awareness, ensuring that reflection has a purpose and application.

Potential Areas of Concern:

- Could struggle with deciding when deep thinking is necessary versus when to act instinctively.
- Might miss some opportunities for deeper insight if not prioritizing reflection consistently.
- May be influenced by external opinions rather than relying on self-examination at times.
- Risk of occasionally overlooking personal biases or blind spots due to infrequent reflection.

Meta-Thinking (Low Score)

You don’t spend much time thinking about your thoughts, rather, you focus on the situation at hand and the information available. Introspection and reflective self-analysis aren’t a priority for you because you tend to trust your thinking without over-questioning it. Instead of questioning how you arrived at a conclusion, you prefer to move forward based on what you know or have decided.

Strengths:

- Efficient and focused on external information, relying on straightforward analysis without overanalyzing internal thought processes.
- Can make decisions without getting caught in self-doubt or overthinking.
- Practical and results-driven, prioritizing tangible solutions over deep introspection.
- Strong ability to trust your thoughts and past experiences.

Positive Influence on Others:

- Encourages execution, preventing teams from getting stuck in “analysis paralysis ”.
- Models decisiveness by not allowing introspection to slow progress.
- Provides clarity in leading by making straightforward, action-oriented decisions.
- Keeps discussions focused on outcomes rather than abstract debates.

Potential Areas of Concern:

- Risk of missing deeper insights or failing to recognize flawed thought processes, thereby limiting personal or group growth.
- May struggle to see biases or patterns that could impact decision-making.
- Can overlook valuable lessons that come from self-reflection and personal development.
- May dismiss introspective individuals who “overly think”, thereby limiting collaboration.
- Could repeat mistakes by failing to learn from past thinking and decision-making patterns.

Organizing- Capacity to bring order out of disparate parts.

Organizing (High Score)

You can bring order to chaos and create efficient systems. When things are scattered or unstructured, you step in to create systems that ensure smooth operations. You pay attention to the details, knowing they can make or break a plan. You enjoy when things work as expected, and you take pride in making sure everything fits together in an organized, efficient way.

Strengths:

- Exceptional ability to create order, establish systems, and manage details effectively to ensure smooth operations.
- Structured and detail-oriented, ensuring all elements are in sync.
- Thrives in environments that require planning, coordination, and organization.
- Anticipates potential issues by proactively addressing them.
- Enjoys bringing clarity to complex situations by establishing systems.

Positive Influence on Others:

- Inspires others by creating order and efficiency, providing clear systems and structured plans to achieve goals.
- Helps teams and organizations become more organized and productive by enforcing structure.
- Sets clear expectations and guidelines that reduce confusion and streamline efforts.
- Provides a stabilizing influence in chaotic environments, ensuring projects stay on track.

Potential Areas of Concern:

- May become overly rigid or frustrated when things deviate from the plan, limiting adaptability in dynamic situations.
- Can struggle with spontaneity or last-minute changes, preferring a predictable structure.
- May focus too much on details, missing the bigger picture or strategic vision.
- Could impose unnecessary structure, reducing creativity or flexibility in certain environments.
- May become overwhelmed when facing situations that resist organization or systemization.

Organizing (Mid Score)

You like having structure, but you don't need everything to be perfectly in its place all the time. You can bring order to a situation when it's necessary, but you are also comfortable with a little flexibility. You stay organized while also being adaptable. This is because you know that

sometimes a structured approach works best, while at other times, going with the flow is effective.

Strengths:

- Natural method of organizing can impose structure when needed while remaining flexible to change.
- Can create systems that do not require strict order to function effectively.
- Comfortable with some unpredictability, allowing for a mix of structured and unstructured processes.

Positive Influence on Others:

- Influences through adaptability, demonstrating practical structure and flexibility depending on the situation.
- Guides others toward structure when necessary but does not enforce unnecessary rules.
- Helps teams transition between structured planning and dynamic execution.

Potential Areas of Concern:

- May struggle with determining when to enforce structure and when to allow flexibility.
- Could be seen as indecisive in highly structured environments that require systematic organization.
- Might allow inefficiencies to persist due to a lack of strict organizational focus.

Organizing (Low Score)

You don't feel a strong need to structure as you are comfortable with a bit of chaos. Strict systems and detailed planning may feel unnecessary or even restrictive to you. Instead of worrying about organizing every detail, you prefer to focus on the big picture and adapt as you go. You function well in unstructured environments and aren't easily thrown off when things don't go exactly as planned.

Strengths:

- Comfortable operating in chaotic or unstructured environments, excelling in situations that require spontaneity and adaptability.
- Functions well in dynamic, fast-changing environments where rigid structure is not necessary.
- Does not get bogged down by details, allowing for a broad and creative perspective.
- Thrives in roles that require flexibility and quick decision-making without excessive planning.
- Adapts easily to unpredictable circumstances without feeling overwhelmed.

Positive Influence on Others:

- Encourages others to embrace spontaneity and adaptability, promoting a tolerance for chaos and unpredictability.
- Inspires creative thinking by removing unnecessary constraints and rigid processes.
- Helps teams become more comfortable with ambiguity and rapid change.
- Brings about rapid change without constricting details.
- Demonstrates that structure is not always necessary for success, fostering innovation.

Potential Areas of Concern:

- May overlook important details or fail to address critical organizational needs, potentially leading to inefficiency or missed opportunities.
- Could struggle in environments that require high levels of structure and precision.
- Risk of appearing disorganized or unreliable to those who prefer order and predictability.
- Might fail to recognize when a lack of organization is negatively impacting productivity.
- Could create confusion for others who rely on structured processes and clear planning.

Pacing- Capacity to keep a structured and consistent pace.

Pacing (High Score)

You value stability and balance in your work and life. You are good at recognizing when things start to feel overwhelming, and you know how to adjust to keep everything in equilibrium. Whether it's setting boundaries, maintaining a steady routine, or making sure work and personal life don't clash, you naturally create a structured, sustainable rhythm. Stability is important to you, and you take intentional steps to keep things running smoothly.

Strengths:

- Strong ability to maintain consistent structure and boundaries, ensuring a healthy work-life balance.
- Recognizes personal limits and knows when to adjust workload or commitments.
- Creates sustainable routines that promote efficiency and prevent burnout.
- Values stability and predictability, making it easier to manage responsibilities.

Positive Influence on Others:

- Encourages others to adopt structured routines and prioritize balance, serving as a model for stability.
- Leads by example, demonstrating the benefits of consistency and well-managed priorities.
- Creates an environment where work-life balance is respected and encouraged.

Potential Areas of Concern:

- Risk of becoming overly rigid or resistant to change in routine or schedule, potentially limiting flexibility when needed.
- May struggle to adjust to unexpected disruptions or shifts in priorities.
- Might find it difficult to work in fast-paced environments that demand long hours.

Pacing (Mid Score)

You try to maintain a good balance between work and personal life, but it may not be easy. You are usually aware when things start to feel "out of balance", though you might not always adjust right away. While you can create structure when needed, outside demands sometimes pull you in different directions. You do well in both stable and fast-paced environments but may need occasional reminders to slow down or set better boundaries.

Strengths:

- Balances work and personal life effectively most of the time, but may experience times when adjustments are needed to re-establish equilibrium.
- Can establish structure in their life routines, but may also be open to changes when necessary.
- Recognizes the importance of boundaries but may sometimes need reminders to enforce them.
- Able to push through high-demand periods while still valuing rest and recovery.

Positive Influence on Others:

- Promotes a flexible approach, demonstrating a mix of structure and adaptability in managing life's personal and work demands.
- Encourages others to recognize when adjustments are needed without being overly rigid.
- Recognizes colleagues' need to maintain sustainable workloads, but may not assert themselves.
- Provides insight on when to personally push forward and when to take a step back for self-care.

Potential Areas of Concern:

- May experience occasional lapses in balance, leading to moments of stress or reduced effectiveness.
- Could struggle with maintaining structure in high-pressure or unpredictable environments.
- Might sometimes ignore early signs of burnout before recognizing the need to adjust.

Pacing (Low Score)

Work-life balance isn't something you think about very often. You probably push yourself too hard without realizing it. It may be difficult to recognize when things are out of balance and you often rely on others to remind you to take a break or prioritize self-care. People often appreciate your work output, but making time for yourself is just as important. Finding a sustainable rhythm could help you achieve high productivity in the long run.

Strengths:

- Hardworking and dedicated, often prioritizing work tasks but may struggle to maintain personal boundaries or self-care.
- Capable of pushing through intense workloads with determination and persistence.
- Able to adapt quickly to high-pressure situations without being constrained by structure.
- Willing to take on extra responsibilities, even in unpredictable environments, and maintain high productivity.

Positive Influence on Others:

- Inspires through dedication and effort, emphasizing a strong work ethic over maintaining balance.
- Helps others navigate fast-moving environments by adapting to changing demands.
- Provides energy and momentum to projects, keeping teams motivated.

Potential Areas of Concern:

- Susceptible to burnout, family struggles, or neglecting personal well-being due to difficulty setting boundaries or recognizing stress load.
- May struggle with work-life balance, leading to stress, discouragement, or exhaustion.
- Might overlook the benefits of pacing and recovery by pushing too hard for too long.
- Risk of missing early warning signs of fatigue, leading to long-term consequences on performance and health.

Perceiving- Capacity to discern what is not obvious.

Perceiving (High Score)

You can pick up on subtle cues, inconsistencies, and underlying motivations in others. Your intuition and observational skills allow you to discern things that are not immediately apparent to others. You trust your instincts when something feels off, and you try to understand what's really going on beneath the surface. You are naturally curious about people and often find yourself testing whether your gut feelings are right.

Strengths:

- Ability to discern underlying motives and subtle cues, providing deep insights into others' behaviors and intentions.
- Intuition allows you to sense when something feels "off" before it becomes obvious.
- Attuned to nonverbal communication, tone shifts, and inconsistencies in what people say versus who they are.
- Able to anticipate potential challenges or hidden agendas before they surface.
- Skilled at reading between the lines in conversations and identifying what is left unsaid.

Positive Influence on Others:

- Encourages self-awareness and transparency by identifying underlying issues and offering keen observations.
- Builds trust by addressing hidden concerns or unspoken challenges before they escalate.
- Provides valuable insight into team dynamics, ensuring smoother collaboration and understanding.
- Acts as a guide for others who may struggle to interpret social cues or underlying intentions.

Potential Areas of Concern:

- Risk of reading into a situation too much or misjudging situations based on intuition, leading to unnecessary skepticism.
- May become overly suspicious or assume hidden motives even when none exist.
- Can struggle to fully trust others, fearing deception or misrepresentation.
- Might over-rely on intuition instead of seeking direct confirmation through open communication.

Perceiving (Mid Score)

You can pick up on subtle signals and inconsistencies in others, but it's not something of which you are always aware. Sometimes, you trust your instincts, and other times, you take people at their word. You use intuition with practical observation, choosing when to dig deeper and when

to accept things at face value. This helps you navigate relationships without overanalyzing every interaction.

Strengths:

- The ability to combine intuition with what is obvious, effectively navigating interactions with occasional deeper analysis.
- Able to recognize inconsistencies or underlying emotions but does not overanalyze.
- Balances trusting people at face value with the occasional deeper investigation when something seems amiss.

Positive Influence on Others:

- Influences through a mix of practical observations and moderate intuition, adapting to context and relationships.
- Helps others see different perspectives while maintaining a grounded approach.
- Encourages people to be both transparent and mindful of unspoken dynamics.

Potential Areas of Concern:

- May miss subtle patterns or cues at times, leading to occasional misunderstandings.
- Could struggle with when to trust intuition versus when to rely solely on facts.
- Might be inconsistent in reading deeper meanings, sometimes overlooking them and other times overanalyzing.
- May hesitate to act on intuitive insights, fearing misjudgment or misinterpretation.

Perceiving (Low Score)

You tend to take people at their word and don't spend much effort attempting to read between the lines. Subtle cues or hidden meanings often do not stand out to you. Instead of over-analyzing, you prefer to focus on what's directly communicated, keeping things simple and straightforward. Others see you as a straightforward person in your communication and relationships.

Strengths:

- Straightforward and trusting, relying on clear communication and taking people at face value.
- Prefers direct, open conversations rather than speculating on hidden intentions.
- Less likely to become distracted by overanalyzing situations or interpersonal dynamics.
- Focuses on what is explicitly stated rather than making assumptions about motives.

Positive Influence on Others:

- Promotes a straightforward approach to communication
- Emphasizing trust and clarity in interactions and discussions.
- Encourages open, honest dialogue without unnecessary complexity or speculation.
- Reduces tension in conversations by focusing on what is said rather than what is implied.

Potential Areas of Concern:

- Potential to misinterpret deeper intentions or motivations, resulting in missed opportunities for connection or insight.
- May overlook nonverbal cues or underlying emotions, leading to misunderstandings.
- Could struggle in complex social or professional situations that require reading between the lines.
- Might be too trusting, occasionally missing deception or hidden agendas.

Persevering- Resiliency, grit or remaining steadfast.

Persevering (High Score)

You don't quit when things are difficult. Even as others give up, you keep pushing forward, knowing that real success comes from grit and hard work. Challenges don't discourage you, rather they strengthen your resolve. You experience obstacles as a test of your determination, and you are willing to stick with something long enough to make real progress regardless of the difficulty.

Strengths:

- Maintains focus and determination even in the face of resistance or adversity.
- Exceptional grit and resilience.
- Thrives in high-pressure situations that require persistence and endurance.
- Consistently staying the course to achieve goals despite setbacks.
- Strong commitment to long-term goals, understanding that success often requires persistence.

Positive Influence on Others:

- Inspires persistence and determination in others, demonstrating that success requires hard work and resilience.
- Motivates teams to stay committed to projects even when progress is slow.
- Creates a culture of persistence, encouraging others to push through challenges.
- Acts as a role model for commitment and follow-through.

Potential Areas of Concern:

- Risk of burnout or becoming stubbornly focused on goals, even when change might be more beneficial.
- May struggle to recognize when a task is no longer worth the effort.
- Could resist adapting or pivoting, even when a new approach would yield better results.
- Can become frustrated with individuals who lack the same level of perseverance.

Persevering (Mid Score)

You can be determined when needed, but you are also practical about when to push through and when to change or move on. If something is important, you'll put in the effort to see it through, but if a project feels tedious or unproductive, you might decide it's not worth the struggle. You persevere while changing as necessary. You know when to stick with something and when to adjust.

Strengths:

- Knows when to persevere and when to adapt or redirect efforts for greater effectiveness.
- Demonstrates determination in meaningful projects while remaining open to change.
- Able to work through challenges without becoming overly fixated on what has brought them to their current place.

Positive Influence on Others:

- Encourages perseverance and adaptability by fostering a realistic approach to challenges.
- Helps others assess when to push forward versus when to reconsider their approach.
- Supports both commitment to goals and flexibility in execution.

Potential Areas of Concern:

- Might hesitate when facing prolonged challenges, occasionally wavering in persistence.
- Risk of missing breakthrough success by pivoting too soon or too often.
- Could be perceived as lacking firm commitment in highly demanding environments.

Persevering (Low Score)

Long, difficult tasks can feel frustrating or uninteresting to you. When something becomes too tedious, you may prefer to move on rather than power through. It's not that you don't work hard, rather you prefer working hard on things that keep you engaged and don't require constant, consistent and tedious resistance. If a project requires deep focus and persistence, you might find yourself looking for something else that feels more rewarding in the moment.

Strengths:

- Adaptable and open to change, willing to pivot quickly when tasks become overly tedious or unproductive.
- Excels in environments that require flexibility and rapid adjustments.
- Quickly recognizes when a better path is available and redirects efforts accordingly.
- Prefers to work on tasks that provide immediate value, impact, or engagement.

Positive Influence on Others:

- Promotes flexibility and openness to new directions, emphasizing the value of moving on from unproductive efforts.
- Encourages teams to stay agile, adjusting strategies as needed.
- Helps others recognize when persistence may not always be the best course of action.
- Models a willingness to embrace change and pursue new opportunities.

Potential Areas of Concern:

- Prone to abandoning tasks quickly, potentially missing opportunities to achieve meaningful progress or overcome obstacles.
- Could be perceived as lacking discipline in long-term, arduous, or tedious situations.
- Might find it difficult to push through difficulties that require patience and endurance.

Relating- Capacity to relate to many and varied people.

Relating (High Score)

You genuinely enjoy building relationships with others. You can draw people in through trust and rapport. You understand what others need relationally and you provide that in a healthy manner. You enjoy the close relationships that develop others. You have a desire to ensure everyone is connected to other people through an interpersonal network. Whether it's making new friends, deepening existing connections, or helping others feel included, you thrive in social settings.

Strengths:

- Strong ability to build trust and rapport, fostering meaningful relationships and creating strong interpersonal networks.
- Highly skilled at recognizing and meeting the relational needs of others.
- Naturally ensuring people feel connected and valued.
- Enjoys social interaction and collaboration, thriving in relational environments.
- Able to navigate social settings and connect with a lot of individuals.

Positive Influence on Others:

- Motivates and connects people by fostering trust and building interpersonal networks.
- Acts as a unifying force in teams, ensuring collaboration and harmony.
- Encourages social engagement, helping others form meaningful connections.
- Leads through strong relational skills, influencing others through emotional intelligence.

Potential Areas of Concern:

- Risk of overextending in relationships, potentially neglecting personal boundaries or tasks.
- May struggle with saying "no" due to a strong desire to maintain relationships.
- Could become emotionally drained from constant social engagement.
- Might prioritize relationships over objective decision-making.
- May seek to build more relationships than they can keep healthy.

Relating (Mid Score)

You are capable of forming strong relationships, but you don't constantly focus on it. You enjoy meaningful connections, but you don't always seek out new relationships unless there's a reason to. While you can build trust and rapport when needed, you are also comfortable working within your existing relationships. You desire social engagement while maintaining personal space.

Strengths:

- Approach relationships by building connections as needed while being comfortable working independently.
- Able to form meaningful relationships but does not feel the need to constantly expand social circles.
- Functions well in both team settings and independent work environments.

Positive Influence on Others:

- Encourages a mix of meaningful relationships and independence by being adaptable in relational contexts.
- Engages socially while maintaining productivity.
- Helps others form connections but does not force relationships unnaturally.

Potential Areas of Concern:

- Could struggle with knowing when to invest deeply in relationships versus focusing on tasks.
- Might not fully engage in relationship-building in environments where strong social bonds are critical.
- Risk of misunderstanding relational expectations in highly social or collaborative settings.

Relating (Low Score)

You prefer to work independently and may find it challenging to connect with a wide variety of people. You don't feel a strong need to continue to build new relationships because social interactions may not be a big priority for you. You are drawn to relationships where the expectations and priorities are clear. You may find yourself in need of recovery time after extended periods of relational activity.

Strengths:

- Highly independent, focusing on tasks without relying on relational connections.
- Functions well in environments that require self-sufficiency and limited social interaction.
- Comfortable working alone and making decisions without needing social validation.

Positive Influence on Others:

- Leads by example through self-reliance, emphasizing productivity and independence over relational engagement.
- Encourages others to focus on tasks rather than social dynamics.
- Demonstrates that success does not always require extensive social networking.

Potential Areas of Concern:

- Potential to miss opportunities for collaboration or mutual support due to difficulty connecting with others.
- May struggle in team environments that require strong relational engagement.
- Could be perceived as distant, unapproachable, or indifferent to others.
- Might find it difficult to navigate social expectations in networking or leadership roles.

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Risking- Capacity to being exposed to uncertainty.

Risking (High Score)

You actively seek out challenges and thrive in environments that require a gamble of sorts. You are comfortable with uncertainty and see high-risk situations as opportunities for growth and success. Whether it's trying something new, pushing your limits, or stepping into the unknown, you embrace opportunities that test you. You enjoy the thrill of a challenge and have a natural ability to handle uncertainty with confidence.

Strengths:

- Thrives in challenging environments, embracing uncertainty and pushing boundaries to achieve success.
- Highly adaptable, willing to step into unknown situations to explore new opportunities.
- Confidence in decision-making even when outcomes are uncertain.
- Willing to test limits and take bold actions to reach ambitious goals.
- Quick to seize opportunities that others may shy away from due to perceived risks.

Positive Influence on Others:

- Encourages others to embrace challenges and step out of their comfort zones to pursue opportunities.
- Leads by example, demonstrating confidence in uncertain situations.
- Challenges teams and individuals to take strategic risks to maximize growth.
- Helps others reframe fear of failure into opportunities for learning and progress.

Potential Areas of Concern:

- May take on excessive risks, leading to potential failures or overextension.
- Could overlook necessary precautions or fail to properly assess risks before acting.
- Might struggle with patience, pushing for bold moves without considering long-term consequences.
- May experience significant setbacks due to underestimating the downside of certain risks.

Risking (Mid Score)

You are willing to take risks, but when it makes sense from your perspective. You can handle uncertainty as necessary, but you don't actively seek out high-risk situations for the thrill of it. Before stepping out of your comfort zone, you likely will weigh the potential rewards to ensure the risk is worth it. You balance boldness with clarity. You will take risks based on the context.

Strengths:

- Able to handle uncertainty but prefers a strategic approach to high-risk situations.
- Evaluates risks carefully by ensuring that actions align with long-term goals.
- Willing to step out of the comfort zone as needed but does not seek risk for its own sake.
- Allows for risk mitigation while still pursuing new opportunities.

Positive Influence on Others:

- Promotes an approach that takes risks and yet also prioritizes caution.
- Encourages strategic risk-taking while ensuring that actions are well thought out.
- Provides perspective on how to manage uncertainty and help others make wise decisions.
- Helps teams develop resilience by guiding them through challenging situations.

Potential Areas of Concern:

- May sometimes take risks and other times avoid them, leading to mixed signals to teammates.
- May hesitate when facing uncertain opportunities, potentially missing high-reward situations.
- Might struggle to find the right balance between boldness and caution in high-pressure situations.

Risking (Low Score)

You prefer stability and predictability over uncertainty. Taking big risks or diving into unknown situations may feel uncomfortable, and you are more likely to stick with what's safe and familiar. You'd rather avoid unnecessary exposure to failure and focus on secure, well-planned approaches instead of gambling on uncertain outcomes.

Strengths:

- Prioritizes safety and stability, excelling in consistent and low-risk environments.
- Works well in structured settings where predictability is valued.
- Reduces unnecessary exposure to failure by making careful and deliberate decisions.
- Provides a stabilizing influence in organizations that require reliability over high-risk ventures.

Positive Influence on Others:

- Inspires others to avoid unnecessary risks.
- Encourages teams to focus on proven methods rather than untested ideas.
- Reinforces the importance of careful planning and strategic foresight in decision-making.

Potential Areas of Concern:

- Risk of missed opportunities or stagnation due to overemphasis on safety and reluctance to embrace uncertainty.
- May struggle in fast-paced environments where uncertainty is inevitable and risk is essential for success.
- Might avoid stepping out of the comfort zone, limiting personal and professional growth.
- Could miss chances for innovation, leadership, or advancement due to fear of failure.

Serving- Capacity to serve others.

Serving (High Score)

You naturally put others first, often working behind the scenes to help without expecting recognition. You notice what needs to be done before anyone else and take joy in handling the small but important details that make a difference. Whether it's supporting someone's success or making sure things run smoothly, you are motivated by a desire to serve so others can thrive.

Strengths:

- Deep commitment to serving others selflessly, often anticipating needs and working behind the scenes to help others flourish.
- Strong awareness of how to support people, even when they don't explicitly ask for help.
- Finds joy in assisting others, often prioritizing their needs over personal recognition.
- Take initiative in helping others accomplish their goals without expecting anything in return.

Positive Influence on Others:

- Inspires others through selfless service, fostering a supportive and collaborative environment.
- Encourages acts of service, motivating others to be more aware of how they can help.
- Strengthens team cohesion by ensuring that everyone's needs are met.
- Influences through example, showing that serving others is a powerful way to create impact.

Potential Areas of Concern:

- Risk of neglecting personal or organizational goals due to overcommitting to others' needs.
- May struggle to set boundaries, taking on too many responsibilities for the sake of serving.
- Could become frustrated when others do not reciprocate the same level of service.
- Might prioritize helping others to the point of personal burnout.
- Can be taken advantage of by individuals who rely too heavily on their support.

Serving (Mid Score)

You are happy to help others when it aligns with your priorities, but serving others behind the scenes may not be your priority. You support people when needed, but you also balance serving with pursuing your own goals. You can step in and contribute meaningfully, but you are not

constantly looking for ways to serve—your approach depends on the context and what makes the most sense at the time.

Strengths:

- Serves others as it aligns with personal or organizational goals.
- Capable of supporting others without losing sight of organizational or personal objectives.
- Selectively engages in service, offering help when it makes the most impact.
- Values teamwork and collaboration while maintaining personal boundaries.

Positive Influence on Others:

- Helps others when needed but also encourages self-sufficiency.
- Serving others while promoting strategic goals.
- Encourages teamwork by stepping in as necessary without overcommitting.
- Models effective influence by serving organizational and personal priorities.

Potential Areas of Concern:

- May hesitate to serve others when it conflicts with personal or professional goals.
- Could experience tension between prioritizing team needs and individual responsibilities.
- Risk of being misunderstood by those who expect a higher level of service engagement.

Serving (Low Score)

You tend to focus on your own goals or the bigger picture rather than on serving others directly. You may prefer to lead from the front rather than work behind the scenes, and you don't always notice or prioritize small opportunities to assist others when not obvious. While you are capable of supporting people when necessary, your natural focus is on driving results rather than serving individual needs.

Strengths:

- Focuses on leading and prioritizing organizational objectives to accomplish organizational goals.
- Demonstrates a high level of independence, expecting others to take responsibility for their own needs.
- Ensures leadership goals are met without unnecessary distractions which are better accomplished by others.

Positive Influence on Others:

- Encourages goal-directed independence and personal accountability in teams.

- Helps others stay focused on goals and objectives rather than details related to operational functions.
- Demonstrates that success does not always require a high level of detailed engagement with others' needs.

Potential Areas of Concern:

- Potential to overlook meaningful opportunities to support or assist others, leading to perceptions of being self-focused or detached.
- May struggle in environments where collaboration and service to others are highly valued.
- Risk of not recognizing when others need help, leading to inefficiencies or disengagement within teams.

Transforming- Capacity to bring about transition.

Transforming (High Score)

You are a proponent for improvement, consistently identifying opportunities for refining and transforming organizations, teams, and systems. You can take something that already exists and improve it dramatically. You don't accept the way things are—you see the potential for growth and know how to get people to embrace the change. You understand what needs to be different and work to help others embrace progress.

Strengths:

- Ability to identify, initiate, and motivate change within existing organizations.
- Skilled at recognizing inefficiencies and implementing solutions that enhance effectiveness.
- Understands how to navigate resistance to change and motivate people to adapt.
- Thrives in dynamic environments where transformation is necessary and valued.

Positive Influence on Others:

- Inspires others to embrace change and work collaboratively toward shared goals for improvement.
- Guides teams through transitions with a strategic approach.
- Creates momentum by challenging the status quo and promoting forward-thinking solutions.

Potential Areas of Concern:

- Risk of overemphasizing change, potentially causing resistance or instability within the organization.
- May struggle with patience when change is met with hesitation or pushback.
- Could overlook the value of existing systems, replacing them too quickly without full consideration.
- May create improvements where the leaders do not desire change.

Transforming (Mid Score)

You are open to change when it makes sense, but you don't always seek it out. If something clearly needs improvement, you are willing to support or work to make things better, but you also value stability. You take an approach where you are willing to improve an existing system or organization when necessary but not constantly push for reinvention. You help organizations grow while ensuring that change is thoughtful and purposeful.

Strengths:

- Adaptability with stability, supporting change when necessary while maintaining a preference for consistency.
- Thoughtful in identifying when transformation is needed and when stability is beneficial.
- Can recognize opportunities for improvement while respecting established processes.

Positive Influence on Others:

- Helps teams adjust to new initiatives without creating unnecessary disruption.
- Provides input on organizational improvements while maintaining operational stability.
- Offers practical guidance on managing change effectively and minimizing resistance.

Potential Areas of Concern:

- Might miss opportunities for transformation by hesitating too long before making changes.
- By sometimes advocating for change but at other times resisting it, you may miss what is needed in a given situation.
- Risk of frustration when caught between those who want rapid transformation and those who prefer stability.

Transforming (Low Score)

You prefer to work in an organization that does not need to improve. Shifts in environments, organizations, or processes may feel disruptive to you. You are more comfortable sticking with what works rather than trying to revamp systems or challenge existing conditions. Instead of implementing change, you may prefer to maintain standard operating procedures.

Strengths:

- Ensures stability and continuity within organizations.
- Strong preference for consistency, reliability, and predictable outcomes.
- Minimizes unnecessary disruptions by focusing on what already works.

Positive Influence on Others:

- Promotes stability and reliability, providing reassurance in maintaining current systems and processes.
- Enables teams to stay grounded by resisting unproven changes.
- Prefers familiar or proven methods.

Potential Areas of Concern:

- Resistant to necessary changes, leading to missed opportunities for growth or progress.
- May struggle in fast-moving environments that require frequent improvements.
- Could be perceived as inflexible or hesitant to enhance existing systems.

Uniting- Capacity to unite people around a common cause.

Uniting (High Score)

You are a natural connector who brings people together around a common cause. You help others feel a sense of belonging and ownership in the team's vision. You understand how to balance individual needs with group success, making sure everyone feels valued and motivated to contribute to the overall goal. You don't just want a team to function—you want it to thrive as an integrated group.

Strengths:

- Exceptional ability to connect people around a unified purpose, fostering shared vision and collaboration.
- Skilled at helping others feel included and engaged in the larger mission.
- Strong sense of team dynamics, understanding individual needs while prioritizing collective success.

Positive Influence on Others:

- Inspires teamwork and ownership of a shared vision, creating a strong sense of group camaraderie and connection.
- Builds strong relationships among team members, ensuring alignment and unity.
- Motivates others to work together toward common goals, reinforcing the value of collective success.
- Encourages individuals to sense they are making a difference through the team.

Potential Areas of Concern:

- Risk of overemphasizing a unified direction, potentially overlooking individual contributions.
- May struggle to make tough decisions if they could disrupt the impact of the team.
- Could be so focused on collaboration that they slow down progress in favor of consensus.
- May experience frustration when others do not engage at the same level in fostering unity.

Uniting (Mid Score)

You can bring people together when needed, but it's not always your top priority. You are comfortable fostering teamwork and collaboration, but you are content if everyone isn't on board with the vision. While you support a shared vision, you don't always feel the need to be the one driving team cohesion. Your approach could be to single-heartedly pursue a vision with or without others joining, depending on the context.

Strengths:

- Can work well within a team while also pursuing individual responsibilities.
- Understands when to prioritize teamwork and when to focus on personal execution.
- Encourages a shared vision but is not hindered by unnecessary unity.
- Functions well in leading the charge or building camaraderie, depending on the needs of the context.

Positive Influence on Others:

- Encourages collaboration situationally, showing others how to balance teamwork and individual responsibilities.
- Helps create a shared vision when necessary but accommodates group impact.
- Can moderate between those who strongly prioritize unity and those who prefer working independently for impact.
- Supports team efforts without forcing alignment, allowing for both autonomy and cohesion.
- Demonstrates adaptability in different team environments, helping maintain a productive balance.

Potential Areas of Concern:

- May seek to foster collaboration and focus on personal tasks which causes tension within the team.
- Could struggle with knowing when to step up to actively unite a team rather than allow natural cohesion.
- Might not always recognize when stronger efforts are needed to create group impact.
- Could be perceived as neutral in team-building efforts, leading to neglecting directional leadership roles.

Uniting (Low Score)

You primarily focus on your impact rather than rallying others around a shared vision. You enjoy being part of a team but don't feel a strong need to create unity or make sure everyone feels connected. Instead of driving collaboration, you focus on accomplishing goals and let others handle the team-building aspects. While you may not actively foster unity, you still contribute by doing your part well.

Strengths:

- Strong individual contributor, excelling in fulfilling tasks without prioritizing group cohesion.
- Works well independently, focusing on efficiency and execution rather than team-building.
- Prefers decisiveness rather than collaborative decision-making.

Positive Influence on Others:

- Encourages self-reliance in others, modeling independent work ethic and personal accountability.
- Helps others stay on track by prioritizing results over group interactions.
- Provides clarity and structure in environments where individual execution is more important than collaboration.

Potential Areas of Concern:

- Potential to neglect group cohesion, leading to individualized team efforts or a lack of shared vision.
- May struggle in environments that require high levels of collaboration and shared goal ownership.
- Could be perceived as uninterested in team-building efforts.

Visioning- Capacity to see a preferred future.

Visioning (High Score)

You are motivated by a compelling vision and see possibilities before they exist. You naturally dream about what the future could look like and inspire others to work toward that vision with you. You don't just want things to stay the same—you imagine a bigger, better version of what's possible and are motivated to bring it to reality. While you know you can't do it alone, you thrive on attracting others to a shared future and working together to make it real.

Strengths:

- Exceptional ability to envision the future, inspire others, and attract support for ambitious goals.
- Sees opportunities and possibilities that others might overlook.
- Develops long-term strategies and goals to drive innovation and transformation.
- Highly skilled at rallying others around a shared vision and motivating them to take action.
- Thrives in dynamic environments that require creativity and future-focused thinking.

Positive Influence on Others:

- Motivates and inspires others by painting a compelling picture of what the future could be.
- Encourages people to think beyond immediate challenges and work toward long-term goals.
- Fosters a culture of innovation, helping organizations move toward meaningful change.
- Attracts and retains talent by presenting a vision that excites and engages people.
- Leads with optimism, inspiring confidence in the potential for future success.

Potential Areas of Concern:

- Risk of losing focus on current realities by overemphasizing future possibilities.
- May struggle with execution, focusing more on vision than on practical steps.
- Could experience frustration when others do not immediately grasp the vision.
- Might neglect short-term goals in pursuit of long-term aspirations.
- Can become overly idealistic, setting expectations that are difficult to achieve.

Visioning (Mid Score)

You can think about the future and set meaningful goals when needed, but it's not your constant focus. While you are capable of seeing possibilities and inspiring others to those ends, you also stay grounded in present realities. You like balancing big-picture thinking with practical steps,

and engaging in future planning when it aligns with your current priorities. You support vision when it makes sense, but you are just as comfortable focusing on operating within the current situation.

Strengths:

- Keeps long-term vision in tension with practical, immediate goals.
- Capable of inspiring others with a vision while staying grounded in present realities.
- Connects ambitious goals to step-by-step plans and strategies.
- Skilled at adapting visioning efforts to align with current organizational realities.
- Encourages innovation without losing sight of existing operational needs.

Positive Influence on Others:

- Encourages others by connecting practical actions to meaningful long-term aspirations.
- Provides direction by ensuring that vision is both inspiring and achievable.
- Helps bridge the gap between big-picture ideas and short-term execution.
- Supports teams by aligning immediate priorities with future goals.
- Creates realistic expectations for progress, ensuring that vision remains actionable.

Potential Areas of Concern:

- Vacillates between future vision and immediate practicality, which confuses some.
- May struggle with long-term planning in environments that require constant adaptation.
- Might hesitate between pursuing ambitious change and maintaining stability.
- Risk missing breakthrough opportunities by focusing too much on immediate operational realities.
- May not fully embrace the long-term vision, leading to uncertainty in leadership.

Visioning (Low Score)

You prefer to focus on what's in front of you rather than thinking too far ahead. You don't enjoy dreaming about big, long-term possibilities because you'd rather focus on what's real and actionable today. You prioritize short-term, practical and operational goals that produce measurable results.

Strengths:

- Highly focused on short-term, practical goals, ensuring present needs are effectively addressed.
- Excellent at execution, prioritizing efficiency and productivity over speculation.
- Prefers tangible results over abstract future possibilities.
- Works well in structured environments where stability and predictability are valued.
- Provides immediate solutions to pressing challenges rather than long-term strategies.

Positive Influence on Others:

- Influences by emphasizing the importance of immediate, actionable tasks over abstract future goals.
- Encourages others to stay grounded and focused on what needs to be accomplished now.
- Provides a sense of reliability and consistency, ensuring that teams remain on target.
- Keeps discussions focused on realistic and practical outcomes.
- Helps organizations maintain stability by avoiding unnecessary risks or speculative ventures.

Potential Areas of Concern:

- Potential to miss opportunities for innovation or growth due to a lack of focus on long-term vision.
- May struggle in environments that require future planning and strategic foresight.
- Could be perceived as resistant to change or lacking ambition.
- Might have difficulty inspiring or engaging others who seek a broader purpose.
- Risk of becoming reactive rather than proactive in decision-making, especially in highly volatile environments.

Motivational Themes

Your core motivators shape how you work, lead, collaborate, and think. These themes highlight different aspects of your motivation and how they impact your contributions to an organization.

Directional – How You Provide Leadership & Vision - Blue

Updated: Empowering, Leading, Maximizing, Transforming, Risking, Visioning

Old Directional Theme:Empowering, Leading, Transforming, Risking, Visioning Old Positional Theme: Maximizing

This theme is about your ability to provide direction, make strategic decisions, and guide an organization or team toward success. If you have multiple motivators from this theme in your top five, you are naturally inclined to take on leadership roles and help shape the future of your organization.

- **You are motivated by:** Setting a vision, taking risks, improving systems, making an
- impact, and maximizing opportunities.
  Your contributions: You help the organization stay forward-thinking, innovative, and goal-oriented.
  How others see you: A leader who provides direction, challenges the status quo, and drives change.

Positional – How You Execute & Get Things Done - Orange

Updated: Adapting, Innovating, Organizing, Pacing, Persevering, Serving

Old Positional Theme: Adapting, Innovating, Organizing, Pacing, Persevering

Old Directional Theme: Serving

This theme describes how you approach your work, manage your responsibilities, and bring ideas to life. If you have several motivators from this theme, you are highly engaged in executing tasks and ensuring the organization functions efficiently.

- **You are motivated by:** Problem-solving, adapting to challenges, staying organized,
- maintaining consistency, and serving others.
  Your contributions: You help the team stay on track, improve processes, and ensure things get done effectively.
  How others see you: A dependable, hands-on contributor who thrives in structured environments and brings stability.

Relational – How You Connect & Build Relationships - Green

Updated: Caring, Engaging, Gathering, Relating, Uniting Old Relational Theme: Caring, Engaging, Gathering, Relating, Uniting (same)

This theme reflects how you interact with people and what drives you to build relationships. If you have multiple motivators from this theme, you are naturally drawn to connecting with others and fostering collaboration.

- **You are motivated by:** Supporting, engaging, uniting, and bringing people together.
- **Your contributions:** You help create a strong, healthy work culture by fostering teamwork, trust, and meaningful connections.
- **How others see you:** A people-focused team player who values relationships and ensures a positive, collaborative environment.

Insights – How You Think & Process Information - Red

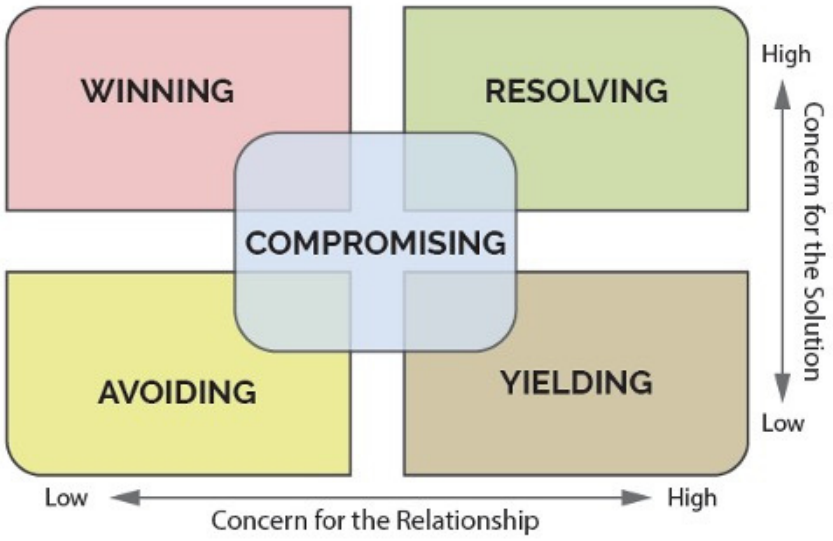
Updated: Believing, Expressing, Learning, Perceiving, Meta-Thinking

Old Intellectual Theme: Believing, Expressing, Learning, Perceiving, Meta-Thinking (same)

This theme is about how you engage your mind, make decisions, and process information. If you have multiple motivators from this theme, you enjoy deep thinking, analyzing, and refining ideas.

- **You are motivated by:** Exploring new ideas, making sense of complex topics, gaining knowledge, and expressing your thoughts.
- **Your contributions:** You bring insight, clarity, and strategic thinking to the organization.
- **How others see you:** A thoughtful, analytical, and intellectual contributor who provides valuable perspectives and problem-solving abilities.

Conflict Profile



Notice that the various ways to approach conflict are based upon what is valued more in the moment; it's either in the relationship or the solution. It is helpful to keep in mind that in some contexts one is more important than the other. The context should determine where you may fall on this grid, given your situation.

WINNING is competing and uncooperative. You believe you have the right answer and you must prove you are right whatever it takes. This may be standing up for your own rights, beliefs or position.

RESOLVING is attempting to work with the other person in depth to find the best solution regardless of where it may lie on the continuum between the parties involved. This involves exploring the issue to find a way out what is best for all.

COMPROMISING is finding a middle ground in the conflict. This often involves meeting in the middle or finding some mutually agreeable point between both positions and is useful for quick solutions, but may not be the optimal solution.

AVOIDING is not pursuing your own rights or those of the other person. You do not address the conflict. This may be diplomatically sidestepping an issue or avoiding a threatening situation.

YIELDING is neglecting your own interests and giving in to those of the other person. This is self-sacrifice and may be charity, serving or choosing to obey another when you prefer not to.

As you look at all five of these ways of dealing with conflict no one way is always better than the others. A person skilled in dealing with conflict needs to have all five of these skill sets available for us when the time necessitates.

Themes of Spiritual Gifts

All gifts have an impact on the body, every gift in some way contributes to the healthy organization, relationships and life change in the Body of Christ. However, these four themes have been used to categorize the 17 gifts into the following themes: Directional, Positional, Relational, and Insight. This way of looking at gifts simply makes them simpler to present and understand.

Directional Gifts - Blue

This theme of gifts focuses on the guidance of the body. These gifts primarily find ultimate expression in the Body of Christ by enabling the church to operate in an effective manner. These gifts show themselves in ministry roles which encourage the unified direction of the church.

Updated: **Apostleship, Evangelism, Faith, Leadership, Mentoring**

Old Functional Theme: Apostleship, Evangelism, Faith, Leadership
Old Interpersonal Theme: Mentoring

Positional Gifts - Orange

This theme of gifts focuses on the healthy functioning of the body. These gifts primarily find ultimate expression in the body of Christ by enabling the church to be efficient in the way it operates. These gifts show themselves in ministry roles which encourage the various ministries to function well together.

Updated: **Administration, Giving, Service, Shepherding**
Old Functional Theme: Administration, Giving
Old Interpersonal Theme: Service, Shepherding

Relational Gifts - Green

This theme of gifts focuses on the relational aspect of the body. These gifts primarily find ultimate expression in the Body of Christ by enabling the church to be highly relational. These gifts show themselves in ministry roles which encourage community and all of the “one another” verses of the New Testament.

Updated: **Encouragement, Hospitality, Mercy**

Old Interpersonal Theme: Encouragement, Hospitality, Mercy

Insight Gifts - Red

This theme of gifts focuses on the educational working of the body. These gifts primarily find ultimate expression in the Body of Christ by enabling the church to develop disciples through understanding and applying the Word of God. These gifts show themselves in ministry roles which encourage learning and growth of the individual and church to reflect the “mind of Christ.”

Updated: **Discernment, Knowledge, Prophecy, Teaching, Wisdom**
Old: Discernment, Knowledge, Prophecy, Teaching, Wisdom (same as updated)

Questions – Personal Questions

1. Tell me about your spiritual Journey that has led you to where you are today? How do you grow spiritually?
2. If I gave you $10,000,000 what would you do tomorrow, next year and the year after?
3. How would you want to be remembered?"
4. When have you felt God's pleasure?
5. Tell me about the 5-10 most significant events in your life?
6. What experiences (good and bad) have shaped you?
7. Who had the most significant influence on your life? How did they influence you?
8. What have been some turning points/ defining moments in your life?
9. What was life like growing up?
10. Describe your home life.
11. What wounds to you carry from your culture of origin?
12. Are you or have you been through counseling?
13. What addictions do you wrestle with?
14. Tell about how your family upbringing has impacted you? And your sense of calling.
15. Who modeled healthy emotions for you?
16. Where/how did you learn to deal with conflict?
17. How do you express your emotions? Anger: how long does it take you to cool off?
18. How has having children changed you?
19. What concerns you about _____?
20. When have you felt successful?
21. What has been the biggest transition in your life?
22. What has been your greatest disappointment?
23. Tell me about a time when you were depressed
24. Describe the most difficult season of your spiritual journey.
25. What was your view of God growing up?
26. In recent years, how has your relationship with God grown and changed?
27. Tell me about SSRI medications you are currently taking? Or have taken?

Questions – Ministry Questions

1. Tell me about when you started something from scratch?
2. Tell me sometime when you have turned something around?
3. Tell me sometime when you have put a team together to accomplish something?
4. Tell me about a time you experienced failure and how did you respond?
5. Tell me about what would your preferred environment for ministry look like?
6. Tell me what would be your preferred environment?
7. Tell me about a time you have personally led someone to Christ (not through church programming)?
   Tell me how you discipled them to reproduce?
8. Tell me about a time you have led a small group of people that grew and multiplied?

Questions – Genogram*

1. How would you describe each family member (parents, caretakers, grandparents, siblings, etc.) with two or three adjectives?
2. How would you describe your parents' (or caretakers') and grandparents' marriages?
3. How was conflict handled in your extended family over two to three generations? Anger? Gender roles?
4. What were some generational themes (for example, addictions, affairs, losses, abuse, divorce, depression, mental illness, abortions, children born out of wedlock, etc.)?
5. How well did your family do in talking about feelings?
6. How was sexuality talked or not talked about? What were the implied messages?
7. Were there any family "secrets" (such as an unwed pregnancy, incest, or financial scandal)?
8. What was considered "success" in your family?
9. How was money handled? Spirituality? Relationships with extended family?
10. How did your family's ethnicity, race, culture shape you?
11. Were there any heroes or heroines in the family? Scapegoats? "Losers"? Why?
12. What addictions, if any, existed in the family?
13. What traumatic losses has your family suffered? For example, sudden death, prolonged illness, stillbirth/miscarriage, bankruptcy, or divorce?
14. What additional losses or wounds resulted from those traumatic losses? For example, loss of a nurturing childhood, loss of an emotionally available mother or father, loss of trust, etc.?

*Scazzero, Peter. Emotionally Healthy Discipleship (pp. 170-171). Zondervan. Kindle Edition.