

## Strengths, Shadow and Strengths Partner

| <b>Executing - Makes things happen and stays focused on the goal. Turns ideas into actions</b> |   |  |                             |                          |  |
|--|---|--|-----------------------------|--------------------------|--|
| <b>Strength</b>  | <b>Description</b>  | <b>Shadow Side, when your strength is overplayed</b> |                             |                          | <b>Strength Partner</b>                  |
| Achiever   | People strong in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.  |  |                             |                          | <b>Activator</b>                         |
| Arranger   | People strong in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to figure out how all of the pieces and resources can be arranged for maximum productivity. | To design a plan                                     | Productivity                | Are flexible             | <b>Futuristic</b>                        |
| Belief   | People strong in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their life.   | To see value   | Provide a purpose           | Keep things on track     | <b>Futuristic</b>                        |
| Consistency  | People strong in the Consistency theme are keenly aware of the need to treat people the same. They try to treat everyone in the world fairly by setting up clear rules and adhering to them                             | To have things be fair                               | Treat people the same       | Set up clear rules       | <b>Maximizer</b>                         |
| Deliberative   | People strong in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate the obstacles.   | To think things through                              | Anticipate obstacles        | Help make decisions      | <b>Command, Self-assurance Activator</b> |
| Discipline   | People strong in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.  | To organize  | Create order                | Add structure            | <b>Input</b>                             |
| Focus  | People strong in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize, and then act.  | To finish  | Prioritise & follow through | Stay on track            | <b>Adaptability</b>                      |
| Responsibility   | People strong in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.  | To see things through                                | Take ownership              | Are honest and loyal     | <b>Belief</b>                            |
| Restorative  | People strong in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.  | To solve problems                                    | Assess challenges           | Help resolve differences | <b>Self-assurance Activator</b>          |

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| <b>Influencing - Sells the teams ideas and gets people involved. Confident, takes charge and speaks up</b> |   |                      |                        |                       |  |
|--|---|----------------------|------------------------|-----------------------|--|
| <b>Strength</b>  | <b>Description</b>  | <b>Needs of Team</b> | <b>Leadership</b>      | <b>In Conflict</b>    | <b>Strength Partner</b>                    |
| Activator  | People strong in the Activator theme can make things happen by turning thoughts into action. They are often impatient.  | To learn by doing    | Make things happen     | Can be impatient      | <b>Futuristic, Strategic, Harmony</b>      |
| Command  | People strong in the Command theme have presence. They can take control of a situation and make decisions.  | To make decisions    | Take control           | Resolution            | <b>Woo, Empathy</b>                        |
| Communication  | People strong in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.  | To tell their story  | Are great presenters   | Need to be heard      | <b>Empathy Individualisation</b>           |
| Competition  | People strong in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.  | To be the best       | Want to be the best    | Need to win           | <b>Positivity</b>                          |
| Maximizer  | People strong in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.                   | Achieve excellence   | Focus on strengths     | Seek to improve       | <b>Restorative</b>                         |
| Self-assurance   | People strong in the Self-assurance theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence that their decisions are right. | To be right          | Provide confidence     | Influence outcome     | <b>Strategic, Deliberative, Futuristic</b> |
| Significance   | People strong in the Significance theme want to be very important in the eyes of others. They are independent and want to be recognized.  | To make a difference | Strive to be important | Need to be recognised | <b>Connectedness</b>                       |
| Woo  | People strong in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with another person.    | To meet people       | Network with others    | Keep people connected | <b>Input Individualisation</b>             |

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| <b>Relationship Building - The glue that holds the team. Creates cohesion and harmony. Gets people involved.</b> |   |                              |                            |                                    |                               |
|--|---|------------------------------|----------------------------|------------------------------------|-------------------------------|
| <b>Strength</b>  | <b>Description</b>  | <b>Needs of Team</b>         | <b>Leadership</b>          | <b>In Conflict</b>                 | <b>Strength Partner</b>       |
| Adaptability   | People strong in the Adaptability theme prefer to "go with the flow." They tend to be "now" people who take things as they come and discover the future one day at a time.                          | To have flexibility          | Live in the moment         | Go with the flow                   | <b>Strategic Focus Belief</b> |
| Developer  | People strong in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.                | To encourage others          | Cultivate growth in people | Recognize improvements             | <b>Individualisation</b>      |
| Connectedness  | People strong in the Connectedness theme have faith in the links between all things. They believe there are few coincidences and that almost every event has a reason.                              | To connect                   | Provide hope               | Supply rationale                   | <b>Communication</b>          |
| Empathy  | People strong in the Empathy theme can sense the feelings of other people by imagining themselves in others' lives or others' situations.   | To understand others         | Tune into others           | Sense others' feelings             | <b>Empathy</b>                |
| Harmony  | People strong in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.   | To achieve consensus         | Promote collaboration      | Look for agreement                 | <b>Command Activator</b>      |
| Includer   | People strong in the include theme are accepting of others. They show awareness of those who feel left out, and make an effort to include them.   | To Involve people            | Accept people              | Include people                     | <b>Strategic</b>              |
| Individualization  | People strong in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different can work together productively. | To Appreciate uniqueness     | Join people together       | Recognize varying viewpoints       | <b>Analytical</b>             |
| Positivity   | People strong in the Positivity theme have an enthusiasm that is contagious. They are upbeat and can get others excited about what they are going to do.  | To Engender enthusiasm       | Get buy-in                 | Keep things upbeat                 | <b>Maximizer</b>              |
| Relator  | People who are strong in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.                                       | To foster good relationships | Enjoy reaching goals       | Concern about distance from people | <b>Discipline Focus</b>       |

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| <b>Strategic Thinking - Future focussed decisions makers who keep the team focussed. Opportunistic in thinking.</b> |  |                        |                        |                         |                          |
|---|--|------------------------|------------------------|-------------------------|--------------------------|
| <b>Strength</b>   | <b>Description</b>   | <b>Needs of Team</b>   | <b>Leadership</b>      | <b>In Conflict</b>      | <b>Strength Partner</b>  |
| Analytical  | People strong in the Analytical theme search for reasons and causes. They have the ability to think about all the factors that might affect a situation.                         | To think critically    | Assess situations      | Can see all sides       | <b>Activator</b>         |
| Context   | People strong in the Context theme enjoy thinking about the past. They understand the present by researching its history.  | To know the background | Research history       | Think about the past    | <b>Futuristic</b>        |
| Futuristic  | People strong in the Futuristic theme are inspired by the future and what could be. They inspire others with their visions of the future.  | To have a vision       | Inspire others         | Focus on what could be  | <b>Futuristic</b>        |
| Ideation  | People strong in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.  | To see the big picture | Make connections       | Are creative            | <b>Analytical</b>        |
| Input   | People strong in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information.   | To get information     | Need to know more      | Ask for the facts       | <b>Focus, Discipline</b> |
| Intellection  | People strong in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.                        | To think               | Are introspective      | Encourage discussions   | <b>Learner</b>           |
| Learner   | People strong in the Learner theme have a great desire to learn and want to continuously improve. In particular, the process of learning, rather than the outcome, excites them. | To learn               | Want to improve        | Focus on the process    | <b>Maximizer</b>         |
| Strategic   | People strong in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.                  | To see alternatives    | Forge the path forward | Quickly name the issues | <b>Activator</b>         |