

Strengths-Based Leadership Resource Guide

Leading With Your Strengths:
A Guide to the 34 Themes

ABOUT THIS RESOURCE

The path to great leadership starts with a deep understanding of the strengths you bring to the table. Use this guide to identify how to use your strongest CliftonStrengths to help you learn about your strengths as a leader, maximize your team and invest in strengths.

This guide also has descriptions, insights and actions for each theme that will help you meet the needs of your followers. Use this guide to enhance your leadership.

INTELLECTUAL PROPERTY STATEMENT

This document contains proprietary research, copyrighted materials and literary property of Gallup, Inc. It is for the guidance of your organization only and is not to be copied, quoted, published or divulged to others outside your organization. All of Gallup, Inc.'s content is protected by copyright. Neither the client nor the participants shall copy, modify, resell, reuse or distribute the program materials beyond the scope of what is agreed upon in writing by Gallup, Inc. Any violation of this Agreement shall be considered a breach of contract and misuse of Gallup, Inc.'s intellectual property.

This document is of great value to Gallup, Inc. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark and trade secret protection safeguard the ideas, concepts and recommendations related within this document.

No changes may be made to this document without the express written permission of Gallup, Inc. Gallup®, CliftonStrengths® and each of the 34 CliftonStrengths theme names are trademarks of Gallup, Inc. All other trademarks and copyrights are property of their respective owners.

“What great leaders have in common is that each truly knows his or her strengths — and can call on the right strength at the right time.”

DON CLIFTON

1924 - 2003

Table of Contents

3	The Needs of Followers		
5	CliftonStrengths Domains		
6	CliftonStrengths Quick Reference Guide for Leaders		
10	<u>Achiever</u>	44	<u>Futuristic</u>
12	<u>Activator</u>	46	<u>Harmony</u>
14	<u>Adaptability</u>	48	<u>Ideation</u>
16	<u>Analytical</u>	50	<u>Includer</u>
18	<u>Arranger</u>	52	<u>Individualization</u>
20	<u>Belief</u>	54	<u>Input</u>
22	<u>Command</u>	56	<u>Intellection</u>
24	<u>Communication</u>	58	<u>Learner</u>
26	<u>Competition</u>	60	<u>Maximizer</u>
28	<u>Connectedness</u>	62	<u>Positivity</u>
30	<u>Consistency</u>	64	<u>Relator</u>
32	<u>Context</u>	66	<u>Responsibility</u>
34	<u>Deliberative</u>	68	<u>Restorative</u>
36	<u>Developer</u>	70	<u>Self-Assurance</u>
38	<u>Discipline</u>	72	<u>Significance</u>
40	<u>Empathy</u>	74	<u>Strategic</u>
42	<u>Focus</u>	76	<u>Woo</u>

The Needs of Followers

Leaders are only as strong as the connections they make with each person in their constituency.

The most effective leaders rally people toward an organization's goals, mission and objectives. They lead. People follow.

But why do they follow? What do people look for, and need, in their leaders?

Gallup's study of more than 10,000 people asked followers what leaders contribute to their lives — and they were able to describe leaders' contributions with remarkable clarity. Four themes emerged: Followers look to their leaders to provide trust, compassion, stability and hope.

What do followers look for in their leaders?

This guide contains descriptions, insights and actions for each element that will help you meet the needs of your followers.

TRUST

Honesty, integrity and respect were other words people frequently used to describe what leaders contribute to their lives. Leaders build trust by speaking the truth and explaining how decisions are made.

COMPASSION

Caring, friendship, happiness and love were other words people frequently used to describe what leaders contribute to their lives. Leaders show compassion by acknowledging the negative emotional impact of situations and decisions.

STABILITY

Stability, security, certainty, predictability, strength, support and peace were other words people frequently used to describe what leaders contribute to their lives. Leaders provide stability when they calmly absorb emotional reactions to situations and decisions.

HOPE

Direction, faith and guidance were other words people frequently used to describe what leaders contribute to their lives. Hope is the result of having ideas and energy to achieve future goals.

There is no more effective way to empower people than to see each person in terms of his or her strengths.

CliftonStrengths® Domains

While each CliftonStrengths theme has its own power and edge, four distinct theme categories have emerged from Gallup's research on high-performing teams: Executing, Influencing, Relationship Building and Strategic Thinking. These domains represent another way for leaders to think about their CliftonStrengths and their powerful contributions as a leader and as a member of leadership teams, how they work with others, and how they get work done.

Executing

People with dominant Executing themes know how to "catch" an idea and make it a reality.

Achiever	Discipline
Arranger	Focus
Belief	Responsibility
Consistency	Restorative
Deliberative	

Influencing

People with dominant Influencing themes know how to take charge, speak up and make sure others are heard.

Activator	Maximizer
Command	Self-Assurance
Communication	Significance
Competition	Woo

Relationship Building

People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.

Adaptability	Includer
Connectedness	Individualization
Developer	Positivity
Empathy	Relator
Harmony	

Strategic Thinking

People with dominant Strategic Thinking themes can help individuals absorb and analyze information that can inform better decisions.

Analytical	Intellection
Context	Learner
Futuristic	Strategic
Ideation	
Input	

CliftonStrengths® Quick Reference Guide for Leaders

E Executing **I** Influencing **R** Relationship Building **T** Strategic Thinking

E **ACHIEVER**®

People exceptionally talented in the Achiever theme work hard and possess a great deal of stamina. They take immense satisfaction in being busy and productive.

Bring: intensity and stamina of effort

Need: freedom to work at my own pace

I **ACTIVATOR**®

People exceptionally talented in the Activator theme can make things happen by turning thoughts into action. They want to do things now, rather than simply talk about them.

Bring: a catalytic sense of urgency

Need: less discussion, more action

R **ADAPTABILITY**®

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

Bring: a willingness to follow the lead of change

Need: present pressures that demand an immediate response

T **ANALYTICAL**®

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

Bring: dispassionate thinking to emotional issues

Need: time to think

E **ARRANGER**®

People exceptionally talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to determine how all of the pieces and resources can be arranged for maximum productivity.

Bring: flexibility and interactivity

Need: a dynamic environment

E **BELIEF**®

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

Bring: values stability, clarity, conviction

Need: a cause or purpose for which to live

I **COMMAND**®

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

Bring: emotional clarity

Need: challenges and conflicts

I COMMUNICATION*

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

Bring: attention to messages that must be heard

Need: a sounding board, an audience

I COMPETITION*

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

Bring: an aspiration to be the best

Need: peers for comparison and motivation

R CONNECTEDNESS*

People exceptionally talented in the Connectedness theme have faith in the links among all things. They believe there are few coincidences and that almost every event has meaning.

Bring: an appreciation of the mystery and wonder of life and all creation

Need: to be part of something bigger than myself — a family, team, global community

E CONSISTENCY*

People exceptionally talented in the Consistency theme are keenly aware of the need to treat people the same. They crave stable routines and clear rules and procedures that everyone can follow.

Bring: rules and policies that promote cultural predictability

Need: standard operating procedures

T CONTEXT*

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

Bring: accurate memories and valuable memorabilia

Need: relevant background for discussions and decisions

E DELIBERATIVE*

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

Bring: a thorough and conscientious approach

Need: time to listen and think before being expected to speak

R DEVELOPER*

People exceptionally talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from evidence of progress.

Bring: a commitment — time and energy — to human growth

Need: someone to invest in

E DISCIPLINE*

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

Bring: precision and detail orientation

Need: a structured and organized environment

R EMPATHY*

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

Bring: emotional intelligence

Need: freedom to laugh, cry, vent

E FOCUS*

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

Bring: clarity through concentration and direction

Need: a goal to establish priorities

T FUTURISTIC*

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

Bring: previews, predication, forecasts

Need: opportunities to talk about the foreseen future

R HARMONY*

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

Bring: a peace-loving, conflict-resistant approach

Need: areas of agreement, common ground

T IDEATION*

People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

Bring: new and fresh perspectives

Need: freedom to explore possibilities without restraints or limits

R INCLUDER*

People exceptionally talented in the Includer theme accept others. They show awareness of those who feel left out and make an effort to include them.

Bring: a high level of tolerance with and acceptance of diversity

Need: room for everyone

R INDIVIDUALIZATION*

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

Bring: an understanding of people that is valuable for placement

Need: individual expectations that are created to fit a person

T INPUT*

People exceptionally talented in the Input theme have a need to collect and archive. They may accumulate information, ideas, artifacts or even relationships.

Bring: tangible tools that can facilitate growth and performance

Need: space to store the resources I naturally acquire

T INTELLECTION*

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

Bring: depth of understanding and wisdom

Need: time for reflection and meditation

T LEARNER*

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

Bring: a learning perspective and excitement for the learning process

Need: exposure to new information and experiences

I MAXIMIZER*

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

Bring: a quality orientation

Need: quality to be valued as much as quantity

R POSITIVITY*

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

Bring: contagious energy and enthusiasm

Need: freedom to experience the joy and drama of life

R RELATOR*

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

Bring: social depth and transparency

Need: time and opportunities for one-on-one interactions

E RESPONSIBILITY*

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

Bring: dependability and loyalty

Need: freedom to take ownership

E RESTORATIVE™

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

Bring: courage and creativity to problematic situations

Need: problems that must be solved

I SELF-ASSURANCE*

People exceptionally talented in the Self-Assurance theme feel confident in their ability to take risks and manage their own lives. They have an inner compass that gives them certainty in their decisions.

Bring: a willingness to take necessary risks

Need: freedom to act unilaterally and independently

I SIGNIFICANCE*

People exceptionally talented in the Significance theme want to make a big impact. They are independent and prioritize projects based on how much influence they will have on their organization or people around them.

Bring: a desire for wanting and producing more

Need: an appreciative audience that will bring out my best

T STRATEGIC*

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

Bring: creative anticipation, imagination, persistence

Need: freedom to make midcourse corrections

I WOO*

People exceptionally talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with someone.

Bring: energy to social situations

Need: social variability

Leading With Achiever[®]

Bring intensity and effort to the most important areas of your life.

BUILD TRUST

- Others respect your work ethic and dedication. Hard work and productivity are visible signs that you are someone who can be trusted to do things right. Live up to that trust. Deliver when you say you will.
- Establish relationships with others by working alongside them. Working hard together can be a bonding experience. When others see that you're willing to work beside them, you'll make a connection. Showing people that you see yourself as an equal, not a superior, can inspire feelings of trust and respect.

SHOW COMPASSION

- Because setting and achieving goals is of paramount importance to you, apply this way of living to more areas. Not spending enough time with the significant people in your life? Choose someone you care about, take on a project that both of you would like to accomplish, and set a timeline. You'll feel good about what you get done and about the time you spend together.
- Every day, put at least one personal relationship goal on your list of things to do. Others will appreciate your time and investment — plus you'll have the satisfaction of checking the "done" box daily.

PROVIDE STABILITY

- Others can count on your belief in the importance of hard work and diligent effort, and they come to expect this from you. They see your consistency and effort as an example of what it takes to create a steady, secure life, and this gives them a sense of stability. Talk to people about how it feels to always give everything you have. Strive to help them see that the one thing they can control in life is their own effort.
- Your stamina causes others to see you as a "rock." You are always working; you never seem to tire. People may even feel sorry for you because you put in such long hours. Gently explain to these people that while others may not work this way, it's what feels good to you. Ask them about their feel-good approach to work. Strive to understand and support others by giving them confidence in their own approach to work.

CREATE HOPE

- Your tremendous energy and desire to accomplish as much as possible inspires others. You can encourage people by knowing what they want to accomplish and asking about their progress. By helping others put together timelines and checklists, you can help them achieve their plans and dreams.
- Setting goals and deadlines motivates you, and it can also help others manage massive projects they undertake. You can make a large, complicated endeavor seem manageable by creating milestones along the way. When someone seeks you out for guidance about a colossal task, share your systems for breaking it down in manageable pieces.

Leading Others With Strong Achiever

Achievers love to complete tasks, and they derive fulfillment from their accomplishments. They have a strong inner drive — an innate source of intensity, energy and power that motivates them to work hard to get things done.


- Call on these people when situations require extra work. The adage, “If you want to get a job done, ask busy people,” is generally true for people with dominant Achiever talents.
- Recognize that people with high Achiever talents enjoy being busy. Sitting in meetings will likely bore people with high Achiever talents. If possible, invite them to only those meetings in which they should offer input.
- Help these people measure what they get done. They may enjoy keeping track of hours, but more importantly, they should have a way to measure cumulative production. Simple measures such as number of customers served, customers known by name, files reviewed, prospects contacted or patients seen will help give them definition.
- Establish a relationship with high Achievers by working alongside them. Working hard together is often a bonding experience for Achievers. Similarly, you should try to keep low producers away from them. Slackers annoy high Achievers.
- When people with high Achiever talents finish a job, time off or an easy assignment is rarely the reward they want. They will be more motivated if you give them recognition for a past achievement and a new goal that stretches them further.
- People with high Achiever may need less sleep and get up earlier than most. Look to these people when the job might require these conditions. Also, ask them questions such as, “How late did you have to work to get this done?” “When did you come in this morning?”
- You may be tempted to promote high Achievers because they are self-starters. But doing so may be a mistake if it leads them away from what they do best. It may be better to look for opportunities for them to do more of what they already do well by using their talents and strengths.

WHAT ACHIEVER SOUNDS LIKE

Melanie K, ER nurse: “I have to rack up points every day to feel successful. Today I’ve been here only half an hour, but I’ve probably racked up 30 points already. I ordered equipment for the ER, I had equipment repaired, I had a meeting with my charge nurse, and I brainstormed with my secretary about improving our computerized logbook. So on my list of 90 things, I have 30 done already. I’m feeling pretty good about myself right now.”

Ted S, salesperson: “Last year, I was salesperson of the year out of my company’s 300 salespeople. It felt good for a day, but sure enough, later that week, it was as if it never happened. I was back at zero again. Sometimes I wish I wasn’t an achiever because it can lead me away from a balanced life and toward obsession. I used to think I could change myself, but now I know I am just wired this way. This theme is truly a double-edged sword. It helps me achieve my goals, but on the other hand, I wish I could just turn it off and on at will. But, hey, I can’t. I can manage it and avoid work obsession by focusing on achieving in all parts of my life, not just work.”

Sara L, writer: “This theme is a weird one. First, it’s good because you live in pursuit of the perpetual challenge. But in the second place, you never feel as though you’ve reached your goal. It can keep you running uphill at 70 miles an hour for your whole life. You never rest because there’s always more to do. But, on balance, I think I would rather have it than not. I call it my ‘divine restlessness,’ and if it makes me feel as if I owe the present everything I have, then so be it. I can live with that.”



Leading With Activator[®]

Be the catalyst. When others are stuck, make a decision and get going.

BUILD TRUST

- Action is what you are all about. Show people that you are someone whose ideals and principles are not just talk. Do something that promotes the values that are important to you. Make a difference. Demonstrate your integrity. Make your actions a reflection of your words.
- Action for action's sake is not enough. Honoring the desires of others is a way of demonstrating respect. Is this the direction they want to take? Are they willing to carry out what you start? Making certain that you are truly on their side, not merely promoting your own agenda, will build the trust and respect that allow you to lead.

SHOW COMPASSION

- Activator talents can be a catalyst for creating one-on-one relationships and then taking them to the next level. Is there someone you can help? Reach out and offer. Make the first move, and you can boost the number of people in your network or deepen a connection that leads to an important friendship.
- Your rapid actions, on behalf of another person, send a powerful message. By showing that you care, you can create bonds much more rapidly than idle words.

PROVIDE STABILITY

- Stability may not be the first thing that comes to mind when thinking about activation. However, consistency is part of stability — and you are consistently there to help others overcome hurdles and blast through resistance. Say it out loud: Let others know that you enjoy moving an objective forward and breaking bottlenecks. Knowing that you are there as a resource is a comfort to people who lack your talent for action.
- Perhaps courage is the part of stability you can offer. When others are reluctant to act and know they can count on you to help push them or their idea forward, they feel a sense of confidence that they do not have to go it alone. They can count on you to get them there faster.

CREATE HOPE

- You can help others by reducing their fear of failure. “You never know until you try” is an Activator attitude. Your ability to boost people’s belief in a positive outcome and reduce the trepidation of a negative one can be very productive. “What’s the worst case scenario?” you might ask. Helping others see that even the downside isn’t so terrifying can be one way to lead them and help move them toward their dreams sooner than they would have gotten there without you.
- Sometimes others simply need your energy to move them from fear to action. Getting started can be daunting, especially when uncertainty looms. Your “put one foot in front of the other” approach can help lessen the intimidation factor. Boost others’ confidence that they can launch initiatives and new projects. Cheer them on by sharing your enthusiasm, and help them gain momentum.

Leading Others With Strong Activator

Activators are catalysts who get things started. They naturally see how to turn ideas into action. As a result, they make things happen. Their energy can be contagious and engaging. If you have an important project or talented group that needs a jump-start, find an Activator — they will bring energy and instant momentum.

- Give these people the responsibility for initiating and organizing a project that fits within their area of expertise.
- Tell these people that you know they can make things happen and that you will be asking for their help at key times. Your expectations will energize them.
- Assign people with high Activator to teams that are bogged down and talk more than they perform. People with high Activator can stir teams into action.
- When people with high Activator complain, listen carefully — you may learn something. Then get them on your side by talking about new initiatives that they can lead or new improvements that they can make. Do this immediately, because unchecked, they can quickly stir up negativity when they get off track.
- Examine their other dominant themes. If they are strong in Command, they may have the potential to sell and persuade very effectively. If they are also strong in Relator or Woo, they may become excellent recruiters for you, drawing in recruits and then pressing them to commit.
- To prevent people with strong Activator from running into too many obstacles, partner them with people who are strong in Strategic or Analytical. They can help people with high Activator look around the corner. However, you may have to intercede for them in these partnerships so that their instinct to act is not stymied by their desire to discuss and analyze.

WHAT ACTIVATOR SOUNDS LIKE

Jane C, *Benedictine nun*: “When I was prioress, we were hit by the energy costs. We had 140 acres, and I walked the acreage every day pondering what we should do about this energy crisis. Suddenly I decided that if we had that much land, we should be drilling our own gas well, and so we did. We spent \$100,000 to drill a gas well. If you have never drilled a gas well, you probably don’t realize what I didn’t realize: namely, that you have to spend \$70,000 just to drill to see if you have any gas on your property at all. So, they dug down with some kind of vibratory camera thing, and they told me that I had a gas pool. But they didn’t know how large the pool was, and they didn’t know if there was enough pressure to bring it up. ‘If you pay another \$30,000, we will try to release the well,’ they said. ‘If you don’t want us to, we’ll just cap the well, take your \$70,000, and go home.’ So, I gave them the final \$30,000 and, fortunately, up it came. It is still pumping.”

Jim L, *entrepreneur*: “Some people see my impatience as not wanting to listen to the traps, the potential roadblocks. What I keep repeating is, ‘I want to know when I am going to hit the wall, and I need you to tell me how much it is going to hurt. But if I choose to bump into the wall anyway, then don’t worry — you’ve done your job. I just had to experience it for myself.’”



Leading With Adaptability[®]

React immediately, and be a positive force for change.

BUILD TRUST

- Sometimes all you can do is help people learn to trust themselves and find their own ability to cope. When others feel like their power over a situation is lost, you can help them see that they still create the outcome by how they react. By trusting in their ability and helping them believe in what they can do, you can give them confidence in themselves.
- You don't grab the reins and try to take control. Rather, you are a co-traveler on the road of life. Your very lack of a personal agenda helps others come to trust that you are truly there to participate with, rather than manipulate, them. Ask questions about where people want to go, and help them get there. They will know that you are truly on their side.

SHOW COMPASSION

- Others have such an appreciation for the way you are "in the moment" when you are together. Make it a priority to focus on them — their feelings, their needs. Things may change in the future, but where they are right now is real. You can honor that and make them feel special by focusing your attention on what is important to them when you spend time together.
- Your ability to go with the flow creates a certain freedom from anxiety and allows frustrations to become more fleeting. This is good medicine for several other talent profiles. When others get stressed out, you're able to put things in perspective. Help others find the comfort that comes from releasing a need to control every aspect of life. Free them to be happier, whatever the circumstances might be.

PROVIDE STABILITY

- Stability and flexibility — do they mix? Sure. Consider the jointed palm tree with a segmented trunk that makes it strong enough to withstand gale-force winds. In much the same way, you help others feel safe and secure by your lack of rigidity. When their plans have been carefully laid out, they may be thrown off course by a bump in the road or a detour. You can help them see that these "side roads" are sometimes the necessary, even preferred, paths to ultimate success. Help them "hang in there" when obstacles threaten plans. Show them that they can navigate the next part of the journey.
- Those who need fast action and results may give up too easily and not persevere for the long haul. You can provide comfort and refuge by encouraging them to relax and let nature take its course. The resulting outcome may be better than anything they could have artificially orchestrated.

CREATE HOPE

- Give others the permission they may need to stop controlling and start living. Inspire them by sharing your perspective, experience and wisdom.
- Acceptance is very likely something you have to offer. Once an event, good or bad, is in the past, how can you help others cope and move beyond it? Think of the times you've come to terms with something you could not control. How did you feel? What did you do? Can you help others do the same?

Leading Others With Strong Adaptability

People with Adaptability talents can quickly change and respond to circumstances that would frighten or intimidate others. People with high Adaptability find ways to keep moving forward when the unexpected happens.

Their natural ability to be in the moment can help others see the way forward.

- People with strong Adaptability live to react and respond. Position them so that their success depends on their ability to adjust to the unforeseen and then run with it.
- Let these people know about the plans you're making, but unless they are also strong in Focus, don't expect them to do the planning with you. They are likely to find a lot of preparation work boring.
- Examine their other dominant themes. If they also have strong talents in Empathy, you might try to position them in a role in which they can be sensitive to and accommodate the varied needs of customers or guests. If one of their other strong themes is Developer, cast them in a mentor role.
- Be ready to excuse these people from meetings about the future, such as goal-setting meetings or career-counseling sessions. They are "here and now" people and will find these meetings rather irrelevant.

WHAT ADAPTABILITY SOUNDS LIKE

Marie T, television producer: "I love live TV because you never know what is going to happen. One minute, I might be putting together a segment on the best teenage holiday gifts, and the next, I will be doing the pre-interview for a presidential candidate. I guess I have always been this way. I live in the moment. If someone asks me, 'What are you doing tomorrow?' my answer is always, 'I don't know. Depends what I'm in the mood for.' I drive my boyfriend crazy because he'll plan for us to go to the antique market on Sunday afternoon, and then right at the last minute, I'll change my mind and say, 'Nah, let's go home and catch the news.' Annoying, right? Yeah, but on the positive side, it does mean that I'm up for anything."

Linda G, project manager: "Where I work, I am the calmest person I know. When someone comes in and says, 'We didn't plan right. We need this turned around by tomorrow,' my colleagues seem to tense up and freeze. Somehow that doesn't happen to me. I like that pressure, that need for instant response. It makes me feel alive."

Peter F, corporate trainer: "I think I deal with life better than most people. Last week, I found that my car window had been smashed and some things were stolen. I was annoyed, of course, but it didn't throw me off my day one bit. I just cleared it, mentally moved on, and went right on with the other things I had to get done that day."



Leading With Analytical[®]

Use your logical, objective approach to make important decisions.

BUILD TRUST

- Think about what you endorse. Because others trust your analytical mind, they may follow your recommendations without investigation of their own. This may be just fine, but at times, others may need your help to realize that what's right for you may not be what's right for them. Help them sort out the factors that make an action or product likely to be successful for their individual needs and desires rather than allowing them to base their analysis on yours. Help them know that you want what's best for them, and they will trust you even more.
- You automatically uncover what's real, true and honest. Others will count on you to be the "truth finder" in any information that may conflict or confuse. Think of this as a way you can support others, and don't wait for them to ask for help. Extend yourself; they will respect and trust your proactive analysis.

SHOW COMPASSION

- Others who love to scrutinize ideas will be drawn to your analytical, truth-seeking approach. Stimulate debates, the tug-of-war of ideas that challenge one another. Make it fun to explore new ideas and sort out what is fact and what is conjecture. When you find a kindred spirit, engage in discussion and debate, and forge a relationship that you will both enjoy.
- Responding to people in crisis is an obvious way to extend compassion and caring. When others are overwhelmed by data and decisions, you can step in to help sort what's real and what can improve their odds in a difficult situation.

PROVIDE STABILITY

- Data are a source of security for many people; if the research backs it, then they are willing to accept a plan and its consequences. Because you carefully examine all possibilities and non-possibilities, you provide the sense of security that many people seek. Do your homework carefully and know that others are looking to follow your lead.
- Your endorsement can be a source of confidence that allows others to trust their own judgment. Thus empowered, they can move forward and make things happen. When you believe others are making good decisions, tell them. Your belief in their opinions and reasoning can give them the certainty and strength they need to proceed.

CREATE HOPE

- Cheer for others when they are doing something difficult that you believe is right. They may be trying to guess how you feel or what you would do. Give praise for wise judgment and offer encouragement that they can face what's ahead. If you believe they will be successful, tell them.
- If others seek you out for advice in making decisions, offer to break down your thought process, and show them how it helps you sort information. Be aware that many people may not be capable of following suit. However, some will want to be students of your approach. Though it may be so well-practiced that it's automatic for you, try to articulate the steps you use for analysis. If you have a willing student, teach.

Leading Others With Strong Analytical

Those with Analytical talents have valuable insights because they can uncover the essential facts needed for excellence in any endeavor. This type of thinking helps them and others become clearer about what excellence is and determine how they can attain it.

- If you are explaining a decision that has already been made to a person with strong Analytical talents, remember to lay out the logic of the decision very clearly. To you, it may feel as though you are overexplaining things, but for them, this level of detail is essential if they are to commit to the decision.
- Every time you have the opportunity, recognize and praise their reasoning ability. They are proud of their disciplined mind.
- Remember that a person with strong Analytical talents has a need for exact, well-researched numbers. Never try to pass shoddy data to them as credible evidence.
- Discovering patterns in data is a highlight to people with strong Analytical. Always give them the opportunity to explain the pattern in detail to you. This will be motivational for them and will help solidify your relationship.
- You will not always agree with them, but always take their point of view seriously. They have probably thought through their points very carefully.

WHAT ANALYTICAL SOUNDS LIKE

Jose G, school system administrator: "I have an innate ability to see structures, formats and patterns before they exist. For instance, when people are talking about writing a grant proposal, while I'm listening to them, my brain instinctively processes the type of grants that are available and how the discussion fits into the eligibility, right down to the format of how the information can fit on the grant form in a clear and convincing way."

Jack T, human resources executive: "If I make a claim, I need to know that I can back it up with facts and logical thinking. For example, if someone says that our company is not paying as much as other companies, I always ask, 'Why do you say that?' If they say, 'Well, I saw an ad in the paper that offers graduates in mechanical engineering \$5,000 more than we are paying,' I'll reply by asking, 'But where are these graduates going to work? Is their salary based on geography? What types of companies are they going for? Are they manufacturing companies like ours? And how many people are in their sample? Is it three people, and one of them got a really good deal, thus driving the overall average up?' There are many questions I need to ask to ensure that their claim is indeed a fact and not based on one misleading data point."

Leslie J, school principal: "Many times, there are inconsistencies in the performance of the same group of students from one year to the next. It's the same group of kids, but their scores are different year to year. How can this be? Which building are the kids in? How many of the kids have been enrolled for a full academic year? Which teachers were they assigned to, and what teaching styles were used by those teachers? I just love asking questions like these to understand what is truly happening."

Leading With Arranger[®]

Improve effectiveness and efficiency by reorganizing resources.

BUILD TRUST

- You want people to tell you the truth because you depend on honest feedback to make important midcourse corrections if necessary. Make sure people know that you expect the truth and that they will not be penalized for telling you exactly what they are thinking. Likewise, foster mutual respect by being honest with them.
- When you create new systems, plans or ways to execute, do so with extreme transparency. Being very open about your thought process will help people understand and follow your reasoning.

SHOW COMPASSION

- When you invest your time considering what's right for other people and how to position them for success, they can't help but love you for it. You may see far more clearly than they do what they can do easily and well. Tell them what you see and give them "permission" to be who they are and to do what they do best. You will free them to have a more satisfying life if you can minimize the frustrations and maximize the joys.
- Sometimes others simply need you to come to the rescue. Overwhelmed with confusion and dissonance, they may be rendered emotionally helpless. When you see someone going into overload, step in and help them simplify their world. Show them how all the pieces can be arranged to fit together and reduce the chaos.

PROVIDE STABILITY

- Your ability to deal with fluid complexity is a comfort to people who need a definitive agenda or plan. When you can keep the confusion as far away from them as possible and sort through myriad information to tell them what they need to know and do, they will feel safer and far more certain that all will be well.
- Sometimes the best laid plans spiral into chaos. By addressing problems before others even know any disruption happened, you help them remain in their comfort zone. Running a tight ship may not be so important to you, but running a steady one is. Many people need that kind of leadership to feel secure, and you provide it.

CREATE HOPE

- Not only can you help people get involved in activities that are right for them, but you can also help them figure out what they shouldn't be doing and encourage them to stop doing it. They may feel trapped by calendars and commitments; you can free them. Inspire them to think about how to rearrange their responsibilities to make their lives more satisfying and productive.
- Before people can reorganize their time and responsibilities for a more fulfilling future, they may need a clear and concrete view of their current situation. Encourage them to fill out a calendar that shows everything they do in a week. Have them account for every hour. Then help them see ways to combine, eliminate or add activities to enhance their quality of life.

Leading Others With Strong Arranger

Arrangers have a natural ability to orchestrate people and resources for maximum effectiveness. They are at their best in dynamic situations. Confronted with the unexpected, they jump into the confusion, devise new options, hunt for new paths and figure out new partnerships. Arranger talents are valuable because they help you continually find the right combinations of people and resources to complete projects successfully.

- People with strong Arranger talents will thrive when given a new challenge, so give them as much as you are able to, according to their knowledge and skill levels.
- They may well have the talent to be a manager or supervisor. Their Arranger talents enable them to figure out how people with very different strengths can work together.
- Pay attention to their other top themes. If they also have strong Discipline talents, they may be excellent organizers, establishing routines and systems for getting things done.
- Understand that their modus operandi for team building is through trust and relationships. They may reject someone who they believe is dishonest or does shoddy work.

WHAT ARRANGER SOUNDS LIKE

Sarah P, finance executive: “I love complicated challenges where I have to think on my feet and figure out how all the pieces fit together. Some people look at a situation, see 30 variables and get hung up trying to balance all 30. When I look at the same situation, I see about three options. And because I see only three, it’s easier for me to make a decision and then put everything into place.”

Grant D, operations manager: “I got a message the other day from our manufacturing facility saying that demand for one of our products had greatly exceeded the forecast. I thought about it for a moment, and then an idea popped into my head: Ship the product weekly, not monthly. So I said, ‘Let’s contact our European subsidiaries, ask them what their demand is, tell them the situation we are in, and then ask what their weekly demand is.’ That way we can meet requirements without building up our inventory. Sure, it’ll drive shipping costs up, but that’s better than having too much inventory in one place and not enough in another.”

Jane B, entrepreneur: “Sometimes when we are all going to a movie or a football game, this Arranger theme drives me up the wall. My family and friends come to rely on me — ‘Jane will get the tickets, Jane will organize the transportation.’ Why should I always have to do it? But they just say, ‘Because you do it well. For us it would take half an hour. For you, it seems to go much faster. You just call up the ticket place, order the right tickets, and just like that, it’s done.’”

Leading With Belief[®]

Honor your values; they keep you on course during tough times.

BUILD TRUST

- To ensure fairness and promote unity, clearly communicate to others the behaviors you will and will not tolerate. Clarity on the front end can prevent misunderstandings and damage to relationships.
- The talents of Belief are more about an attitude of service than they are about a certain set of moral or spiritual beliefs. Show others what it means to be a servant leader. Get a team involved in doing something outside of themselves — something they do for the sole reason of helping another person or group. Demonstrate your Belief talents in actions that speak far louder than your words ever can. That level of integrity will earn you true respect.

SHOW COMPASSION

- Talk with others about what's most meaningful in their lives. Just being a sounding board about something as important as core values builds relationships. Learn what's most important to the people in your life, whether you've known them a long time or just met them. Recognize that we all come from different backgrounds and go through various stages in our lives, and be accepting. Relationships can always grow. Listening creates a connection.
- Common values will bring you close to some people quite rapidly — and sometimes for life. This can be a source of great joy in your life and theirs. Explore beliefs together, ask questions, and have conversations about what matters most in your lives. Take care not to create an "in" and an "out" crowd based on belief systems. Though you can never be "values neutral," nor should you be, you should consider the messages you send with the judgments you make.

PROVIDE STABILITY

- Some of your beliefs are etched in stone. Even in this ever-changing world, they never sway. This firm foundation can be a cornerstone of relationships, activities and the work environment you create. Whether or not people believe as you do, they know where you stand and can be confident in the stability of those beliefs.
- Your passion equips you to fight. In these battles, strive to be seen as a leader who is fighting for something rather than one who is fighting against something. Being seen in a more positive light may help you enlist, engage and retain more support for your cause. People will trust that you will fight for what's right. They take confidence in the strength of your convictions.

CREATE HOPE

- The meaning and purpose of your work will often provide direction for others, so talk about it; share its importance in your life. Remind people why their work is important and how it makes a difference in their lives and in the lives of others. Learn more about how they can live their talents and values through their work and support them in finding those connections.
- Others may be less sure of their values than you are. If they are searching, ask them to take account of where they spend their time and money. The actual use of our time, talent and treasure speaks volumes about what we really value.

Leading Others With Strong Belief

People with strong Belief talents are a source of powerful drive and direction. Their motivation, drive and determination come from living their lives according to their values and beliefs. They provide clarity, conviction and stable values. Their unwavering foundational principles can raise the ethical standards of those around them.

- People with strong Belief will have some powerful bedrock values. Figure out how to align their values with those of the organization. For example, talk with them about how their products and services make people's lives better, or discuss how your company embodies integrity and trust, or give them opportunities to go above and beyond to help colleagues and customers. This way, through their actions and words, they will make visible the values of your organization's culture.
- Realize that people with strong Belief may place greater value on opportunities to provide higher levels of service than on opportunities to make more money. Find ways to enhance this natural service orientation, and you will see them at their best.

WHAT BELIEF SOUNDS LIKE

Michael K, salesperson:

"The vast majority of my nonworking time goes to my family and to the things we do in the community. I was on the countywide Boy Scouts board of directors. And when I was a Boy Scout, I was pack leader. When I was an Explorer, I was junior assistant leader for the Boy Scouts. I just like being with kids. I believe that's where the future is. And I think you can do a whole lot worse with your time than investing it in the future."

Lara M, college president:

"My values are why I work so hard every day at my job. I put hours and hours into this job, and I don't even care what I get paid. I just found out that I am the lowest-paid college president in my state, and I don't even care. I mean, I don't do this for the money."

Tracy D, airline executive:

"If you are not doing something important, why bother? Getting up every day and working on ways to make flying safer seems important to me, purposeful. If I didn't find this purpose in my job, I don't know if I could work through all the challenges and frustrations that get in my way. I think I would get demoralized."



Leading With Command[®]

Be ready to take charge when others waver.

BUILD TRUST

- Because you're known for saying what you think, others trust that you won't play games. They can take what you say at face value, and they can be confident that you won't change your stripes once they've left the room. This directness builds trust, and trust builds relationships.
- Examine the correlations between your stated values and your actions. Are they consistent? Do they demonstrate integrity? Jot down the values that are most important to you. Can you think of recent examples of actions you have taken that confirm the integrity of your beliefs? Make this "walk the talk" checklist a regular part of your self-assessment, and ensure that others should trust what you say and respect your actions.

SHOW COMPASSION

- You feel things intensely and can express great emotion. Do what you do naturally. Tell people how you feel and why they are important to you. Express the connection that others may be too reserved to say out loud. You saying it first may free them to acknowledge that the feeling is mutual. And even if they are not there yet, you can launch the opportunity for a meaningful relationship. An expression of genuine caring, affection or regard can be a powerful step toward initiating or deepening a bond between a leader and a follower.
- You use strong words. Express your sentiments to form a bond with others who will value what you stand for as a human being. Significant relationships are often formed on the basis of shared values, so stating your beliefs or passions can be a way for others to "find" you as a potential friend and champion. Invite others to join you based on your strong feelings and passionate beliefs — they may need the nudge.

PROVIDE STABILITY

- People know where you stand. The security of understanding that your convictions are not built on sinking sand allows people to feel confident that you will always be there for them and always stick to what you believe.
- Others come to you when they need someone to be strong for them — perhaps to shore up their own flagging courage or to step in and be a spokesperson for their needs. When their courage falters, they seek to "borrow" yours. Be aware of this need you fulfill, and ask others if they would like you to intervene on their behalf or accompany them on a difficult mission. Your "take charge" attitude steadies and reassures others in times of crisis. When faced with a particularly trying challenge, use your Command talents to assuage others' fears and convince them you have things under control.

CREATE HOPE

- Because you call it like you see it, others seek you out when they feel they can handle the truth. They might turn to others for support, but they go to you for an honest assessment of what they can and can't do, or should and shouldn't do. You don't shy away from offering advice. Ask them how committed they are to their current plan. Ask if they want your honest opinion. If they say yes, give it gently, but truthfully.
- Your powerful words inspire. Talk about the "why" of each mission without fearing to appear corny or sentimental. Your emotion allows others to rise to the occasion and give of themselves. They may be counting on you to give voice to the emotions that surround the cause. Paint an inspiring picture with your words.

Leading Others With Strong Command

People with strong Command talents bring decisiveness and emotional clarity to situations. They bring to light what is often avoided or unstated, helping them resolve conflicts and misunderstandings. They can help people and groups get through difficult times and make substantive changes in the midst of chaos.

- As much as you can, give people with strong Command room to lead and make decisions. They will not like to be supervised closely.
- When confronting people with strong Command, take firm action. And if necessary, require immediate restitution. Then arrange for them to be productive as soon as possible. They will get over their mistake quickly, and so should you.
- People with strong Command may intimidate others with their upfront, assertive style. You may need to consider whether or not their contribution justifies the occasional ruffled feathers. Rather than pushing them to learn how to be empathetic and polite, you'd make better use of your time by helping their colleagues understand that their assertiveness is part of what makes them effective — as long as they remain assertive rather than aggressive or offensive.

WHAT COMMAND SOUNDS LIKE

Malcolm M, *hospitality manager*:

"One reason I affect people is that I am so candid. Actually, people say that I intimidate them at first. After I work with them a year, we talk about that sometimes. They say, 'Boy, Malcolm, when I started working here, I was scared to death.' When I ask why, they say, 'I've never worked with anyone who just said it. Whatever it was, whatever needed to be said, you just said it.'"

Rick P, *retail executive*: "We have a wellness program whereby if you consume less than four alcoholic beverages a week, you get \$25; if you don't smoke, you get \$25 a month. So one day I got word that one of my store managers was smoking again. This was not good. He was smoking in the store, setting a bad example for the employees, and claiming his \$25. I just can't keep stuff like that inside. It wasn't comfortable, but I confronted him with it immediately and clearly: 'Stop doing that, or you are fired.' He's basically a good guy, but you can't let things like that slide."

Diane N, *hospice worker*: "I don't think of myself as assertive, but I do take charge. When you walk into a room with a dying person and his family, you have to take charge. They want you to take charge. They are a bit in shock, a bit frightened, a bit in denial. Basically, they're confused. They need someone to tell them what is going to happen next, what they can expect — that it's not going to be fun but that in some important ways, it will be alright. They don't want mousy and soft. They want clarity and honesty. I provide it."



Leading With Communication[®]

Use your gift for stimulating conversation to connect with and inspire others.

BUILD TRUST

- You are able to use language to “spin” and to manipulate. But this is wearying over time. Remember that while spin can be persuasive in the short term, it exacts an emotional price. Make sure that you are not only effective, but ethical.
- Help people appreciate each other. Spend time “advertising” what they truly do well and what they are capable of contributing. Bear in mind that genuine praise encourages people, but false praise undermines them and is not taken seriously. Speak the same way about people to their faces as you do when they are not around. The consistency and honor of your words convey your integrity and shape the trust you build.

SHOW COMPASSION

- You have the power to capture people’s emotions and put words to what they feel — sometimes words they cannot find themselves. This naturally draws others to you. So ask questions. Try to pinpoint the key issues people are trying to communicate, what joys or struggles they want to convey. Then give voice to those feelings. Helping people find the words to describe feelings is a powerful way to get them to express and process their own emotions.
- Language is a clue to culture. In any group, from a family to a corporation, think about what the words you use suggest. Names convey expectations. Do you tag your weekly meetings “department meetings,” “staff meetings,” “team meetings,” “quality meetings”? Are they held in a “meeting room,” a “conference room” or a “training center”? Do you frame questions positively to help others see how much you care?

PROVIDE STABILITY

- Capture the successes of others in words, and relate those words back to them, preferably in writing. Use your talent for finding just the right words to praise, give feedback and reassure. Your positive support of others’ achievements will help them feel secure in their roles.
- Think about how you express time. Are we here for the long haul? Are we seeking immediate results or building a long-term reputation? Give people the sense that the big picture is what matters, and they will be free to experiment a little — even fail a little — to make things better for the future. As you choose your words, consider that stability is confidence in the long-term picture.

CREATE HOPE

- In an organizational setting, offer to be the person who composes any “wrap-up” communication. After meetings, send a summary email. Capture the key points and outline the actions people must take. Summarize successes. Express praise to those who have done good work. You can encourage and inspire positive activities and outcomes as well as future accomplishments.
- Your words can guide others. What terms and expressions do you use to paint pictures of the future? Your words also influence the impressions and expectations that people form about individuals and groups. Are you enhancing or undermining their image? When you speak to or about others, consciously choose words that offer encouragement, inspiration and optimism.

Leading Others With Strong Communication

People with strong Communication talents bring attention and focus to important messages.

They can find words for their own thoughts and feelings as well as others', giving them the ability to connect with people in meaningful ways.

- Ask people with strong Communication talents to learn the folklore — the stories of interesting events in your organization. Then give them opportunities to tell these stories to their colleagues. They will help bring your culture to life and thereby strengthen it.
- Ask people with strong Communication talents to help some of the specialists in your organization make more engaging presentations. In some situations, you could ask them to volunteer to make the presentation for the specialist.
- If you send them to public-speaking training, make sure to place them in a small class with advanced students and a top-level trainer. They will be irritated if they're in training with beginners.

WHAT COMMUNICATION SOUNDS LIKE

Sheila K, general manager of a theme park: "Stories are the best way to make my point. Yesterday I wanted to show my executive committee the impact we can have on our guests, so I shared this story with them: One of our employees brought her father to the flag-raising ceremony we have for Veterans Day here at the theme park. He was disabled during the war, and he now has a rare form of cancer and has had a lot of surgery. He's dying. At the start of the ceremony, one of our employees said to the group, 'This man is a veteran. Can we give him a hand?' Everybody cheered, and his daughter started crying. Her dad took off his hat. He never takes off his hat because of the scars on his head from the war and the cancer surgery, but when the national anthem started, he took off his hat and bowed his head. His daughter told me later that it was the best day he's had in years."

Margret D, marketing director: "I once read a book about giving speeches that gave two suggestions: Talk only about things you're really passionate about, and always use personal examples. I immediately started doing that, and I found lots of stories because I have kids and grandkids and a husband. I build my stories around my personal experiences because everyone can relate to them."



Leading With Competition[®]

Aim for first place so you'll always finish strong.

BUILD TRUST

- Cheaters never prosper. Remember that winning at all costs isn't winning; it's defeating yourself. The price of winning can be greater than the pain of losing, so make sure your integrity remains intact when you push for that ultimate victory.
- Protect the trust that you have created with others. Sometimes you may need to "walk off the court" to keep your competitive emotions from damaging the respect you seek from others. Do it. Give yourself the release of emotional reaction, but make sure you do it where the "judges" won't see you.

SHOW COMPASSION

- Competitors recognize one another almost immediately. When you find someone who shares your desire to win, you might choose to compete and push each other, or you might combine forces to create a championship team. Either way, it's an opportunity to form a bond based on a shared outlook.
- Competition, despite all the effort it produces, can leave a bad taste in the mouths of many. Try to bring out the fun side of competition; help it create emotional bonds rather than barriers. Remember that not everyone assigns the same emotional intensity to every activity they undertake and remember to show that you accept and respect that they may have different reasons for being in the "game." Engage the competitor and build on that relationship opportunity.

PROVIDE STABILITY

- A winning team promotes confidence. How can you help individuals or a team be their best? Position players so that they're building on their strengths; this gives them the best possible chance for success and security. Show people their capacity for peak performance based on their natural abilities.
- If you're in a losing battle now, remember your ultimate goal. Keep in mind that you're in it for the long haul, and help others see that too. Give them the peace of mind that this is an ongoing effort rather than a failure.

CREATE HOPE

- Champion others. Verbalize your belief that they can be the best at something. You may see potential in them that they cannot see. Point out the talents you notice in them and help them learn how to turn those talents into strengths.
- You are naturally attuned to real-world measures that assess achievements. Use this talent to identify world-class performance within and outside your organization and to identify industry benchmarks that truly count. Evaluate your organization against these standards, and inspire others to exceed them.

Leading Others With Strong Competition

People with strong Competition talents can inspire themselves and others to a higher standard of performance. They can raise a group's achievement level by creating a culture of winning and an aspiration to be the best.

- Measure this person's accomplishments against other people's — particularly other competitive people. You may decide to post the performance records of all your staff, but remember that only your competitive people will get a charge out of public comparison. Others may resent it or be mortified by the comparison.
- Set up contests for this person. Pit them against other competitors even if you must find them in business units other than your own. Highly charged competitors want to compete with others who are very close to their skill level; matching them against modest achievers won't motivate them. Consider that one of the best ways to manage this person is to hire another competitive person who produces more.
- Talk about talents with this person. Like all competitors, they know that it takes talent to be a winner. Name their talents. Tell them that they need to marshal their talents to win. Do not "Peter Principle" this person by suggesting that winning means getting promoted.

WHAT COMPETITION SOUNDS LIKE

Mark L, sales executive:

"I've played sports my entire life, and I don't just play to have fun — let me put it that way. I like to engage in sports I am going to win and not ones I am going to lose, because if I lose, I am outwardly gracious but inwardly infuriated."

Harry D, general manager:

"I'm not a big sailor, but I love the America's Cup. Both boats are supposed to be exactly the same, and both crews have top-notch athletes. But you always get a winner. One of them had some secret up their sleeves that tipped the balance and enabled them to win more often than lose. And that's what I am looking for — that secret, that tiny edge."

Sumner Redstone, chairman of Viacom (now known as CBS Corporation), on his efforts to acquire that company: "I relished every minute of it because Viacom was a company worth fighting for and I enjoyed a contest. If you get involved in a major competitive struggle, and the stress that inevitably comes with it, you'd better derive some real sense of satisfaction and enjoyment from the ultimate victory. Wrestling control of a company like Viacom was warfare. I believe the real lesson it taught me was that it is not about money, it's about the will to win."



Leading With Connectedness[®]

Help others see connections and purpose in everyday life.

BUILD TRUST

- Your philosophy for life compels you to move beyond your own self-interests. Give voice to your beliefs. Act on your values. When you move beyond self and give of what you have, others see the respect you have for every other human being, despite your differences. Respect is a natural byproduct of selfless acts.
- Seek out global or cross-cultural responsibilities that capitalize on your understanding of the commonalities inherent in humanity. Build global capability and change the mindset of those who think in terms of “us” and “them.” Behaving in the best interests of all parties is a sign of good faith and trustworthiness.

SHOW COMPASSION

- You seek the mutual bond. Develop good questions to ask so that you can quickly find common ground between you and each person you meet. Keep asking these questions until you find the interests you share. Affirm and celebrate the connections you find, and start there to build a foundation for a relationship. Use this as a point of entry into deeper conversations about other parts of their life.
- Your ability to bring people together around shared dreams and meanings is significant. You see the common thread in the greater whole. Take an active role in linking the lives of disparate individuals based on the connections you discover. Make others aware of the bonds they don’t even know exist, and pave the road for friendship by helping strangers recognize the commonalities they have. You can help others make connections that influence the rest of their lives.

PROVIDE STABILITY

- Your sense of the bigger picture can bring calm in chaos. Point out the greater meaning you find in the events around you. Show others that a bump in the road is but a small part of a greater whole. Help them see the difference between what is constant in life and what is transitory. Put current difficulties in perspective.
- People feel safe when they are surrounded by what is comfortably familiar. When others need that sense of security, you can remind them of what is constant, what is shared. Help people remember that a network surrounds them. Simply knowing that they are not alone during difficult times can bring peace and confidence.

CREATE HOPE

- It may surprise you when others are slow to discover the connections that you so easily see. Help them understand the interrelatedness you find in events and people. Broaden their worldview by helping them see a bigger picture. How could they take their own talent to a new level by applying it somewhere they’ve never thought to apply it? How might they partner with someone they see as much different from themselves? Get them thinking in new ways by sharing your broader vision.
- Help people see the links among their talents, their actions, their mission, and the success of the larger group or organization. When people believe in what they are doing and feel like they are part of something bigger, commitment to achievement is enhanced.

Leading Others With Strong Connectedness

People strong in the Connectedness theme build bridges between people and groups, showing them how to relate to and rely on one another. They help others find meaning in the unpredictability of the world around them, providing a sense of comfort and stability in the face of uncertainty. Their ability to “connect the dots” from the past, present and future can give others perspective, guidance and hope.

- People with strong Connectedness talents are likely to have a spiritual orientation and perhaps a strong faith. Your knowledge and, at the very least, acceptance of their spirituality will enable them to become increasingly comfortable around you.
- They may be receptive to thinking about and developing the mission for your organization. They will naturally feel like they are a part of something larger than themselves and will enjoy contributing to the impact of an overall statement or goal.

WHAT CONNECTEDNESS SOUNDS LIKE

Mandy M, homemaker: “Humility is the essence of Connectedness. You must know who you are and who you aren’t. I have a piece of the wisdom. I don’t have much of it, but what I do have is real. This isn’t grandiosity. This is real humility. You have confidence in your gifts, real confidence, but you know you don’t have all the answers. You start to feel connected to others because you know they have wisdom that you don’t. You can’t feel connected if you think you have everything.”

Rose T, psychologist: “Sometimes I look at my bowl of cereal in the morning and think about those hundreds of people who were involved in bringing me my bowl of cereal: the farmers in the field, the biochemists who made the pesticides, the warehouse workers at the food preparation plants, even the marketers who somehow persuaded me to buy this box of cereal and not a different one sitting next to it on the shelf. I know it sounds strange, but I give thanks to these people, and just doing that makes me feel more involved with life, more connected to things, less alone.”

Chuck M, teacher: “I tend to be very black and white about things, but when it comes to understanding the mysteries of life, for some reason, I am much more open. I have a big interest in learning about all different religions. I am reading a book right now that talks about Judaism versus Christianity versus the religion of the Canaanites. Buddhism, Greek mythology — it’s really interesting how all of these tie together in some way.”



Leading With Consistency[®]

Create fair systems to establish and build trust.

BUILD TRUST

- Cultivate trust by subjecting yourself to whatever rules or programs you approve for your group or organization. When you live by the rules, it demonstrates your respect for principle, sets the tone for equality and encourages peaceful compliance.
- Though others may take advantage of the perks of their position, your egalitarian mindset likely rejects them and prefers to live by the same set of expectations and standards as the larger population in your organization. Fully adapt this “equal footing” policy to win respect and solidify your constituency.

SHOW COMPASSION

- Being able to predict how another person will act — and react — helps us confidently plot the course for a relationship. Think about how Consistency influences the relationships others can build with you. Are you always there in times of need? Do you consistently show compassion and caring? Analyze the foundations of your closest relationships, and see what you discover about the role your Consistency talents play. Then consider how you can use this pattern to expand the number of friendships in your life.
- When you show your appreciation for the value another person places on fairness and equity, you validate who they are and form the foundation of support and understanding. You may fare best in relationships with others who live their lives according to similar principles. Seek out opportunities to commend those whose values and ideals you admire. Tell them how they make the world a better place. By doing so, you show them that you notice what they do best and that you care about them.

PROVIDE STABILITY

- Others find comfort in knowing what is expected and what is not tolerated. Let people know the norms so that they do not unintentionally violate them.
- When others know your codes of behavior, they can count on you to be constant in your application of them. Verbalize the importance of consistency in your expectations of yourself and others. By doing this, people will know not only the rules, but also their underlying principles. This will help them predict your behavior in situations the rules don’t cover.

CREATE HOPE

- When others come to you for help, it may be that they’re seeking the comfort of your consistency. Your assurance that they can count on you to be there for them will be encouraging.
- You might find that you are a champion of the underdog. This should feel good to you — it means that your support is not destined only for those in the lead, but for all. Encourage those who struggle. Be sure to consider their personal pattern of success. Perhaps they are striving to achieve in a way that does not suit them well and they need some redirection. Help them make the most of their opportunities by finding a pattern that works for them.

Leading Others With Strong Consistency

People with strong Consistency talents easily and quickly make judgments that are fair to everyone involved. As a result, others have confidence in them and see them as trustworthy. They can develop policies and procedures that help teams and organizations maintain their integrity while accomplishing their mission.

- When you need to put consistent practices in place for your organization, ask people with strong Consistency to help establish routines.
- When they are in an analytical role, ask them to work on group, rather than individual, data. They are likely to be more adept at discovering generalizations that can be made about the group rather than particulars about a certain individual.
- If, as a manager, you struggle with situations in which rules must be applied equally, absolutely and with no favoritism, ask people with strong Consistency to help you deal with them. Explanations and justifications will come naturally to them.
- To develop trust in diversity and equity programs, ask people with strong Consistency talents to contribute to the development of the rules and procedures.

WHAT CONSISTENCY SOUNDS LIKE

Simon H, hotel general manager:

"I often remind my senior managers that they shouldn't be abusing their parking privileges or using their position to take golf tee times when there are guests waiting. They hate my drawing attention to this, but I am just the kind of person who dislikes people abusing perks. I also spend a great deal of time with our hourly employees. I have tremendous respect for them."

Jamie K, magazine editor:

"I am the person who always roots for the underdog. I hate it when people don't get a fair shot because of some circumstance in their life that they couldn't control. To put some teeth to this, I am going to set up a scholarship at my alma mater so that journalism students of limited means can do internships in the real world without having to keep paying for their college tuition. I was lucky. When I was an intern in New York at NBC, my family could afford it. Some families can't, but those students should still get a fair shot."

Ben F, operations manager:

"Always give credit where credit is due; that's my motto. If I am in a meeting and I bring up an idea that one of my staff came up with, I make sure to publicly attribute the idea to that person. Why? Because my bosses always did that with me, and now it seems like the only fair and proper thing to do."



Leading With Context[®]

Look to the past to build a better tomorrow.

BUILD TRUST

- Relate stories of your own life that you think will resonate with others. Being vulnerable enough to share a bit of your own past can be a gateway to trust.
- Encourage mutual sharing of histories and life events if others are willing, and honor their trust when they confide in you.

SHOW COMPASSION

- You're interested in the roots, the history and the formative moments in the lives of those around you. For you, a great conversation starter is, "Tell me about a turning point in your life." Ask questions that elicit stories that will be as fun for you to hear as they are for others to tell. Showing your interest will demonstrate that you care.
- Remember the details of stories you've heard someone tell, and use them as ongoing connecting points with that person. Looking across a room and making eye contact when something you've heard holds meaning for the two of you shows that you listened, remembered and connected to the individual.

PROVIDE STABILITY

- Stability is certainly linked to Context. The sense that nothing in the universe is new means that we have experienced these things before and will do so again. Having survived previous trials indicates our fortitude and resilience and gives us the confidence and courage to find new ways to triumph.
- History teaches patience, and putting things in perspective encourages understanding and security. Articulate the historical perspective on the issues people face today. Help them see the past as a teacher and find wisdom in its lessons.

CREATE HOPE

- Ask questions like, "How did you come to that decision?" "Have you ever dealt with an issue or situation like this in the past?" Your good questions and gentle guidance can help others get perspective on a situation and help them avoid recurring errors. You can give people hope by helping them recognize the strength they have already demonstrated — and will demonstrate again.
- Help people make sense of their lives and circumstances by showing them how to link their own history with their present and future. Work with them to develop a timeline of their lives that includes significant decisions, trials, triumphs and turning points. Ask them what they learned at each juncture. And help them consider what they can do now because of what they've learned.

Leading Others With Context

Checking the rearview mirror is essential for safe driving. It keeps drivers up to date with what's happening behind them. In the same way, people with strong Context talents have a unique ability to understand the link between where they have come from and where they are going.

- When you ask a person with strong Context talents to do something, take time to explain the thinking that led to the request. They need to understand the background of a course of action before they can commit to it.
- No matter what the subject matter, ask them to collect revealing stories, highlight the key discovery from each one, and perhaps build a class around them.
- Ask people with strong Context talents to collect anecdotes of people behaving in a way that exemplifies the cornerstones of your organization's culture. Their stories, retold in newsletters, training classes, websites, videos and so on, will strengthen your culture.

WHAT CONTEXT SOUNDS LIKE

Adam Y, software designer: "I tell my people, 'Let's avoid vujà dé.' And they say, 'Isn't that the wrong word? Shouldn't it be déjà vu?' And I say, 'No, vujà dé means that we're bound to repeat the mistakes of our past. We must avoid this. We must look to our past, see what led to our mistakes, and then not make them again.' It sounds obvious, but most people don't look to their past or don't trust that it was valid or something. And so for them, it's vujà dé all over again."

Jesse K, media analyst: "I have very little empathy, so I don't relate to people through their present emotional state. Instead, I relate to them through their past. In fact, I can't even begin to understand people until I have found out where they grew up, what their parents were like and what they studied in college."

Gregg H, accounting manager: "I recently moved the whole office to a new accounting system, and the only reason it worked was that I honored their past. When people build an accounting system, it's their blood, sweat and tears; it's them. They are personally identified with it. So if I come in and blandly tell them that I'm going to change it, it's like me saying I am going to take your baby away. That's the level of emotion I was dealing with. I had to respect this connection, this history, or they would have rejected me out of hand."

Leading With Deliberative®

Stop, listen and assess before taking action.

BUILD TRUST

- You inspire trust because you are cautious and considerate regarding sensitive topics. Use these talents by taking on opportunities to handle delicate issues and conflicts.
- Others respect the time you dedicate to doing things right and to doing the right things. Let them know when you need time to think before making a decision. Trust them to appreciate that you have their best interests in mind.

SHOW COMPASSION

- You understand the importance and weight of each relationship, and you take this responsibility seriously. Once you've chosen to add someone to your life, tend the relationship well. Invest in activities and conversations that keep you close and reveal your heart to the people who matter most. Lifetime relationships are hard to find, as you know, and they deserve and require your attention and love.
- Understand that your praise is rare — and precious to many. So, when you commend others, consider marking the occasion with a tangible reminder of your recognition. Giving them a visible token of your appreciation will help the memory of your rare praise last for a long time.

PROVIDE STABILITY

- Rather than take foolhardy risks, you are apt to approach a decision cautiously. Trust your instincts when you believe something is “too good to be true.” Your deliberation and caution make others feel protected and secure about the conclusions you reach.
- Others will appreciate the careful thought that goes into each decision you make. Tell them about the options that you have analyzed and why you have chosen a particular course. Consider that they have a stake in the decision too. Ask for and weigh their input as carefully as you do your own.

CREATE HOPE

- Temper the tendency of others to move haphazardly into action by declaring a “consideration” period before decisions are made. Your caution can serve to steer others away from folly and toward wise choices.
- When you know a great deal about a topic, offer others the benefits of the research and analysis you have done. Encourage them to try something if you believe it's the right thing for them to do. Show them the supporting evidence.

Leading Others With Strong Deliberative

People with strong Deliberative talents bring a thorough and conscientious approach to their endeavors. They have the natural ability to reduce risk and prevent problems through innate anticipation and careful thought. As a result, they tend to make outstanding decisions.

- Do not put people with strong Deliberative talents in a role that requires snap judgments. They are likely to feel uncomfortable making decisions on gut instinct alone.
- When caution is required, such as circumstances that are sensitive to legal, safety or accuracy issues, ask them to take the lead. They will instinctively anticipate where the dangers might lie and how to keep you protected.
- People with strong Deliberative talents are likely to excel at negotiating contracts, especially behind the scenes. As far as you can within the confines of their job description, ask them to play this role.
- Do not ask them to be a greeter, rainmaker or networker for your organization. The kind of effusiveness that these roles require may not be in their repertoire.
- In their relationships, people with strong Deliberative talents will be selective and discriminating. Consequently, do not move them quickly from team to team. They need to feel assured that the people that surround them are competent and trustworthy, and this confidence takes time to build.
- They will be known as someone who gives praise sparingly, but when they do, it is truly deserved.

WHAT DELIBERATIVE SOUNDS LIKE

Dick H, film producer:

“My whole thing is to reduce the number of variables out there — the fewer the variables, the lower the risk. When I am negotiating with directors, I always start by giving in on some of the smaller points right away. Then once I have taken the smaller issues out of play, I feel better. I can focus. I can control the conversation.”

Debbie M, project manager:

“I am the practical one. When my colleagues are spouting all these wonderful ideas, I am asking questions like, ‘How is this going to work? How is this going to be accepted by this group or that group of people?’ I won’t say that I play devil’s advocate, because that is too negative, but I do weigh the implications and assess risk. And I think we all make better decisions because of my questions.”

Jamie B, service worker:

“I am not a very organized person, but the one thing I do without fail is double-check. I don’t do it because I am hyper-responsible or anything. I do it to feel secure. With relationships, with performance, with anything, I am out there on a limb, and I need to know that the particular branch I am standing on is solid.”



Leading With Developer[®]

Recognize and cultivate the potential in others.

BUILD TRUST

- Doing something good for the sake of another is a sign of character and an invitation to trust. Extend yourself to others by helping them see their own potential and offering to work with them to develop it. This will increase the breadth and depth of your relationships, and you will enjoy watching them grow.
- Try not to be hurt when others look for an ulterior motive in your good deeds. It may take them time to trust you when you show interest in their personal development. Allow them to see you in action for weeks, months or even years before expecting their full confidence. They may not trust as easily as you do.

SHOW COMPASSION

- You take genuine delight in people's growth and development. Your natural talent for focusing on others is a gift to those you nurture. Cheer for them and let them know that you believe in them. Your compassionate caring touches their hearts and places you squarely on their side. They will never forget the support you offer so easily.
- "We learn best from those we love" is a quote you understand and appreciate. Who loves you? Whom do you love? Be sure to get close enough to not only teach and guide, but to love. Communicate your feelings. Your impact will last forever.

PROVIDE STABILITY

- As you begin working with another person on their development, first acknowledge the progress you've already seen. This provides a basis of confidence and security. You can make taking the next step less intimidating by reassuring them that you are confident they can do it because of what they've already proven themselves able to do. Express your certainty that the next goal is within their reach.
- Developers help others step over comfort thresholds. You provide a "safe zone" where people have permission to strive and fail and strive again. Set others up for success by letting them know that more than one attempt is likely to be necessary before ultimate success results. Helping people set the right expectations provides security that produces the confidence to try again.

CREATE HOPE

- Challenge others by asking good questions that stretch their imagination. What's the most they've ever done? How much do they imagine they could do? What do they dream of doing? What would they do if there were no obstacles, no barriers to their choices?
- Your growth-nurturing approach is your spontaneous response to those around you and makes you an inspirational mentor to many. Consider the moves your best mentors made, and take a lesson from them. Adopt the ones that are right for you, and use them to encourage and champion those you are mentoring.

Leading Others With Strong Developer

Developers see others' raw potential and incremental progress, and they actively invest in furthering that development. Their help and encouragement enable others to learn and grow. As a result, they help groups develop bench strength and ensure a successful future for individuals and teams.

- Position people with strong Developer talents so that they can help others in the organization grow. For example, give them the opportunity to mentor one or two people or to teach a class on a company topic, such as safety, benefits or customer service. If necessary, pay the fee for them to belong to a local training organization.
- They might be good candidates for a supervisor, team leader or manager role. If they are already a manager or executive, look to their business unit for people who can be transferred to positions with greater responsibilities in the organization. They develop people and prepare them for the future.
- Be aware that people with strong Developer talents may protect struggling performers long past the time when they should have been moved or terminated. Help them focus their developing instincts on setting people up to achieve success and not on supporting people who are enduring hardship. The best developmental action they can take with these people is to find them a different opportunity where they can truly excel.

WHAT DEVELOPER SOUNDS LIKE

Marilyn K, college president: "At graduation time when a nursing student walks across the stage and gets her diploma, and about 18 rows back some little kid is standing on a chair with a group yelling, 'Yeah, Mom!' — I love that. I cry every time."

John M, advertising executive: "I'm not a lawyer, doctor or candlestick maker. My skills are of a different type. They have to do with understanding people and motives, and the pleasure I get is from watching people discover themselves in ways they never thought possible and from finding people who bring to the table talents that I don't have."

Anna G, nurse: "I had a patient, a young woman, with lung damage so bad that she will have to be on oxygen forever. She will never have the energy or the strength to live a normal life, and I walk in and she's desperate. She doesn't know if she is short of breath because she is anxious or anxious because she is short of breath. And she's talking suicide because she can't work, can't support her husband. So I got her thinking about what she could do rather than what she couldn't. It turns out that she is very creative with arts and crafts, so I told her, 'Look, there are things you can do, and if those things bring you pleasure, then do them. It's a place to start.' And she cried and said, 'I have the energy to wash only one bowl.' I said, 'That's today. Tomorrow you can wash two.' And by Christmas, she was making all kinds of things and selling them too."

Leading With Discipline®

Create structure, and keep things organized.

BUILD TRUST

- You never let yourself off the hook, and others will respect you for your uncompromising standards. Hold yourself to the standards you set, and your actions will reflect your integrity.
- Others can count on you to make sure every detail is executed exactly right. Discipline can become the basis for trust when people see that their expectations are met time and time again. They will learn to respect your consistent delivery.

SHOW COMPASSION

- Your powerful sense of order can make you a tremendous partner to those who rely on your discipline to supplement their own. Find and celebrate the positive traits others possess that you do not, and build a relationship based on mutual appreciation. Someone learns to rely on you, and you on them, when a complementary partnership is at its best.
- You can show others kindness by attending to the details that they are sure to miss. Adopt the mindset of a caring friend, and seek ways to free others from the details that bog them down. You can make their lives better — and win appreciation at the same time.

PROVIDE STABILITY

- You are predictable and consistent. You do what is required when it is required — if not before. Share your timelines with others, and let them see the consistent progress you make as promised. People will feel safe entrusting you with projects when they see that your actions always follow your words.
- Not everyone is blessed with your sense of order. Share with others the calmness and composure you get from order by letting them know that you have situations under control. Help them see that each part will be accomplished in its time, and the entire project will follow according to plan. Others will be freed to do what they do well when they know that nothing important can slip through the cracks.

CREATE HOPE

- Your performance objectives spur your efforts; you like to get things done each day and each week. Noticing your productivity, others may take their cue from your performance objectives as well. Detail your tasks, goals and timelines, and share them with interested teammates who may use your example to inspire their own work efforts.
- Trying to impose your systems and structures on others who lack strong Discipline talents simply won't work. Rather than trying to “convert” those who appear to need your sense of order, seek to discover what they do well; then support and encourage them in those areas.

Leading Others With Strong Discipline

People with strong Discipline talents love things that are organized and orderly. They meet deadlines, and they can efficiently manage limited resources. They bring a high level of organization, order and stability to their work projects and groups.

- Give those with strong Discipline talents the opportunity to bring structure to a haphazard or chaotic situation. Because they will not be comfortable in such shapeless, messy circumstances — and don't expect them to be — they will not rest until order and predictability are restored.
- When there are many things that need to get done in a set time period, remember their need to prioritize. Take the time to set priorities together, and once the schedule is set, stick to it.
- If appropriate, ask those with strong Discipline talents to help you plan and organize your own work. You might enlist them to review your time management system or even your proposal for reengineering some of your department's processes. Tell their colleagues that this is one of their talents, and encourage them to ask them for similar help.
- They excel at developing routines that help them work efficiently. If they are forced to work in a situation that requires flexibility and responsiveness, encourage them to devise a set number of routines, each appropriate for a certain set of circumstances. This way, they will have a predictable response to fall back on, no matter what the surprise.

WHAT DISCIPLINE SOUNDS LIKE

Les T, *hospitality manager*: "The turning point in my career was attending one of those time-management courses some years back. I was always disciplined, but the power grew when I learned how to use that discipline in an organized process every day. This little device means that I call my mom every Sunday rather than letting months go by without calling. It means I take my wife out for dinner every week without her asking. It means that my employees know that if I say I need to see something on Monday, I will be calling on Monday if I haven't seen it."

Troy T, *sales executive*: "My filing system may not look that pretty, but it is very efficient. I write everything by hand because I know that no customer is going to see these files, so why waste time making them look pretty? My whole life as a salesperson is based on deadlines and follow-up. In my system, I keep track of everything so that I take responsibility not only for my deadlines and follow-up but for all of my customers' and colleagues' as well. If they haven't gotten back to me by the time they promised, they're going to receive a message from me. In fact, I heard from one the other day who said, 'I may as well get back to you because I know you're going to call me if you haven't heard from me.'"

Diedre S, *office manager*: "I hate wasting time, so I make lists — long lists that keep me on track. Today, my list has 90 items on it, and I will get through 95% of them. And that's Discipline because I don't let anybody waste my time. I am not rude, but I can let you know in a very tactful, humorous way that your time is up."



Leading With Empathy[®]

Appreciate and refine your gift for understanding others' thoughts and feelings.

BUILD TRUST

- Help others articulate and frame complex emotions when they're faced with a worrisome situation. Respect their feelings, and allow them the freedom to express what they need to express, whether or not your feelings mirror theirs. Acknowledge and deal with these emotions honestly to build trust.
- Because trust is paramount to you, many of your associates are likely to feel comfortable approaching you to share thoughts, feelings, concerns and needs. Your discretion and desire to be genuinely helpful will be greatly valued.

SHOW COMPASSION

- Witnessing the happiness of others brings you pleasure. Consequently, you are likely to be attuned to opportunities to highlight people's successes and positively reinforce their achievements. At each opportunity, deliver a kind word of appreciation or recognition. By doing so, you are likely to make a profound and engaging impression on that person.
- Sometimes you have the ability to understand what others are feeling before they've recognized it themselves. This uncanny awareness can be unnerving or comforting, depending on how it's shared. Ask questions to gently guide people toward recognition of what you already suspect. Help them name their feelings and create their own path to self-discovery, and you will be a valued partner.

PROVIDE STABILITY

- Sensitive to the feelings of others, you readily gauge the emotional tone of a room. Use your talents to forge a bridge of understanding and mutual support. Your Empathy talents will be especially important during trying times because they will demonstrate your concern as a leader, thereby building security and loyalty.
- Patience and understanding are your hallmarks. Take time to hear people out; don't rush to judgment. Giving people time and space to sort out their own thoughts and feelings in a safe environment promotes their sense of stability and tranquility.

CREATE HOPE

- Others are likely to choose you as a confidante or mentor. Affirm that this is a satisfying relationship for you so they feel welcome to approach you. Encourage them by putting words to what you sense about their aspirations; inspire and guide their dreams by imagining with them.
- Your Empathy talents allow you to anticipate events and reactions. Because you are observant of how others are feeling, you are likely to intuit what is about to happen in the organization before it becomes common knowledge. Help people to be aware as positive emotions build, so as a group, you can capitalize on this to create hope.

Leading Others With Strong Empathy

People with strong Empathy talents can form relationships that have great emotional depth. Others feel understood by them and seek their company. Their innate ability to understand the emotions of those around them provides comfort and stability.

- Pay attention, but don't overreact when people with strong Empathy talents cry. Tears are part of their life. They may sense the joy or tragedy in another person's life more poignantly than even that person does.
- Help them see their Empathy talent as a special gift. It may come so naturally to them that they think everyone feels what they feel, or they may be embarrassed by their strength of feeling. Show them how to use their talents to everyone's advantage.
- Test their ability to make decisions instinctively rather than logically. People with strong Empathy talents may not be able to articulate why they think a certain action is right, but they will often be right nonetheless. Ask them, "What is your gut feeling about what we should do?"
- Arrange for them to work with positive, optimistic people. They will pick up on their feelings and be motivated. Conversely, steer them away from pessimists and cynics. They will depress them.

WHAT EMPATHY SOUNDS LIKE

Alyce J, administrator: "Recently, I was in a meeting of trustees where one of the individuals was presenting a new idea that was critical to them and to the life of this group. When they finished, no one heard their opinion, no one really heard them. It was a powerfully demoralizing moment for them. I could see it in their face, and they were not themselves for a day or two afterward. I finally raised the issue with them and used words that helped describe how they were feeling. I said, 'Something's wrong,' and they started to talk. I said, 'I really understand. I know how important this was for you, and you don't seem like yourself,' and so on. And they finally gave words to what was going on inside. 'You're the only one who heard me and who has said one word to me about it.'"

Brian H, administrator: "When my team is making decisions, what I like to do is say, 'OK, what will this person say about this? What will that person say about it?' In other words, put yourself in their position. Let's think about the arguments from their perspective so that we can all be more persuasive."

Janet P, schoolteacher: "I never played basketball because they didn't have it for women when I was a kid, but I believe I can tell at a basketball game when the momentum is changing, and I want to go to the coach and say, 'Get them revved up. You are losing them.' Empathy also works in large groups; you can feel the crowd."

Leading With Focus[®]

Set specific goals with timelines to motivate yourself.

BUILD TRUST

- Others will respect you because you know what's important, and you keep your attention there. Make sure that you're not delegating nonessentials. Before you ask someone to do something, ask yourself if it affects ultimate performance. If it's not worth your time, perhaps it's not worth anyone's time, and you don't even have to ask. Others will trust your judgment.
- As a person with strong Focus talents, you know that life is about choices. Remember that everyone is responsible for their own decisions. Demonstrate to others that you understand and respect their choices in life.

SHOW COMPASSION

- Take a step back and think broadly about the priorities in your life. Use your Focus talents to target not only the projects that are important, but also the people. Set goals and strategies for giving those people the time and attention they deserve as partners in your life. Include these goals on your daily to-do lists, and check off what you accomplish.
- In whom should you be investing at work? Who makes your life better every day through their efforts on the job? Show appreciation to those who enable you to be so efficient. Acknowledge their role in your effectiveness, and don't forget to reach out when they need your help too.

PROVIDE STABILITY

- Expand the effects of your Focus talents by extending the period of time you usually plan in advance. For example, if you typically plan one year ahead, try planning three years out. Gradually increase the length of time you encompass in your forecasting. Share your thoughts with others. Knowing that you are focusing on and thinking about the long term will give them security now.
- When you share long-term goals with your family and your work teams, tell them that they are part of your future projections. Give them the assurance that they are valued and needed and will be there with you.

CREATE HOPE

- Over a lifetime, we accrue responsibilities and tasks that may have ceased to have meaning for us. Help others clear some of the accumulated clutter of their lives. Ask questions like, "What are the most important priorities in your life and your work? What do you love about doing this? What would happen if you stopped doing this?" By tackling these questions, you can help people focus — or refocus — their energies and offer them a fresh outlook on the future.
- Invest in your organization by guiding the career trajectories of your company's most promising protégés. When mentoring others, you can assist them in crafting well-defined career paths and action plans to secure their major aspirations.

Leading Others With Strong Focus

When others start to wander down divergent avenues, people with strong Focus talents stay on the main road. They help others avoid time-consuming distractions and keep everyone on point.

- Set goals with timelines, and then let people with strong Focus talents figure out how to achieve them. They will work best in an environment where they can control their work events.
- Check in with them on a regular basis — as often as they indicate would be helpful. They will thrive on this regular attention because they like to talk about goals and their progress toward them. Ask them how often you should meet to discuss goals and objectives.
- Don't expect people with strong Focus talents to always be sensitive to the feelings of others; getting their work done often takes top priority. If they also have strong Empathy talents, this effect will obviously be lessened. Nonetheless, be aware of the possibility that they may trample on others' feelings as they march toward their goal.
- They do not thrive in constantly changing situations. To manage this, when describing the change, use language that they will be more receptive to. For example, talk about it in terms of "new goals" and "new measures of success," giving the change trajectory and purpose. This is the way they naturally think.
- Arrange for people with strong Focus talents to attend a time management seminar. They may not naturally excel at this, but because their Focus theme pushes them to move toward their goals as fast as possible, they will appreciate the greater efficiency that effective time management brings.

WHAT FOCUS SOUNDS LIKE

Nick H, computer executive:

"It is very important to me to be efficient. I'm the sort of guy who plays a round of golf in two-and-a-half hours. I worked out a set list of questions so that I could conduct a review of each division in 15 minutes. The founder called me 'The Dentist' because I would schedule a whole day of these in-and-out, 15-minute meetings."

Brad F, sales executive: "I am always sorting priorities, trying to figure out the most efficient route toward the goal so that there is very little dead time, very little wasted motion. For example, I will get multiple calls from customers who need me to call the service department for them, and rather than taking each one of these calls as they come and interrupting the priorities of the day, I group them together into one call at the end of the day and get it done."

Mike L, administrator: "People are amazed how I put things into perspective and stay on track. When people around the district are stuck on issues and caught on contrived barriers, I am able to pole-vault over them, reestablish the focus and keep things moving."



Leading With Futuristic[®]

Share your visions of a better future.

BUILD TRUST

- When helping others imagine what could be, make sure that your visions are grounded in reality. Many people do not find it as easy as you do to envision what things will look like decades later, so provide as much detail as you can about what they can do to be a part of the future. A realistic attitude will help build trust and confidence in your visionary ideas.
- Given your natural ability to look ahead, at times you may see disturbing trends on the horizon. Even if you enjoy talking about possibilities more than problems, you may be able to help people see and eliminate potential roadblocks before they cause any difficulties. Others will come to depend on you for this and trust what you see.

SHOW COMPASSION

- One of the best ways to make a connection with another human being is to listen. Ask the people you lead about their dreams. Have them describe their ideal future to you. Somewhere in their story, your Futuristic talents are likely to find a connection. Build on that connection by asking questions, helping them find more clarity as they put feelings to words. They will feel closer to you simply because you took an interest in their hopes and dreams for the future.
- You see the future more clearly than others. Do a little dreaming for people. Tell them that these dreams are possible if they set their sights on them. Perhaps you see talents in them that they are blind to, or opportunities they have not considered. Investing your time and energy in thinking about possibilities and what is good for other people shows caring and friendship. It shows you are a leader.

PROVIDE STABILITY

- People sometimes exaggerate the fear of the present because they cannot see beyond to a future when “this too shall pass.” You have the gift of perspective; your thinking is not bound by present circumstances. Help others share the calm you possess, knowing that another day will come and all of this will be behind them.
- As you think about the future, be sure to “check in” with the people you lead about their emotions. If the visions you have are too distant for them to imagine, or if too much seems uncertain, they may get worried or uncomfortable. Ask people how they see themselves in the scenarios you discuss, and help them know that these are “what if” pictures, not “must be” plans. They are the ones in control of their destiny.

CREATE HOPE

- Because you have the gift of future thinking, it should come as no surprise that people choose you as their sounding board when they seek direction and guidance. You may have been playing the role of a guide for others your whole life. Think through this role. Consider what questions you should be asking. What do others need from you? How do you find out? Having a set of questions to ask when others seek you out may help you match your contribution to their expectations and aspirations.
- You inspire others with your images of the future. When you articulate your vision, be sure to describe the future in detail with vivid words and metaphors so that others can better comprehend your expansive thinking. Make your ideas and strategies more concrete via sketches, step-by-step action plans or mock-up models so that your associates can readily grasp your intent.

Leading Others With Strong Futuristic

Individuals exceptionally talented in the Futuristic theme are visionaries. Their emotional anticipation and visualization of a better future can inspire them and others to make their dream a reality. Their vision for tomorrow can push them to new heights.

- Give people with strong Futuristic talents time to think about, write about and plan for the products and services your organization will need in the future. Create opportunities for them to share their perspective in company newsletters, meetings or industry conventions.
- Put them on the organization's planning committee. Have them present their data-based vision of what the organization might look like in three years. And have them repeat this presentation every six months or so. This way, they can refine it with new data and insights.
- When your organization needs people to embrace change, ask people with strong Futuristic talents to put these changes in the context of the organization's future needs. Have them make a presentation or write an article that puts these new directions in perspective. They can help others rise above their present uncertainties and become almost as excited as they are about the possibilities of the future.

WHAT FUTURISTIC SOUNDS LIKE

Dan F, school administrator: "In any situation, I am the guy who says, 'Did you ever think about ... ? I wonder if we could ... ? I don't believe it can't be done. It's just that nobody has done it yet. Let's figure out how we can.' I am always looking for options, for ways not to be mired by the status quo. In fact, there is no such thing as the status quo. You are either moving forward, or you are moving backward. That's the reality of life, at least from my perspective. And right now, I believe that my profession is moving backward. State schools are being out-serviced by private schools, charter schools, home schools, internet schools. We need to free ourselves from our traditions and create a new future."

Jan K, internist: "Here at the Mayo Clinic, we are launching a group called the Hospitalists. Rather than having patients handed off from one doctor to another during their stay in the hospital, I envision a family of providers. I envision 15 to 20 MDs of various genders and races, with 20 to 25 nurse practitioners. There will be four to five new hospital services, most of which will work with surgeons and will provide para-operative care as well as care for the hospitalized elderly. We are redefining the model of care here. We don't just take care of the patients when they are in the hospital. If a patient comes in for a knee replacement, a member of the Hospitalist team would see him before the surgery, follow him from the day of surgery through the days of hospitalization, and then see him when he comes in six weeks later for his postoperative check. We will provide patients with a complete episode of care so that they don't get lost in the handoffs. And to get the funding, I just saw the detailed picture in my head and kept describing this picture to the department chair. I guess I made it seem so real that they had no choice but to grant me the funds."



Leading With Harmony[®]

Help others find common ground through practical solutions.

BUILD TRUST

- You show others respect by valuing their input and helping them be heard. At times, you may need to point out that each person's point of view is valuable and deserves respect, if not agreement. Learn to briefly, yet effectively, communicate the value of listening.
- The loudest voices are not the only ones that should be heard. Sometimes you may need to stop the debate, open up the floor and help each person have a say. When you do, make sure this environment is one of trust and respect so that those with quieter voices feel comfortable sharing their opinions. By making it clear that decisions are better when every voice is heard, others will have faith in your motives and be more likely to share discussion time equitably.

SHOW COMPASSION

- Your Harmony talents make life more pleasant. You reduce stress by reducing conflict and friction. Invest some time in conceptualizing the greater purpose of your organization. When tensions mount, remind others of the overriding mission that binds you all together. In addition to cooling the conflict, your actions help others rise to another level that is based on a shared purpose. Others will be drawn to you because you are considerate of everyone's opinions and you honor their views.
- Seeking common ground comes naturally to you. Your quest for harmony between individuals and groups shows others that you care and enhances one-to-one and group relationships. How many points of commonality can you find per interaction? Count them, and see if you can increase your average over time. The greater the number of connecting points, the greater the opportunity for establishing significant and lasting relationships.

PROVIDE STABILITY

- You naturally provide peace and understanding. Your approach allows everyone to stay connected to the group, even when opinions differ. Remind others that the strength of a group is the ability to respectfully bring a variety of ideas to the table. Your knack for appeasing those with opposing views helps everyone in the group feel a sense of security that no matter what the issue, the group will remain intact.
- You calm others by smoothing the waters and helping everyone keep a level head. You ensure that no one is hurt by thoughtless words spoken in passion. Creating an atmosphere of dignity and respect helps others feel safe when it's their turn to share their views.

CREATE HOPE

- Establish and encourage interactions and forums in which people feel that their opinions are truly being heard. In doing so, you will promote engagement, raise individual achievement levels and contribute to the overall performance of teams. This will, in turn, create hope for the future.
- Polish your talent for resolution without agitation by gathering skills and knowledge. Become skilled in moving through the steps of conflict resolution, and invite someone to learn with you. Encourage and inspire each other to become experts in finding solutions through consensus. Learn and teach at the same time.

Leading Others With Strong Harmony

The particular brilliance of the Harmony theme lies in its natural practicality and preference for emotional balance. By reducing friction, people especially talented in the Harmony theme can enhance collaboration. These employees avert many contentious interactions before they start and quickly help others find a resolution.

- Find areas and issues on which you and people with strong Harmony talents agree, and regularly review these topics with them. Surround them with other people who are strong in Harmony. They will always be more focused, more productive and more creative when they know that they're supported.
- Don't be surprised if they agree with you even when you are wrong. Sometimes, for the sake of Harmony, they may nod their head despite judging your idea a poor one. Consequently, you may need other people who instinctively voice their opinions to help keep your thinking clear.

WHAT HARMONY SOUNDS LIKE

Jane C, *Benedictine nun*: "I like people. I relate to them easily because I am very strong in adjustment. I take the shape of the vessel into which I am poured, so I don't irritate easily."

Chuck M, *teacher*: "I don't like conflict in class, but I have learned to let things run their course instead of trying to stop it right away. When I first started teaching, if someone said something negative, I would think, 'Oh, why did you have to say that?' and try to get rid of it right away. But now I simply try to get the opinion of someone else in the class so that perhaps we can have different points of view on the same topic."

Tom P, *technician*: "I can remember vividly when I was 10 or 11 and some of the kids in my school would get into arguments. For some reason, I would feel compelled to get in the middle of things and find the common ground. I was the peacemaker."



Leading With Ideation[®]

Refine your creativity to inspire and energize yourself and others.

BUILD TRUST

- The purpose behind your pursuit of what's new can help others trust you to make good choices. Explain the “why” behind what you do. Help people see that you are seeking to improve the status quo, to better explain the world and to make discoveries that ultimately serve humanity.
- Make things simple. All your ideas, possibilities and tangents can be confusing to some people. You see the simplicity of the underlying principles; articulate that to others so they can see it too. The clearer things seem to people, the more certain they can be that you are doing what is right and makes sense. Help people make connections between what is and what can be.

SHOW COMPASSION

- Others have great appreciation for your creative imagination and your continual quest for new ideas. Invite them along for the ride. Ask them to dream with you. Shared excitement about ideas and possibilities, even from vastly different fields and approaches, can be a foundation for a mutually satisfying relationship.
- Partner with others who have a practical bent — people who can make your ideas realistic and bring them to fruition. You can be their inspiration; they can help you realize your dreams. Your differences are what bind you together and make each of you more successful than you would be on your own. Show consideration and appreciation for what others bring to the table.

PROVIDE STABILITY

- Stability and Ideation might seem at odds. You are always searching for ways to break from convention and look at things from a new angle. Verbalize the fact that you're not seeking to destroy what is — rather, you want to make things better. You understand that security doesn't come from maintaining the status quo and doing things the way they've always been done; security is about making sure you are prepared for the future.
- You must take risks. Still, you can calm others by educating them that those risks are calculated, not reckless. Give others confidence by helping them see the logic behind your pursuit of what's new, and keep them informed along the way.

CREATE HOPE

- You are a natural fit with people in research and development; you appreciate the mindset of the visionaries and dreamers in your organization. Spend time with imaginative staff members, and sit in on their brainstorming sessions. Invite people you know who have good ideas to join as well. As a leader with exceptional Ideation talents, you can contribute to inspirational ideas and make them happen.
- Find people in other walks of life who like to talk about ideas, and build mutually supportive and satisfying relationships. Their knowledge and dreams about an area that is foreign to you can inspire you. Feed one another's need for big thinking.

Leading Others With Strong Ideation

People with dominant Ideation talents are spontaneously creative and bring new perspectives. They have a natural sense of innovation that defies conventional thinking. Their inventive approach to problems and projects can be a source of new and valuable ideas.

- People with strong Ideation talents have creative ideas. Be sure to position them where their ideas will be valued.
- Encourage them to think of useful ideas or insights that can be shared with your best customers. From Gallup's research, it is clear that when a company deliberately teaches its customers something, their level of loyalty increases.
- People with strong Ideation talents need to know that everything fits together. When decisions are made, take time to show them how each one is rooted in the same theory or concept.
- When a particular decision does not fit into an overarching concept, be sure to explain to them that the decision is an exception or an experiment. Without this explanation, they may start to worry that the organization is becoming incoherent.

WHAT IDEATION SOUNDS LIKE

Mark B, writer: "My mind works by finding connections between things. When I was hunting down the Mona Lisa in the Louvre museum, I turned a corner and was blinded by the flashing of a thousand cameras snapping the tiny picture. For some reason, I stored that visual image away. Then I noticed a 'No Flash Photography' sign, and I stored that away too. I thought it was odd because I remembered reading that flash photography can harm paintings. Then about six months later, I read that the Mona Lisa has been stolen at least twice in this century. And suddenly I put it all together. The only explanation for all these facts is that the real Mona Lisa is not on display in the Louvre. The real Mona Lisa has been stolen, and the museum, afraid to admit their carelessness, has installed a fake. I don't know if it's true, of course, but what a great story."

Andrea H, interior designer: "I have the kind of mind where everything has to fit together or I start to feel very odd. For me, every piece of furniture represents an idea. It serves a discrete function both independently and in concert with every other piece. The 'idea' of each piece is so powerful in my mind, it must be obeyed. If I am sitting in a room where the chairs are somehow not fulfilling their discrete function — they're the wrong kind of chairs or they're facing the wrong way or they're pushed up too close to the coffee table — I find myself getting physically uncomfortable and mentally distracted. Later, I won't be able to get it out of my mind. I'll find myself awake at 3:00 a.m. and I walk through the person's house in my mind's eye, rearranging the furniture and repainting the walls. This started happening when I was very young, say 7 years old."



Leading With Includer[®]

Stretch the circle wider. Find ways to get more people involved.

BUILD TRUST

- Your utter lack of elitism inspires respect and honor. Others can rely on you to find common ground and recognize the contribution each person makes to the whole.
- Automatic acceptance is part of your wiring. You don't debate the merits and drawbacks of including someone. If someone is there, they should be welcomed and brought into the fold. Help others see past what's on the outside, and ask them to consider how others feel. Everyone will know that you are a person who deserves respect when they see the respect that you give to others.

SHOW COMPASSION

- Everyone needs an Includer as a friend. You help people feel welcome and immediately make them a part of something larger than themselves. You reach out and invite others to join when they are feeling like outsiders looking in. Never hesitate to invite, even when rebuffed. Know that you are always doing the right thing.
- Nurture the new folks in your organization. Be a first friend. Know their names and introduce them to others, helping them find connecting points. You will collect many best friends this way. It's hard to forget the person who first made you feel like you belonged in a new place where you felt uncertain.

PROVIDE STABILITY

- Stability is fostered when everyone knows that they will not be excluded. Being consistent with your invitations and open to a wide variety of people helps others know that they too find a welcome whenever they need it. That's security.
- Your attitude that "there's always room for one more" will promote inclusion rather than competition when someone new joins the group. When others see that the circle expands to accommodate all, they will feel less territorial and more secure that they have a place in the fold. Make them feel even more confident by asking them to take on some of the orientation for new people.

CREATE HOPE

- Be an "Includer coach." Share your ideas for helping people feel welcome. Others may require a caring nudge to get them to step outside their comfort zone and make the first move to add someone to their inner circle. When you offer that nudge, you give two people a bit more opportunity for growth in the future.
- Consider that people will relate to each other through you. You are a conduit for information; you can connect with all of the people in a group and keep them effectively connected to each other. Watch as this network you have created multiplies by the day.

Leading Others With Strong Includer

Includers are sensitive to those who are excluded, with an innate desire and capacity to bring them into the group. These individuals' thoughtful approach to others not only increases participation and communication, as they ensure everyone is considered, but also brings a level of tolerance and acceptance of diversity.

- People with strong Includer talents are interested in making everyone feel like part of the team. Ask them to work on an orientation program for new employees. They will be excited to think about ways to welcome new recruits.
- You can capitalize on people with strong Includer talents by focusing them on your customers. Properly positioned, they may prove to be very effective at breaking any barriers between customer and company.
- Because they probably will not appreciate elite products or services made for a select category of customer, position them to work on products or services that are designed for a broad market. They will enjoy planning ways to cast a wide net.
- In certain situations, it may be appropriate to ask people with strong Includer talents to be your organization's link to community social agencies.

WHAT INCLUDER SOUNDS LIKE

Harry B, *outplacement consultant*: "Even as a child, although I was very shy, I always made sure that I was the one inviting others to play. When picking teams or sides in school, I never wanted anyone not to participate with us. In fact, I can remember when I was 10 or 11, I had a friend who was not a member of our church. We were at a church banquet, and he showed up at the door because typically we had our youth activity at the church on that night. Immediately, I got up, brought him over to our family, and sat him down at the table."

Jeremy B, *defense lawyer*: "When I first started this job, I met people and became fast, furious friends with them almost on day one, only to find out later that, you know, this person's got a lot of issues, and I've already included them in dinner parties and our social circle. My partner, Mark, is like, 'What is it exactly that made you want to include this person?' And then it's a matter of figuring out what pushed my buttons when I first met them, what made me enjoy them so much. And, you know, making sure that this is the aspect of them that Mark and I focus on ... because once I include someone in my circle, I don't dump them."

Giles D, *corporate trainer*: "In class, I seem to be able to sense when someone is disengaging from the group discussion, and I immediately draw them back into the conversation. Last week, we got into a lengthy discussion about performance appraisals, and one person wasn't talking at all. So I just said, 'Monica, you've had performance appraisals. Any thoughts on the subject?' I really think this has helped me as a teacher because when I don't know the answer to something, very often it is the person I pull in who supplies the answer for me."

Leading With Individualization[®]

Appreciate the uniqueness in each person you meet.

BUILD TRUST

- Sometimes you know more than people would like you to know. Keep strict confidences, and only share your insights with a person one-on-one. Others should decide if they want you to share those insights publicly.
- Others trust your instincts about people's unique qualities. Continue to build on that trust by focusing on the positive as much as you can when you are asked to share your impressions about someone.

SHOW COMPASSION

- Others are often surprised at the depth of your insights about them, especially when you've known them only a short time. You probably often hear, "How did you know that?" As relationships develop, others will want to hear in greater depth your thoughts and insights regarding their actions, motivations and talents. You are a mirror for them, and you offer a valuable perspective. Ask them to tell you more about themselves, and test your insights. Accept and affirm what they told you.
- You may have the gift of gifting — choosing the perfect gift for another person, even someone you don't know particularly well. Finding a small token and giving it at an unexpected time can be a quick relationship builder. Give yourself permission to reach out in this way, and enjoy the rewarding looks of surprise and delight. Who can resist a perfectly chosen gift? Bring joy into others' lives with little surprises.

PROVIDE STABILITY

- Your awareness is essential to providing stability. By being attuned to others' desires and needs, you can help them because you can position them in the right place. Their confidence grows because they are being asked to do what they do best.
- "All generalizations are false, including this one" is a phrase you might enjoy. Knowing that you are conscious of each person's special circumstances helps them feel understood and secure. Let people know that despite the rules or the classic wisdom, you will take their unique talents and needs into account when making decisions about opportunities they can pursue.

CREATE HOPE

- Sometimes people are more predictable to you than they are to themselves. Use your talent to notice others' consistent behavior patterns to help them see things they can't. You might be able to help them capitalize on talents they seldom use intentionally or avoid pitfalls that repeatedly ensnare them. Kindly give them feedback to help them streamline their dreams and aspirations.
- You are instinctively aware that individuals will be most productive when their environments are suited to their talents. Wherever appropriate, implement organizational policies that allow your associates to work in their own style — policies that allow people to express their individuality in the clothes they wear, how they decorate their offices, and the hours they work. Through these policies, you will engage and inspire your associates and enable them to produce their best work.

Leading Others With Strong Individualization

People with strong Individualization talents notice and appreciate the unique characteristics of each person and can customize their approach accordingly. Like a casting director, they use their intelligence about people to position them to do what they do best. This creates a type of team cooperation that leads to a more enjoyable work experience and increased effectiveness.

- Ask those with strong Individualization talents to serve on your selection committee. They will likely be a very good judge of each candidate's strengths and weaknesses. By figuring out the right people for the right roles using their Individualization talents, they will also help improve the organization's productivity.
- When appropriate, have them help design pay-for-performance programs in which all employees can use their strengths to maximize their pay.
- Ask people with strong Individualization talents to teach an internal training class or mentor new employees. They may well have a knack for spotting how each person learns differently.
- Look at their other dominant themes. If their Developer and Arranger talents are also strong, they may have the potential to be a manager or supervisor. If their talents lie in Command and Woo, they will probably be very effective at turning prospects into customers.

WHAT INDIVIDUALIZATION SOUNDS LIKE

Les T, *hospitality manager*:
"Carl is one of our best performers, but he still has to see me every week. He just wants a little encouragement and to check in, and he gets fired up a little bit after that meeting. Greg doesn't like to meet very often, so there's no need for me to bother him. And when we do meet, it's really for me, not for him."

Marsha D, *publishing executive*: "Sometimes I would walk out of my office and — you know how cartoon characters have those balloons over their head? I would see these little balloons over everyone's head telling me what was in their minds. It sounds weird, doesn't it? But it happens all the time."

Andrea H, *interior designer*:
"When you ask people what their style is, they find it hard to describe, so I just ask them, 'What is your favorite spot in the house?' And when I ask that, their faces light up, and they know just where to take me. From that one spot, I can begin to piece together the kind of people they are and what their style is."



Leading With Input[®]

Keep exploring; always be curious.

BUILD TRUST

- Become a trusted authority by making sure that the information you provide is both current and accurate. Check multiple sources just to be sure, and help others distinguish between fact and opinion.
- You earn respect by doing your homework and providing others with the information they need to succeed. When they see that you have put in the time and taken the responsibility to do thorough research, they can't help but appreciate your desire to do good work and trust your comprehensive findings.

SHOW COMPASSION

- People will be attracted to you as a leader because they see your resourcefulness and your awareness of the most recent developments and information. Let others know that you love to answer their questions and research their most pressing issues. Use your Input talents to connect with others, and make yourself available as someone they can depend on for help.
- When you meet others who share your interests, think beyond the learning opportunity at hand and consider the relationship possibilities. Could this be the start of a friendship? Invite this person along when you discover opportunities to pursue your mutual interest, such as an exhibit or an upcoming speech. Use your Input talents as a stepping stone to relationships, and extend the first invitation.

PROVIDE STABILITY

- Your knowledge base can be a foundation for stability. When others know that you have researched the topic at hand with your characteristic thoroughness and depth, they will feel confident that your decisions are well thought out. Share with them the extent of your research efforts.
- You don't merely collect information; you store it for a time when it might prove useful. By producing the backup and documentation for efforts that might seem risky to some, you assure them that they are moving in the right direction.

CREATE HOPE

- Your mind is like a sponge — you naturally soak up information. But just as the primary purpose of a sponge is not to permanently contain what it absorbs, neither should your mind simply store information. Input without output can lead to stagnation. As you gather and absorb information, be aware of the individuals and groups that can benefit from your knowledge, and be intentional about sharing it with them.
- Expose yourself to the written thoughts and ideas of other people. Then engage in serious discussion about them. Through this process, you will become a learner who also teaches.

Leading Others With Strong Input

Input without output can lead to stagnation. As you gather information, know which team members can benefit from your knowledge, and intentionally share it with them. Others may perceive your “need to know” as micromanagement. Explain that your desire to be kept informed is unrelated to your trust in their abilities.

- Focus their natural inquisitiveness by asking them to study a topic that is important to your organization. Or position them with a heavy research component. They enjoy the knowledge that comes from research.
- Pay attention to their other strong themes. If they are also strong in Developer, they may excel as a teacher or trainer by peppering their lessons with intriguing facts and stories.
- Help people who have strong Input talents develop a system for storing the information they collect. This system will ensure that they can find it when they need it.

WHAT INPUT SOUNDS LIKE

Ellen K, writer: “Even as a child, I found myself wanting to know everything. I would make a game of my questions. ‘What is my question today?’ I would think up these outrageous questions, and then I would go looking for the books that would answer them. I often got in way over my head, deep into books that I didn’t have a clue about, but I read them because they had my answer someplace. My questions became my tool for leading me from one piece of information to another.”

Kevin F, salesperson: “I am amazed at some of the garbage that collects in my mind, and I love playing Jeopardy and Trivial Pursuit and anything like that. I don’t mind throwing things away as long as they’re material things, but I hate wasting knowledge or accumulated knowledge or not being able to read something fully if I enjoy it.”



Leading With Intellection[®]

Think deeply. Think often.

BUILD TRUST

- When you carefully analyze others' thinking and then respectfully give your honest opinion, you can help them avoid pitfalls and mistakes. They will appreciate your forthright willingness to help them succeed, and they will come to depend on you for this.
- Your sheer intellectual capacity will cause some to respect and revere you. Prove yourself worthy by remembering that thought without action is not always particularly helpful. Use your gift of Intellection to make a difference, and your respect will be well-deserved.

SHOW COMPASSION

- Engaging others in intellectual and philosophical debate is one way you make sense of things. It is also one way you build relationships. Channel your provocative questions to people who similarly enjoy the give and take of debate. They will seek you out as a friend and colleague who sharpens their thinking — and one they want to spend time with again and again.
- Some people will want you to think with them, while others will want you to think for them. You may be able to build relationships with some people because you look at things from an entirely different angle than they do. For people who are single-minded and action-oriented, you may be the kind of thinking partner who improves their odds for success. Show that you truly care about them by sharing your thoughts with them.

PROVIDE STABILITY

- Remember to occasionally back up so others can follow the trail of your thinking. They may not be ready for the pronouncement until they have followed the path. Share the mental steps you executed to arrive at your current conclusions so people don't worry that your thinking lacks foundation.
- Help others understand your need for solitude and space to think. Let them know that this is simply a reflection of your intellectual style and that it results from a desire to bring the most you can to relationships and opportunities. Sharing the fact that you think deeply about what's best for them and for the organization can be a great comfort.

CREATE HOPE

- Encourage others to use their full intellectual capital by reframing questions for them and by engaging them in dialogue. At the same time, recognize that there will be some who find this intimidating and who need time to reflect before being put on the spot. Help them engage their intellect in the way that is best for them. Then inspire them to use that way of thinking to dream and meditate about the future.
- Others will seek out your opinion because they appreciate the wise scrutiny you give to ideas and efforts. Bear in mind that you are at your best when you have the time to follow an intellectual trail and see where it leads. Get involved on the front end of projects and initiatives so that your thinking can have a greater impact on long-term outcomes.

Leading Others With Strong Intellection

When people with especially strong Intellection talents have time to ponder and process, wisdom and clarity result. They can serve as a sounding board, helping others discover new ways to solve problems or enhance the quality of their work.

- Encourage people with strong Intellection talents to find long stretches of time when they can simply muse. For some people, pure thinking time is not productive, but for them, it most certainly is. They will emerge from quiet periods of reflection with more clarity and self-confidence.
- Have a detailed discussion with them regarding their strengths. They will probably enjoy the introspection and self-discovery.
- Give people with strong Intellection the opportunity to present their views to other people in the department. The pressure of communicating their ideas to others will force them to refine and clarify their thoughts.
- Be prepared to team up people with strong Intellection with someone who has strong Activator talents. This partner will push them to act on their thoughts and ideas.

WHAT INTELLECTION SOUNDS LIKE

Lauren H, project manager: "I suppose that most people who meet me in passing presume that I am an extrovert. I do not deny the fact that I love people, but they would be amazed to know how much time alone, how much solitude, I need in order to function in public. I really love my own company. I love solitude because it gives me a chance to allow my diffused focus to simmer with something else. That's where my best ideas come from. My ideas need to simmer and 'perk.' I used this phrase even when I was younger: 'I have put my ideas in, and now I have to wait for them to perk.'"

Michael P, marketing executive: "It's strange, but I find that I need to have noise around me, or I can't concentrate. I need to have parts of my brain occupied; otherwise, it goes so fast in so many directions that I don't get anything done. If I can occupy my brain with the TV or my kids running around, then I find I concentrate even better."

Jorge H, factory manager and former political prisoner: "We used to get put into solitary confinement as a punishment, but I never hated it as much as the others did. You might think that you would get lonely, but I never did. I used the time to reflect on my life and sort out the kind of man I was and what was really important to me: my family, my values. In a weird way, solitary actually calmed me down and made me stronger."



Leading With Learner[®]

Use your passion for learning to add value to your own and others' lives.

BUILD TRUST

- Be honest enough to admit that you're still learning. Being vulnerable and open about your own learning puts you on par with others and indicates a mutual, not a one-sided, expectation.
- Respect knowledge that is superior to your own. Some leaders feel the need to be more "advanced" than their followers in every area. This is unrealistic and unproductive; it impedes progress. Show your respect through your interest in and appreciation for what others know and are capable of knowing. Listen to them and trust them to be experts in these topics.

SHOW COMPASSION

- Co-learning creates mutual vulnerability and discovery. When you "sign up" for learning, always consider whom you can invite to learn with you. When you care enough to ask someone else to join in your learning, you create a shared memory and a common opportunity that forges a bond.
- Appreciate and celebrate others' learning, be it a project completed, a certification, a good spelling test or an improvement on a report card. Let others know that you understand the hard work and effort that goes into personal growth. Emphasize that the outcome is exciting, but you recognize the merit of their journey as well. Affirm that learning has value, as does the learner.

PROVIDE STABILITY

- When you invest in another person's growth, you're saying, "You matter. You are here for the long term. You are worth my investment." This helps others know that you expect an enduring — not fleeting — relationship with them. Confirm that sentiment by saying it out loud. Tell people that you're committed to them for the long haul.
- Learning takes time. Your patience with others as they learn conveys to them that they're not disposable, but rather that you believe in their value and will stand beside them as they develop.

CREATE HOPE

- Recognize that your enthusiasm for learning may be shared by many in your organization. Ignite this passion by creating an ongoing, organizationwide learning program.
- Research supports the link between learning and performance. When people have the opportunity to learn and grow, they are more engaged, more productive and more loyal. Look for ways to measure whether people feel their learning needs are being met, to create individualized learning milestones and to reward achievements in learning. These rewards and seeing measurable progress can inspire others to even greater learning goals.

Leading Others With Strong Learner

People with strong Learner talents not only love to learn, but they also intuitively know how they learn best. They can absorb information and knowledge quickly, and when focused, they can keep a group, team and organization on the cutting edge.

- Position people with strong Learner talents in roles that require them to stay current in a fast-changing field. They will enjoy the challenge of maintaining their competency.
- Regardless of their role, they will be eager to learn new facts, skills or knowledge. Explore innovative ways for them to learn and remain motivated, or they may start hunting for a richer learning environment. For example, if they lack opportunities to learn on the job, encourage them to take courses at the local college. Remember, they don't necessarily need to be promoted; they just need to be learning. It is the process of learning, not necessarily the result, that energizes them.
- Encourage people with strong Learner talents to become the master or resident expert in their field. Arrange for them to take the relevant classes to accomplish this. If necessary, help them secure financial support to continue their education. Be sure to recognize their learning.
- Have them work beside an expert who will continuously push them to learn more.
- Ask people with high Learner to conduct internal discussion groups or presentations. There may be no better way to learn than to teach others.

WHAT LEARNER SOUNDS LIKE

Annie M, managing editor: "I get antsy when I am not learning something. Last year, although I was enjoying my work, I didn't feel as though I was learning enough. So I took up tap dancing. It sounds strange, doesn't it? I know I am never going to perform or anything, but I enjoy focusing on the technical skill of tapping, getting a little better each week, and moving up from the beginners' class to the intermediate class. That was a kick."

Miles A, operations manager: "When I was 7 years old, my teachers would tell my parents, 'Miles isn't the most intelligent boy in the school, but he's a sponge for learning, and he'll probably go really far because he will push himself and continually be grasping new things.' Right now, I am just starting a course in business-travel Spanish. I know it is probably too ambitious to think I could learn conversational Spanish and become totally proficient in that language, but I at least want to be able to travel there and know the language."

Tim S, coach for executives: "One of my clients is so inquisitive that it drives him crazy because he can't do everything he wants to. I'm different. I am not curious in that broad sense. I prefer to go into greater depth with things so that I can become competent in them and then use them at work. For example, recently one of my clients wanted me to travel with him to Nice, France, for a business engagement. So I started reading up on the region, buying books and checking the internet. It was all interesting and I enjoyed the study, but I wouldn't have done any of it if I wasn't going to be traveling there for work."



Leading With Maximizer[®]

Strive for excellence, and encourage others to do the same.

BUILD TRUST

- Admit that you do some things well and others not so well. Allow people to admit that they too have areas where they consistently struggle. Simply being open can give others permission to be themselves in an honest way.
- Others will need to hear your message more than once before they believe that you're truly expecting them to shine where they shine and that you're avoiding their "dull spots." Repeat the message so it is heard, understood and trusted. Some people may need to know that you're not going to surprise them later with an accounting of where they are weak or how they have failed. Continually focus on their excellence until they can truly trust that this will always be your emphasis.

SHOW COMPASSION

- Use your Maximizer talents to set others free. Too often, people think they have to live up to expectations to be a jack of all trades, a straight-A student or a well-rounded citizen. Make it clear that you appreciate their unique gifts, their personal brilliance. You don't expect all things from all people — you expect people to be more of who they already are. You may be the only one in people's lives who sees their gifts and talents this way.
- Sometimes people don't recognize their own areas of brilliance. You can be the one who leads them to the light. Point out moments of excellence you see in others' performance. Tell them that you see the areas where they are truly gifted. We sometimes limit the notion of "talent" to obvious areas like sports or music. Broaden people's view of giftedness. Tell people if they are a gifted friend, a gifted organizer or a gifted accommodator. Broaden their view of self. You can change a life and become a personal champion.

PROVIDE STABILITY

- The surest way to destroy other people's sense of security is to ask them to repeatedly do something for which they are not adequately equipped. Instead, allow others to do and build on what they do best, and watch their confidence grow.
- Support others in the areas in which they don't excel. Give them confidence by helping them find complementary partners or systems that free them from failure.

CREATE HOPE

- Don't let your Maximizer talents be stifled by conventional wisdom, which says you should find what is broken and fix it. Identify and invest in the aspects of people and organizations that are working. Make sure that most of your resources are spent building up and encouraging these pockets of excellence.
- Explain Maximizer concepts to those who may not have ever considered pursuing only what they do well. Point out the advantages of a life lived by these principles: Capitalizing on the gifts with which you've been blessed is more productive. It sets higher expectations, not lower ones. It is the most effective and efficient use of energy and resources. And it's more fun.

Leading Others With Strong Maximizer

Maximizers focus on quality and bring this focus to others. They prefer working with and for the best. They create strengths within groups by enabling people to do what they naturally do best. Their drive toward excellence can lead to a new standard of success.

- Schedule time with them to discuss their strengths in detail and to strategize how and where these strengths can be used to the organization's advantage. They will enjoy these conversations and offer many practical suggestions for how their talents can best be put to use.
- As much as possible, help people with strong Maximizer talents develop a career path and a compensation plan that will allow them to keep growing toward excellence in their role. They will instinctively want to stay on a strengths path and may dislike career structures that force them off this path to increase their earning power.
- Ask people with strong Maximizer talents to lead a task force to investigate the best practices in your organization. Also ask them to help design a program for measuring and celebrating the productivity of each employee. They will enjoy thinking about what excellence should look like across the organization as well as within each role.

WHAT MAXIMIZER SOUNDS LIKE

Gavin T, flight attendant: "I taught aerobics for 10 years, and I made a point of asking people to focus on what they liked about themselves. We all have parts of our body that we would like to change or that we would like to see differently, but to focus on that can be so destructive. It becomes a vicious cycle. So I would say, 'Look, you don't need to be doing that. Instead, let's focus on the attribute you like about yourself, and then we'll all feel better about expending all of this energy.'"

Amy T, magazine editor: "There is nothing I hate more than having to fix a poorly written piece. If I have given the writer a clear focus and they come back with a piece that is completely off the mark, I almost can't bring myself to write comments on it. I'm more inclined to just hand it back to them and say, 'Just please start again.' On the other hand, what I love to do is take a piece that is so close and then refine it to make it perfect. You know, just the right word here, a little cut there, and suddenly it's a brilliant piece."

Marshall G, marketing executive: "I am really good at setting a focus for people and then building a sense of team spirit as we all march forward. But I am not so good at strategic thinking. Fortunately, I have a boss who understands that about me. We have been working together for quite a few years. We have found people who play the strategic role, and at the same time, it stretches me to be even better at the focus and team-building role. I'm so lucky to have a leader who thinks this way. It's made me more secure and made me charge ahead much faster, knowing that my leader knows what I am good at and what I'm not good at, and doesn't bother me with the latter."



Leading With Positivity[®]

Help others see the humor and positive side of life.

BUILD TRUST

- Some people are so accustomed to hearing the negatives pointed out that initially, they will be suspicious of your continued positive remarks. Keep those remarks coming, and allow others to trust, over time, that you're always going to have that upbeat emphasis — in your life and in theirs.
- Make certain that your praise is always genuine, never empty or false. Research shows that more damage is done through false praise than through criticism. If you believe it, say it. If you don't, show your respect for others' intelligence and discernment, and don't yield to the temptation of false flattery.

SHOW COMPASSION

- Your Positivity makes you naturally liberal with praise. You can't be too generous — precious few people believe that they are suffering from too much recognition in their lives. Give praise freely. Make it specific. Make it personal. Spread good feelings and genuine appreciation for others. Help others look forward to every interaction they have with you.
- In hard times, you may be one of the few bright spots in someone's life — a beacon. Never underestimate that role. People will come to you because they need the boost you consistently provide. Let them know that they can. Ask them what they need. You will refresh them.

PROVIDE STABILITY

- You have a natural talent to increase people's confidence. Look for ways to catch people doing things right or doing the right things. Affirm them. Watch them become stronger and more certain of themselves as a result of your praise.
- Your optimism allows you to live with solutions that are sometimes less than perfect. As a result, you encourage others to make progress rather than insisting on perfection. Continue to look for and describe to others the potential that exists in less-than-ideal situations. By doing so, you encourage them to feel free to take risks to improve a situation, even when they don't yet have the total solution.

CREATE HOPE

- Play up the drama of moments. If everyone deserves 15 minutes of fame, perhaps you are the person to set the stage. Make each person's 15 minutes big enough to count and important enough to last.
- Your optimism helps others look to the future with anticipation. Talk about the future. Talk about what is possible. Ask others to share the opportunities and possibilities they see. Just saying them out loud helps them become expectations, and eventually, realities.

Leading Others With Strong Positivity

There is power in Positivity. Individuals with these talents bring enthusiasm to people, groups and organizations. They can inspire others to be more productive and hopeful. People with dominant Positivity talents have infectious energy and enthusiasm. Simply stated, everyone feels better about life when these people are around.

- Ask people with strong Positivity talents to help plan events that your organization hosts for your best customers, such as new product launches or user groups.
- Their enthusiasm is contagious. Consider this when placing people with strong Positivity talents on project teams.
- People with strong Positivity like to celebrate. When milestones of achievement have been reached, ask them for ideas about how to recognize and commemorate the accomplishment. They will be more creative than most.
- Pay attention to their other top themes. If they also possess strong Developer talents, they may prove to be an excellent trainer or teacher because they bring excitement to a classroom. If Command is one of their strongest themes, they may excel at selling because they are armed with a potent combination of assertiveness and energy.

WHAT POSITIVITY SOUNDS LIKE

Gerry L, flight attendant: “There are so many people on an airplane that I have made it a point over the years to single out one or two on a flight and make it something special for them. Certainly, I will be courteous to everybody and extend to them the kind of professionalism that I would like given to me, but over and above that, I try to make one person or family or small group of people feel particularly special, with jokes and conversation and little games that I play.”

Andy B, internet marketing executive: “I am one of those people who loves creating buzz. I read all the time, and if I find something fun — some new store, new lip gloss, whatever — I will charge around telling everyone about it. ‘Oh, you just have to try this store. It is so-o-o cool. Look at these pictures. Check them out.’ I am so passionate when I talk about something that people just have to do what I say. It’s not that I am a great salesperson. I’m not. In fact, I hate asking for the close; I hate bothering people. It’s just that my passion about what I say makes people think, ‘Gosh, it must be true.’”

Sunny G, communications manager: “I think the world is plagued with enough negative people. We need more positive people — people who like to zero in on what is right with the world. Negative people just make me feel heavy. In my last job, there was a guy who came into my office every morning just to unload on me. I would purposely dodge him. I’d see him coming, and I’d run to the bathroom or go some other place. He made me feel as if the world was a miserable place, and I hated that.”



Leading With Relator[®]

Connect deeply with the right people to gain friends for life.

BUILD TRUST

- Important relationships generate confidences. Maintain and build on the trust you have by keeping the confidences with which you are entrusted. One breach empties a dam.
- You know that the deepening of a friendship carries inherent risk, but you're more comfortable than most in accepting that fact. Say so. Acknowledge it aloud, and tell the other person that the depth of the relationship has created trust on your part and makes you feel safe with disclosure.

SHOW COMPASSION

- Make sure you get enough one-on-one time with the key people in your life. Solidify relationships and create emotional energy to share with others. This is what endures. Don't miss opportunities to show that you care.
- As a strong Relator, you may get and give more love and friendship than most people. Tell others that your relationship with them creates happiness in your life. Ask them how it can enhance their happiness. Show them that you care about the quality of their lives by extending compassion, thoughtfulness and interest in their wellbeing.

PROVIDE STABILITY

- Long-term, close friendships are deeply fulfilling for you. These might be in your family, your personal circle or your organization. Tell others that you expect these relationships to last your whole life. Set an expectation of ongoing mutual support, understanding and stability.
- You are more at home in situations characterized by informal, rather than formal, systems. But organizations that are growing in size and complexity are likely to require systems that are more formalized. Even in the face of such workplace realities, you can help others know that the core importance of relationships remains constant. Create an informal island in the midst of the vast formal sea of your organization.

CREATE HOPE

- You are a giver, not a taker. But for your generosity to continue, you must ensure that the inflow keeps up with the rapid outflow. Identify the people and events that really fulfill you, and schedule time for them. This will give you even more energy to share with those who look to you for hope.
- You build relationships that last, giving you a unique depth of perspective on other people's lives and triumphs. Help them see the big view. Point out their achievements and patterns of success. Show them in as many ways as you can that their life has made a difference.

Leading Others With Strong Relator

People especially strong in Relator talents form solid, genuine and mutually rewarding relationships. Their relationships are close, caring and trusting. They may know many people, and they can relate to all kinds of people. But they also have a very small group of friends with whom they have incredibly deep relationships.

- Help people with strong Relator talents identify their colleagues' goals. They are more likely to bond with them when they understand their aims and aspirations.
- Think about asking them to build genuine relationships with the critical people you want to retain. They can be key employees who can help keep good contributors in your organization through relationship building.
- Pay attention to their other strong themes. If they also show strong evidence of Focus, Arranger or Self-Assurance talents, they may have the potential to manage others. Employees will always work harder for someone they know will be there for them and who wants them to succeed. They can easily establish these kinds of relationships.
- Those with strong Relator talents have the gift of generosity. Draw their attention to it, and show them how their generosity helps them influence and connect with those around them. They will appreciate your noticing, and your own relationship with them will be strengthened.

WHAT RELATOR SOUNDS LIKE

Gavin T, flight attendant: "I have many wonderful acquaintances, but as for true friends that I hold dear, not very many. And I'm really OK with that. My best times are spent with the people I'm tightest with, like my family. We are a very tight-knit Irish Catholic family, and we get together every chance we can. It's a large family — I have five brothers and sisters and 10 nieces and nephews — but we all get together about once a month and yuk it up. I'm the catalyst. When I'm back in Chicago, even if there is no birthday or anniversary or whatever, I become the excuse for getting together and hanging out for three or four days. We really enjoy one another's company."

Tony D, pilot: "I used to fly in the Marines, and, boy, you had better be comfortable with the word 'friend' in the Marines. You had better feel good about trusting someone else. I can't tell you how many times I put my life in someone else's hands. I was flying off my friend's wing, and I'd be dead if he couldn't get me back safely."

Jamie T, entrepreneur: "I'm definitely selective about my relationships. When I first meet people, I don't want to give them very much of my time. I don't know them; they don't know me — so let's just be pleasant and leave it at that. But if circumstances make it so that we get to know each other better, it seems like a threshold is reached where I suddenly start wanting to invest more. I'll share more of myself, put myself out for them, do things for them that will bring us a little closer, and show that I care. It's funny because I am not looking for any more friends in my life. I have enough. And yet with each new person I meet, as soon as that threshold is reached, I feel compelled to go deeper and deeper. Now I have 10 people working for me, and I would call each of them my very good friend."

Leading With Responsibility®

Take ownership for the things that matter most to you.

BUILD TRUST

- You may be the moral conscience for others. When a person or an organization is involved in something that seems wrong, an alarm in your head will go off, and you will feel compelled to address that issue. Go to the source first; ask questions to ascertain the reality and the motive. State your concerns honestly. Whenever possible and ethical, allow the person to correct the situation on their own. If necessary, take the next step to right the wrong and assuage your conscience.
- It's important to appreciate and recognize people of moral strength and integrity. Make sure you acknowledge and affirm what's right at least as often — and preferably more often — than you point out what's wrong. Others will notice and respect you for this.

SHOW COMPASSION

- You can't help but feel responsible for others, especially for the people you care about most. Check in with them frequently: How are they doing? How can you help? Show your compassion every day, if you can, and know that you are adding warmth to their lives.
- When you make a mistake that affects someone else, go to that person as quickly as you can and try to make it right. Apologize, certainly, but go beyond apology to restitution. Own your errors in relationships and you will find yourself more easily forgiven. Intimacy will be more quickly restored.

PROVIDE STABILITY

- Your sense of responsibility naturally creates a feeling of security in others. They know they can depend on you to make sure things get done properly and on time. Rather than shouldering all of the responsibility yourself, share some of it so that each team member is contributing to the stability of the group.
- You're a leader who likes to serve. The service concept is often applied to customers, members and patrons, but sometimes overlooked when applied to one's followers. Let your followers know about your desire to serve and support them — and that asking for your help is a form of recognition that you appreciate.

CREATE HOPE

- You naturally take ownership of every project you're involved in. Share responsibility by encouraging others to do the same. Be their champion, and proactively guide them through the opportunity to experience the challenges of ownership. In doing so, you will contribute to their growth and development.
- Psychological ownership is a product of making choices. Rather than assigning responsibilities, invoke ownership by allowing people to choose what they will be responsible for contributing. Let them initiate true responsibility beyond merely accepting assignments.

Leading Others With Strong Responsibility

Those with strong Responsibility talents feel a deep sense of dedication toward and ownership of the things they commit to. They are people of their word, and others know they can rely on and trust them. Their conscientiousness, drive for doing things right and impeccable ethics combine to create the reputation of being utterly dependable.

- As much as possible, avoid putting people with strong Responsibility in team situations with lackadaisical colleagues.
- Recognize that they are self-starters and require little supervision to ensure that assignments are completed.
- Put them in positions that require unimpeachable ethics. They will not let you down.
- Periodically ask them what new responsibilities they would like to assume. It's motivational for them to volunteer, so give them the opportunity.
- People with strong Responsibility may well impress them with their ability to deliver time and again, leading you to consider promoting them to management. Be careful. They may prefer to do a job themselves than be responsible for someone else's work, in which case they will find managing others frustrating. It might be better to help them find other ways to grow within the organization.

WHAT RESPONSIBILITY SOUNDS LIKE

Nigel T, sales executive: "I used to think that there was a piece of metal in my hand and a magnet on the ceiling. I would just volunteer for everything. I have had to learn how to manage that because not only would I end up with too much on my plate, but I would also wind up thinking that everything was my fault. I realize now that I can't be responsible for everything in the world."

Kelly G, operations manager: "The country manager in Sweden called me in November and said, 'Kelly, could you please not ship my inventory until Jan. 1.' I said, 'Sure. Sounds like a good plan.' I told my people about the plan and thought I had all the bases covered. On Dec. 31, however, when I was checking my messages while on a ski slope, making sure everything was hunky-dory, I saw that his order had already been shipped and invoiced. I had to call immediately and tell him what happened. He's a nice man, so he didn't use any four-letter words, but he was very angry and very disappointed. I felt terrible. An apology wasn't enough. I needed to fix it. I called our controller from the chalet, and that afternoon we figured out a way to put the value of his inventory back on our books and clean it off his. It took most of the weekend, but it was the right thing to do."

Harry B, outplacement consultant: "I was just a young bank manager in one of the branches when the president of the company decided that he wanted to foreclose on a property. I said, 'That's fine, but we have a responsibility to give the people full value for their property.' He didn't see it that way. He wanted to sell the property to a friend of his for what was owed, and he said my problem was that I couldn't separate my business ethics from my personal ethics. I told him that was correct. I couldn't because I didn't believe — and still don't believe — that you can have two standards. So I quit the firm and went back to working for the forestry service picking up trash. Since my wife and I were trying to support our two kids and make ends meet, it was a hard decision for me to make. But looking back, on one level, it really wasn't hard at all. I simply couldn't function in an organization with those kinds of ethics."

Leading With Restorative™

Remember that every problem has a solution. Find the answers.

BUILD TRUST

- People trust you because you close the loop, reinstate order and clean up messes. You restore integrity to systems and make certain that they perform reliably. Let people know that you're willing to do this whenever the need occurs, and they will come to depend on you.
- You're attracted to situations that others may deem "impossible." Tell others that the more it seems like the odds are against you, the more motivated you are to resolve the problem and make things right. They will respect the intensity of your desire to tackle the tough jobs and learn to rely on you.

SHOW COMPASSION

- People have such appreciation for your willingness to jump in and solve problems. Your desire to put things right is a sign that you care. Solve problems before others are even aware they exist, and let people know that you did. It will demonstrate your concern and commitment.
- Perhaps you are most needed when people themselves feel broken. Your instincts are to run to them and offer your emotional support. Be a first responder — reach people in need as quickly as you can, and offer your support and love. They will always remember that you helped them heal from physical or emotional pain, and they will count you among their closest supporters.

PROVIDE STABILITY

- You are naturally drawn to turn around situations. Use your Restorative talents to devise a plan of attack to revitalize a flagging project, organization, business or team. Others will feel safer knowing you are on the case.
- Use your Restorative talents to think of ways to "problem proof" schedules, systems and efforts. Knowing that you have done the contingency analysis and taken precautions to prevent mistakes helps others feel secure.

CREATE HOPE

- Use your Restorative talents to be the one who asks, "How do we take it to the next level?" Done is never done because improvement is always possible. Be the instigator and inspiration for ever-higher levels of achievement and service.
- Make certain others don't think that all you can see are flaws and shortcomings. Appreciate people for current levels of service and performance. And when they suggest a way to get even better, encourage their desire for excellence.

Leading Others With Strong Restorative

Those with strong Restorative talents bring a solution-oriented mindset to daily problems. They readily take on projects that others believe “can’t be saved.” They can analyze a situation, identify potential shortcomings and make the necessary adjustments.

- Position those with strong Restorative talents in roles in which they are paid to solve problems for your best customers. They enjoy the challenge of discovering and removing obstacles.
- When they resolve problems, make sure to celebrate the achievement. Every wrong situation righted is a success for them, and they will need you to view it as such. Show them that others have come to rely on their ability to dismantle obstacles and move forward.
- Ask those with strong restorative talents how they would like to improve. Agree that these improvements should serve as goals for the following six months. They will appreciate this kind of attention and precision.

WHAT RESTORATIVE SOUNDS LIKE

Nigel L, software designer: “I have these vivid memories of my childhood woodworking bench with hammers and nails and wood. I used to love fixing things and putting things together and making everything just so. And now with computer programming, it’s the same thing. You write the program, and if it doesn’t work, you have to go back and redo it and fix it until it works.”

Jan K, internist: “This theme plays in my life in so many ways. For example, my first love was surgery. I love trauma, love being in the OR, love sewing. I just love fixing things in the OR. Then again, some of my best moments have been sitting at the bedside of a dying patient, just talking together. It is incredibly rewarding to watch someone make the transition from anger to acceptance about grief, to tie up loose ends with family members, and to pass with dignity. And then with my kids, this theme fires every day. When I see my 3-year-old buttoning her sweater for the first time and she buttons it crooked, I feel this powerful urge to walk up and rebutton the sweater. I have to resist, of course, because she has to learn, but, boy, it’s really hard.”

Marie T, television producer: “Producing a morning TV program is a fundamentally clumsy process. If I didn’t like solving problems, this job would drive me up the wall. Every day, something serious goes wrong, and I have to find the problem, fix it and move on to the next one. If I can do that well, I feel rejuvenated. On the other hand, if I go home and a problem remains unsolved, then I feel the opposite. I feel defeated.”



Leading With Self-Assurance®

Trust your gut, and live life on your own terms.

BUILD TRUST

- Surprise others by admitting the mistakes, wrong turns and poor decisions you've made in the past. People may not expect someone who is confident to willingly disclose failures. Actually, conquering your failures is what has made you certain that you can overcome whatever challenges you face. Be vulnerable, and show others that your strength springs from that very vulnerability. It will help them trust that you are genuine.
- Share the fact that you sometimes face fears when you make decisions. It's not that you don't find decisions daunting — you simply ask yourself, "If not me, then who?" Once you have the best information you can gather, you know that it's time to take action. By better understanding how you approach decision-making, others can see that you are indeed trustworthy.

SHOW COMPASSION

- Some people are drawn to you because of your Self-Assurance; your confidence bolsters theirs. They may not give themselves the credit they deserve for their ability to make good decisions, build solid relationships or create success in their lives. Your belief system says, "Of course you can!" You remember their successes much more than their failures, and you can readily recall them in detail. With a cheering, supportive friend like you, they can venture out and try.
- You are undeniably independent and self-sufficient — and yet you need to give and receive love. When you build a relationship, consider what you can contribute to someone else's life. And consider what they can contribute to yours. Think about how others make your life happier and more fulfilled, and let them know. Tell them you need them. Tell them why.

PROVIDE STABILITY

- Confidence — you have it in spades. Share stories of previous successes to help others realize that your confidence is based in experience. That will calm people when you choose a huge goal and say, "We can do it."
- "If you must, you can." Use this adage to help people understand that when there are no options, they have the strength and wherewithal to do what is required of them. Inaction is not an option. The only choice is to make the best decision with the available facts, and make a move.

CREATE HOPE

- Set ambitious goals. Don't hesitate to reach for what others see as impractical and impossible, but what you see as merely bold and exciting — and most importantly, achievable with some heroics and a little luck. Your Self-Assurance talents can lead you, your family, your colleagues and your organization to achievements that they would otherwise not have imagined.
- Ask others if they have set their goals high enough. They may not dare to dream as big as you do. If you can contribute to a loftier picture than they currently see, you can launch bigger lives.

Leading Others With Strong Self-Assurance

People with strong Self-Assurance talents lead the way. Because they deeply trust their own instincts, they can forge ahead confidently, even on risky paths. They instill confidence in others and show initiative in the midst of turbulence and uncertainty. Their strong Self-Assurance talents can withstand many different pressures and keep them on their course.

- Position those with strong Self-Assurance talents in roles where persistence is essential to success. They have the self-confidence to stay the course despite pressure to change direction.
- Give them roles that demand an aura of certainty and stability. At critical moments, their inner authority will calm their colleagues and customers.
- Support their self-concept that they are an agent of action. Reinforce it with comments such as, "It's up to you. You make it happen." Or, "What is your intuition saying? Let's go with your gut."
- Understand that those with strong Self-Assurance may have beliefs about what they can do that might not relate to their actual talents.
- If they have Futuristic, Focus, Significance or Arranger talents, they may well be a potential leader within your organization.

WHAT SELF-ASSURANCE SOUNDS LIKE

James K, salesman: "I never second-guess myself. Whether I am buying a birthday present or a house, when I make my decision, it feels to me as if I had no choice. There was only one decision to make, and I made it. It's easy for me to sleep at night. My gut is final, loud and very persuasive."

Pam D, public service executive: "I was raised on a remote farm in Idaho, and I attended a small rural school. One day, I returned home from school and announced to my mother that I was changing schools. Earlier in the day, my teacher had explained that our school had too many kids and that three kids would have to move to a different school. I thought about it for a moment, liked the idea of meeting new people and decided I would be one of them — even though it meant getting up half an hour earlier and traveling farther on the bus. I was 5 years old."

Deborah C, ER nurse: "If we have a death in the ER, people call on me to deal with the family because of my confidence. Just yesterday, we had a problem with a young psychotic girl who was screaming that the devil was inside her. The other nurses were afraid, but I knew what to do. I went in and said, 'Kate, come on, lie back. Let's say the Baruch. It's a Jewish prayer. It goes like this: Baruch Atah Adonai, Eloheinu Melech Haolam.' She responded, 'Say it slowly so that I can say it back to you.' I did, and then she said it back to me slowly. She wasn't Jewish, but this calm came over her. She dropped back against her pillow and said, 'Thank you. That's all I needed.'"



Leading With Significance®

Look for opportunities to do important work where you can help others raise the bar.

BUILD TRUST

- Share your desire for achieving big goals. Be very candid about what motivates you, and ask the same of others. This will lead to shared trust.
- Your impact on the world is almost entirely dependent on the number of people who believe in you as a leader. Always be true to who you are, on and off the stage, and people will see your authenticity.

SHOW COMPASSION

- Your aspirations will usually be higher than other people's. During the long, steep climb toward the summit, be sure to reward yourself and others by recognizing and celebrating milestones. Reiterate the significance of the goal and the importance of each individual's contribution to it. Tell them what valued partners they are in this venture, and back up those words by giving them a stake in the prize. If your partnership is successful, you may be together for a long time.
- Applause, appreciation and affirmation from a valued audience will push you to ever-higher levels of performance. Whose approval you do most value? A parent, a sibling, a teacher, a boss? Your significant other? Have you told them how critical their approval is to your very existence? Let them know how much you care about their opinions. Share with them the moments that mattered. Make sure that they understand the power of their perception and the valuable role they play in your motivation and in your life.

PROVIDE STABILITY

- Lasting impact matters to you. You want to build something that makes a difference beyond the immediate moment. Share that desire with others. Help them know that your vision is not for immediate glory but for the long haul. They will feel better knowing how deep your commitment goes.
- Leading crucial teams or significant projects brings out your best. Your greatest motivation may come when the stakes are at their highest. Let others know that when the game is on the line, you want the ball. They will be comforted by your confidence to take big risks and carry the responsibility on your own shoulders.

CREATE HOPE

- You spend time thinking about the heft of what you will achieve and what it will mean to the present as well as to the future. Help others consider their legacy. Ask them what they are all about. What do they want to be known for? What do they want to leave behind? Give them a vision that looks past the moment and helps them assess the choices they are making every day.
- Your Significance talents often put you in the spotlight. Use this opportunity to direct positive attention toward others. Your ability to champion others and set them up for success may be the best measure of your Significance.

Leading Others With Strong Significance

People with strong Significance talents begin and end thinking about the difference that they are determined to make. They want the world to be a better place because they are in it. They like to have an effect on people, groups and society as a whole.

- Arrange for those with strong Significance talents to stand out for the right reasons, or they may try to make it happen themselves, perhaps inappropriately.
- Position them so that they can associate with credible, productive, professional people. They like to surround themselves with the best.
- Encourage them to praise other top achievers in the group. They enjoy making other people feel successful.
- When those with strong Significance talents make claims to excellence — and they will — help them picture the strengths they will have to develop to realize these claims. When coaching them, don't ask them to lower their aspirations; instead, suggest that they keep benchmarks for developing the relevant strengths.
- Because they place a premium on the perceptions of others, their self-esteem can suffer when people don't give them the recognition they deserve. At these times, draw their attention back to their strengths and encourage them to set new goals based on them. These goals will help reenergize them.

WHAT SIGNIFICANCE SOUNDS LIKE

Mary P, healthcare executive:

"Women are told almost from day one, 'Don't be too proud. Don't stand tall.' That kind of thing. But I've learned that it's OK to have power, it's OK to have pride, and it's OK to have a big ego — and also that I need to manage it and drive it in the right directions."

Kathie J, partner in a law firm:

"Ever since I can remember, I have had the feeling that I was special, that I could take charge and make things happen. Back in the '60s, I was the first woman partner in my firm, and I can still recall walking into boardroom after boardroom and being the only woman. It's strange, thinking back. It was tough, but I actually think I enjoyed the pressure of standing out. I enjoyed being the 'woman' partner. Why? Because I knew that I would be very hard to forget. I knew everyone would notice me and pay attention to me."

John L, physician:

"All through my life, I felt that I was on stage. I am always aware of an audience. If I am sitting with a patient, I want the patient to see me as the best doctor they have ever had. If I am teaching medical students, I want to stand out as the best medical educator they have ever had. I want to win the Educator of the Year award. My boss is a big audience for me. Disappointing her would kill me. It's scary to think that part of my self-esteem is in other people's hands, but then again, it keeps me on my toes."



Leading With Strategic[®]

Always have at least three options in mind so you can adapt if circumstances change.

BUILD TRUST

- When making decisions, discuss options candidly and thoroughly with those involved. Help them learn to trust your process of examining all alternatives and then working toward the optimal solution.
- Be aware of your own biases. Are you weighting possibilities objectively or leaning toward personal desires and comfort levels? Give each option its due. Enlist the help of a good thinking partner to ensure that your decisions are made for the right reasons. Others will respect your integrity and your desire for objectivity.

SHOW COMPASSION

- Apply your strategic thinking to your relationships. Write down a list of the people who have the most positive influence in your life, and then map out specific things you can do to reinvest even more time and effort in each relationship.
- What are your goals for family? Close friends? What are their goals? Turn your strategic thinking talents toward these intimate partners in your life. Does someone have a dream but is seeing only obstacles? Does someone feel stuck somewhere with no options? You can help others circumvent a rocky path by pointing out alternate routes. Show that you care by helping them discover the possibilities.

PROVIDE STABILITY

- Take time to study the strategies employed by effective leaders you respect or admire. Input equals output; the insights you gather are likely to have a stimulating and resourceful effect on your own strategic thinking. Make others aware that you are not bound by your own thinking and that your options and choices are supported by research. When they see the historical perspective and outside counsel you value, they will appreciate the stable foundation upon which your ideas are built.
- While others may consider only the tried-and-true route, you also see the many possibilities that could result from taking a road less traveled. Set aside time specifically for considering “what ifs,” and position yourself as a leader in that area. Explain your belief that focusing only on what has gone before may be more limiting than it is enlightening, and help others understand that all options will be carefully weighed. Your open-minded consideration will give others a sense of certainty that you are always on the lookout for the best path to take.

CREATE HOPE

- Make sure that you are involved on the front end of new initiatives or enterprises. Your innovative yet methodical approach will be critical to the genesis of a venture because it will keep its creators from developing counterproductive tunnel vision. Broaden their view and increase their chances for success.
- Lead people and organizations to fully consider all possible paths toward making a vision a reality. Wise forethought can remove obstacles before they appear and inspire others to move forward.

Leading Others With Strong Strategic

People with strong Strategic talents bring creative anticipation, imagination and persistence to the groups and projects they work on. They can quickly weigh alternative paths and determine the one that will work best and most efficiently. They find the best route moving forward.

- Position those with strong Strategic talents on the leading edge of your organization. Their ability to anticipate problems and their solutions will be invaluable. Ask them to sort through all of the possibilities and find the best way forward for your department. Suggest that they report back on the most effective strategy.
- Recognize their strong Strategic talents by sending them to a strategic planning or future-oriented seminar. The content will sharpen their ideas.
- Those with strong Strategic talents are likely to have an aptitude for putting their ideas and thoughts into words. To refine their thinking, ask them to present their ideas to their colleagues or to write about them for internal distribution.

WHAT STRATEGIC SOUNDS LIKE

Liam C, manufacturing plant manager:

"It seems as if I can always see the consequences before anyone else can. I have to say to people, 'Lift up your eyes; look down the road a ways. Let's talk about where we are going to be next year so that when we get to this time next year, we don't have the same problems.' It seems obvious to me, but some people are just too focused on this month's numbers, and everything is driven by that."

Vivian T, television producer: "I used to love logic problems when I was a kid — you know, the ones where 'if A implies B, and B equals C, does A equal C?' Still today, I am always playing out repercussions, seeing where things lead. I think it makes me a great interviewer. I know that nothing is an accident; every sign, every word, every tone of voice has significance. So I watch for these clues and play them out in my head, see where they lead, and then plan my questions to take advantage of what I have seen in my head."

Simon T, human resources executive: "We really needed to take the union on at some stage, and I saw an opportunity — a very good issue to take them on. I could see that they were going in a direction that would lead them into all kinds of trouble if they continued following it. Lo and behold, they did continue following it, and when they arrived, there I was, ready and waiting. I suppose it just comes naturally to me to predict what someone else is going to do. And then when that person reacts, I can respond immediately because I have sat down and said, 'OK, if they do this, we'll do this. If they do that, then we'll do this other thing.' It's like when you tack in a sailboat. You head in one direction, but you jinx one way, then another, planning and reacting, planning and reacting."



Spend time every day interacting with people.

BUILD TRUST

- You naturally charm others. Be certain that you do it with integrity so they can trust you when it matters. Otherwise, you may have contacts but not followers.
- Others may share a good deal of information with you, even on a first meeting. How can you collect and store that information so that individuals feel like their contributions are valued and, when necessary, protected? Invest in a system for maintaining contact with key people and logging important details of conversations. Make sure to exercise discretion when these details may be sensitive so others will trust you and continue to keep in contact.

SHOW COMPASSION

- You win friends and fans wherever you go. It's important to you that some of those contacts develop into long-lasting partnerships. Consider how to make those individuals feel a special connection with you — beyond the quick relationship you build with everyone you meet. How can you take important relationships to the next level? Invest the time and consideration necessary to do so.
- Leaders continuously build networks of trust, support and communication by contacting and relating with a wide range of people. By building a constituency, leaders make an impact across barriers of time, distance and culture. Create a map of your social network to define how broad you can go while still maintaining a genuine connection.

PROVIDE STABILITY

- Share the breadth and depth of your network with others. Knowing that you have contacts everywhere can help people feel sure that you are in on the latest information and confident in the support you can expect when you need it.
- Get out and talk to your customers and your competitors, or get involved in the community. Effective leaders don't think their influence stops at the organizational walls, but rather recognize the larger network of affiliation and employ their influence within it. Enjoying a wide base of support helps ensure the continued existence of organizations and opportunities for their expansion.

CREATE HOPE

- Your Woo talents give you the ability to quicken the pulse of your organization. Recognize the power of your presence and how you can inspire an exchange of ideas. By simply starting conversations that engage your associates and bringing talented people together, you will help dramatically improve individual and organizational performance.
- All of your meeting and greeting is sure to produce information that's valuable to others — information from the customers, superiors and colleagues of those you are trying to help and guide. Wherever you can, spread the good news and not the gossip. Let others know what they're doing well and how they're being perceived. Share with them the product of your wide-ranging influence, and help them feel affirmed when they succeed at pleasing others.

Leading Others With Strong Woo

People with strong Woo talents bring energy to social situations. They can connect with others and act as catalysts in helping people connect. They have an exceptional ability to draw others out of their shells.

- Place those with strong Woo talents at your organization's initial point of contact with the outside world.
- Help them refine their system for remembering the names of the people they meet. Set a goal for them to learn the names of — and a few personal details about — as many customers as possible. They can help your organization make many connections in the marketplace.
- Unless they also have strong talents in themes such as Empathy and Relator, don't expect them to enjoy a role in which they're asked to build close relationships with your customers. Instead, they may prefer to meet and greet, win over, and move on to the next prospect.
- Those with strong Woo talents will win you over and cause you to like them. When considering them for new roles and responsibilities, make sure that you look past your fondness to their genuine strengths. Don't let their Woo dazzle you.
- If possible, ask those with strong Woo talents to be the builders of goodwill for your organization in your community. Have them represent your organization at community clubs and meetings.

WHAT WOO SOUNDS LIKE

Deborah C, publishing

executive: "I have made best friends out of people that I have met passing in the doorway. I mean, it's awful, but wooing is part of who I am. All my taxi drivers propose to me."

Marilyn K, college president:

"I don't believe I'm looking for friends, but people call me a friend. I call people and say, 'I love you,' and I mean it because I love people easily. But friends? I don't have many friends. I don't think I am looking for friends. I am looking for connections. And I am really good at that because I know how to achieve common ground with people."

Anna G, nurse: "I think I am a little shy sometimes. Usually I won't make the first step out. But I do know how to put people at ease. A lot of my job is just humor. If the patient is not very receptive, my role becomes that of a stand-up comedian. I'll say to an 80-year-old patient, 'Hi, you handsome guy. Sit up. Let me get your shirt off. That's good. Take your shirt off. Whoa, what a chest on this man!' With kids, you have to start very slowly and say something like, 'How old are you?' If they say, '10,' then I say, 'Really? When I was your age, I was 11,' — silly stuff like that to break the ice."

NOTES

GALLUP®

World Headquarters

The Gallup Building
901 F Street, NW
Washington, D.C. 20004

t +1.877.242.5587

f +1.888.500.8282

www.gallup.com