

Thinking Talent Characteristics

TALENT	LIGHTS YOU UP	BURNS YOU OUT
Adapting	<ul style="list-style-type: none"> Helping when there are many balls to juggle or plans go awry When there is rapid change happening 	<ul style="list-style-type: none"> When others are inflexible Long-term plans or routine
Believing	<ul style="list-style-type: none"> When there is a strong sense of purpose When you can make decisions based on your values 	<ul style="list-style-type: none"> People who don't know where they stand Having to compromise your values
Collecting	<ul style="list-style-type: none"> Acquiring, compiling, and filing away things Collecting data, facts, or information 	<ul style="list-style-type: none"> Thinking linearly Conflict
Connecting	<ul style="list-style-type: none"> Making connections between things or ideas Linking people to one another 	<ul style="list-style-type: none"> Thinking linearly Conflict
Creating Intimacy	<ul style="list-style-type: none"> Teaming with others long-term Consistent one-on-one connection with others 	<ul style="list-style-type: none"> Meeting and greeting new people in casual settings Hectic schedules that don't allow for deeper connection
Enrolling	<ul style="list-style-type: none"> Meeting new people Looking for chances to sell or enlisting others 	<ul style="list-style-type: none"> Maintaining close relationships over time Isolation and routine in relationships
Equalizing	<ul style="list-style-type: none"> Creating and applying rules and regulations to maximize fairness Making expectations explicit and consistent 	<ul style="list-style-type: none"> Unfair or special treatment Changing guidelines
Feeling for Others	<ul style="list-style-type: none"> Demonstrating emotional care for someone Anticipating others' needs and feelings 	<ul style="list-style-type: none"> Being around negative feelings or pessimistic people Too much communication (email, text) when you cannot sense the other person's emotions
Fixing It	<ul style="list-style-type: none"> Identifying or anticipating what might go wrong and fixing or averting it – people, situations, or things Rescuing or saving people, things, or situations 	<ul style="list-style-type: none"> When you can see what's wrong and can't fix it When others don't want you to help – for instance, when they want to learn to do it themselves
Focusing	<ul style="list-style-type: none"> Uninterrupted freedom to concentrate on a goal with timelines Keeping others on point 	<ul style="list-style-type: none"> Being interrupted or having to multitask When purpose, task, deadlines are not clearly defined or understood
Getting to Action	<ul style="list-style-type: none"> Spurring others out of talk into action Making something happen as soon as possible; short timelines 	<ul style="list-style-type: none"> Indecision or meetings without clear goals Contemplation and analysis rather than action
Goal-Setting	<ul style="list-style-type: none"> Defining and tracking daily concrete goals to work toward Big targets and challenging goals and assignments 	<ul style="list-style-type: none"> Absence of specific ways to measure progress Time off or work that is not challenging

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Having Confidence	<ul style="list-style-type: none"> • Autonomy of action and decision • Calming challenging situations with employees or customers 	<ul style="list-style-type: none"> • Being in a position where you have to ask for help • Being told what to say, do, or think
Humor	<ul style="list-style-type: none"> • Lightening otherwise-tense moments and putting others at ease • Using humor in written communication or speeches 	<ul style="list-style-type: none"> • Using humor as a defense strategy to protect yourself from others or your own emotions • Highly analytic situations or those where humor is seen as a challenge to authority
Including	<ul style="list-style-type: none"> • Finding ways to make others feel a part of the group • Welcoming new people 	<ul style="list-style-type: none"> • Firing people, sharing bad news or difficult information • Excluding someone from a situation where they would be useful
Innovator	<ul style="list-style-type: none"> • Creating new processes or products • Figuring out all the new ways to accomplish something or keep them interesting 	<ul style="list-style-type: none"> • Routine and standardized ways of doing things • Looking back at how something was done before
Love of Learning	<ul style="list-style-type: none"> • Continual learning • Sharing what you are learning 	<ul style="list-style-type: none"> • Leapfrogging from learning thing to thing without any depth • Having to do routine things when no learning is involved
Loving Ideas	<ul style="list-style-type: none"> • Having a new idea, concept, or theory • Being involved at the beginning of something 	<ul style="list-style-type: none"> • Having no place to contribute your ideas • Coming in at the middle or end of a project, when you have to suppress your ideas or give input on how it could be done
Making Order	<ul style="list-style-type: none"> • Lining things up in a logical way • When many things are going on at the same time and you get to create a sequence 	<ul style="list-style-type: none"> • When your capacity to align different variables isn't needed or valued. For example, there is already a system developed and you cannot offer input • When you cannot make order out of chaos or confusion
Mentoring	<ul style="list-style-type: none"> • Helping others grow their potential • Guiding people through new situations 	<ul style="list-style-type: none"> • Trying to help a struggling employee when it's appropriate to give up • When there is no opportunity to grow someone. For example, if the focus is only on the bottom line and not on development of people
Optimism	<ul style="list-style-type: none"> • Finding ways to recognize what's right about a challenging situation • Painting an exciting picture of possibilities 	<ul style="list-style-type: none"> • Being around skepticism • Having to recognize pitfalls, problems, or give negative feedback
Particularize	<ul style="list-style-type: none"> • Recognizing and sharing what is unique about someone • Tailoring something to meet the specific needs of someone else 	<ul style="list-style-type: none"> • When a one-size-fits-all or standardized approach is required • Generalizations about people

Markova, D. & McArthur, A. (2015). Collaborative intelligence: Thinking with people who think differently. New York, NY: Spiegel & Grau.

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Peacemaking	<ul style="list-style-type: none"> Resolving conflicts or arguments Finding common ground or consensus 	<ul style="list-style-type: none"> Unresolved conflict Standing up for your own needs
Precision	<ul style="list-style-type: none"> Setting up predictable routines, timelines, and deadlines Maintaining progress and productivity 	<ul style="list-style-type: none"> Situations that require flexibility, instinct; unpredictable changes Unable to question how exactly to do things
Reliability	<ul style="list-style-type: none"> Living up to commitments Delivering on time – every time 	<ul style="list-style-type: none"> Others' excuses and rationalizations for lack of performance or not living up to commitments Being responsible for others and things not in your control
Seeking Excellence	<ul style="list-style-type: none"> Doing the best you can with the least Continual improvement to make things better 	<ul style="list-style-type: none"> Inefficient processes or meetings Having to accept something mediocre or go with the status quo
Standing Out	<ul style="list-style-type: none"> Doing something for which you know you'll be recognized Performing in a way that allows you to stand out as having made a difference 	<ul style="list-style-type: none"> When your contribution is not acknowledged Being invisible in a team or group
Storytelling	<ul style="list-style-type: none"> Bringing ideas to life through story Inspiring others to engage through narratives 	<ul style="list-style-type: none"> Having to think with only facts and figures Thinking only in "why" and "how"
Strategy	<ul style="list-style-type: none"> Finding alternative possibilities and options Anticipating future challenges and their solutions 	<ul style="list-style-type: none"> Shortsightedness Single-mindedness, as in, "My way or the highway."
Taking Charge	<ul style="list-style-type: none"> Directing others into action Unifying engagement 	<ul style="list-style-type: none"> Working alone Having no opportunity to lead
Thinking Ahead	<ul style="list-style-type: none"> Seeing the possible future outcomes of an action or event Helping others overcome fears of the future 	<ul style="list-style-type: none"> People whose thinking is stuck in the past Others' dismal view of future possibilities
Thinking Alone	<ul style="list-style-type: none"> Time to think through situations and contemplate pros and cons Solitude to explore what you believe at your own rhythm 	<ul style="list-style-type: none"> Being put on the spot to respond immediately, without advance notice No personal space or time to mull over a decision
Thinking Back	<ul style="list-style-type: none"> Setting a historical context for a present problem Recalling how things were done in the past 	<ul style="list-style-type: none"> When others don't learn from history When others jump into what is new without considering what has already been done
Thinking Logically	<ul style="list-style-type: none"> Thinking about and explaining why something is the way it is Exposing holes in partial thinking 	<ul style="list-style-type: none"> Intuitive action Hidden or partial logic
Wanting to Win	<ul style="list-style-type: none"> Competing against someone else Having specific targets to measure who wins 	<ul style="list-style-type: none"> "Everyone wins" philosophy Having no way to prove you can be the best

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