Adapting
“How can I adapt to what’s happening now?”
Lives in the moment and discovers the future one choice at a time; expects and enjoys detours. Flexible, adjusts easily to change.

Believing
“How does this mesh with my beliefs?”
High ethics guides behavior; people know where this person stands. Makes decisions based on values.

Collecting
“What am I interested in here?”
Collects information, things, quotations, artifacts, or facts—anything that is deemed interesting. The world is exciting because of its variety; acquiring, compiling, and filing stuff away keeps things fresh.

Connection
“How is this part of something larger?”
Loves to connect people and/or ideas; sees the relationship between things and/or people; perceives how one thing is part of something larger.
**Creating Intimacy**

“How can I be closer and more genuine with the people I already know?”

Comfortable with intimacy; encourages deepening of relationships; “the more that is shared together, the more that is risked together.” May have a challenge meeting new people.

**Enrolling**

“How can I relate to this new person?”

Enjoys challenge of meeting new people and getting in their good graces; enjoys developing rapport, breaking the ice, making a new connection, then moving on.

**Equalizing**

“Is everyone being treated fairly?”

Needs balance and to know that people are being treated in the same way; turned off by individualism; feels a need for a consistent environment of clear rules, where people will all know what’s expected.

**Feeling for Others**

“What are people feeling now?”

Senses emotions in those nearby; shares their perspective in order to understand their choices; hears the unvoiced questions; anticipates others’ needs.
Fixing It
“What’s the solution to this problem?”
Energized by breakdowns; loves to identify what’s wrong and repair it or anticipate what might go wrong and avert it. Enjoys rescuing and saving something.

Focusing
“What’s the point here?”
Capacity to concentrate on a goal for a long period of time. May need clear destination or will get frustrated; able to filter out distractions; keeps people on point and off tangents.

Get to Action
“What can I do right now?”
Impatient for action rather than contemplation. Must make something happen.

Goal-Setting
“What can I accomplish today?”
Has daily drive to accomplish something and meet a goal. Every day starts at zero and must achieve something tangible. There is a perpetual whisper of discontent.
Having Confidence

“What, me worry?”

Knows he or she is able to deliver. Self-assured; no one can tell this person what to think. Alone has the authority to come to conclusions.

ALWAYS  SOMETIMES  NEVER

Humor

“What is amusing about this?”

Enjoys seeing the humor in situations. Can lighten tense moments and puts self and others at ease with laughter.

ALWAYS  SOMETIMES  NEVER

Including

“How can I stretch the circle wider?”

Desires to make others part of the group so as many as possible can feel its support; no one should be on the outside looking in; accepting, nonjudgmental.

ALWAYS  SOMETIMES  NEVER

Innovation

“How can this be done differently?”

Loves to create new processes or products; easily bored with routine. Energized by never having done it before.

ALWAYS  SOMETIMES  NEVER
**Loving Ideas**

“What’s a thrilling idea or theory to explain this?”

Searches for concepts to explain things; loves theories; derives jolt of energy from a new idea.

**Love of Learning**

“What can I learn next?”

Drawn always to the process more than the content of learning; energized by the journey from ignorance to competence. The outcome is less important than what is learned.

**Making Order**

“How can I align all these different variables?”

Enjoys managing and aligning many variables into the best configuration. Jumps into confusion and devises new options; organizes what’s messy.

**Mentoring**

“What can help others grow?”

Sees potential in others; every person is a work in progress; goal is to help others achieve success; searches for signs of growth in others.
Optimism

“What’s right about this?”

- Generous with praise; always on the lookout for the positive; contagiously enthusiastic; finds a way to lighten people’s spirits. The glass is always half full.

Particularize

“How is each of us unique?”

- Intrigued by unique qualities of each person; observes each person’s style and how each thinks and builds relationships; keen observer and developer of others’ talents and strengths.

Peacemaking

“Where is the common ground?”

- Looks for areas of agreement; holds conflicts to a minimum; prefers to search for consensus; will modify own direction in service of harmony.

Precision

“How can I order this chaos?”

- The world needs to be predictable; imposes structure, sets up routines, timelines, and deadlines; needs to feel in control; dislikes surprises; impatient with errors. Control is a way of maintaining progress and productivity.
Reliability
“How can I do this right?”

Excuses and rationalizations are not acceptable; has to take responsibility for anything committed to; reputation for conscientiousness and dependability. Easily frustrated by what is perceived as others’ irresponsibility.

Seeking Excellence
“How can this be excellent?”

Excellence and efficiency are the measure—doing the best with the least. Everything—people, processes, products—is judged by how to make it better.

Standing Out
“How can I be recognized?”

Wants to be known for making a difference and be admired for credibility, success. Highly motivated toward rewards and recognition programs.

Storytelling
“How can I bring these ideas to life with a story?”

Needs to explain by painting vivid pictures until others are inspired to act.

ALWAYS  SOMETIMES  NEVER
ALWAYS  SOMETIMES  NEVER
**Strategy**

“What are alternative scenarios, and what is the best route?”

Sorts through clutter; recognizes all the possible options; engages in “if this, then that” thinking.

**Taking Charge**

“How can I get others aligned with me?”

Likes to be the boss; restless unless sharing opinions. Uses confrontation if necessary and naturally directs others into action.

**Thinking Ahead**

“Wouldn’t it be great if . . . ?”

Fascinated by the future. Describes a detailed future that pulls him or her forward; needs to inspire others in the dream; cherishes visions that energize and give hope.

**Thinking Alone**

“What can I think about now?”

Poses questions to self and tries to figure them out; constant mental hum; needs to be alone to think to come up with an answer; dislikes being put on the spot to respond.
Thinking Back

“How is the past a blueprint for the present?”

Looks back to understand the present and future; the present alone is confusing. May have trouble getting oriented to the new, and needs to understand the context of something in order to move forward.

Thinking Logically

“How is this true?”

“Prove it to me.”

Dispassionate; theories must be sound, logical, based on solid data. Exposes clumsy thinking; sees patterns in data.

Wanting to Win

“Am I better at this than everyone else is?”

Compares performance to that of others; likes measurement to facilitate comparison; competition is invigorating.