

ACHIEVER

DESCRIPTION

Your Achiever theme helps to explain your drive. Achiever describes a constant need for achievement. You feel as if every day starts at zero. By the end of the day you must achieve something tangible in order to feel good about yourself. And by "every day" you mean every single day —workdays, weekends, vacations. No matter how much you may feel you deserve a day of rest, if the day passes without some form of achievement, no matter how small, you will feel dissatisfied. You have an internal fire burning inside you. It pushes you to do more, to achieve more. After each accomplishment is reached, the fire dwindles for a moment, but very soon it rekindles itself, forcing you toward the next accomplishment. Your relentless need for achievement might not be logical. It might not even be focused. But it will always be with you. As an Achiever you must learn to live with this whisper of discontent. It does have its benefits. It brings you the energy you need to work long hours without burning out. It is the jolt you can always count on to get you started on new tasks, new challenges. It is the power supply that causes you to set the pace and define the levels of productivity for your work group. It is the theme that keeps you moving.

HIGHLIGHTS

Must be busy and you like challenges – Independent – Meetings are torture unless you know the reason you need to attend – Great stamina for hard work – Set goals and create lists of things that need to be done to accomplish these goals – Action oriented

APPLIED IN CAREER

Choose work environments that challenge you. Opt for situations where your success is measured each day.

Select a career that provides you with numerous opportunities to excel as an individual. Control your workflow, schedule, productivity, quality level and action plan.

Gravitate to organizations and professions that offer incentives for quality, productivity, sales revenue, profit margins or customer service.

Seek a position that lets you do what you do best every day. Inform people that you have a need to exceed, not just meet, minimum requirements.

Find a career in which you can work as hard as you want. Avoid work situations controlled by collective bargaining agreements that limit how much you can produce each day.

Realize that you cannot work in just anywhere. Affiliate yourself with organizations that are known for their serious, results-oriented workers.

SUPERVISORS

Achievers can help bring order to work, by making lists, keeping track of accomplished work and helping to maintain efficiency in the productivity of your work group.

ACTIVATOR

DESCRIPTION

When can we start?" This is a recurring question in your life. You are impatient for action. You may concede that analysis has its uses or that debate and discussion can occasionally yield some valuable insights, but deep down you know that only action is real. Only action can make things happen. Only action leads to performance. Once a decision is made, you cannot NOT act. Others may worry that "there are still some things we don't know," but this doesn't seem to slow you. If the decision has been made to go across town, you know that the fastest way to get there is to go stoplight to stoplight. You are not going to sit around waiting until all the lights have turned green. Besides, in your view, action and thinking are not opposites. In fact, guided by your Activator theme, you believe that action is the best device for learning. You make a decision, you take action, you look at the result, and you learn. This learning informs your next action and your next. How can you grow if you have nothing to react to? Well, you believe you can't. You must put yourself out there. You must take the next step. It is the only way to keep your thinking fresh and informed. The bottom line is this: You know you will be judged not by what you say, not by what you think, but by what you get done. This does not frighten you. It pleases you.

HIGHLIGHTS

Willing to take risks – You start a lot of things – Have the ability to turn thoughts, ideas and concepts into action – Ready to make things happen – Tremendously motivated to get things going – Innovative and creative

APPLIED IN CAREER

Define what kind of leader you are. A thought leader? A giver of orders? A leader who gives the go-ahead signal? Large group leader? Small group leader? A leader with a mission? A profit leader? An athlete leader?

Identify informal leadership roles within professions, companies, or departments into which you can step. Persuade coworkers that they can increase productivity, solve problems, launch programs, overcome obstacles and bounce back from defeat.

Find work that allows you to make your own decisions, and then act upon them.

Consider becoming your own boss. Make of list of possible businesses you could start, grow, and sell once they show a profit. Understand that you will probably lose interest once an enterprise is so fine-tuned that it runs on its own. Recall how maintaining an operation has led to boredom in the past.

Choose a career in which "actions speak louder than words" even though your words can propel people into action. Thoroughly research professions, organizations and companies to identify the ones that are truly results-oriented.

Understand that some supervisors and managers may feel threatened by your insistence on making decisions and acting without delay.

SUPERVISORS

Keep those with an Activator theme focused by giving purpose to their actions. They have a strong desire to get things done, and are always ready to jump into action. Don't be intimidated by their need to make decisions and take action.

ADAPTABILITY

DESCRIPTION

You live in the moment. You don't see the future as a fixed destination. Instead, you see it as a place that you create out of the choices that you make right now. And so you discover your future one choice at a time. This doesn't mean that you don't have plans. You probably do. But this theme of Adaptability does enable you to respond willingly to the demands of the moment even if they pull you away from your plans. Unlike some, you don't resent sudden requests or unforeseen detours. You expect them. They are inevitable. Indeed, on some level you actually look forward to them. You are, at heart, a very flexible person who can stay productive when the demands of work are pulling you in many different directions at once.

HIGHLIGHTS

You like change – Have a strong ability to live in the present – Flexible – Some of you would rather not plan ahead – Others need a framework to fill with plans that are intentional and productive – Adept at handling the unexpected – Change keeps you moving – Spontaneous

APPLIED IN CAREER

Identify three to four occupations that reward those with an ability to live in the moment. Avoid professions that require rigid adherence to rules, operating procedures and time controls.

Interview individuals who work in organizations where the work is experimental or discovery-oriented. Ask how each day assumes its own life. Take notes. Afterwards, look for recurring themes and behaviors these people share.

Journalism, live television production, emergency health care, and customer service are fields that may interest you.

Gain part-time or seasonal employment in organizations where the demand for flexibility exists hour-by-hour and day-by-day. Record three to five ways your Adaptability talent benefits you in these settings.

Reflect upon “wrong fit” jobs you have had in the past. Determine whether your Adaptability talent was viewed as a plus or as a liability.

What did these experiences teach you? Start a “right fit” career file. Each week, add an insight about how you used your Adaptability talent. Draw upon this information when writing résumés and preparing for job interviews.

Shadow employees who continually respond to the varied requests of their customers, tourists, guests and patients.

SUPERVISORS

Those with a strong Adaptability theme prefer not to have meetings unless they are a must. These individuals will excel in roles in which flexibility is appreciated and “in the moment” action needs to be taken.

ANALYTICAL

DESCRIPTION

Your Analytical theme challenges other people: "Prove it. Show me why what you are claiming is true." In the face of this kind of questioning some will find that their brilliant theories wither and die. For you, this is precisely the point. You do not necessarily want to destroy other people's ideas, but you do insist that their theories be sound. You see yourself as objective and dispassionate. You like data because they are value free. They have no agenda. Armed with these data, you search for patterns and connections. You want to understand how certain patterns affect one another. How do they combine? What is their outcome? Does this outcome fit with the theory being offered or the situation being confronted? These are your questions. You peel the layers back until, gradually, the root cause or causes are revealed. Others see you as logical and rigorous. Over time they will come to you in order to expose someone's "wishful thinking" or "clumsy thinking" to your refining mind. It is hoped that your analysis is never delivered too harshly. Otherwise, others may avoid you when that "wishful thinking" is their own.

HIGHLIGHTS

Rational – You like to prove things – Analyze data – Search for patterns – Problem solver – Good at market research and risk management – Comfortable with numbers – You may have too many questions, and never happy with answers – You are attracted to data because you believe it is neutral – Ask a lot of questions to prove data is sound

APPLIED IN CAREER

Choose a job that requires a lot of analysis. Obvious career fields such as accounting, finance, law, engineering, sciences, business management, computer technology and journalism are worthy of consideration.

Opt for jobs that allow you to make decisions based on your evaluation of facts, data, tangible evidence, circumstantial evidence and research findings.

Examine the use of logic in fields such as history, theater, painting, landscape design, anthropology, auto mechanics and musical composition.

Refuse to sacrifice your passion for a field because others say it does not require linear, sequential thinking. Prove them wrong.

Select careers that permit you to sharpen your ability to determine the existence of cause-and-effect relationships on a daily basis.

Decline opportunities to do mindless work regardless of the compensation and benefits package offered to you.

SUPERVISORS

Supervisors should use the motto, "Prove it. Show it. Explain it." when talking to a person with the Analytical strength.

ARRANGER

DESCRIPTION

You are a conductor. When faced with a complex situation involving many factors, you enjoy managing all of the variables, aligning and realigning them until you are sure you have arranged them in the most productive configuration possible. In your mind there is nothing special about what you are doing. You are simply trying to figure out the best way to get things done. But others, lacking this theme, will be in awe of your ability. "How can you keep so many things in your head at once?" they will ask. "How can you stay so flexible, so willing to shelve well-laid plans in favor of some brand-new configuration that has just occurred to you?" But you cannot imagine behaving in any other way. You are a shining example of effective flexibility, whether you are changing travel schedules at the last minute because a better fare has popped up or mulling over just the right combination of people and resources to accomplish a new project. From the mundane to the complex, you are always looking for the perfect configuration. Of course, you are at your best in dynamic situations. Confronted with the unexpected, some complain that plans devised with such care cannot be changed, while others take refuge in the existing rules or procedures. You don't do either. Instead, you jump into the confusion, devising new options, hunting for new paths of least resistance, and figuring out new partnerships — because, after all, there might just be a better way.

HIGHLIGHTS

Multi-tasker – Enjoy fast paced and complex environments – Good in management role – Find the new paths and answers – Decision maker – Perceive how things work together both present and in future – Coordinate multiple elements to make comprehensive decision

APPLIED IN CAREER

Determine how much change and what kinds of changes you are most comfortable handling.

Weigh the importance of rules and guidelines in your job. Understand that abiding by these makes it easier for teammates to cooperate, make progress and succeed.

For an interesting and challenging project, enlist friends and classmates to search the Internet for information about team-oriented occupations.

Look through the classified ads for positions that allow you to help others meet their financial obligations.

Identify jobs in which you will be expected to put together pieces of plans, processes, projects and events.

Consider being an agent of change. Interview individuals who regularly turn around bad situations by redeploying resources, readjusting timelines and realigning priorities. Ask them how they know it is time for them to move on to another role.

SUPERVISORS

Arrangers like meetings to be made aware of everything going on, helps put the pieces together.

BELIEF

DESCRIPTION

If you possess a strong Belief theme, you have certain core values that are enduring. These values vary from one person to another, but ordinarily your Belief theme causes you to be family-oriented, altruistic, even spiritual, and to value responsibility and high ethics — both in yourself and others. These core values affect your behavior in many ways. They give your life meaning and satisfaction; in your view, success is more than money and prestige. They provide you with direction, guiding you through the temptations and distractions of life toward a consistent set of priorities. This consistency is the foundation for all your relationships. Your friends call you dependable. "I know where you stand," they say. Your Belief makes you easy to trust. It also demands that you find work that meshes with your values. Your work must be meaningful; it must matter to you. And guided by your Belief theme it will matter only if it gives you a chance to live out your values.

HIGHLIGHTS

Strong sense of mission – Thrive when job and friendships align with core values – Think about “calling” and how to fulfill it – Core values that are present and enduring – Beliefs form your template for life

APPLIED IN CAREER

Turn down high-paying jobs that force you to compromise your beliefs. Tell the hiring officer that your soul and psyche are not for sale to the highest bidder.

Seek employment in companies and organizations that exhibit a strong sense of mission — that is, a commitment to positively impacting the quality of people’s lives (e.g. Medicaid)

Compare an entity’s mission statement to what it produces or the services it provides. Verify that its guiding principles and its outcomes are in sync.

Research opportunities in helping professions such as medicine, law enforcement, social work, refugee relocation, teaching and search-and-rescue. Talk with people who provide services to individuals in need. Interview those who supervise them.

Have a mentor, and be a mentor. Understand that this increases the chances for your behaviors, decisions, and beliefs to remain constant.

Consider an ethics-related career in medicine, law, military service, law enforcement, ministry or science.

SUPERVISORS

Those with Belief can center the decision making process, reminding the team of shared values. Ask what is important to them?

COMMAND

DESCRIPTION

Command leads you to take charge. Unlike some people, you feel no discomfort with imposing your views on others. On the contrary, once your opinion is formed, you need to share it with others. Once your goal is set, you feel restless until you have aligned others with you. You are not frightened by confrontation; rather, you know that confrontation is the first step toward resolution. Whereas others may avoid facing up to life's unpleasantness, you feel compelled to present the facts or the truth, no matter how unpleasant it may be. You need things to be clear between people and challenge them to be clear-eyed and honest. You push them to take risks. You may even intimidate them. And while some may resent this, labeling you opinionated, they often willingly hand you the reins. People are drawn toward those who take a stance and ask them to move in a certain direction. Therefore, people will be drawn to you. You have presence. You have Command.

HIGHLIGHTS

Good at delivering unpleasant news – Charismatic – Easily share opinion and try to persuade others – Inspired to take charge – Strong desire for strong leadership – Knows when to move into action – Not frightened by change, conflict or instability – Gives courage to others – Steps into situations that others naturally avoid

APPLIED IN CAREER

Seek roles in which you will be asked to persuade others. Consider a position in sales.

Turn your ability to confront into persuasiveness.

Seize opportunities to speak plainly and directly about sensitive subjects. Your unwillingness to hide from the truth can become a source of strength and constancy for your colleagues.

Help your colleagues make commitments.

Find a cause you believe and support it. You might discover yourself at your best when defending a cause.

Ask others for their opinions because sometimes your candor may be intimidating.

Partner with someone with a strong Woo or Empathy theme. Some obstacles do not need to be confronted, they can be circumvented. These people can help know when this is possible.

SUPERVISORS

Ask those with Command their opinion, and be specific when correcting them. They enjoy leading as well as working alongside the leader.

COMMUNICATION

DESCRIPTION

You like to explain, to describe, to host, to speak in public and to write. This is your Communication theme at work. Ideas are a dry beginning. Events are static. You feel a need to bring them to life, to energize them, to make them exciting and vivid. And so you turn events into stories and practice telling them. You take the dry idea and enliven it with images and examples and metaphors. You believe that most people have a very short attention span. They are bombarded by information, but very little of it survives. You want your information — whether an idea, an event, a product's features and benefits, a discovery, or a lesson — to survive. You want to divert their attention toward you and then capture it, lock it in. This is what drives your hunt for the perfect phrase. This is what draws you toward dramatic words and powerful word combinations. This is why people like to listen to you. Your word pictures pique their interest, sharpen their world, and inspire them to act.

HIGHLIGHTS

You must express yourself until you feel understood – Easy to talk to – Rehearse to reduce improvisation – Love to explain, speak, and entertain – Good at putting thoughts and feelings into words – Help others express themselves

APPLIED IN CAREER

You will do well in roles in which you are paid to capture people's attention.

Choose careers that will allow you to do a lot of the talking, such as teaching, broadcast journalism, consulting, politics, public relations and ministry.

Explore opportunities to serve as the spokesperson for an organization, product, political candidate, company, school district, hospital or elected official.

Become a librarian who reads stories to children.

Opt for a career as a professional storyteller or writer.

Explore sales positions that require making presentations.

When you are presenting, listen to your audience. Watch their reactions to each part of your presentation. Redraft your future presentations around the highlights.

SUPERVISORS

Give those with a strong strength in Communication opportunities to communicate and/or to facilitate communication. They may be great presenters, writers or meeting facilitators.

COMPETITION

DESCRIPTION

Competition is rooted in comparison. When you look at the world, you are instinctively aware of other people's performance. Their performance is the ultimate yardstick. No matter how hard you tried or how worthy your intentions, if you reached your goal but did not outperform your peers, the achievement feels hollow. Like all competitors, you need other people. You need to compare. If you can compare, you can compete, and if you can compete, you can win. And when you win, there is no feeling quite like it. You like measurement because it facilitates comparisons. You like other competitors because they invigorate you. You like contests because they must produce a winner. You particularly like contests where you know you have the inside track to be the winner. Although you are gracious to your fellow competitors and even stoic in defeat, you don't compete for the fun of competing. You compete to win. Over time you will come to avoid contests where winning seems unlikely.

HIGHLIGHTS

Rooted in comparison – You judge others by comparing them to yourself – Achieve by outperforming – Winning is important – Invigorated by others competing – Choose events that measure your own performance – Drive to be engaged and to succeed

APPLIED IN CAREER

Choose work environments that challenge you and in which your success can be quantified with scores, ratings, and rankings. Avoid situations lacking meaningful, objective measurement criteria.

Decide whether you prefer to compete as an individual or as a team member. Select employment that matches your preference either for total or shared control over final results.

Search for jobs that offer incentives for best performance. Financial bonuses, trophies, trips, promotions, rings, cars, or learning opportunities enhance your performance in ways that hard work and long hours cannot.

Find a career that is both competitive and personally satisfying. Refuse to sacrifice one for the other.

SUPERVISORS

Those with the strength of Competition like to have their performance measured and receive meaningful feedback. They respond to high performance, high productivity, and high inspiration.

CONNECTEDNESS

DESCRIPTION

Things happen for a reason. You are sure of it. You are sure of it because in your soul you know that we are all connected. Yes, we are individuals, responsible for our own judgments and in possession of our own free will, but nonetheless we are part of something larger. Some may call it the collective unconscious. Others may label it spirit or life force. But whatever your word of choice, you gain confidence from knowing that we are not isolated from one another or from the earth and the life on it. This feeling of Connectedness implies certain responsibilities. If we are all part of a larger picture, then we must not harm others because we will be harming ourselves. We must not exploit because we will be exploiting ourselves. Your awareness of these responsibilities creates your value system. You are considerate, caring, and accepting. Certain of the unity of humankind, you are a bridge builder for people of different cultures. Sensitive to the invisible hand, you can give others comfort that there is a purpose beyond our humdrum lives. The exact articles of your faith will depend on your upbringing and your culture, but your faith is strong. It sustains you and your close friends in the face of life's mysteries.

HIGHLIGHTS

Believe everything happens for a reason – Love building bridges of understanding – Caring – Sensitive – Considerate – Look for roles helping others – People are not isolated, for we all impact and influence each other

APPLIED IN CAREER

Dedicate at least two years of your life to serving your country or community after graduation. Join Volunteers in Service to America (VISTA), AmeriCorps, or Teach for America.

Incorporate your need to serve all of humankind into whatever career you choose. Opt to work in fields and for organizations whose values mirror your own.

Enlist in the Peace Corps before starting your professional career.

Volunteer your medical services for a week or month at a rural clinic serving migrant workers or in a small town without a physician or nurse.

Consider joining Doctors Without Borders® or becoming a medical missionary.

Make a lifetime commitment to a specific ministry within your faith tradition.

Enjoy being in situations and places that challenge their ability to connect seemingly random things to find meaning, value, information or explanation.

SUPERVISORS

Those with the strength of Connectedness place an emphasis on faith and mission. Emphasize the purpose of your team or organization.

CONSISTENCY

DESCRIPTION

Balance is important to you. You are keenly aware of the need to treat people the same, no matter what their station in life, so you do not want to see the scales tipped too far in any one person's favor. In your view this leads to selfishness and individualism. It leads to a world where some people gain an unfair advantage because of their connections or their background or their greasing of the wheels. This is truly offensive to you. You see yourself as a guardian against it. In direct contrast to this world of special favors, you believe that people function best in a consistent environment where the rules are clear and are applied to everyone equally. This is an environment where people know what is expected. It is predictable and evenhanded. It is fair. Here each person has an even chance to show his or her worth.

HIGHLIGHTS

Balance is important – You treat all fairly – Routines are valuable – Consistency is primarily a way of thinking and processing information, decisions and relationships

APPLIED IN CAREER

Work in environments that have regulations, policies, procedures and guidelines firmly established. Realize that you are more effective and efficient when everyone, regardless of status, must follow the same rules.

Gravitate to careers in fields such as accounting, tax law, manufacturing and government service.

Research roles in the environments of quality assurance, risk management, safety compliance, law enforcement and production standards.

Seek roles in which you can level the playing field, at work or in your community. You can be a leader in helping provide disadvantaged people with the platform they need to show their true potential.

Consistently give credit to those who have put in the work and deserve the recognition.

Choose workplaces where standard operating procedures are emphasize in orientation, training development and manuals.

Explore positions where careful monitoring of the bidding process, contract specifications and open meetings laws are critical to success.

SUPERVISORS

Help return the focus to what has been accomplished and not just how it has been done.

CONTEXT

DESCRIPTION

You look back. You look back because that is where the answers lie. You look back to understand the present. From your vantage point the present is unstable, a confusing clamor of competing voices. It is only by casting your mind back to an earlier time, a time when the plans were being drawn up, that the present regains its stability. The earlier time was a simpler time. It was a time of blueprints. As you look back, you begin to see these blueprints emerge. You realize what the initial intentions were. These blueprints or intentions have since become so embellished that they are almost unrecognizable, but now this Context theme reveals them again. This understanding brings you confidence. No longer disoriented, you make better decisions because you sense the underlying structure. You become a better partner because you understand how your colleagues came to be who they are. And counterintuitively you become wiser about the future because you saw its seeds being sown in the past. Faced with new people and new situations, it will take you a little time to orient yourself, but you must give yourself this time. You must discipline yourself to ask the questions and allow the blueprints to emerge because no matter what the situation, if you haven't seen the blueprints, you will have less confidence in your decisions.

HIGHLIGHTS

Look back in time to understand the present – Use past to explain the events that lead to the present and build the future – Observe patterns of thinking and decision making – Wants to understand the original intention and underlying structures that formed history

APPLIED IN CAREER

Consider a career as a teacher, archivist, museum curator, documentary filmmaker, journalist, or fiction writer. Or, consider archeology, anthropology, reclamation of sunken ships or reconstruction of historic sites. Concentrate on a particular period or figure in history.

Specialize in genealogy. Help people trace their family's lineage for purposes of membership in an organization or to prove their relationship for historic or legal purposes.

Join the National Park Service and specialize in giving guided tours of historic sites. Oversee the ongoing maintenance of the property and its collection of artifacts and documents.

Examine opportunities as an appraiser of antique furniture, toys, clothing, jewelry, paintings, first edition books or original manuscripts.

Use lessons from looking at the past to be an agent for positive change.

SUPERVISORS

The person with a strong theme in Context could be a great asset in explaining the history of your organization or in looking at past projects to learn what has been done and worked well and also to prevent making the same mistakes over and over again.

DELIBERATIVE

DESCRIPTION

You are careful. You are vigilant. You are a private person. You know that the world is an unpredictable place. Everything may seem in order, but beneath the surface you sense the many risks. Rather than denying these risks, you draw each one out into the open. Then each risk can be identified, assessed, and ultimately reduced. Thus, you are a fairly serious person who approaches life with a certain reserve. For example, you like to plan ahead so as to anticipate what might go wrong. You select your friends cautiously and keep your own counsel when the conversation turns to personal matters. You are careful not to give too much praise and recognition, lest it be misconstrued. If some people don't like you because you are not as effusive as others, then so be it. For you, life is not a popularity contest. Life is something of a minefield. Others can run through it recklessly if they so choose, but you take a different approach. You identify the dangers, weigh their relative impact, and then place your feet deliberately. You walk with care.

HIGHLIGHTS

Careful decision maker – Identify risks – Correct decisions are better than quick decisions – Avoid making mistakes – Depth of understanding – Make conclusion in your own time – Sound – Private – Vigilant

APPLIED IN CAREER

You have naturally good judgment, so consider work in an area where you can provide counsel and advice.

Choose a career in which you and others can benefit from your careful thinking and deliberation.

You may want to work in roles that require research and analysis of information to plan wise actions or gain new understandings.

Work in organizations and roles in which you can be independent.

You will be a good questioner of actions, helping others to think through their decisions before moving ahead too quickly.

Explain your process of careful decision making. Clarify that you highlight risk in order to take control and reduce it, not because you are tentative or fearful of action.

SUPERVISORS

Deliberative people may challenge your position or values to test whether or not your perspective or position is sound.

DEVELOPER

DESCRIPTION

You see the potential in others. Very often, in fact, potential is all you see. In your view no individual is fully formed. On the contrary, each individual is a work in progress, alive with possibilities. And you are drawn toward people for this very reason. When you interact with others, your goal is to help them experience success. You look for ways to challenge them. You devise interesting experiences that can stretch them and help them grow. And all the while you are on the lookout for the signs of growth -- a new behavior learned or modified, a slight improvement in a skill, a glimpse of excellence or of "flow" where previously there were only halting steps. For you these small increments -- invisible to some -- are clear signs of potential being realized. These signs of growth in others are your fuel. They bring you strength and satisfaction. Over time many will seek you out for help and encouragement because on some level they know that your helpfulness is both genuine and fulfilling to you.

HIGHLIGHTS

Naturally see potential, growth and strength in others – Encourage others – Believe everyone has potential to grow – All people are works in progress – Can easily create a progress plan to get from A to Z

APPLIED IN CAREER

You will be most satisfied in a career that provides some type of service to people or in which organizational success is based on interpersonal relationships and your ability to help people be successful.

Choose a job in which you work in teams or partnerships so that you can help others grow and develop. For example, teaching, coaching, or managing roles may be satisfying careers.

You will be an asset to any organization because you help facilitate the development of those around you. Never forget the impact that you can have in an organization.

Consider a career in counseling, human resources, teaching or management. You have a talent for noting people's progress and for helping them become even better at what they do.

Make a plan to develop your own strengths based on a detailed understanding of your talents, knowledge and skills.

SUPERVISORS

Make a plan to develop their own strengths based on a detailed understanding of their talents, knowledge and skills.

DISCIPLINE

DESCRIPTION

Your world needs to be predictable. It needs to be ordered and planned. So you instinctively impose structure on your world. You set up routines. You focus on timelines and deadlines. You break long-term projects into a series of specific short-term plans, and you work through each plan diligently. You are not necessarily neat and clean, but you do need precision. Faced with the inherent messiness of life, you want to feel in control. The routines, the timelines, the structure, all of these help create this feeling of control. Lacking this theme of Discipline, others may sometimes resent your need for order, but there need not be conflict. You must understand that not everyone feels your urge for predictability; they have other ways of getting things done. Likewise, you can help them understand and even appreciate your need for structure. Your dislike of surprises, your impatience with errors, your routines, and your detail orientation don't need to be misinterpreted as controlling behaviors that box people in. Rather, these behaviors can be understood as your instinctive method for maintaining your progress and your productivity in the face of life's many distractions.

HIGHLIGHTS

You like to know expectations and plans – Able to structure random pieces of information – Give structure to environments around you – Love accurate timelines and deadlines – Dislike surprises – Create systematic ways to get things done – Able to get a lot accomplished

APPLIED IN CAREER

Take on a career in which you can maintain order for yourself and others.

Your organizing skills should be helpful in administrative positions.

Find jobs that require exactness.(Finance)

You will be appreciated in most work settings because you follow through and you work systematically.

You can do a lot to help others become organized. This makes them become more effective and improves their follow through.

In many ways you are a perfectionist. While some may criticize your perfectionism, just think of all the professions in which you wouldn't want someone who wasn't a perfectionist (e.g., airplane pilot, brain surgeon or accountant).

SUPERVISORS

Remember those with the strength of Discipline work well in, create in, provide, and believe in structure and organization.

EMPATHY

DESCRIPTION

You can sense the emotions of those around you. You can feel what they are feeling as though their feelings are your own. Intuitively, you are able to see the world through their eyes and share their perspective. You do not necessarily agree with each person's perspective. You do not necessarily feel pity for each person's predicament -- this would be sympathy, not Empathy. You do not necessarily condone the choices each person makes, but you do understand. This instinctive ability to understand is powerful. You hear the unvoiced questions. You anticipate the need. Where others grapple for words, you seem to find the right words and the right tone. You help people find the right phrases to express their feelings — to themselves as well as to others. You help them give voice to their emotional life. For all these reasons other people are drawn to you.

HIGHLIGHTS

You are able to feel into the feeling of those around you – Can anticipate the needs of others before asked – High emotional intelligence – Strong relational connections as people feel understood and known by you – Help others put their emotions into words

APPLIED IN CAREER

Build trust with others by letting them know that you know how they are feeling. Help your colleagues be aware of the feelings of the persons with whom they work.

Try to work in a peer counseling center or in a job where you give advice or are called to understand others.

Look for a job in which you need to work as part of a team. You will understand team members, support them, and help them work together.

Great teachers have been found to be especially high in the Empathy theme.

Some outstanding writers are high in empathy.

Listening is one of your greatest skills. By listening to the feelings of others, you help them become clearer and less conflicted.

SUPERVISORS

You could partner them with a person with strong Command or Activator themes to help them take action.

FOCUS

DESCRIPTION

"Where am I headed?" you ask yourself. You ask this question every day. Guided by this theme of Focus, you need a clear destination. Lacking one, your life and your work can quickly become frustrating. And so each year, each month, and even each week you set goals. These goals then serve as your compass, helping you determine priorities and make the necessary corrections to get back on course. Your Focus is powerful because it forces you to filter; you instinctively evaluate whether or not a particular action will help you move toward your goal. Those that don't are ignored. In the end, then, your Focus forces you to be efficient. Naturally, the flip side of this is that it causes you to become impatient with delays, obstacles, and even tangents, no matter how intriguing they appear to be. This makes you an extremely valuable team member. When others start to wander down other avenues, you bring them back to the main road. Your Focus reminds everyone that if something is not helping you move toward your destination, then it is not important. And if it is not important, then it is not worth your time. You keep everyone on point.

HIGHLIGHTS

Clear and defined destination – Ability to prioritize, take action and stay on track – Highly efficient – Can help others prioritize – Can concentrate on high levels of detail

APPLIED IN CAREER

You will be most satisfied in a career that has identifiable goals, purposes, and objectives, and one that provides opportunities to meet your own longer-term goals.

You will be helpful in an organization that will use your abilities to set goals and priorities.

Because you are able to keep yourself on track, you will work best in an environment with minimal supervision.

Set measurable steps for reaching your goals. These will help you track your progress toward your desired career.

SUPERVISORS

Make sure that when you designate a task to a person with strong themes of Focus you communicate how much detail you need. This person will accomplish tasks with high levels of concentration and depth.

FUTURISTIC

DESCRIPTION

"Wouldn't it be great if . . ." You are the kind of person who loves to peer over the horizon. The future fascinates you. As if it were projected on the wall, you see in detail what the future might hold, and this detailed picture keeps pulling you forward, into tomorrow. While the exact content of the picture will depend on your other strengths and interests — a better product, a better team, a better life, or a better world — it will always be inspirational to you. You are a dreamer who sees visions of what could be and who cherishes those visions. When the present proves too frustrating and the people around you too pragmatic, you conjure up your visions of the future and they energize you. They can energize others, too. In fact, very often people look to you to describe your visions of the future. They want a picture that can raise their sights and thereby their spirits. You can paint it for them. Practice; choose your words carefully. Make the picture as vivid as possible. People will want to latch on to the hope you bring.

HIGHLIGHTS

You are able to see the future five, 10 or 20 years – Motivated by long range view and goals – Visionary – Accomplish today so that you may have a better tomorrow – Can see beyond crisis into a better tomorrow

APPLIED IN CAREER

Dream big. Write down your dreams, and continue to make progress toward your biggest dreams. The more you think about the future, the more vivid and persuasive your ideas will become.

Find an organization where you can help create the future, painting vivid pictures for those who work there, helping them see the role they will take in making this vision become reality.

Choose a career in which you can help others envision their future and define their goals to reach it. You may excel in entrepreneurial or start-up situations. When presenting to others, use as much detail as possible to help others see it as clearly as you do.

Choose jobs that will help you gain the connections you need for the job you want after graduation.

SUPERVISORS

For a colleague with this theme set aside an hour each month for “future” discussions. Together you can push each other to greater heights of creativity and vividness.

HARMONY

DESCRIPTION

You look for areas of agreement. In your view there is little to be gained from conflict and friction, so you seek to hold them to a minimum. When you know that the people around you hold differing views, you try to find the common ground. You try to steer them away from confrontation and toward harmony. In fact, harmony is one of your guiding values. You can't quite believe how much time is wasted by people trying to impose their views on others. Wouldn't we all be more productive if we kept our opinions in check and instead looked for consensus and support? You believe we would, and you live by that belief. When others are sounding off about their goals, their claims, and their fervently held opinions, you hold your peace. When others strike out in a direction, you will willingly, in the service of harmony, modify your own objectives to merge with theirs (as long as their basic values do not clash with yours). When others start to argue about their pet theory or concept, you steer clear of the debate, preferring to talk about practical, down-to-earth matters on which you can all agree. In your view we are all in the same boat, and we need this boat to get where we are going. It is a good boat. There is no need to rock it just to that can

HIGHLIGHTS

You are able to see what teammates have in common – Remain calm in conflict – Diffuse tension – Seek common ground and cooperation – Seek to remedy discord – Motivation to draw people together

APPLIED IN CAREER

Look for a career where you will have opportunities to be a stabilizing factor in a group, team or organization.

Avoid a career in which there is significant conflict.

Seek out environments that provide security, compatibility and low risk.

You are practical, and all organizations need practical people to get the work done and keep the organization running. You can help others see the practical in the theoretical.

Use your strength to build a network of people with differing perspectives on whom you can rely when you need expertise. Your openness to these differing perspectives will help you learn.

You work well and are helpful in team project environments. You help others work together even more productively. You help promote emotional stability and calmness in the group.

SUPERVISOR

People with Harmony as a strength may benefit from having someone with a strong Command or Activator theme to help them confront conflict head on so that they can bring it to a resolution.

Ideation

DESCRIPTION

You are fascinated by ideas. What is an idea? An idea is a concept, the best explanation of the most events. You are delighted when you discover beneath the complex surface an elegantly simple concept to explain why things are the way they are. An idea is a connection. Yours is the kind of mind that is always looking for connections, and so you are intrigued when seemingly disparate phenomena can be linked by an obscure connection. An idea is a new perspective on familiar challenges. You revel in taking the world we all know and turning it around so we can view it from a strange but strangely enlightening angle. You love all these ideas because they are profound, because they are novel, because they are clarifying, because they are contrary, because they are bizarre. For all these reasons you derive a jolt of energy whenever a new idea occurs to you. Others may label you creative or original or conceptual or even smart. Perhaps you are all of these. Who can be sure? What you are sure of is that ideas are thrilling. And on most days this is enough.

HIGHLIGHT

Find new creative ways to get things done – Knowing how to focus these ideas is the key to your success – Conceptual – Creative – Appreciate originality

APPLIED IN CAREER

Build on your creativity to find a career that encourages you to think freely and express your ideas.

Marketing, advertising, journalism, design or new product development are fields where you may be paid as you utilize this strength.

Find work in which others like your ideas and in which you are expected to keep learning. Discuss your ideas with other people as their responses will help you refine your ideas.

You will be able to find new and better ways of doing things within the organization.

Select an organization where the leaders encourage and solicit your divergent thinking, stimulating them to consider some new approaches.

SUPERVISOR

Those with the strength of Ideation need to think **FREELY** and **EXPRESS** their ideas. They will flourish when expected to keep growing in ways of thinking and doing.

INCLUDER

DESCRIPTION

"Stretch the circle wider." This is the philosophy around which you orient your life. You want to include people and make them feel part of the group. In direct contrast to those who are drawn only to exclusive groups, you actively avoid those groups that exclude others. You want to expand the group so that as many people as possible can benefit from its support. You hate the sight of someone on the outside looking in. You want to draw them in so that they can feel the warmth of the group. You are an instinctively accepting person. Regardless of race or sex or nationality or personality or faith, you cast few judgments. Judgments can hurt a person's feelings. Why do that if you don't have to? Your accepting nature does not necessarily rest on a belief that each of us is different and that one should respect these differences. Rather, it rests on your conviction that fundamentally we are all the same. We are all equally important. Thus, no one should be ignored. Each of us should be included. It is the least we all deserve.

HIGHLIGHT

Very accepting of others – Drawn to those who are on the outside looking in – Believe we are all one people and should be included – Bring the outsiders in, and embrace their perspective – No one overlooked – Friend to almost anyone

APPLIED IN CAREER

Choose a career where you can supervise or lead a group of people, because you will build a sense of team and belongingness.

You will add benefit to a work environment, bringing them together for a common goal.

Working with a group that is not always included by others, such as physically or mentally challenged children, will allow you to use your talents to help them feel better about themselves.

A career in the United Nations or foreign services may appeal to you. You appreciate and include all people and their ideas.

The field of social work may interest you. Making sure that children are placed in a home where they are loved and become a real part of the family would give you great pleasure.

You help others understand that to respect the differences among us (our diversity) you must begin by appreciating all that we share (our similarity).

SUPERVISOR

The Includer can help those new to your organization or team be integrated by helping them feel accepted and involved.

INDIVIDUALIZATION

DESCRIPTION

Your Individualization theme leads you to be intrigued by the unique qualities of each person. You are impatient with generalizations or "types" because you don't want to obscure what is special and distinct about each person. Instead, you focus on the differences between individuals. You instinctively observe each person's style, each person's motivation, how each thinks, and how each builds relationships. You hear the one-of-a-kind stories in each person's life. This theme explains why you pick your friends just the right birthday gift, why you know that one person prefers praise in public and another detests it, and why you tailor your teaching style to accommodate one person's need to be shown and another's desire to "figure it out as I go." Because you are such a keen observer of other people's strengths, you can draw out the best in each person. This Individualization theme also helps you build productive teams. While some search around for the perfect team "structure" or "process," you know instinctively that the secret to great teams is casting by individual strengths so that everyone can do a lot of what they do well.

HIGHLIGHT

You see each person as unique – You help discover hidden talents – Notice how others think or are motivated – Each person is valuable – No generalizations – Desire to be uniquely understood – Potential is realized, highlighted and maximized because it is brought to the forefront – You take pride in finding the perfect gift

APPLIED IN CAREER

A career in education would directly use your talents because you would value and treat each student as an individual.

As a supervisor or manager, you would help individuals determine what they could do what they do best on a regular basis. Your evaluations would be based on who the person is and on what he or she had accomplished.

Counseling could be a fulfilling role for you. Your ability to see people as distinct individuals will empower them and help them grow.

Writing a novel would allow you to fully develop the uniqueness of each character.

Explain to those around you that it is appropriate, just and effective to treat each person differently.

SUPERVISOR

As supervisors, those with strengths in the Intellection theme should help others to describe their own strengths and style. Ask questions such as, "What is the best praise you ever received? How often do you like to check in with your manager? What is your best method for building relationships?" Help them plan their future by starting with their own strengths, then designing a future based on what they do best.

INPUT

DESCRIPTION

You are inquisitive. You collect things. You might collect information — words, facts, books, and quotations — or you might collect tangible objects such as butterflies, baseball cards, porcelain dolls, or sepia photographs. Whatever you collect, you collect it because it interests you. And yours is the kind of mind that finds so many things interesting. The world is exciting precisely because of its infinite variety and complexity. If you read a great deal, it is not necessarily to refine your theories but, rather, to add more information to your archives. If you like to travel, it is because each new location offers novel artifacts and facts. These can be acquired and then stored away. Why are they worth storing? At the time of storing it is often hard to say exactly when or why you might need them, but who knows when they might become useful? With all those possible uses in mind, you really don't feel comfortable throwing anything away. So you keep acquiring and compiling and filing stuff away. It's interesting. It keeps your mind fresh. And perhaps one day some of it will prove valuable.

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HIGHLIGHT

You are inquisitive, curious, and open – Ask questions to learn more – Place a high value on all elements of data – With information you store it, retain it, recall it, remember it, find it, apply it, use it – Become subject matter expert – Have knowledge to help problem solve situations

APPLIED IN CAREER

You will want to work in an environment that expects you to be continuously engaged in learning.

You will enjoy a career where you are always on the cutting edge of knowledge and where you are stimulated by ideas and creative approaches to problems and issues.

An ideal career would be one in which you have an opportunity to share what you have learned and are expected to be continuously learning and making new discoveries.

Choose jobs that will encourage you to conduct or delve into research and identify situations in which you can share the information you have collected.

Being a media specialist or someone with access to large amounts of information that you can locate for people would be rewarding for you.

SUPERVISORS

Many times those with Input may be subject matter agents in a particular field and may use their broad base of knowledge to problem solve.

INTELLECTION

DESCRIPTION

You like to think. You like mental activity. You like exercising the "muscles" of your brain, stretching them in multiple directions. This need for mental activity may be focused; for example, you may be trying to solve a problem or develop an idea or understand another person's feelings. The exact focus will depend on your other strengths. On the other hand, this mental activity may very well lack focus. The theme of Intellection does not dictate what you are thinking about; it simply describes that you like to think. You are the kind of person who enjoys your time alone because it is your time for musing and reflection. You are introspective. In a sense you are your own best companion, as you pose yourself questions and try out answers on yourself to see how they sound. This introspection may lead you to a slight sense of discontent as you compare what you are actually doing with all the thoughts and ideas that your mind conceives. Or this introspection may tend toward more pragmatic matters such as the events of the day or a conversation that you plan to have later. Wherever it leads you, this mental hum is one of the constants of your life.

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HIGHLIGHT

Love intellectual activity – Stimulating ideas keep you focused – Need time to think – Trains brain to handle more and more activity – The more you think, the more refined your thoughts become – Often provide wisdom, clarity and foundation for others to build on – You enjoy deep conversation

APPLIED IN CAREER

Choose work that will challenge you intellectually.

Choose a work environment that matches your most productive thinking environment. If you think best when it's quiet, choose a quiet work environment. If working with others stimulates your thinking, choose to work in a team environment.

Select work where you can share ideas and pose questions. Explain to others why you need your time for introspection. Although it might seem to others that you aren't doing anything, introspection allows you to refine your ideas, for you it is productive behavior.

Look at careers in which you can interact with colleagues and have philosophical debates.

Some fields that you may find rewarding are philosophy or theology.

SUPERVISOR

Depending on the thinking process of those with the theme of Intellection, they may need a quiet work environment or they may need a group to discuss and refine their thoughts with.

LEARNER

DESCRIPTION

You love to learn. The subject matter that interests you most will be determined by your other themes and experiences, but whatever the subject, you will always be drawn to the process of learning. The process, more than the content or the result, is especially exciting for you. You are energized by the steady and deliberate journey from ignorance to competence. The thrill of the first few facts, the early efforts to recite or practice what you have learned, the growing confidence of a skill mastered — this is the process that entices you. Your excitement leads you to engage in adult learning experiences — yoga or piano lessons or graduate classes. It enables you to thrive in dynamic work environments where you are asked to take on short project assignments and are expected to learn a lot about the new subject matter in a short period of time and then move on to the next one. This Learner theme does not necessarily mean that you seek to become the subject matter expert, or that you are striving for the respect that accompanies a professional or academic credential. The outcome of the learning is less significant than the "getting there."

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HIGHLIGHT

Learning is fascinating and energizing – Once you have learned something you are ready to learn something new – Strong ability to teach and deliver information in unique ways – Have an understanding of how other people learn

APPLIED IN CAREER

Choose a work environment that encourages constant learning and has a requirement of technical competence.

Find work where learning is a way of life. Because you are not intimidated by unfamiliar information, you might excel in consulting roles (either internal or external), in which you are paid to go into new situations and pick up new competencies or languages very quickly.

Consider work that allows you to move to the next subject that greatly interests you.

Select work where competency is valued and where you will have opportunities to keep developing your competencies.

Be a catalyst for change. Others might be intimidated by new rules, new skills or new circumstances. Your willingness to soak up this “newness” can calm their fears and spur them to engage.

SUPERVISOR

The person with a strong Learner strength may excel in teaching or training roles or in an environment where they are challenged to keep up with a changing technology or industry. They may bring a sense of stability as your organization goes through transitions in processes or technologies.

MAXIMIZER

DESCRIPTION

Excellence, not average, is your measure. Taking something from below average to slightly above average takes a great deal of effort and in your opinion is not very rewarding. Transforming something strong into something superb takes just as much effort but is much more thrilling. Strengths, whether yours or someone else's, fascinate you. Like a diver after pearls, you search them out, watching for the telltale signs of a strength. A glimpse of untutored excellence, rapid learning, a skill mastered without recourse to steps — all these are clues that a strength may be in play. And having found a strength, you feel compelled to nurture it, refine it, and stretch it toward excellence. You polish the pearl until it shines. This natural sorting of strengths means that others see you as discriminating. You choose to spend time with people who appreciate your particular strengths. Likewise, you are attracted to others who seem to have found and cultivated their own strengths. You tend to avoid those who want to fix you and make you well rounded. You don't want to spend your life bemoaning what you lack. Rather, you want to capitalize on the gifts with which you are blessed. It's more fun. It's more productive. And, counterintuitively, it is more demanding.

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HIGHLIGHT

You focus on strengths, not weaknesses – No patience for beginners – Push others to become noteworthy – Discover excellence – Ability to take what is best and make it better – Expects excellence in the work place or living space – Always looking for the best – Upgrade systems or processes

APPLIED IN CAREER

Choose a career that allows you to improve on the qualities you already have. Once you have identified your own strengths, stay focused on them. Refine your skills. Acquire new knowledge. Practice. Keep working towards mastery in a few areas.

Don't hide your weaknesses in your work; just make them irrelevant by fully developing and applying your strengths.

Find work where you can help others see their talents and how their talents make a difference. Seek roles in which you are helping other people succeed.

Choose a work environment where your talents will be appreciated.

Devise ways to measure your performance and the performance of your colleagues. These measures will help you spot strengths because the best way to identify a strength is to look for sustained levels of excellent performance.

SUPERVISORS

Those with the Maximizer strength can be beneficial in coaching, managing, mentoring or teaching roles, as they help others describe what they do best.

POSITIVITY

DESCRIPTION

You are generous with praise, quick to smile, and always on the lookout for the positive in the situation. Some call you lighthearted. Others just wish that their glass were as full as yours seems to be. But either way, people want to be around you. Their world looks better around you because your enthusiasm is contagious. Lacking your energy and optimism, some find their world drab with repetition or, worse, heavy with pressure. You seem to find a way to lighten their spirit. You inject drama into every project. You celebrate every achievement. You find ways to make everything more exciting and more vital. Some cynics may reject your energy, but you are rarely dragged down. Your Positivity won't allow it. Somehow you can't quite escape your conviction that it is good to be alive, that work can be fun, and that no matter what the setbacks, one must never lose one's sense of humor.

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HIGHLIGHT

Light-hearted – Generous with praise – Enthusiastic – Ability to transform negativity with your optimistic point of view – At times focus on the negative so that it can be eradicated and Positivity be restored. – Strive for better outcomes in the midst of challenges

APPLIED IN CAREER

Select a fast-paced, stimulating work environment.

Choose work for which you have passion.

Make sure any work you choose is fun for you.

Choose a career where you can encourage and highlight the positive in others. Teaching roles, sales roles, entrepreneurial roles, or leadership roles may utilize your ability to make things dramatic.

Deliberately help others see the things that are going well for them, you can keep their eyes on the positive.

Avoid negative people, as they will bring you down. Instead seek people who find in the world the same kind of drama and humor that you do. You will energize one another.

SUPERVISOR

Know that those who have Positivity as a predominant strength are not naïve. They simply prefer to focus on the good things happening. They can create a positive and dynamic environment for your organization or department.

RELATOR

DESCRIPTION

Relator describes your attitude toward your relationships. In simple terms, the Relator theme pulls you toward people you already know. You do not necessarily shy away from meeting new people — in fact, you may have other themes that cause you to enjoy the thrill of turning strangers into friends — but you do derive a great deal of pleasure and strength from being around your close friends. You are comfortable with intimacy. Once the initial connection has been made, you deliberately encourage a deepening of the relationship. You want to understand their feelings, their goals, their fears, and their dreams; and you want them to understand yours. You know that this kind of closeness implies a certain amount of risk — you might be taken advantage of — but you are willing to accept that risk. For you a relationship has value only if it is genuine. The more you share with each other, the more you risk together. The more you risk together, the more each of you proves your caring is genuine. These are your steps toward real friendship, and you take them willingly.

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HIGHLIGHT

Profound relational capacity – Form close, honest and trusting relationships –
Draws out relational potential in others – Team members feel known and drawn in – Not afraid of relational closeness – Enjoy working with a team

APPLIED IN CAREER

Choose any career in which in-depth, meaningful relationships are valued.

Find a workplace in which friendships are encouraged, and you can continuously learn about your clients and associates.

You will enjoy a job in which you serve a stable group of customers who come back often.

Consider coaching, teaching, managing, supervising and caregiving as possible outlets for your talent.

SUPERVISOR

As supervisors with the strong theme of Relator, let your caring show. For example, find people in your company to mentor, or help your colleagues to know each other better by extending their relationships “beyond the office”.

RESPONSIBILITY

DESCRIPTION

Your Responsibility theme forces you to take psychological ownership for anything you commit to, and whether large or small, you feel emotionally bound to follow it through to completion. Your good name depends on it. If for some reason you cannot deliver, you automatically start to look for ways to make it up to the other person. Apologies are not enough. Excuses and rationalizations are totally unacceptable. You will not quite be able to live with yourself until you have made restitution. This conscientiousness, this near obsession for doing things right, and your impeccable ethics, combine to create your reputation: utterly dependable. When assigning new responsibilities, people will look to you first because they know it will get done. When people come to you for help — and they soon will — you must be selective. Your willingness to volunteer may sometimes lead you to take on more than you should.

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HIGHLIGHT

Responsibility to follow through on your commitments – Feel emotionally bound to complete and do the best quality job you can on any commitments made – Make commitment to align with personal values – Conscientious – Dedicated – Focused on doing the right things and on doing things right – Influence others to commit and take ownership – Loyal and trustworthy – Persuasive and influential

APPLIED IN CAREER

Select work where you can be given more and more responsibility as you progressively achieve.

Ensure that future employers know how much they can count on you. Describe your desire to be held fully accountable for the success or failure of projects, your intense dislike of unfinished work and your need to make things right if a commitment is not met.

Choose a work environment that focuses on outcomes rather than processes.

Find a manager and coworkers who will trust you to follow through on commitments that have been made.

Prioritize and be selective with the commitments you make, and don't be afraid to say "No" to areas that are not important to you.

SUPERVISORS

Those who are strong in the theme of Responsibility can be persuasive and influential in getting others in a team to commit and take ownership of a project. They work best when given independence and freedom to follow through. You don't need to check in on them during a project because you can trust them to get it done and done well.

RESTORATIVE

DESCRIPTION

You love to solve problems. Whereas some are dismayed when they encounter yet another breakdown, you can be energized by it. You enjoy the challenge of analyzing the symptoms, identifying what is wrong, and finding the solution. You may prefer practical problems or conceptual ones or personal ones. You may seek out specific kinds of problems that you have met many times before and that you are confident you can fix. Or you may feel the greatest push when faced with complex and unfamiliar problems. Your exact preferences are determined by your other themes and experiences. But what is certain is that you enjoy bringing things back to life. It is a wonderful feeling to identify the undermining factor(s), eradicate them, and restore something to its true glory. Intuitively, you know that without your intervention, this thing, this machine, this technique, this person, this company-might have ceased to function. You fixed it, resuscitated it; rekindled its vitality. Phrasing it the way you might, you saved it.

HIGHLIGHT

Adept problem solver – As a leader assess challenges – In conflict, resolve differences – Analyze situation and see immediately what needs to be fixed – May be self-critical as you are constantly analyzing what you can fix

APPLIED IN CAREER

Choose a profession where deficits are remedied.

Consider a service position where you can help others diagnose and solve their problems. You might enjoy roles in medicine, consulting, computer programming or customer service in which your success depends on your ability to restore and resolve.

Look for work opportunities that allow you to fix whatever is wrong, from restoring art objects to cars to inadequate telephone service.

Think about owning or managing a company that restores and recycles products.

Let others know you enjoy fixing problems and that it comes naturally to you.

Give yourself a break as you may be self-critical as you are constantly analyzing what you can fix.

SUPERVISORS

Supervisors with a dominant Restorative strength must allow others to solve their own problems. You may want to jump in and solve things for them, but this could hinder their learning process.

SELF-ASSURANCE

DESCRIPTION

Self-Assurance is similar to self-confidence. In the deepest part of you, you have faith in your strengths. You know that you are able — able to take risks, able to meet new challenges, able to stake claims, and, most important, able to deliver. But Self-Assurance is more than just self-confidence. Blessed with the theme of Self-Assurance, you have confidence not only in your abilities but in your judgment. When you look at the world, you know that your perspective is unique and distinct. And because no one sees exactly what you see, you know that no one can make your decisions for you. No one can tell you what to think. They can guide. They can suggest. But you alone have the authority to form conclusions, make decisions and act. This authority, this final accountability for the living of your life, does not intimidate you. On the contrary, it feels natural to you. No matter what the situation, you seem to know what the right decision is. This theme lends you an aura of certainty. Unlike many, you are not easily swayed by someone else's arguments, no matter how persuasive they may be. This Self-Assurance may be quiet or loud, depending on your other themes, but it is solid. It is strong. Like the keel of a ship, it withstands many different pressures and keeps you on your course.

HIGHLIGHT

Great faith in your own strengths – Confidence to face challenging situations – Ability to bounce back from setbacks – Drawn to risks and extreme pressures – Create space for others to step into their own strengths – Sometimes difficult to put your intuition into words – You set your sights on a goal and stick with it until achieved

APPLIED IN CAREER

Find a career that will constantly challenge you and keep you motivated.

Find a career in which you can practice all your talents and abilities and identify new ones.

Seek start-up situations for which no rulebook exists. You will be at your best when you are asked to make many decisions.

Choose a career where you are in control, and are charged with persuading people to see your point of view. Leadership, sales, legal or entrepreneurial roles may suit you.

Don't be afraid to trust your instincts and take risks in your career.

SUPERVISORS

As supervisors those with the theme Self-Assurance, realize that sometimes you will find it hard to put your certainty or intuition into words, possibly leading others to see you as self-righteous. Explain that your certainty does not mean that they should withhold their opinions. It might not seem like it to them, but you do want to hear their views. Your certainty at the moment doesn't mean that you are unwilling to accommodate their views.

SIGNIFICANCE

DESCRIPTION

You want to be very significant in the eyes of other people. In the truest sense of the word you want to be recognized. You want to be heard. You want to stand out. You want to be known. In particular, you want to be known and appreciated for the unique strengths you bring. You feel a need to be admired as credible, professional and successful. Likewise, you want to associate with others who are credible, professional and successful. And if they aren't, you will push them to achieve until they are. Or you will move on. An independent spirit, you want your work to be a way of life rather than a job, and in that work you want to be given free rein, the leeway to do things your way. Your yearnings feel intense to you, and you honor those yearnings. And so your life is filled with goals, achievements, or qualifications that you crave. Whatever your focus — and each person is distinct — your Significance theme will keep pulling you upward, away from the mediocre toward the exceptional. It is the theme that keeps you reaching.

HIGHLIGHT

Independent spirit and the exposure that comes from succeeding in doing things in your own way – Strong desire to be heard and to play an important role in achieving goals – Find joy in helping others accomplish their hopes and dreams

APPLIED IN CAREER

Choose a career in which you can be looked up to or admired.

Work with people who show that they appreciate your hard work.

Choose a career that you think is very significant.

Consider work that puts you in the public eye.

Identify the strengths that will help you make an extraordinary contribution and/or achievement. Make others aware that receiving recognition that you deserve will motivate you to even greater contributions.

Choose jobs or positions in which you can determine your own tasks and actions. You will enjoy the exposure that comes with independence.

SUPERVISORS

Help those on your team with Significance as one of their top strengths by expressing the importance of the role they play in making your projects or team a success. Let them know when they have succeeded in their contributions.

STRATEGIC

DESCRIPTION

The Strategic theme enables you to sort through the clutter and find the best route. It is not a skill that can be taught. It is a distinct way of thinking, a special perspective on the world at large. This perspective allows you to see patterns where others simply see complexity. Mindful of these patterns, you play out alternative scenarios, always asking, "What if this happened? Okay, well what if this happened?" This recurring question helps you see around the next corner. There you can evaluate accurately the potential obstacles. Guided by where you see each path leading, you start to make selections. You discard the paths that lead nowhere. You discard the paths that lead straight into resistance. You discard the paths that lead into a fog of confusion. You cull and make selections until you arrive at the chosen path -- your strategy. Armed with your strategy, you strike forward. This is your Strategic theme at work: "What if?" Select. Strike.

HIGHLIGHT

Decisions come easily – Fast thinker – Look for alternative ways to progress – Break up indecision – Ability to see challenges, people involved and related concerns – Good at choosing the best way forward

APPLIED IN CAREER

Take the time to fully reflect or muse about a goal that you want to achieve until the related patterns and issues emerge for you.

You can see repercussions more clearly than others. Take advantage of this ability by planning your range of responses in detail.

Talk with others about the alternative directions you see.

Trust your intuitive insights as often as possible. Even though you might not be able to explain them rationally, your intuitions are created by a brain that instinctively anticipates and projects. Have confidence in these intuitions.

When the time comes, state your strategy with confidence.

Find a group that you think does important work and contribute your Strategic thinking. You can lead with your ideas.

Learn to describe what you see "down the road," as others may not be able to anticipate as well as you do.

SUPERVISORS

People with a strong Strategic theme are able to anticipate what is coming and the repercussions of actions taken.

WOO

DESCRIPTION

Woo stands for winning others over. You enjoy the challenge of meeting new people and getting them to like you. Strangers are rarely intimidating to you. On the contrary, strangers can be energizing. You are drawn to them. You want to learn their names, ask them questions, and find some area of common interest so that you can strike up a conversation and build rapport. Some people shy away from starting up conversations because they worry about running out of things to say. You don't. Not only are you rarely at a loss for words; you actually enjoy initiating with strangers because you derive satisfaction from breaking the ice and making a connection. Once that connection is made, you are quite happy to wrap it up and move on. There are new people to meet, new rooms to work, new crowds to mingle in. In your world there are no strangers, only friends you haven't met yet — lots of them.

HIGHLIGHT

Stands for “winning others over” – Socially intelligent – You understand how a social environment works successfully – Good social instincts – Social influence, can impact many people – Aware of others around them

APPLIED IN CAREER

Choose a career in which you initiate conversations and perhaps persuade people.

Select a career that requires you to quickly form relationships and draw people to you.

Select a career where you constantly meet new people and can deliberately build a network of people.

Consider running for an elected office, you are a natural campaigner. Understand that you may enjoy campaigning more than holding the office.

Take responsibility for putting people who are more reserved at ease.

SUPERVISORS

People with Woo as their strength can be the networkers for your team. Show them how their strength of winning people over can be used to help your organization be successful. Help them by creating designated space in their day to cultivate and check in with those in their network. Give them roles in which they can interact with many people over the course of a day.