

## **Achiever**

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

Achiever Barrier Label	Work is more important than people
Achiever Being	I am a hard worker.
Achiever Contribution	I bring intensity and stamina of effort.
Achiever Doing	I set the pace for production.
Achiever Hate Value	I hate a lack of diligence.
Achiever Love Value	I love completing tasks.
Achiever Metaphor	Completing a race, getting to the finish line
Achiever Need	I need freedom to work at my own pace.

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## **Activator**

People exceptionally talented in this theme can make things happen by turning thoughts into action. They are often impatient.

Activator Barrier Label	Leaps before looking
Activator Being	I am impatient with inactivity.
Activator Contribution	I bring a catalytic sense of urgency.
Activator Doing	I create momentum.
Activator Hate Value	I hate waiting and wasting time.
Activator Love Value	I love initiation and instigation.
Activator Metaphor	Getting out of the blocks quickly
Activator Need	I need less discussion, more action.

## **Adaptability**

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

Adaptability Barrier Label	Directionless
Adaptability Being	I am a here-and-now person.
Adaptability Contribution	I bring a willingness to follow the lead of change.
Adaptability Doing	I react with immediacy to the immediate.
Adaptability Hate Value	I hate predictability.
Adaptability Love Value	I love spontaneity.
Adaptability Metaphor	Like a river, I go with the flow
Adaptability Need	I need present pressures that demand an immediate response.

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## **Analytical**

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

Analytical Barrier Label	Paralysis by analysis
Analytical Being	I am logical and objective in approach.
Analytical Contribution	I bring dispassionate thinking to emotional issues.
Analytical Doing	I find simplicity in the midst of complexity.
Analytical Hate Value	I hate things that are not or cannot be proven.
Analytical Love Value	I love data and facts.
Analytical Metaphor	A reduction- boiling down to essence
Analytical Need	I need time to think.

## **Arranger**

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

Arranger Barrier Label	Difficult to follow because of frequent rearrangements.
Arranger Being	I am comfortable with lots of moving parts.
Arranger Contribution	I bring flexibility and interactivity.
Arranger Doing	I work effectively and efficiently through others.
Arranger Hate Value	I hate resistance to necessary change.
Arranger Love Value	I love initiating and managing necessary change.
Arranger Metaphor	A maestro, a coordinator
Arranger Need	I need a dynamic environment.

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## **Belief**

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

Belief Barrier Label	Set in ways
Belief Being	I am passionate, uncompromising about core values.
Belief Contribution	I bring values stability, clarity, and conviction.
Belief Doing	I make sacrifices for things that are important.
Belief Hate Value	I hate anything that does not mesh/align with my beliefs.
Belief Love Value	I love altruism.

Belief Metaphor	Missionary for some idea or cause
Belief Need	I need a cause or purpose for which to live.

### **Command**

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

Command Barrier Label	Bossy, dictator
Command Being	I am direct and decisive.
Command Contribution	I bring emotional clarity.
Command Doing	I push back when pushed.
Command Hate Value	I hate passivity and avoidance.
Command Love Value	I love exerting control in situations that seem out of control.
Command Metaphor	Comfortable in the driver's seat
Command Need	I need challenges and conflicts.

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### **Communication**

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

Communication Barrier Label	Blabbermouth
Communication Being	I am verbally expressive.
Communication Contribution	I bring attention to messages that must be heard.
Communication Doing	I connect with others through words.
Communication Hate Value	I hate experience without expression.

Communication Love Value	I love stories and storytellers.
Communication Metaphor	Silence is not golden
Communication Need	I need a sounding board, an audience.

### **Competition**

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

Competition Barrier Label	Sore loser
Competition Being	I am aware of my competitors.
Competition Contribution	I bring an aspiration to be the best.
Competition Doing	I strive to win.
Competition Hate Value	I hate coming in second.
Competition Love Value	I love a chance to go against the best.
Competition Metaphor	No consolation prizes- the gold medal is the only medal
Competition Need	I need peers for comparison and motivation.

### **Connectedness**

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

Connectedness Barrier Label	Flaky, new-ager, not in touch with reality
Connectedness Being	I am incredibly aware of the borderless and timeless human family.
Connectedness Contribution	I bring an appreciation of the mystery and wonder of life and all creation.
Connectedness Doing	I integrate parts into wholes.
Connectedness Hate Value	I hate an "us vs. them" mentality.

Connectedness Love Value	I love circles of life and threads of continuity.
Connectedness Metaphor	Person as body, mind, and spirit
Connectedness Need	I need to be part of something bigger than myself: a family, a team, an organization, a global community, a cosmos.

### **Consistency**

People exceptionally talented in this theme are keenly aware of the need to treat people the same. They try to treat everyone with equality by setting up clear rules and adhering to them.

Consistency Barrier Label	Rules trump relationships and results
Consistency Being	I am more interested in group needs than individual needs.
Consistency Contribution	I bring rules and policies that promote cultural predictability.
Consistency Doing	I reduce variance and increase uniformity.
Consistency Hate Value	I hate unnecessary customization.
Consistency Love Value	I love repeating things in the exact same way.
Consistency Metaphor	The beauty and efficiency of a consistent golf swing.
Consistency Need	I need standard operating procedures.

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### **Context**

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

Context Barrier Label	Stuck in the past
Context Being	I am appreciative of my predecessors and prior events.
Context Contribution I	bring accurate memories and valuable memorabilia.
Context Doing	I remember important history.

Context Hate Value	I hate when the past is forgotten.
Context Love Value	I love the retrospective.
Context Metaphor	Rearview mirror- essential for safe driving.
Context Need	I need relevant background for discussions/decisions.

### **Deliberative**

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

Deliberative Barrier Label	Hesitant- it's the early bird that gets the worm
Deliberative Being	I am a vigilant observer of potential risk.
Deliberative Contribution	I bring a thorough and conscientious approach.
Deliberative Doing	I anticipate things that could go wrong.
Deliberative Hate Value	I hate a rush to judgement.
Deliberative Love Value	I love restraint and caution in the face of risk.
Deliberative Metaphor	An ounce of prevention is worth a pound of cure; a jury must deliberate before there is a verdict.
Deliberative Need	I need time to listen and think before being expected to speak.

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### **Developer**

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

Developer Barrier Label	Wastes time on low performers
Developer Being	I am patient with the inexperienced and unseasoned.
Developer Contribution	I bring a commitment (time and energy) to human growth.

Developer Doing	I get satisfaction from the growth of others.
Developer Hate Value	I hate wasted or unrealized potential.
Developer Love Value	I love human potential and progress.
Developer Metaphor	A parent's patience with a baby learning to walk.
Developer Need	I need someone to invest in.

## **Discipline**

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

Discipline Barrier Label	May be resistant to change
Discipline Being	I am an efficient manager of limited resources.
Discipline Contribution	I bring precision and detail orientation.
Discipline Doing	I plan in advance and then follow the plan.
Discipline Hate Value	I hate chaos and confusion, and flying by the seat of one's pants.
Discipline Love Value	I love things that are organized and orderly.
Discipline Metaphor	Having their ducks in a row
Discipline Need	I need a structured and organized environment.

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## **Empathy**

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

Empathy Barrier Label	A bleeding heart
Empathy Being	I am an emotional person.
Empathy Contribution	I bring emotional intelligence.

Empathy Doing	I make the visceral explicit.
Empathy Hate Value	I hate those things that block or limit emotional expression.
Empathy Love Value	I love the gladness, sadness, and madness of humanity.
Empathy Metaphor	A person's affect with often determine his or her effect
Empathy Need	I need freedom to laugh, cry and vent.

### **Focus**

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

Focus Barrier Label	Destination mentality may limit enjoyment of the journey.
Focus Being	I am intensely and intentionally single-minded.
Focus Contribution	I bring clarity through concentration and direction.
Focus Doing	I persevere until the goal is reached.
Focus Hate Value	I hate going off on misdirected tangents.
Focus Love Value	I love to begin with the end in mind.
Focus Metaphor	"in the zone"
Focus Need	I need a goal to establish priorities.

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### **Futuristic**

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

Futuristic Barrier	Label Head in the clouds
Futuristic Being	I am fascinated with tomorrow.

Futuristic Contribution	I bring previews, predictions and forecasts.
Futuristic Doing	I anticipate and imagine what could or should be.
Futuristic Hate Value	I hate contentment with the status quo.
Futuristic Love Value	I love the inspiration that comes from dreaming.
Futuristic Metaphor	Visionary
Futuristic Need	I need opportunities to talk about the foreseen future.

### **Harmony**

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

Harmony Barrier Label	Afraid of conflict
Harmony Being	I am calm and even-keeled.
Harmony Contribution	I bring a peace-loving, conflict-resistant approach.
Harmony Doing	I seek to eliminate the waste of emotional energy.
Harmony Hate Value	I hate negative effects of friction.
Harmony Love Value	I love the sacrifice of personal agendas to facilitate group performance.
Harmony Metaphor	Smoothing ruffled feathers.
Harmony Need	I need areas of agreement, common ground.

### **Ideation**

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

Ideation Barrier Label	Impractical
Ideation Being	I am unaffected by the ambiguity and risk of innovation.

Ideation Contribution I bring new and fresh perspectives.

Ideation Doing I think outside the box.

Ideation Hate Value I hate doing what we have always done.

Ideation Love Value I love coming up with something brand new.

Ideation Metaphor creativity of an artist, blank canvas or page, lump of clay

Ideation Need I need freedom to explore possibilities without restraints or limits.

### **Includer**

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

Includer Barrier Label Indiscriminate

Includer Being I am aware of exclusion and understand its repercussions.

Includer Contribution I bring a high level of tolerance with and acceptance of diversity.

Includer Doing I shrink the gap between the haves and have-nots.

Includer Hate Value I hate cliques.

Includer Love Value I love assimilation and integration.

Includer Metaphor Cliques are breeding grounds for clichéd thinking.

Includer Need I need room for everyone.

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### **Individualization**

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

Individualization Barrier Label Sacrifices group need for individual needs.

Individualization Being	I am a customizer.
Individualization Contribution	I bring an understanding of people that is valuable for placement.
Individualization Doing	I see the potential in human diversity rather than its problem.
Individualization Hate Value	I hate a one-size-fits-all approach.
Individualization Love Value	I love people getting to do what they do best.
Individualization Metaphor	Casting director- uses intelligence about people.
Individualization Need	I need individual expectations that are created to fit a person.

### **Input**

People exceptionally talented in this theme have a craving to know more. Often they like to collect and archive all kinds of information.

Input Barrier Label	Packrat with too much lying around
Input Being	I am an utilitarian resource collector.
Input Contribution	I bring tangible tools that can facilitate growth and performance.
Input Doing	I will hang on to things that could be helpful resources for others.
Input Hate Value	I hate not having things that would be useful to others.
Input Love Value	I love to provide relevant and tangible help .
Input Metaphor	Sponge- absorbent (input), dispenser (output)
Input Need	I need space to store the resources I naturally acquire.

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### **Intellection**

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

Intellection Barrier Label	Isolated and aloof
Intellection Being	I am conceptual, deep & solitary.
Intellection Contribution	I bring depth of understanding and wisdom.
Intellection Doing	I will see thinking as synonymous with doing.
Intellection Hate Value	I hate a thoughtless approach to anything.
Intellection Love Value	I love the theoretical because it is the precursor to the practical.
Intellection Metaphor	Drilling deep, plumbing the depths
Intellection Need	I need time for reflection and meditation.

### **Learner**

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

Learner Barrier Label Curiosity may lead to irrelevance or non-productivity.

Learner Being I am one who enjoys the experience of being a learner.

Learner Contribution I bring a learning perspective.

Learner Doing I follow the things that interest me.

Learner Hate Value I hate knowing it all and know-it-alls.

Learner Love Value I love to live on the frontier/the cutting edge.

Learner Metaphor Yes to learning curves, no to learning plateaus.

Learner Need I need exposure to new information and experiences.

### **Maximizer**

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

Maximizer Barrier Label	Picky, never satisfied
Maximizer Being	I am committed to excellence.
Maximizer Contribution	I bring a quality orientation.
Maximizer Doing	I focus on what is strong and manage around what is weak.
Maximizer Hate Value	I hate an obsession with weakness fixing.
Maximizer Love Value	I love a maximum return on investments.
Maximizer Metaphor	Good-to-great, good-better-best
Maximizer Need	I need quality to be valued as much as quantity.

### **Positivity**

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

Positivity Barrier Label	Naive
Positivity Being	I am optimistic, hopeful, & fun-loving.
Positivity Contribution	I bring contagious energy and enthusiasm.
Positivity Doing	I lift and lighten emotional environments.
Positivity Hate Value	I hate negative people who drain the life out of others.
Positivity Love Value	I love life to its fullest.
Positivity Metaphor	Glass if half-full, not half empty
Positivity Need	I need freedom to express the joy and drama of life.

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### **Relator**

People exceptionally talented in this theme enjoy close relationships with others. They find deep satisfaction by working hard with friends on achieving a goal.

Relator Barrier Label Cliquish cronyism

Relator Being I am genuine and authentic.

Relator Contribution I bring social depth and transparency.

Relator Doing I get to know more about the people closest to me.

Relator Hate Value I hate the initial social discomfort of meeting someone new.

Relator Love Value I love close, caring, mutual relationships.

Relator Metaphor Knowing and being known by friends.

Relator Need I need time and opportunities for one-on-one interactions.

### **Responsibility**

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

Responsibility Barrier Label Can't say no or let go

Responsibility Being I am someone others often trust to get things done.

Responsibility Contribution I bring dependability and loyalty.

Responsibility Doing I keep promises and follow through on commitments.

Responsibility Hate Value I hate disappointing others and being disappointed by others.

Responsibility Love Value I love the respect of others.

Responsibility Metaphor Serious owner-not disinterested renter

Responsibility Need I need freedom to take ownership.

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### **Restorative**

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

Restorative Barrier Label	Perceived as negative because of association with problems.
Restorative Being	I am not intimidated by points of pain or dysfunction.
Restorative Contribution	I bring encouragement and creativity to problematic situations.
Restorative Doing	I look for the bug in the system, diagnose what ails.
Restorative Hate Value	I hate the idea that problems will disappear if they are ignored.
Restorative Love Value	I love finding solutions.
Restorative Metaphor	Medical model
Restorative Need	I need problems that must be solved.

### **Self-Assurance**

People exceptionally talented in this theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence that their decisions are right.

Self-Assurance Barrier Label Arrogant, over-confident, self-sufficient

Self-Assurance Being I am internally confident in the midst of external uncertainty.

Self-Assurance Contribution I bring a willingness to take necessary risks.

Self-Assurance Doing I seek to exert influence rather than be influenced.

Self-Assurance Hate Value I hate others telling me what to do.

Self-Assurance Love Value I love being in control of my own destiny.

Self-Assurance Metaphor Internal compass, marches to the beat of different drum

Self-Assurance Need I need freedom to act unilaterally and independently.

### **Significance**

People exceptionally talented in this theme want to be very important in the eyes of others. They are independent and want to be recognized.

Significance Barrier Label	Attention hound, showboat
Significance Being	I am interested in being seen as significant so that I can accomplish something significant.
Significance Contribution	I bring a desire for wanting more.
Significance Doing	I will be motivated and influenced by the perceptions of others.
Significance Hate Value	I hate being invisible to or ignored by others.
Significance Love Value	I love associating with successful people.
Significance Metaphor	Natural performer who is comfortable with the visibility of center stage/ bright lights
Significance Need	I need an appreciative audience that will bring out my best.

### **Strategic**

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

Strategic Barrier Label	Always has to try something different.
Strategic Being	I am willing to consider all the possibilities so the best isn't missed.
Strategic Contribution	I bring creative anticipation, imagination, and persistence.
Strategic Doing	I will find the best route moving forward.
Strategic Hate Value	I hate doing things the way we have always done them.
Strategic Love Value	I love seeing a way when others assume there is no way.
Strategic Metaphor	Great peripheral vision- can see the whole field.
Strategic Need	I need freedom to make mid-course corrections.

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### **Woo**

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

Woo Barrier Label	Phony, superficial.
Woo Being	I am socially fast and outgoing.
Woo Contribution	I bring energy to social situations.
Woo Doing	I take the social initiative.
Woo Hate Value	I hate a static or shrinking social network.
Woo Love Value	I love meeting someone I haven't met before.
Woo Metaphor	Hand-shaking politician, building his constituency.
Woo Need	I need social variability.