



Activator[®]

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

I am (<i>being</i>)	>	impatient with inactivity
I will (<i>doing</i>)	>	create momentum
I bring (<i>contribution</i>)	>	a catalytic sense of urgency
I need (<i>requirement</i>)	>	less discussion, more action
I love (<i>value</i>)	>	initiation, instigation
I hate (<i>value</i>)	>	waiting, wasting time
Metaphor/Image	>	getting out of the blocks quickly
Barrier Label	>	leaps before looking

THEME CONTRAST:

Activator:	There is no substitute for action.
Intellection:	There is no substitute for thinking.
Activator:	Do it until you get it right.
Deliberative:	Do it when you get it right.



Command[®]

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

I am (<i>being</i>)	>	direct and decisive
I will (<i>doing</i>)	>	push back when pushed
I bring (<i>contribution</i>)	>	emotional clarity
I need (<i>requirement</i>)	>	challenges and conflicts
I love (<i>value</i>)	>	exerting control in situations that seem out of control
I hate (<i>value</i>)	>	passivity and avoidance
Metaphor/Image	>	comfortable in the driver's seat
Barrier Label	>	bossy, dictator

THEME CONTRAST:

Command:	Creates clarity through polarization.
Harmony:	Creates consensus through harmonization.
Command:	People are drawn to you because they know what you think.
Empathy:	People are drawn to you because you know what they feel.



Communication[®]

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

I am (<i>being</i>)	>	verbally expressive
I will (<i>doing</i>)	>	connect with others through words
I bring (<i>contribution</i>)	>	attention to messages that must be heard
I need (<i>requirement</i>)	>	a sounding board, an audience
I love (<i>value</i>)	>	stories and storytellers
I hate (<i>value</i>)	>	experience without expression
Metaphor/Image	>	silence is not golden
Barrier Label	>	blabbermouth

THEME CONTRAST:

Communication:	I think and learn best when I can talk with others.
Intellection:	I think and learn best when I can be alone and quiet.
Communication:	Telling a story helps others understand my message.
Context:	The re-telling of history helps others remember the past.



Competition[®]

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

I am (<i>being</i>)	>	aware of my competitors
I will (<i>doing</i>)	>	strive to win
I bring (<i>contribution</i>)	>	an aspiration to be the best
I need (<i>requirement</i>)	>	peers for comparison and motivation
I love (<i>value</i>)	>	a chance to go against the best
I hate (<i>value</i>)	>	coming in second
Metaphor/Image	>	no consolation prizes — the gold medal is the only medal
Barrier Label	>	sore loser

THEME CONTRAST:

Competition:	When I watch others perform, I get better.
Significance:	When others watch me perform, I get better.
Competition:	The scoreboard measures my progress and validates victory.
Analytical:	Data quantify experience and validate theories.



Maximizer[®]

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

I am (<i>being</i>)	>	committed to excellence
I will (<i>doing</i>)	>	focus on what is strong and manage around what is weak
I bring (<i>contribution</i>)	>	a quality orientation
I need (<i>requirement</i>)	>	quality to be valued as much as quantity
I love (<i>value</i>)	>	a maximum return on investments
I hate (<i>value</i>)	>	an obsession with weakness fixing
Metaphor/Image	>	good-to-great, good-better-best
Barrier Label	>	picky, never satisfied

THEME CONTRAST:

Maximizer:	I aspire to meet or exceed a standard of excellence.
Competition:	I aspire to be number one.

Maximizer:	I want to build something great.
Restorative:	I want to fix something broken.



Self-Assurance[®]

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

I am (<i>being</i>)	>	internally confident in the midst of external uncertainty
I will (<i>doing</i>)	>	seek to exert influence rather than be influenced
I bring (<i>contribution</i>)	>	a willingness to take necessary risks
I need (<i>requirement</i>)	>	freedom to act unilaterally and independently
I love (<i>value</i>)	>	being in control of my own destiny
I hate (<i>value</i>)	>	others telling me what to do
Metaphor/Image	>	internal compass, marches to beat of different drum
Barrier Label	>	arrogant, over-confident, self-sufficient

THEME CONTRAST:

Self-Assurance:	Anticipates risk so that it can be engaged and overcome.
Deliberative:	Anticipates risk so that it can be avoided and minimized

Self-Assurance:	Certainty
Learner:	Curiosity



Significance[®]

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

I am (<i>being</i>)	>	interested in being seen as significant so that I can accomplish something significant
I will (<i>doing</i>)	>	be motivated and influenced by the perceptions of others
I bring (<i>contribution</i>)	>	a desire for wanting more
I need (<i>requirement</i>)	>	an appreciative audience that will bring out my best
I love (<i>value</i>)	>	associating with successful people
I hate (<i>value</i>)	>	being invisible to or ignored by others
Metaphor/Image	>	natural performer who is comfortable with the visibility of center stage/bright lights
Barrier Label	>	attention hound, showboat

THEME CONTRAST:

Significance:	I want to be admired so I must do something admirable.
Woo:	I want to win others over so I must be winsome.
Significance:	To be seen and heard is my desire.
Deliberative:	To watch and listen is my desire.



Woo®

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

I am (<i>being</i>)	>	socially fast and outgoing
I will (<i>doing</i>)	>	take the social initiative
I bring (<i>contribution</i>)	>	energy to social situations
I need (<i>requirement</i>)	>	social variability
I love (<i>value</i>)	>	meeting someone I haven't met before
I hate (<i>value</i>)	>	a static or shrinking social network
Metaphor/Image	>	breaking the ice — first to offer a handshake
Barrier Label	>	phony, superficial

THEME CONTRAST:

Woo:	Can build a broad social network.
Relator:	Can build a deep social network.
Woo:	Winning others over.
Competition:	Winning over others.