



Adaptability[®]

People exceptionally talented in the Adaptability 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.

I am (<i>being</i>)	>	a here-and-now person
I will (<i>doing</i>)	>	react with immediacy to the immediate
I bring (<i>contribution</i>)	>	a willingness to follow the lead of change
I need (<i>requirement</i>)	>	present pressures that demand an immediate response
I love (<i>value</i>)	>	spontaneity
I hate (<i>value</i>)	>	predictability
Metaphor/Image	>	like a river, go with the flow
Barrier Label	>	directionless

THEME CONTRAST:

Adaptability:	I like it when every day is different.
Discipline:	I like it when every day is the same.

Adaptability:	Responds to changes in an environment.
Arranger:	Initiates or manages changes in an environment.



Connectedness[®]

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

I am (<i>being</i>)	>	incredibly aware of the borderless and timeless human family
I will (<i>doing</i>)	>	integrate parts into wholes
I bring (<i>contribution</i>)	>	an appreciation of the mystery and wonder of life and all creation
I need (<i>requirement</i>)	>	to be part of something bigger than myself: a family, a team, an organization, a global community, a cosmos
I love (<i>value</i>)	>	circles of life and threads of continuity
I hate (<i>value</i>)	>	an “us vs. them” mentality
Metaphor/Image	>	person as body, mind and spirit
Barrier Label	>	flaky, new-ager, not in touch with reality

THEME CONTRAST:

Connectedness:	Accepts mystery.
Analytical:	Proves truth.

Connectedness:	Aware of the inherent, invisible unity that already exists.
Includer:	Aware of the invisible social exclusion that often exists.



Developer[®]

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

I am (<i>being</i>)	>	patient with the inexperienced and unseasoned
I will (<i>doing</i>)	>	get satisfaction from the growth of others
I bring (<i>contribution</i>)	>	a commitment (time and energy) to human growth
I need (<i>requirement</i>)	>	someone to invest in
I love (<i>value</i>)	>	human potential and progress
I hate (<i>value</i>)	>	wasted or unrealized potential
Metaphor/Image	>	a parent's patience with a baby learning to walk
Barrier Label	>	wastes time on low performers

THEME CONTRAST:

Developer:	I notice and promote growth in others.
Maximizer:	I notice and promote excellence.
Developer:	Interested in getting people done.
Maximizer:	Interested in getting work done.



Empathy[®]

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

I am (<i>being</i>)	>	an emotional person
I will (<i>doing</i>)	>	make the visceral explicit
I bring (<i>contribution</i>)	>	emotional intelligence
I need (<i>requirement</i>)	>	freedom to laugh, cry, vent
I love (<i>value</i>)	>	the gladness, sadness, madness of humanity
I hate (<i>value</i>)	>	those things that block or limit emotional expression
Metaphor/Image	>	a person's affect will often determine their effect
Barrier Label	>	bleeding heart

THEME CONTRAST:

Empathy:	I usually can tell how someone feels.
Individualization:	I usually can tell who someone is.
Empathy:	Intuition helps me decide what to do.
Analytical:	Data help me decide what to do.



Harmony[®]

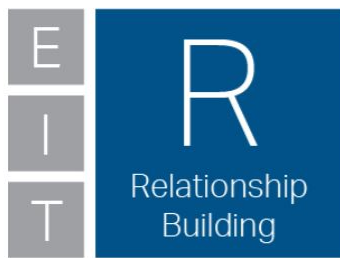
People exceptionally talented in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.

I am (<i>being</i>)	>	calm, even-keeled
I will (<i>doing</i>)	>	seek to eliminate the waste of emotional energy
I bring (<i>contribution</i>)	>	a peace-loving, conflict-resistant approach
I need (<i>requirement</i>)	>	areas of agreement, common ground
I love (<i>value</i>)	>	the sacrifice of personal agendas to facilitate group performance
I hate (<i>value</i>)	>	negative effects of friction
Metaphor/Image	>	smoothing ruffled feathers
Barrier Label	>	afraid of conflict

THEME CONTRAST:

Harmony:	Let's do what works best.
Belief:	I want to do what matters most.

Harmony:	Being interdependent, I willingly defer to experts.
Self-Assurance:	Being independent, I confidently rely on my own expertise.



Includer[®]

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

I am (<i>being</i>)	>	aware of exclusion and understand its repercussions
I will (<i>doing</i>)	>	shrink the gap between the haves and have-nots
I bring (<i>contribution</i>)	>	a high level of tolerance with and acceptance of diversity
I need (<i>requirement</i>)	>	room for everyone
I love (<i>value</i>)	>	assimilation and integration
I hate (<i>value</i>)	>	cliques
Metaphor/Image	>	motto — all are welcome here
Barrier Label	>	indiscriminate

THEME CONTRAST:

Includer:	I work for the acceptance of those on the outside.
Harmony:	I work for the agreement of those on the inside.
Includer:	Be indiscriminately accepting of all who are on the bus.
Maximizer:	Be discriminately selective about who gets on the bus.



Individualization[®]

People exceptionally talented in the Individualization 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.

I am (<i>being</i>)	>	a customizer
I will (<i>doing</i>)	>	see the potential in human diversity rather than its problem
I bring (<i>contribution</i>)	>	an understanding of people that is valuable for placement
I need (<i>requirement</i>)	>	individual expectations that are created to fit a person
I love (<i>value</i>)	>	people getting to do what they do best
I hate (<i>value</i>)	>	a one-size-fits-all approach
Metaphor/Image	>	casting director — uses intelligence about people
Barrier Label	>	sacrifices group need for individual needs

THEME CONTRAST:

Individualization:	I know who you are.
Relator:	I want to know you, and I want you to know me.
Individualization:	Starts with a person and finds the right job for them.
Arranger:	Starts with a job that needs to get done and finds the right person for it.



Positivity[®]

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

I am (<i>being</i>)	>	optimistic, hopeful, fun-loving
I will (<i>doing</i>)	>	lift and lighten emotional environments
I bring (<i>contribution</i>)	>	contagious energy and enthusiasm
I need (<i>requirement</i>)	>	freedom to experience the joy and drama of life
I love (<i>value</i>)	>	living life to its fullest
I hate (<i>value</i>)	>	negative people who drain the life out of others
Metaphor/Image	>	glass is half full, not half empty
Barrier Label	>	naïve

THEME CONTRAST:

Positivity:	light-hearted
Analytical:	serious-minded

Positivity:	Praise can't be overdone, so I am generous with it.
Deliberative:	Praise can be overdone, so I use it sparingly.



Relator[®]

People exceptionally talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.

I am (<i>being</i>)	>	genuine and authentic
I will (<i>doing</i>)	>	get to know more about the people closest to me
I bring (<i>contribution</i>)	>	social depth and transparency
I need (<i>requirement</i>)	>	time and opportunities for one-on-one interactions
I love (<i>value</i>)	>	close, caring, mutual relationships
I hate (<i>value</i>)	>	the initial social discomfort of meeting someone new
Metaphor/Image	>	knowing and being known by friends
Barrier Label	>	cliquish cronyism

THEME CONTRAST:

Relator:	Socially transparent, I invite my friends in.
Includer:	Socially inclusive, I invite outsiders in.

Relator:	I want to get to know more about the people I already know.
Woo:	I want to get to know more people.