

## **How to manage/lead a person strong in...**

### **ACHIEVER**

- When there are times that require extra work, call on this person. Remember that the saying “If you want to get a job done, ask a busy person” is generally true.
- Recognize that he likes to be busy. Sitting in meetings is likely to be very boring for him. So either let him get his work done or arrange to have him attend only those meetings where you really need him and he can be fully engaged.
- Help him measure what he gets done. He may well enjoy keeping track of hours, but, more important, he should have a way to measure cumulative production. Simple measures such as number of customers served, customers known by name, files reviewed, prospects contacted, or patients seen will help give him definition.
- Establish a relationship with this person by working alongside him. Working hard together is often a bonding experience for him. And keep low producers away from him. “Slackers” annoy him.
- When this person finishes a job, a rest or an easy assignment is rarely the reward he wants. He will be much more motivated if you give recognition for past achievement and then a new goal that stretches him.
- This person may well need less sleep and get up earlier than most. Look to him when these conditions are required on the job. Also, ask him questions such as “How late did you have to work to get this done?” or “When did you come in this morning?” He will appreciate this kind of attention.
- You may be tempted to promote him to higher-level roles simply because he is a self-starter. This may be a mistake if it leads him away from what he does best. A better course would be to pinpoint his other themes and strengths, and look for opportunities for him to do more of what he does well.

### **ACTIVATOR**

- Ask this person what new goals or improvements should be achieved by your division. Select an area that fits and give her the responsibility for initiating and organizing the project.
- Let her know that you know she is a person who can make things happen and that you will be asking her for help at key times. Your expectations will energize her.
- Assign her to a team that is bogged down and talks more than it performs. She will stir them into action.
- When this person complains, listen carefully – you may learn something. But then get her on your side by talking about new initiatives that she can lead or new improvements she can make tomorrow. Do this quickly because, unchecked, she can quickly stir up negativity when she gets off-track.
- Examine her other dominant themes. If she is strong in the Command talent, she may have the potential to sell and persuade very effectively. If she is also strong in Relator or Woo, she may become an excellent recruiter for you, drawing in the recruit and then pressing him to commit.
- To prevent her from running into too many obstacles, partner her with people strong in Strategic or Analytical talent. They can help her look around the corner. However, you may have to intercede for her in these partnerships so that her instinct to act is not stymied by their desire to project and analyze.

### **ADAPTABILITY**

- This person lives to react and respond. Position him so that this success depends on his ability to accommodate the unforeseen and the run with it.
- Let him know about the planning you are doing, but unless he is strong in Focus, don't expect him to do the planning with you. He is likely to find much planning work endlessly boring.
- With this instinctively flexible nature he is a valuable addition to almost every team. When balls are dropped or plans go awry, he will adjust to the new circumstances and try to make progress. He will not sit on the sidelines and sulk.
- He will be most productive on short-term assignments that require immediate action. He prefers a life filled with many quick skirmishes rather than long, drawn-out campaigns.
- Examine his other dominant themes. If he also has a talent for Empathy, you might try positioning him where he has to be sensitive to and accommodate the varied needs of customers or guests. If one of his other strong themes is Developer, you should cast him in a mentor role. With his willingness to "go with the flow" he can provide a wonderful environment in which others can experiment and learn.
- Be ready to excuse this person from meeting about the future, such as goal-setting meetings or career-counseling sessions. He is a "here-and-now" person and so will find these meetings rather irrelevant.

### **ANALYTICAL**

- Whenever this person is involved with an important decision, take time to think through the issues with her. She will want to know all the factors affecting the decision.
- If you are explaining a decision that has already been made, always remember to lay out the logic of the decision very clearly. To you it may feel as though you are over explaining things, but for her this level of detail is essential if she is to commit to the decision.
- Every time you have the opportunity, recognize and praise her reasoning ability. She is proud of her disciplined mind.
- When defending a decision or a principle, show this person the supporting numbers. She instinctively gives more creditability to information that displays numbers.
- Remember that she has a need of exact, well-researched numbers. Never try to pass shoddy data to her as credible evidence.
- A highlight in her life is to discover patterns in data. Always give her the opportunity to explain the pattern in detail to you. This will be motivational for her and will help to solidify your relationship.
- You will not always agree with her, but always take her point of view seriously. She has probably thought through her points very carefully.
- Because the accuracy of the work is so important to her, getting a task done correctly may be more important to her than meeting a deadline. Therefore, as the deadline draws near, keep checking in with her to ensure that she has the necessary time to do it right.

### **ARRANGER**

- This person will thrive on responsibility, so give him as much as you are able, according to his knowledge and skill levels.
- He may well have the talent to be a manager or supervisor. His Arranger theme enables him to figure out how people with very different strengths can work together.
- When you are launching a project, give him the opportunity to choose and position the members of the project team. He is good at figuring out how each person's strengths might add greatest value to the team.

- He is excited by complex, multifaceted assignments. He will thrive in situations where he has many things going on at the same time.
- He can be resourceful. Feel confident that you can slot him into a role where something is not working, and he will enjoy figuring out other ways of doing things.
- Pay attention to his other strong themes. If he also has talent for Discipline, he may be an excellent organizer, establishing routines and systems for getting things done.
- Understand that his modus operandi for team building is through trust and relationship. He may well reject someone who he believes is dishonest or does shoddy work.

### **BELIEF**

- This person will have a passion about something. Discover her passion and tie it to the work to be done
- She will have some powerful permanent values. Figure out how to align her values with those of the organization. For example, talk with her about how your products and services make the lives of people better, or discuss how your company embodies integrity and trust, or give her opportunities to go above and beyond to help colleagues and customers. In this way, through her actions and words, she will make visible the values of your organization's culture.
- Learn about her family and community. She will have made rock solid commitments here. You will need to understand, appreciate, and honor these commitments, and she will respect you for it.
- Realize that she may place more value on opportunities to provide greater levels of service than on opportunities to make more money. Find ways to enhance this natural service orientation, and you will see her at her best.
- You do not have to share this person's belief system, but you do have to understand it, respect it, and apply it. If you cannot apply her values to either your goals or your organization's, you should perhaps help her find a different work situation. Otherwise, major conflicts will eventually erupt.

### **COMMAND**

- When you need to jar a project loose and get things moving again or when people need to be persuaded, ask this person to take charge.
- Always ask him for evaluations of what is happening in your organization. He is most likely to give you a straight answer. In the same vein, look to him to raise ideas different from your own. He isn't likely to be a head nodder.
- As much as you can, give him the room to lead and make decisions. He will not like to be supervised closely.
- If he starts empire building, upsetting colleagues, veering from focus, or ignoring his commitments, meet him head-on. Confront him directly with specific examples. Take firm action and, if necessary, require immediate restitution. Then arrange for him to be productive as soon as possible. He will get over his mistake quickly, and so should you.
- Never threaten him unless you are 100 percent ready to follow through.
- This person may intimidate others with his up-front, assertive style. You may need to weigh whether or not the contribution of this person who makes things happen justifies the occasional ruffled feather. Rather than pushing him to learn how to be empathic and polite, your time may be better spent helping his colleagues understand the his assertiveness is part of what makes him effective—as long as he remains assertive rather than aggressive or offensive.

### COMMUNICATION

- Explore with this person how her communication strengths can be developed so she can make an even more significant contribution to the organization.
- She finds it easy to carry on a conversation. Ask her to come to social gatherings, dinners, or any events where you want to entertain prospects or customers.
- Ask her to learn the folklore, the stories of interesting events within your organization, and then give her the opportunity to tell these stories to her colleagues. She will help bring your culture to life, and thereby strengthen it.
- Take the time to hear about her life and experiences. She will enjoy the telling. You will enjoy the listening. And your relationship will be closer because of it.
- Discuss your plans with her for your organization's social events. She is likely to have good ideas both for entertainment and for what should be communicated at the event.
- Ask her to help some of the specialists in your organization make more engaging presentations. IN some situations he should actually make the presentation for the specialist.
- If you send her to public speaking raining, make sure to place her in a small class with advanced students and a top-level trainer. She will quickly chafe in a remedial beginner's class.

### COMPETITION

- Use competitive language with the person. For example, it is a win-lose world for this person, so from his perspective, achieving a goal is winning and missing a goal is losing. When you need to engage him in planning or problem solving, use the competitive word "outsmart."
- Measure him against other people, particularly other competitive people. You may decide to post the performance records of all your people, but remember that only your competitive people will get a kick out of this public comparison. Others may resent it and be mortified by the comparison.
- Set up contests for him. Pit him against other competitors even if you have to find competitors in business units other than your own. Highly charged competitors want to compete with others who are very close to their skill level. Matching them against moderate achievers will not motivate them.
- Find places where he can win. If he loses repeatedly, he may stop playing. Remember, in the contests that matter to him, he doesn't compete for the fun of competing. He competes to win.
- Consider that one of the best ways to manage him is to hire another competitive person who produces more.
- Talk about talents with him. Like all competitors he knows that it takes talent to be a winner. Name his talents. Tell him that he needs to marshal his talents to win. Do no "Peter Principle" this person by suggesting that "winning" means getting promoted. Help him focus on winning where his true talents lie.
- When this person loses, he may need to mourn for a while. Let him. Then quickly move him into another opportunity to win.

### CONNECTEDNESS

- This person will likely have social issues that she will defend strongly. Listen closely to know what these issues are. Your acceptance of these issues will influence the depth of relationship you can build with her
- She is likely to have a spiritual orientation and perhaps a strong faith. Your knowledge and, at the very least, acceptance of her spiritual position will enable her to become increasingly comfortable around you.
- Encourage this person to build bridges to the different groups in your organization. She naturally thinks about how things are connected, so she should excel at showing different people how each relies on the others. Properly positioned, she can be a team builder in your company.
- She may be very receptive to thinking about and developing the mission for your organization. She likes to feel part of something larger than herself.
- If you are also strong in Connectedness, share articles, writings, and experiences with her. You can reinforce each other's focus.

### CONSISTENCY

- When it comes time to recognize the team after the completion of a project, ask this person to pinpoint each person's contribution. She will ensure that each person receives the accolades he or she truly deserves.
- When you need to put consistent practices in place, ask her to help establish the routine ways of doing things for your organization.
- Be supportive of her during times of great change because she is most comfortable with predictable patterns that she knows work well.
- When in analytical role, ask this person to work on group data rather than individual data. She is likely to be more adept at discovering generalizations that can be made about the group rather than particulars about a certain individual.
- If as a manager you struggle with situations where rules must be applied equally and absolutely and no favoritism must be shown, ask her to step in and deal with them. The explanations and justifications will come naturally to her.
- In those situations where it is necessary to treat diverse people equally, ask her to contribute to the development of the rules.
- She has a practical bent and thus will tend to prefer getting tasks accomplished and decisions made rather than more abstract work such as brainstorming or long-range planning.

### CONTEXT

- When you ask this person to do something, take time to explain the thinking that led to this action. He needs to understand the background for a course of action before he can commit to it.
- When you introduce him to new colleagues, ask these colleagues to talk about their background before you all get down to business.
- During meetings always turn to him to review what has been done and what has been learned up to the present time. Instinctively, he will want others to be aware of the context of decision-making.
- He thinks in terms of case studies, that is, when did we meet a similar situation, what did we do, what happened, what did we learn? You can expect him to use this talent to help others learn, especially when the need for case studies is important. No matter what the subject matter, ask him to collect revealing anecdotes, to highlight the key discovery from each anecdote, and perhaps to build a class around these case studies.

- He can do the same in relation to your organization's culture. Ask him to collect anecdotes of people behaving in a way that exemplifies the cornerstones of the culture. His anecdotes, retold in newsletters, training classes, web sites, videos, and so on, will strengthen your culture.

### **DELIBERATIVE**

- Do not position this person in a role that requires snap judgments. She is likely to feel uncomfortable making decisions on gut alone.
- Ask her to join teams or groups that tend to be impulsive. She will have a temporizing effect, adding much-needed thoughtfulness and anticipation to the mix.
- She is likely to be a rigorous thinker. Before you make a decision, ask her to help you identify the land mines that may derail your plans.
- In situations where caution is required, such as situations that are sensitive to legal, safety, or accuracy issues, ask her to take the lead. She will instinctively anticipate where the dangers might lie and how to keep you flanks protected.
- She is likely to excel at negotiating contracts, especially behind the scenes. As far as you can within the confines of her job description, ask her to play this role.
- Honor that she may be quite a private person. Unless invited, do not push to become too familiar with her too quickly. And by the same token, do not take it personally if she keeps you at arm's length.
- Do not ask her to be a greeter, rainmaker, or networker for your organization. The kind of effusiveness that this role requires may be in her repertoire.
- In her relationships she will be selective and discriminating. Consequently, do not move her quickly from team to team. She needs to be confident that the people she surrounds herself with are competent and can be trusted, and this confidence takes time to build.
- As a manager she will be known as someone who gives praise sparingly, but when she does, it is truly deserved.

### **DEVELOPER**

- Ask this person to tell you which associates are growing in their jobs. He is likely to pick up small increments of growth that others miss.
- Position him so that he can help others within the organization grow. For example, give him the opportunity to mentor one or two people of his choice or to teach a class on a company topic, such as safety, benefits, or customer service.
- Be prepared to pay the fee for him to belong to a local training organization.
- Set him up as the one who will give recognition to colleagues. He will enjoy selecting the achievements that deserve praise, and his colleagues on the receiving end will know that the praise is genuine.
- He may be a candidate for a supervisor, team leader, or manager role.
- If he is already a manager or executive, look to his business unit for people who can be transferred to positions with larger responsibilities in the organization. He grows people and prepares them for the future.
- Reinforce his self-concept as a person who encourages people to stretch and to excel. For example, tell him, "They would never have broken the record by themselves. Your encouragement and confidence gave them the spark they needed."
- Be aware that he may protect a struggling performer long past the time when she should have been moved or terminated. Help him focus his developing instincts on setting people up to achieve success, and not on supporting people who are enduring hardship. The most developmental action he can take with a person enduring hardship is to find her a different opportunity where she can truly excel.

### **DISCIPLINE**

- Give this person the opportunity to bring structure to a haphazard or chaotic situation. Since she will never be comfortable in such shapeless, messy situations—and don't expect her to—she will not rest until order and predictability are restored.
- Clutter will annoy her. Don't expect her to last long in a physically cluttered environment. Either charge her with cleaning it up or find her a different environment.
- Always give her advance notice of deadlines. She feels a need to get work done ahead of schedule, and she can't do this if you don't tell her the schedule.
- In the same vein, try not to surprise her with sudden changes in plan and priority. Surprises are distressing to her. They can ruin her day.
- When there are many things that need to get done in a set time period, remember her need to prioritize. Take the time to prioritize together and then, once the schedule is set, stick to it.
- If appropriate, ask her to help you plan and organize your own work. You might ask her to review your time management system or even your proposal for reengineering some of your department's processes. Tell her colleagues that this is one of her strengths and encourage them to ask her for similar help.
- She excels at developing routines that help her work efficiently. If she is forced to work in a situation that requires flexibility and responsiveness, encourage her to devise a set number of routines, each appropriate for a certain situation. In this way she will have a predictable response to fall back on, no matter what the surprise.

### **EMPATHY**

- Ask this person to help you know how certain people within your organization are feeling. He is sensitive to the emotions of others.
- Before securing his commitment to a particular course of action, ask him how he feels and how other people feel about the issues involved. For him, emotions are as real as other, more practical factors and must be weighed when making decisions.
- Pay attention but do not overreact when he cries. Tears are part of his life. He may sense the joy or tragedy in another person's life more poignantly than even that person does.
- Help this person to see his Empathy as a special gift. It may come so naturally to him that he now thinks everyone feels what he feels, or he may be embarrassed by his strength of feeling. Show him how to use it to everyone's advantage.
- Test this person's ability to make decisions instinctively rather than logically. He may not be able to articulate why he thinks that a certain action is right, but he will often be right nonetheless. Ask him, "What is your gut feeling about what we should do?"
- Arrange for him to work with positive, optimistic people. He will pick up on these feelings and be motivated. Conversely, steer him away from pessimists and cynics. They will depress him.
- When employees or customers have difficulty understanding why an action is necessary, ask him for help. He may be able to sense what they are missing.

### **FOCUS**

- Set goals with timelines and then let this person figure out how to achieve them. He will work best in an environment where he can control his work events.
- Check in with him on a regular basis, as often as he indicates would be helpful. He will thrive on these regular check-ins because he likes talking about goals and his progress toward them. Ask him how often you should meet to discuss goals and objectives.
- Do not always expect him to be sensitive to the feelings of others because getting his work done often takes priority over feelings. If he also possesses a talent for Empathy,

this effect will obviously be lessened. Nonetheless, always be aware of the possibility that he may trample on feelings as he marches toward his goal.

- He does not revel in situations of constant change. To manage this, use language that he can understand when describing the change. For example, talk about change in terms of “new goals” and “new measures of success”. Terms like this give the change trajectory and purpose. This is the way he naturally thinks.
- When there are projects with critical deadlines, ask him to get involved. He instinctively honors deadlines. As soon as he comes to own a project with a deadline, he will concentrate all his energies on it until it is completed,
- Arrange for him to attend a time management seminar. He may not naturally excel at this, but because his Focus theme pushes him to move toward his goals as fast as possible, he will appreciate the greater efficiency that time management brings.
- Be aware that unstructured meetings will bother him, so when he is in a meeting, try to follow the agenda.

### **FUTURISTIC**

- When you have career conferences or performance meetings with this person, keep in mind that she lives for the future. Ask her to share her vision with you – her vision about her career, about your organization, and about the marketplace/field in general.
- Give her time to think, write about, and plan for the products and services needed in the future. Carve out opportunities for her to share her perspective in company newsletters, meetings, or industry conventions.
- Send her any data or articles you spot that would be of interest to her. She needs grist for her futuristic mill.
- Put her on the organization’s planning committee. Have her present her data-based vision of what the organization might look like three years hence. Have her repeat this presentation every six months or so. In this way she can refine it with new data and insight.
- Stimulate her by talking with her often about what could be. Ask lots of questions. Push her to make the future she sees as vivid as possible.
- When the organization needs its people to embrace change, ask her to put these changes in the context of the organization’s future needs. Have her make a presentation or write an internal article that puts these changes in perspective. She can help others rise above their present uncertainties and become almost as excited as she is about the possibilities of the future.

### **HARMONY**

- As far as possible steer this person away from conflict. Do not include him in meetings where there will almost certainly be conflict because he is not at his best when confronting others.
- Determine in what ways you agree with him and regularly review these agreements with him. Surround him with other people strong in Harmony. He will always be more focused, more productive, and more creative when he knows he is supported.
- Don’t waste your time discussing controversial subjects with this person. He will not enjoy the debate for its own sake. Instead, keep your discussions focused on practical matters where clear actions can be taken.
- Don’t always expect him to disagree with you even when you are wrong. For the sake of harmony he may nod his head despite judging your idea a poor one. Consequently, you may need other people who instinctively voice their opinions to help keep your thinking clear.

- Sometimes when others are locked in disagreement, he can unlock them. He will not necessarily resolve the subject under debate, but he will help them find other arenas where they do agree. These areas of common ground can be the starting point for working productively together again.
- He wants to feel sure about what he is doing. Help him find authoritative backup (expert opinion) for the actions he takes.

### **IDEATION**

- This person has creative ideas. Be sure to position her where her ideas will be valued.
- She will be particularly effective as a designer, whether of sales strategies, marketing campaigns, customer service solutions, or new products. Whatever her field, try to make the most of her ability to design.
- Since she thrives on ideas, try to feed her new ideas that lie within the focus of your organization. She will not only be more excited about her work but will also use these ideas to generate new insights and discoveries of her own.
- Encourage her to think of useful ideas or insights that can be shared with your best customers. From Gallup's research it is clear that when a company deliberately teaches its customers something, their level of loyalty increases.
- She enjoys the power of words. Whenever you come across a word combination that perfectly captures a concept, idea, or pattern, share it with her. It will stimulate her thinking.
- She needs to know that everything fits together. When decisions are made, take time to show her how each decision is rooted in the same theory or concept.
- On those few occasions when a particular decision does not fit into the overarching concept, be sure to explain to her that this decision is an exception or an experiment. Without this explanation she may start to worry that the organization is becoming incoherent.

### **INCLUDER**

- This person is interested in making everyone feel part of the team. Ask him to work on an orientation program for new employees. He will be excited to think about ways to welcome the new recruits.
- Ask him to lead a task force to recruit minority persons into your organization. He is instinctively sensitive to those who are or have been left out.
- When you have group functions, ask him to make sure that everyone is included. He will work hard to ensure that no individual or group is overlooked.
- In the same vein you can capitalize on his person's Inclusiveness theme by focusing it on your customers. Properly positioned, he may prove very effective at breaking the barriers between customer and company.
- Because he probably will not appreciate elite products or services made for a select category of customer, position him to work on products or services that are designed with a broad market in mind. He will enjoy planning ways to open the net wide.
- In certain situations it may be appropriate to ask him to be your organization's link to community social agencies.

### **INDIVIDUALIZATION**

- Ask this person to serve on your selection committee for any number of positions. She will probably be a very good judge of each candidate's strengths and weaknesses.
- Ask her to help improve the organization's productivity by figuring out the right roles for everyone according to their strengths and weaknesses.

- Have her help design pay – for –performance programs where each employee can use his strengths to maximize his pay.
- When you are having performance problems with individual employees, discuss with her what might be done. Her intuitions about the appropriate action for watch individual will be sound.
- When appropriate, ask her to teach an internal training class or mentor a couple of new employees. She may well have a knack for spotting how each person learns a little differently.
- Look at her other dominant themes. If her Developer and Arranger talents are also strong, she may have the potential to be a manager or supervisor. If her strength lies in the themes Command and Woo, she will probably be very effective at turning prospects into customers.

### INPUT

- Focus this person’s natural inquisitiveness by asking him to research a topic of importance to your organization. He enjoys the knowledge that comes from research.
- Position him in roles with a heavy research component.
- Pay attention to his other strong themes. If he is also strong in Developer, he may excel as a teacher or trainer by peppering his lesson with intriguing facts and stories.
- Keep him posted on the news within your organization. He needs to be in the know. Pass along books, articles, and papers you think he would like to know about and read.
- Encourage him to make use of the Internet. He will use it to find information he thinks he needs. Not all of his fact-finding will be immediately useful, but it will be important for his self-esteem.
- Help him develop a system for storing the information he collects. This system will ensure that he can find it when he and the organization need it.
- When you are in meetings, make a point of asking him for information. Look for opportunities to say something positive about his recall, such as “It’s amazing. You always seem to have the facts we need.”

### INTELLECTION

- Capitalize on the fact that thinking energizes this person. For example, when you have a need to explain why something has to be done, ask her to think it through for you and then provide you with the perfect explanation.
- Don’t hesitate to challenge her thinking. She should not be threatened by this. On the contrary she could take it as a sign that you are paying attention to her and be stimulated by it.
- Encourage her to find a few long stretches of time when she can simply muse. For some people pure thinking time is not productive behavior, but for her it is. She will have more clarity and self-confidence as a result.
- When you are faced with books, articles, or proposals that need to be evaluated, ask her to read them and give you a report. She loves to read.
- Have a detailed discussion with her regarding her strengths. She will probably enjoy the introspection and self-discovery.
- Give her the opportunity to present her thinking to other people in the department. The pressure of communicating her thinking to others will force her to refine and clarify her thoughts.
- Be prepared to partner her with someone strong in the Activator theme. This partner will push her to act on her thoughts and ideas.

### **LEARNER**

- Position this person in roles that require him to stay current in a fast-changing field, He will enjoy the challenge of maintaining his competency.
- Regardless of his role, he will be eager to learn new facts, skills, or knowledge. Explore new ways for him to learn and remain motivated, lest he start hunting for a richer learning environment. For example, if he lacks opportunities to learn on the job, encourage him to take courses that interest him at the local college or association. Remember, he doesn't necessarily need to be promoted; he just needs to be learning. It is the process of learning, not the result that energizes him.
- Help him track his learning progress by identifying milestones of levels that he has reached. Celebrate these milestones.
- In the same vein encourage this person to become the "master of trade" or "resident expert" in his field. Arrange for him to take the relevant classes. Be sure to recognize his learning with the appropriate certificates and plaques.
- Have this person work beside a master who will continuously push him to learn more.
- Ask him to conduct internal discussion groups or presentations. There may be no better way to learn than to teach others.
- Help him secure financial support to continue his education.

### **MAXIMIZER**

- This person is interested in taking something that works and figuring out ways to maximize its performance. She may not be particularly interested in fixing things that are broken.
- Avoid positioning her in roles that demand continual problem solving.
- She will expect you to understand her strengths and to value her for those strengths. She will become frustrated if you spend too much time focusing on her weaknesses.
- Schedule time to discuss her strengths in detail and to strategize how and where these strengths can be used for the organization's advantage. She will enjoy these conversations and offer many practical suggestions for how her strengths can best be used.
- As much as possible, help her develop a career path and a compensation plan that will allow her to keep growing toward excellence in her current role. She will instinctively want to stay on her strengths' path and thus may dislike career structures that force her off this path in order to increase her earning power.
- Ask her to help design a program for measuring and celebrating the productivity of each employee. She will enjoy thinking about what excellence should look like in each role.

### **POSITIVITY**

- This person brings drama and energy to the workplace. Find ways to position him as close to your customers as possible. He will make your organization seem more positive and more dynamic.
- Ask him to help plan events in which your organization hosts your best customers, such as new product launches or user groups.
- The Positivity theme does not imply that he is always in a good mood. It does simply that through his humor and attitude he can make people more excited about their work. Remind him of this strength and encourage him to use it.
- He will quickly be sapped of energy by cynics. Don't expect him to enjoy cheering up negative people. He will do better when asked to energize basically positive people who are simply in need of a spark.
- His enthusiasm is contagious. Consider this when placing him on project teams.

- He likes to celebrate. When certain milestones of achievement have been reached, ask him for ideas about how to recognize and celebrate the achievement. He will be more creative than most.
- Pay attention to his other strong themes. If he also possesses strength in the Developer theme, he may prove to be an excellent trainer or teacher, because he brings excitement to the classroom. If Command is one of his strongest themes, he may excel in selling because he is armed with a potent combination of assertiveness and energy.

### **RELATOR**

- Tell this person directly that you care about her. More than likely this language will not sound inappropriate and will be welcomed by her. She organizes her life around her close relationships, so she will want to know where she stands with you.
- She will enjoy developing genuine bonds with the people with whom she works. These relationships take time to build, so don't her in a role that uproots her frequently from her colleagues and customers.
- Help her know the goals of her colleagues. She is more likely to bond with them when she knows their goals.
- Trust her with confidential information. She is loyal, places a high value on trust, and will not betray yours.
- Ask her to build genuine trusting relationships with the critical people that you want to retain. She can be one of the human ties that bind good people to your organization.
- Pay attention to her to her strong themes. If she also shows a strong evidence of Focus or Arranger or Self-assurance, she may have the potential to manage others. Employees will always work harder for someone who they know will be there for them and who wants them to succeed. She can easily establish these kinds of relationships.
- Generosity is often a strength of hers. Draw attention to her generosity and show her how it helps her impact and connect with those around her. She will appreciate your noticing, and thus your own relationship will be strengthened.

### **RESPONSIBILITY**

- This person defines himself by his ability to live up to his commitments. It will be intensely frustrating for him to work around people who don't. As far as possible try to avoid putting him in team situations with lackadaisical teammates.
- He defines himself by the quality of his work. He will resist if you force him to rush his work so much that quality suffers. He dislikes sacrificing quality for speed.
- In discussing his work, talk about its quality first.
- Recognize that he is a self-starter and requires little supervision to ensure that assignments are completed.
- Put him in positions requiring unimpeachable ethics. He will not let you down.
- Periodically ask him what new responsibility he would like to assume. It is motivational for him to volunteer, so give him the opportunity.
- Protect him from taking on too much, particularly if he lacks a theme such as Discipline. Help him see that one more burden may result in his dropping the ball, a notion he will loathe.
- He may well impress you with his ability to deliver time and again. You may be so impressed that you decide to promote him to management. Be careful. He may much prefer to do a job himself than be responsible for someone else's work, in which case he will find management frustrating. Faced with this situation, help him find other ways to grow.

### **RESTORATIVE**

- Ask this person for her observations when you want to identify a problem within your organization. Her insights will be particularly acute.
- Position her where she is paid to solve problems for your best customers. She enjoys the challenge of discovering and removing the obstacles.
- When a situation within your organization needs immediate improvement, turn to her for help. She will not panic but instead will respond in a focused, businesslike way.
- When she resolves a problem, make sure to celebrate the achievement. Every wrong situation righted is a success for her, and she will need you to view it as such. Show her that others have come to rely on her ability to dismantle obstacles and move forward.
- Offer your support when she meets a particularly thorny problem. Since she defines herself by her ability to cope, she may well feel personally defeated if the situation remains unresolved. Help her through it.
- Ask her in what ways she would like to improve. Agree that these improvements should serve as goals for the following six months. She will appreciate this kind of attention.

### **SELF-ASSURANCE**

- Give this person a role where he has the leeway to make meaningful decisions. He will neither want nor require close hand-holding.
- Position him in a role where persistence is essential to success. He has the self-confidence to stay the course despite pressure to change direction.
- Put him in a role that demands an aura of certainty and stability. At critical moments this inner authority will calm his colleagues and his customers.
- Support his self-concept that he is an agent of action. Reinforce It with comments such as “It’s up to you. You make it happen” or “What is your intuition saying? Let’s go with your intuition.”
- Help him know that his decisions and actions do produce outcomes. He is at his most effective when he believes he is in control of his world. Highlight practices that work.
- Understand that he may have beliefs about what he can do that might not relate to his actual strengths. Although his self-confidence can often prove useful, if he overclaims or makes some major misjudgments, be sure to point these out immediately. He needs clear feedback to inform his instincts.
- Pay attention to his other strong themes. If he also possesses themes such as Futuristic, Focus, Significance, or Arranger, he may well be a potential leader within your organization.

### **SIGNIFICANCE**

- Be aware of this person’s need for independence. Do not over manage her.
- Acknowledge that she thrives on meaningful recognition for her contributions. Give her room to maneuver, but never ignore her. Be sure to feed all compliments through to her.
- Give her the opportunity to stand out, to be known. She enjoys the pressure of being he focal point of attention. Arrange for her to stand out for the right reasons, or she will try to make it happen herself, perhaps inappropriately.
- Position her so that she can associate with credible, productive, professional people. She likes to surround herself with the best.
- Encourage her to praise other top achievers in the group. She enjoys making other people feel successful.
- When she makes claims to excellence – and she will – help her picture the strengths she will have to develop in order to realize these claims. When coaching her, don’t ask her to

lower her claims; instead, suggest that she keep benchmarks for developing the relevant strengths.

- Because she places such as premium on the perceptions of others, her self-esteem can suffer when others do not give her the recognition she deserves. At these times draw her attention back to her strengths and encourage her to set new goals based on these strengths. These goals will help reenergize her.

### **STRATEGIC**

- Position this person on the leading edge of your organization. His ability to anticipate problems and their solutions will be valuable. For example, ask him to sort through all of the possibility and find the best way forward for your department. Suggest that he report back on the best strategy.
- Involve him in organizational planning. Ask him, “If this happened, what should we expect?” “If that happened, what should we expect?”
- Always give him ample time to think through a situation before asking for his input. He needs to play out a couple of scenarios in his mind before voicing his opinion.
- Recognize this person’s strength in the Strategic theme by sending him to a strategic planning or futurism seminar. The content will sharpen his ideas.
- This person is likely to have a strength for putting his ideas and thoughts into words. To refine his thinking, ask him to present his ideas to his colleagues or to write them for internal distribution.
- When you hear or read of strategies that worked in your field, share them with this person. It will stimulate his thinking.

### **WOO**

- Try to position this person in a role where she has a chance to meet new people every day. Strangers energize her.
- Place her at your organization’s initial point of contact with the outside world/ She can put strangers at ease and help them feel comfortable with your organization.
- Help her refine her system for remembering the names of the people she meets. Set a goal for her to learn the names and a few personal details about as many customers as possible. She can help your organization make many connections in the marketplace.
- Unless she is also strong in themes such as Empathy and Relator, do not expect her to enjoy a role where she is asked to build close relationships with your customers. Instead, she way well prefer to meet and greet, win over, and move on the next.
- Her strength in Woo will win you over and cause you to like her. When considering her for new roles and responsibilities, make sure that you look past your liking of her to her genuine strengths. Don’t let her Woo theme dazzle you.
- If possible, ask her to be the builder of goodwill for your organization within the community. Have her represent your organization at community clubs and meetings.

### **Reference**

Buckingham, M., & Clifton, D. (2001). *Now, discover your strengths*. New York: The Free Press.