

Section II: Application

Empathy

Ideas for Action:

- ☐ Help your friends and colleagues be more aware when one of your peers is having a difficult time. Remember, most people do not have your ability to pick up on sensitive situations.
- ☐ Act quickly and firmly when others behave in a way that is unhealthy for themselves or others. Understanding someone's emotional state does not mean that you must excuse this behavior. Be aware that when your empathy turns to sympathy, others might see you as a "bleeding heart."
- ☐ Partner with someone with strong Command or Activator talents. This person will help you take needed action, even though people's feelings might suffer as a result.
- ☐ Consider serving others as a confidante or mentor. Because trust is paramount to you, people are likely to feel comfortable approaching you with any need. Your discretion and desire to be genuinely helpful will be greatly valued.
- ☐ At times, your empathy for others may overwhelm you. Create some rituals that you can use at the end of your day to signal that work is over. This will help buffer your emotions and prevent burnout.
- ☐ Identify a friend who has strong Empathy talents, and check your observations with him or her.
- ☐ Sensitive to the feelings of others, you readily gauge the emotional tone of a room. Use your talents to forge a bridge of understanding and mutual support. Your empathy will be especially important during trying times because it will demonstrate your concern, thereby building loyalty.
- ☐ Witnessing the happiness of others brings you pleasure. Consequently, you are likely to be attuned to opportunities to underscore others' successes and positively reinforce their achievements. At each opportunity, deliver a kind word of appreciation or recognition. In doing so, you are likely to make a profound and engaging impression.
- ☐ Because you are observant of how others are feeling, you are likely to intuit what is about to happen before it becomes common knowledge. Although your intuitions may at times seem nothing more than 'hunches', take conscious note of them. They may turn out to be valuable assets.
- ☐ Sometimes empathy does not require words at all. A kind gesture may be all someone needs to be reassured. Use your Empathy talents to nonverbally comfort others with a glance, a smile, or a pat on the arm.

Questions

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.

2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Developer

Ideas for Action:

- ☐ Make a list of the people you have helped learn and grow. Look at the list often, and remind yourself of the effect you have had on the world.
- ☐ Seek roles in which your primary responsibilities include facilitating growth. Teaching, coaching, or managing roles might prove especially satisfying for you.
- ☐ Notice when others succeed, and tell them. Be specific about what you saw. Your detailed observations of what led to their victory will enhance their growth.
- ☐ Identify the mentor or mentors who recognized something special inside you. Take the time to thank them for helping you develop, even if this means tracking down a former schoolteacher and sending him or her a letter.
- ☐ Partner with someone with strong Individualization talents. This person can help you see where each person's greatest talents lie. Without this help, your Developer instincts might lead you to encourage people to grow in areas in which they lack real talent.
- ☐ Carefully avoid supporting someone who is consistently struggling in his or her role. In such instances, the most developmental action you can take is to encourage him or her to find a different role — a role that fits.
- ☐ You will always be compelled to mentor more people than is possible. To fulfill this inner drive while maintaining a primary mentoring focus, consider the impact of being a “mentor for the moment.” Many of the most poignant and memorable developmental moments occur when the right words are delivered at the right time — words that clarify understanding, reignite a passion, open eyes to an opportunity, and change a life course.
- ☐ Don't over-invest in losing causes. Your natural inclination to see the best in people and situations can create a blind spot that will keep you from moving on to more opportune situations.
- ☐ Your Developer talents might lead you to become so invested in the growth of others that you ignore your own development. Remember that you cannot give what you do not have. If you want to have a bigger impact on the well-being and growth of others, you need to keep growing yourself. Find a mentor or coach who can invest in you.
- ☐ Make a list of the people you would like to help develop. Write what you would consider to be each person's strengths. Schedule time to meet with each of them regularly — even if for only 15 minutes — and make a point of discussing their goals and their strengths.

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Restorative

Ideas for Action:

- ☐ Seek roles in which you are paid to solve problems or in which your success depends on your ability to restore and resolve. You might particularly enjoy roles in medicine, consulting, computer programming, or customer service.
- ☐ Don't be afraid to let others know that you enjoy fixing problems. It comes naturally to you, but many people shy away from problems. You can help.
- ☐ Give yourself a break. Your Restorative talents might lead you to be overly self-critical. Try to redirect this either toward things about yourself that can be fixed, such as knowledge or skill deficits, or toward external, tangible problems.
- ☐ Let other people solve their own problems. You might want to rush in and solve things for them, but by doing that, you might hinder their learning. Watch out for this, particularly if you are in a manager, coach, teacher, or parent role.
- ☐ Turnaround situations activate your natural forté. Use your Restorative talents to devise a plan of attack to revitalize a flagging project, organization, business, or team.
- ☐ Leverage your Restorative talents not only to tackle existing problems, but also to anticipate and prevent problems before they occur. Share your foresight and your solutions with others, and you will prove yourself a valuable partner.
- ☐ Study your chosen subject closely to become adept at identifying what causes certain problems to recur. This sort of expertise will lead you to the solution that much faster.
- ☐ Think about ways you can improve your skills and knowledge. Identify any gaps you have and the courses you can take to fill them.
- ☐ Constant improvement is one of your hallmarks. Seek opportunities to enhance your abilities through a demanding field, activity, or endeavor that requires exceptional skill and/or knowledge.
- ☐ Use your Restorative talents to think of ways to “problem proof” your work. Identify existing and potential issues, and design systems or processes to prevent errors in the future.

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Includer

Ideas for Action:

- ☐ Consider roles in which you can take responsibility for representing voices that are not usually heard. You will derive a great deal of satisfaction from being a spokesperson for these people.
- ☐ Look for opportunities to bring together people of diverse cultures and backgrounds. You can be a leader in this area.
- ☐ Help those who are new to an organization or group get to know other people. You will always be adept at quickly making people feel accepted and involved.
- ☐ An anti-elitist, you may clash with those who feel they have earned the right to perks and power. Rather than disputing their claim, use your Includer insights to help everyone find common ground and value in their contributions.
- ☐ Acknowledge the dissonance you feel when you must be the bearer of bad news. Look for partners who can help you justify your position so you don't apologize or soften the message too much.
- ☐ Not every person is lovable or even likeable. While many of your friends or colleagues may be put off by difficult people, you have a natural capacity to truly care for all people. Let others know that if they ever come to the end of their rope with a problematic individual, they can call on you to step in.
- ☐ Choose roles in which you are continuously working and interacting with people. You will enjoy the challenge of making everyone feel important.
- ☐ Partner with someone who has dominant Activator or Command talents. This person can help you when you have to deliver news that might hurt someone's feelings.
- ☐ Realize that people will relate to each other through you. You are a conduit for information. You can interact with all parts and all people in a group and keep them effectively connected to each other.
- ☐ Explain what we all have in common. Help others understand that to respect the differences among us (our diversity), we must begin by appreciating what we all share (our similarity).

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Individualization

Ideas for Action:

- ☐ Select a vocation in which your Individualization talents can be both used and appreciated, such as counseling, supervising, teaching, writing human interest articles, or selling. Your ability to see people as unique individuals is a special talent.
- ☐ Become an expert in describing your own strengths and style. For example, answer 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? How do you learn best? Then ask your colleagues and friends these same questions. Help them plan their future by starting with their strengths, then designing a future based on what they do best.
- ☐ Help others understand that true diversity can be found in the subtle differences between each individual — regardless of race, sex, or nationality.
- ☐ Explain that it is appropriate, just, and effective to treat each person differently. Those without strong Individualization talents might not see the differences among individuals and might insist that individualization is unequal and therefore unfair. You will need to describe your perspective in detail to be persuasive.
- ☐ **Figure out what every person on your team does best. Then help them capitalize on their talents, skills, and knowledge. You may need to explain your rationale and your philosophy so people understand that you have their best interests in mind.**
- ☐ You have an awareness and appreciation of others' likes and dislikes and an ability to personalize. This puts you in a unique position. Use your Individualization talents to help identify areas where one size does not fit all.
- ☐ Make your colleagues and friends aware of each person's unique needs. Soon people will look to you to explain other people's motivations and actions.
- ☐ Your presentations and speaking opportunities will be most engaging when you relate your topic to the experiences of individuals in the audience. Use your Individualization talents to gather and share real-life stories that will make your points much better than would generic information or theories.
- ☐ **You move comfortably among a broad range of styles and cultures, and you intuitively personalize your interactions. Consciously and proactively make full use of these talents by leading diversity and community efforts.**
- ☐ Your Individualization talents can help you take a different approach to interpreting data. While others are looking for similarities, make a point of identifying distinctiveness. Your interpretations will add a valuable perspective.

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