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Anti-SP1 – Anti (Ability to Think Analytically)

I may be intellectually lazy. I always want everything to be simple. I have difficulty distinguishing between simple and simpler. I may miss the complexity of the issue and force-fit it to what I am most comfortable with.

I give up too soon and accept a marginal solution. I may not look for or be open to further evidence.

I function on the surface; I don't go deep. I may close too soon with solutions and conclusions. I don't look under rocks. I just stick to the obvious.

I may not use experiments to learn and improve.

I may get frustrated when others are talking conceptually. I tend to be uninterested in abstractions. I get somewhat upset when people keep asking: "why not?" I get somewhat bothered when people daydream instead of being more pragmatic.

I can irritate team members by being too theoretical.

I may ignore people's needs in favor of exquisite solutions to complex problems. I may concentrate on deeper issues and can lose the sense of people perspective.

I get lost in my interests and I like to be alone with them for hours.

I am not likely to come up with the second and better solution, ask penetrating questions, or see hidden patterns.

I may be mentally inflexible or stale-believing that my way is the best and virtually only way to do things or solve problems.

I am not a disciplined problem solver. I may not stop to define and analyze the problem. I may not think things through carefully. I may get impatient and jump to conclusions too soon. I may move to conclusions without enough data. I may get so infatuated with marginally productive ideas that I waste time. I may fill in gaps by adding things that aren't there.

I may tend toward analysis paralysis.

I may get hung up in the process and miss the big picture.

I am impatient with errors, covering ground already covered, and other signs of intellectual weakness.

I learn new things slowly. I am not agile or versatile in learning to deal with first-time or unusual problems.

I feel intimidated in brainstorming sessions.

Anti-SP2 - Anti (Ability to Think Creatively)

I am not a good judge of what's creative. I don't understand the marketplace for innovation. I may not understand innovative process.

I can't tell which would work best from among creative ideas.

I may block the innovations of others. I may chill the creative initiatives of others. I may not be open to the creative suggestions of others.

I don't connect with ideas from outside my own area.

I may not do well on fuzzy problems with no clear solution or outcome. I always want everything to be simple. I may miss the complexity of the issue and force its fit to what I am most comfortable with.

I find it difficult to synthesize my analyses in my projects. I simply have difficulty answering "SO WHAT?"



Anti-SP3 - Anti (Ability to Get Things Done)

I may over manage to get things done too quickly. I may agree too early just to get it over with. I do the least to get by. I may compromise for less than the original goal or objective. I don't go all out to complete tasks.
I give up too soon or move on to something that's going better.
I don't push hard enough to get things done.
I don't go back with different strategies for the third and fourth try.
My lack of patience can get in the way of careful consideration.
I usually recur to a hand-offs management style.
I may be overly methodical, a perfectionist, or risk averse.
I slow to act on an opportunity.
I procrastinate around whatever gets in my way.
I may spend too much time improving and too little time acting and performing. I may scramble at the last minute and have to work long hours to finish.
I may know what to do, but I hesitate to do it.
I may be oblivious to conventions and protocols.
I may ignore authority to focus on expediting.
I may become impatient and too controlling, especially when in a hurry for action.
I may not recognize that limitations on a situation can slow progress toward an anticipated outcome.
I may be overly dependent on rules, regulations, procedures, and structure.
I can easily get bored with routine, becoming depressed and tailing to carry out ongoing projects to completion.
I may ignore systems, policies, and procedures to achieve whatever needs to be done.
I may not set very challenging goals. I may not attend to important but non-challenging duties and tasks.
I may too often have to come back and rework the problem a second time.
I may lack confidence to act. I believe that I just don't have the innate abilities successful people have.
I don't pull resources together effectively.
I may not know how to find and arrange people, materials, budget, etc. I use more resources than others to get the same thing done.
I have little sense of what's mission critical and what's just nice to do. I waste resources pursuing non-essentials. I can't keep multiple and mixed priorities going at one time. I may believe that everything's equally important.
I follow rules closely (a phobic trait). I like predictability. Being neat and orderly helps me feel more in control of my life. It is difficult for me to be spontaneous.
I work in a disorganized fashion. I may be disdainful of planning and come across to others as loose or too simple. I may not have the patience to establish goals and objectives, scope out difficulties, plan for task completion, develop schedules, and do roadblock management. I don't follow an orderly method of setting goals and laying out work.
I tend to either procrastinate or plunge headlong, even into dangerous situations.
I may lose my effectiveness when things don't go as planned.
I may not anticipate or be able to see how multiple activities come together. I can't visualize effective processes in my head.
I don't work to simplify things. I may overwhelm others with unfocused activities.
I am not good at figuring out how to eliminate a roadblock. I don't anticipate the problems that will arise.
I don't get things done on time. I may attempt to put too much together at once.



I don't take advantage of opportunities for synergy and efficiency with others.
I lack attention to detail.
I may always be tinkering and refining.
I may not set analysis priorities.

Anti-SP4 - Anti (Aptitude to Lead People)

I may simply not want to take charge and be out front.
I may drive for a solution before others are ready.
I may be quick to tell others what they should or should not do.
I may make others feel put down by my detailed instructions and strong need for control.
I may always be dissatisfied because of unreasonably high standards and expectations of self and others.
I don't know how to influence or impress more senior managers. I may lose composure or get rattled when questioned by executives. I may appear nervous and tense in front of more senior people, not at my best. I may spend too much time with more senior managers, parrot their positions, or overestimate the meaning and usefulness of the relationships.
I tend to work in bursts of energy that may not coincide with the needs of the team.
I may withhold resources from the other team members.
I don't assemble, build or manage in a team fashion.
I don't create a common mindset or common challenge.
I may not build team spirit.
I may be very action and control oriented and won't trust a team to perform.
I don't build rapport.
I may not celebrate and share successes.
I may not be good at building team spirit because of an emphasis on individuals.

Anti-SP5 - Anti (Ability to Deal with Uncertainty, Diversity, and Frustration)

I am not bold or committed enough to push it through.
I lose cool under pressure and stress; may blow up, say things I shouldn't. I get easily overwhelmed and become emotional, defensive or withdrawn. I may be defensive and sensitive to criticism. I may lose composure. I may lose my cool during hot debate.
I may be cynical or moody.
I may take rejection too personally.
I may be knocked off balance by surprises and get easily rattled.
I may let frustration and anxiety show.
I lack balance between work and personal life. I may be bored off-work or can't relax. I can't turn off one area of life and fully concentrate on the other. Either I don't have time to relax or I think I shouldn't relax. I carry issues from one area of life into the other.
Sometimes I have to understand that it is ok to remain in doubt. I may not be tolerant of normal chaos. I may not do well on fuzzy problems with no clear solution or outcome. I may get bogged down by ambiguous situations.
I tend to see things in terms of right and wrong, good or bad.



I am not effective with groups much different from me. I may be uncomfortable with those not like me. I may act inappropriately with those different from me. I treat everybody the same without regard to their differences. I may not apply equal standards and criteria to all classes. I may show an inappropriate preference for a single class of people. I may compromise standards to achieve diversity. I believe my group to be superior. I may be uncomfortable with relationships where everyone's not equal. I don't adjust approach to different audiences and situations.

I may carry around negative and demeaning stereotypes I have trouble getting rid of.

I may be stuck in historical, tried-and-true methods, uncomfortable with ambiguity.

I am a one-trick pony (although I am a very good at that one trick). I may be seen as rigidly following and overdoing my one best way.

I have a hard time facing unfamiliar tasks.

Anti-SP6 – Anti (Courage to Question the Status Quo)

Sometimes I don't have the courage to make timely decisions, regardless of consensus or not having 100% of the information needed to make them.

I may try to smoothen over real issues and problems. I may be reluctant to assign work with tough deadlines. I avoid conflict and the noise of differing views and agendas. I may hesitate to push when met with conflict, disagreement, or attacks. I may avoid conflict and crises, be unwilling to take the heat, have problems with taking a tough stand. I may get upset as a reaction to conflict, and I may take it personally. I can't operate under conflict long enough to get a good deal. I am uncomfortable delivering negative messages to direct reports. I procrastinate and avoid problems until I'm forced to act. I may have a chilling effect on open debate. I don't take the lead on unpopular stands. I don't take on controversial issues by myself. I may avoid and shrink from dispute and conflict. I don't take tough stands. I am a conflict avoider unwilling to take the heat of controversy. I am afraid to be wrong, get in a win/lose situation, or make a tough call.

I may be too direct when providing feedback or addressing issues. I may go for results at all costs without appropriate concern for people, teams, due process, or possibly norms and ethics. I may have high turnover under me due to the pressure for results. I may be seen as overly aggressive and assertive.

I may deal with lateral conflict noisily or uncooperatively.

I am too concerned about what others may say or think. I may worry too much about being liked, correct, or criticized.

I may not display a sense of urgency.

I may contribute to others losing composure or being unsettled.

I can't pull the trigger even when all else has failed.

I prefer to be in the background. I don't step up to issues.

I hold back in tough feedback situations.

I have trouble asking for what I need.

I do not appreciate people who try to have me change my mindset.

I may be more comfortable with the past. I prefer the tried. I believe in valuing tradition above everything else.

When people tell me what to do, I often become rebellious and do, or wish I could do, the opposite, just for the sake of it.

I hesitate between feeling committed and wanting my freedom and independence.

I may be mentally inflexible or stale-believing that my way is the best and virtually only way to do things or solve problems.

I don't like it when people break rules.

I don't feel comfortable questioning someone intellectually.

I do not feel good around rebel people.

I may be stuck in my comfort zone of tasks and methods of doing them.

I avoid risk and don't seek to be bold. I play it safe-can't bring myself to assign really stretching (risky) work.

I may be a perfectionist avoiding risk and fearing failures and mistakes.



I may seek out change for change's sake regardless of the situation.
I may misjudge the capacity of others to absorb change.
I may be inflexible and have trouble with rapid change. I may find it difficult to change course.
I may frustrate others with my need for change.
I have trouble shifting modes of behavior in the same meeting or situation.

Anti-SP7 - Anti (Aptitude to Communicate)

I am not a skilled presenter in varying situations.
I may be shy. I may be nervous, even scared when speaking.
My presentations lack focus. I may have a flat or grating style.
I don't listen to audience.
I may always present the same way, not adjusting to audiences.
I may try to win with style and presentation skills over fact and substance.
I may be able to wing it and dance without really being prepared.
I am not open to negotiation. I don't strike fair bargains or understand what peers expect or need.
I give in and say yes too soon.

Anti-SP8 - Anti (Ability to Bring out the Best in People)

I may be seen as cold and uncaring. I may seem flat in situations where others show feelings.
I may be too self-centered.
I withdraw and I don't turn to people for help when I'm faced with a problem.
I may be overly critical, pessimist, negative. I may be unable to laugh at myself. I may put too much emphasis on the dark side.
I don't know how or don't want to use humor in the workplace. I may have problems telling a joke. I may chill humor in others. I may be too serious and want to avoid looking or sounding silly.
I may use sarcastic or politically offensive humor. I may use humor in the wrong time or wrong place or in the wrong way. I may disrupt group process with untimely or inappropriate humor. I may use humor to deflect real issues and problems. I may use humor to criticize others and veil an attack. I may use humor to deliver sarcasm or cynicism. I may be perceived as immature or lacking in appropriate seriousness.
I can't trust people. I don't believe in or trust delegation. I must avoid micromanagement. I may delegate but micromanage and look over shoulders.
I may be overly optimistic about how much people can grow. I can't say: "you did a great job."
I assign tasks and walk away with a completely hands off approach, abandoning my people.
I may not believe people really change; therefore, it's not worth the effort.
I may be a poor reader of others. I may not pick up on their needs and cues. I may be such a poor listener to and observer of others that I really don't know what they're like. I may have simplistic models of people. My biases and stereotyping may play too much in my appraisals. I may not know the aspirations of people.
I may not hold career discussions or provide coaching.
I may not push people to take their development seriously.



I may concentrate on the development of a few at the expense of many. I may prefer to select for talent rather than develop it. I may create work inequities as challenging assignments are parceled out. I keep the good stuff for myself. I may play it safe with selections. I may be a poor delegator and planner and not very motivating to work with.

I may endorse the latest developmental fad within the organization and cooperate with the system even when it doesn't make sense for an individual.

I lack trust and respect in the talent of direct reports and others.

I don't want or know how to empower others.

I may lack a plan of how to work through others. I may just throw tasks at people.

I might delegate, but not pass on the authority. I may over delegate without providing enough direction or help. I may have unrealistic expectations for direct reports and others, or may over structure tasks and decisions before delegating them to the point of limiting individual initiative.

I am a private person. I may not believe in sharing personal views and foibles.

I work to keep personal and business separate. I may fear what will happen if I disclose. I don't ask others for personal information. I don't know what is helpful to share or why people find it valuable.

I may turn off some people by excessive directness. My openness and directness may actually lead to a lack of trust. My open style may lack credibility with some.

I don't change after the initial appraisal.

I may be too quick to replace rather than work with a person.

I don't know what motivates others or how to do it.

I may be a one-style-fits-all person, have simplistic models of motivation, or may not care as much as most others do.

I may not celebrate and share successes.

I may pick the wrong boss to model. I may not be open to coaching or direction from bosses. I may be over dependent on bosses and high status figures for advice and counsel.

I don't build rapport, may be a "let's get on with it" type.

I may touch base with too many peers and be overly concerned with making everyone happy.

I may invest too much in peer relationships at the expense of others.

Sometimes I get physically ill and emotionally drained from taking care of someone else.

I may focus so much on interpersonal issues in a situation that I forget the task and pull the group off track.

I am sometimes overloaded in an attempt to respond to the needs of others.

I may not have a passion.

I don't have the 'greater good' in mind/heart.

I may go for results at all costs without concern for people, teams, due process, or possibly norms and ethics.

I have simplistic models of motivation, or may not care as much as most others do.

I tend to see things in terms of right and wrong, good or bad.

I may have a hard time separating from my ideal and being objective.

I am hold on to resentments for a long time. I dread being criticized or judged by others. I may be an excuse maker and blamer. When jealous, I become fearful and competitive. I may fear failure and the risk of admitting shortcomings. I am surprised by negative personal data.

I may be a loner and not a good team player or team builder.

I don't get much from personal insight exercises or performance discussions.