

GLARE FACTORS

The manager has perhaps the single most important role in any organization. The manager sets the tone for the work environment. If a manager provides clear expectations for his or her employees, knows them, trusts them, and invests in them, then they are more motivated to provide good customer service, to work diligently, and to collaborate with others to reach the performance objectives of the team and the organization.

But if employees do not have a good relationship with their manager, it will be difficult to reach their full potential and perform at the highest level.

Every manager has his or her own biases, filters, and management style. A manager's talents help to explain his or her motivations and how he or she approaches motivating others. These talents describe how that person tends to think, weigh alternatives, and arrive at decisions. They reveal how the manager communicates and attempts to influence the team. They offer clues to how that person approaches his or her relationships and responds to situations. In short, a manager's talents affect how he or she leads and manages.

Managers need to be equally aware of the power of their talents as well the biases and filters their talents can create.

The purpose of every strengths-based coaching conversation is to help the person use his or her natural talents productively. One of your goals as a strengths coach is to help the managers you work with take a close look at themselves and begin to appreciate how their unique talents influence their ability to engage their employees' hearts, minds, and strengths.

This booklet contains insights into how a manager's dominant themes may help or hinder his or her ability to engage the team and consistently drive high performance levels. When you can help a manager become aware of his or her talent filters, the manager will gain a better understanding of his or her potential biases and the implications for those he or she leads.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE ACHIEVER® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE ACHIEVER THEME WORK HARD AND POSSESS A GREAT DEAL OF STAMINA. THEY TAKE IMMENSE SATISFACTION IN BEING BUSY AND PRODUCTIVE.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

People with high **ACHIEVER** have a strong inner drive — an innate source of intensity, energy, and power that enables them to push hard to get things done. Consequently, managers with dominant **ACHIEVER** talents may have the natural ability to set ambitious and challenging goals that can push a team to higher performance.

These managers admire others' hard work. They may find working with their team to complete a task — even a daunting one — to be a bonding experience.

Their desire to reach the finish line means others can count on them to deliver. Their superiors likely respect this quality in them and often see them — and, by extension, their teams — as a go-to resource for important projects.

These managers love to complete tasks. They should direct this energy toward helping their teams reach their goals. Simple metrics such as number of customers served, files reviewed, milestones reached, and prospects contacted may motivate and guide their teams.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with dominant **ACHIEVER** talents might become frustrated when team members don't work as hard as they do. Their expectations for themselves and their teams are so high that others might see them as too demanding. Complementary talents or partners may help them gain insight into their team members' unique motivators and capabilities.

Their confidence in their ability to get things done might prompt them to take on projects or agree to deadlines before understanding everything involved. When done consistently, this can overextend a team, creating stress and disengagement. Before committing to action, managers should ensure that the team has the time and resources necessary to take on the project and that the project aligns with the manager's highest priorities.

Managers are asked to be several things: a subject-matter expert, individual performer, and project manager. These are all important, but so is the manager's role as a people leader. It is important for managers to always remember that their people are just as important as their work.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE ACTIVATOR® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE ACTIVATOR THEME CAN MAKE THINGS HAPPEN BY TURNING THOUGHTS INTO ACTION. THEY ARE OFTEN IMPATIENT.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **ACTIVATOR** talents excel at mobilizing their teams to action. They can quickly communicate what their team needs to do and then instill in them a sense of urgency.

Action is what it is all about for these managers. They bring energy and instant momentum to any task.

Their drive for action makes them a catalyst for saving the organization time, energy, and money. When projects stall, they have the ability to jump in and get things moving.

When managers with high **ACTIVATOR** see what can and should be done, they can initiate. They can bring team members and others together to address immediate needs.

These managers are not afraid to take risks. This can help the team innovate and make necessary improvements.

ACTIVATOR talents can be a catalyst for creating one-on-one relationships and then taking them to the next level. When managers with dominant **ACTIVATOR** talents make the first move, they can deepen the connection that can lead to a supportive working relationship.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with dominant **ACTIVATOR** talents may tend to charge ahead and act without a concrete plan. Before making a major decision, it might be helpful for them to challenge themselves and their team to consider alternatives and weigh options first.

Their ability to “push” a group to action might make those in the group feel steamrolled. Remind these managers to listen to the team’s concerns if the push isn’t moving the group in the right direction.

Managers with high **ACTIVATOR** should ask for input before starting a new team endeavor. Otherwise, they may miss a team member’s constructive ideas for a better course of action.

Because these managers start things quickly, others might perceive them as unorganized or unstructured. Before they forge ahead, they should make sure their team members know what to expect and give them the materials and equipment they need to perform.

Managers with dominant **ACTIVATOR** talents work effectively and efficiently, but they may need to slow down when guiding or leading their team. They should stop, be in the moment, and focus on the person in front of them.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE ADAPTABILITY® THEME

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.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

These managers’ natural ability to be in the moment helps them give employees the most timely and relevant information they need for the day.

Managers with dominant **ADAPTABILITY** talents respond well to competing priorities and immediate demands. Their level of responsiveness helps them create a great experience for their colleagues, internal stakeholders, and customers.

Others see them as level-headed and good in a crisis. They have a tendency to handle things with poise, lending an air of calm, professionalism, and confidence that assures others that all will be well.

In moments of confusion, managers with high **ADAPTABILITY** can bring a sense of tranquility. They respond to each situation as it occurs. Their ability to adjust in an instant and find ways to “make it work” comes easily for them. While others feel distracted when the plan goes awry, they can embrace the change and respond to it. They easily adapt when issues arise that alter the flow of the day.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with dominant **ADAPTABILITY** talents might be so willing to live in the moment that shifts in priorities can feel endless and often unnecessary to employees who thrive on structure and stability.

For employees who need a plan, the willingness of these managers to adapt may feel unsettling. As they improvise and adjust their strategy, others may find it hard to follow.

Employees may view managers with high **ADAPTABILITY** as having no clear direction or plan. This perception can leave them not knowing what to expect. As these managers naturally adjust to situations, they need to help their team adapt by providing new expectations and clearly defined outcomes.

Managers with high **ADAPTABILITY** may miss deadlines, especially if they are not clearly defined and/or explained properly. They can manage this by clarifying the most important performance goals and milestones. This will help them remember the importance of what they are doing, so they will be more likely to stay on track.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE ANALYTICAL® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE ANALYTICAL THEME SEARCH FOR REASONS AND CAUSES. THEY HAVE THE ABILITY TO THINK ABOUT ALL OF THE FACTORS THAT MIGHT AFFECT A SITUATION.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

People high in **ANALYTICAL** are logical thinkers. They naturally gather and consider information to make sure their decisions and actions are accurate and protect the organization's credibility.

Their evidenced-based approach lends a seriousness to their management style and builds trust.

Before taking action, managers with dominant **ANALYTICAL** talents tend to ask the right questions of the right people. This gives these managers valuable insights into what it takes for them and their team to be successful. It helps them and the team be clear about what excellence looks like and how to attain it.

Managers with dominant **ANALYTICAL** talents have a need for facts and data. This helps them and others stay objective and focused on the relevant issues, without prejudice or bias.

They can bring dispassionate thinking to emotional issues. This lets them clearly assess the situation at hand, considering all of the factors that might affect the circumstances and their team.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

These managers' fact-based approach may seem skeptical or harsh unless they also consider how others feel about the emotional or relational part of any decision.

Managers with dominant **ANALYTICAL** talents need to gather evidence to make well-researched decisions. Their calculated approach may seem too cautious for some. They should look for ways to share their findings and keep others abreast of how they assemble the puzzle pieces.

Because a manager high in **ANALYTICAL** asks a lot of questions, others may perceive him or her as someone who is always questioning the validity of their work. People might think that the manager does not trust the team and is tough to work with. Managers high in this theme could manage this perception by being transparent. Employees are more likely to trust the process if they know the manager wants what is best for each employee and the team.

Numbers, figures, and charts may speak to these managers, but some team members may not speak this same language. When presenting data, these managers should look for ways to visually represent the numbers or tell stories about the data to add meaning.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE ARRANGER® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE ARRANGER THEME CAN ORGANIZE, BUT THEY ALSO HAVE A FLEXIBILITY THAT COMPLEMENTS THIS ABILITY. THEY LIKE TO DETERMINE HOW ALL OF THE PIECES AND RESOURCES CAN BE ARRANGED FOR MAXIMUM PRODUCTIVITY.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **ARRANGER** talents excel at multitasking. They have a crucial ability to manage multiple projects and personalities at once.

When assembling a team for a project, managers with high **ARRANGER** intuitively know whom to recruit and where to position each team member. They expertly orchestrate multiple pieces to fit together perfectly.

Their efficiency will help others think about concise, clear ways of getting things done. They quickly see the most effective way to coordinate details when a project has several moving parts.

They can organize a team to achieve maximum efficiency, but they also have a flexibility that adjusts to shifting priorities.

When managers invest their time in considering what's right for others and how to position them for success, their employees and partners appreciate it. Managers with dominant **ARRANGER** talents may see more clearly what their team members can do easily and well.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with dominant **ARRANGER** talents may have an organizational style that is fluid and flexible, making it challenging for people to see the underlying system of structure and prioritization. It may be useful for these managers to document a project plan so people can more easily follow their lead. They may need to explain that their flexibility doesn't mean that their priorities constantly change. It may be important for these managers to tell others that their priorities remain the same but that they are simply looking for better ways to implement them.

Arranging for its own sake can begin to feel like constant chaos. Managers should evaluate whether the changes they seek to implement are truly necessary. Constant change can create frustration and uncertainty. It is always good for managers high in **ARRANGER** to communicate their rationale for the changes they request or put into motion.

People with dominant **ARRANGER** talents tend to claim responsibility and take personal ownership for projects, processes, and people. These managers need to make sure that they engage, empower, and delegate responsibilities to their team.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE BELIEF® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE BELIEF THEME HAVE CERTAIN CORE VALUES THAT ARE UNCHANGING. OUT OF THESE VALUES EMERGES A DEFINED PURPOSE FOR THEIR LIVES.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **BELIEF** talents can be a conscience for their organization. Where others see gray areas, they see black and white. This demonstrates aspirational values like integrity and transparency.

In an environment where things change rapidly, managers with high **BELIEF** can provide stability by clearly communicating the underlying core values that should not and will not change.

When these managers speak from the heart about their beliefs, their authenticity can inspire those around them, particularly their team members. They can bring energy and drive to tasks, roles, or positions that promote their deeply held beliefs.

When they communicate to their team exactly what they regard as unethical behavior (such as theft and alteration of performance metrics) and the consequences, they raise the workplace's ethical standards.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

These managers' beliefs make them strong and confident, but if they don't honor the beliefs or views of employees who see things differently than they do, they may alienate these employees and forfeit the value of their unique ideas or contributions.

Managers with strong **BELIEF** talents should not allow their beliefs to make them judgmental when evaluating others' capabilities and motivations. Managers need to look for objective data or evidence and keep an open mind. They need to go beneath the surface to explore and challenge their assumptions.

What guides these managers may not guide every team member. The most effective managers take time to get to know more about their team members to identify common or complementary values. Above all, managers should respect their employees' belief systems.

Managers with dominant **BELIEF** talents may tend to place more value on opportunities to serve rather than on opportunities to make money. It is helpful to remember that the more profitable the team is, the greater resources and opportunities they will have to provide greater levels of service.

CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE COMMAND® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE COMMAND THEME HAVE PRESENCE. THEY CAN TAKE CONTROL OF A SITUATION AND MAKE DECISIONS.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Because managers with dominant **COMMAND** talents have presence, their words carry weight. People will defer to these managers' personality as much as they will their expertise or experience. They have a natural ability to inspire.

Managers with high **COMMAND** often say things that other people only think. People appreciate the advocacy these managers can provide and their willingness to stand up for issues that are important to the team. In doing so, these managers create loyalty.

These managers provide clarity and confidence in almost any situation. This can steady and reassure others in times of crisis.

Dominant **COMMAND** talents enable managers to uncover details about unpleasant situations on their team. They are willing to deal with the truth, even when things are difficult. Everyone benefits from the open and timely manner in which these managers take on issues that must be addressed.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

The decisiveness and presence that managers high in **COMMAND** bring to their work and relationships can intimidate others. Managers with dominant **COMMAND** talents need to find the best approach to the individuals on their team so that they can deliver feedback, coaching, and expectations in ways that will further their cause. They may unintentionally compromise their teams' engagement and cohesion if they don't consider how team members may respond to their management style.

Managers who lead with high **COMMAND** need to control their urge to define individual goals and every step others should take to achieve performance outcomes. While there is tremendous value in clearly defining the goals they desire, their **COMMAND** may tempt them to exert control over others' work style, which could diminish their employees' engagement. They should define the right performance outcomes, and give their people the freedom to find their own approach.

When these managers speak in a meeting, their words might well be the final words. Managers with high **COMMAND** need to practice soliciting others' views in advance of sharing their own to ensure contributions from all quarters.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE COMMUNICATION® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE COMMUNICATION THEME GENERALLY FIND IT EASY TO PUT THEIR THOUGHTS INTO WORDS. THEY ARE GOOD CONVERSATIONALISTS AND PRESENTERS.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Employees look to managers for direction. Managers with high **COMMUNICATION** have the ability to bring attention to important messages. When they clearly connect a story to a work-related issue, they make everybody in the room smarter.

Effective managers engage their employees in conversations that create team alignment. Their **COMMUNICATION** talents help them generate dialogue and build consensus. Managers with high **COMMUNICATION** talents may excel at summarizing information and ideas that help their team make connections and establish common ground.

Managers exceptionally talented in the **COMMUNICATION** theme spend time thinking about what to say and exactly how to say it. The more time they spend fine-tuning their message, the less time they will likely spend clarifying objectives and solving problems.

Managers with dominant **COMMUNICATION** talents can capture people's emotions and help them put words to what they feel. This is a powerful way to get team members to express their emotions, and it can support them as they determine a course of action.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Stories are illuminating, but a story for every occasion is annoying. Managers with high **COMMUNICATION** should be discerning about when to tell a story, ask a question, lead an inquiry, or let the team learn by doing.

Others may tire of their constant dialogue. The most effective managers use their **COMMUNICATION** talents to help others tell *their* stories and voice *their* ideas.

Talk is not always enough to motivate others. Managers need to take time to listen. When they notice consensus building, managers should practice ways to solidify agreements and inspire action on the initiatives their team is discussing.

Managers with dominant **COMMUNICATION** talents may not notice when they monopolize a discussion. It is important for them to be sure to allow others to contribute. One way to manage this is for the manager to ask a colleague to serve as a sounding board for him or her ahead of team meetings.

A manager's words influence the impressions that people form of others. Managers with high **COMMUNICATION** should make sure they enhance — not undermine — each team member's image. When speaking to their team, it is important for these managers to choose words that offer encouragement.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE COMPETITION® THEME

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.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **COMPETITION** talents tend to create daily, monthly, and yearly metrics for success that help their team track performance. This keeps the team's goals top of mind and can create an energy that pushes the team to reach for greater levels of achievement.

Managers with high **COMPETITION** can engage others in a way that creates a performance-oriented culture where people combine forces to create a championship team.

Their competitive spirit can stimulate innovation and spur a team to operate at high levels and outperform the competition.

These managers can position players so that they're using their strengths. This gives their employees the best chance for success and allows them to see their true capacity for peak performance. It builds a winning team, which promotes confidence.

Managers exceptionally strong in **COMPETITION** are naturally attuned to real-world measures that assess achievement. This helps them define outstanding performance in every role.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

It is important for managers not to let their competitive spirit cloud their relationships with their team members and peers. To reach performance goals and do what is best for the organization, managers must often find ways to unite their team members and invite peers to join their “team.”

When a manager competes against his or her employees, everybody loses. Instead of competing against team members, the most effective managers champion them. Managers should verbalize their belief that each person on the team can be the best at something. They should point out the talents they see in their employees and help them learn how to turn those talents into strengths, for themselves and the team. No one person or team can accomplish greatness without the help of partners.

Cheaters never prosper. Winning at all costs isn't winning; it's self-defeating. So managers need to make sure their integrity remains intact when they push themselves and their team toward that ultimate victory.

A manager with dominant **COMPETITION** talents may have a tendency to focus on the black and white of winning and losing, which can cause others to feel defensive or devalued. Managers need to be sure their competitive nature doesn't appear to put others down. They should be mindful of the incremental gains and improvements their team members make. Some of their best may take longer to become stars.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE CONNECTEDNESS® THEME

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.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **CONNECTEDNESS** talents can be a bridge that connects teams and people for a common purpose.

They can provide a big-picture perspective to people who get caught up in life's day-to-day frustrations and challenges. People with high **CONNECTEDNESS** have a gift for sharing broad truths, philosophies, and insights that enable others to see meaning in what they do. This gift helps team members know and appreciate how valuable they are and that success could not happen without them.

Managers with strong **CONNECTEDNESS** talents find links between everything and everyone. They have a unique perspective that can bring people and departments together to create something bigger. They have the ability to help their team members form better personal and professional relationships.

When team members are in conflict, a manager's ability to see what people have in common can help them relate and learn to rely on each other.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with high **CONNECTEDNESS** may react somewhat philosophically when people bring them bad news or share their frustrations and concerns. Managers need to be aware of their employees' emotions and validate their feelings if they need to vent.

Managers with dominant **CONNECTEDNESS** talents may unintentionally step over the lines of authority when trying to be helpful. Managers need to be aware of boundaries and respectful of formal and informal organizational hierarchies.

Turmoil and upheaval might lead managers with high **CONNECTEDNESS** to become discouraged. For this reason, some may perceive them as too naïve or fragile.

These managers need to avoid coming across as too preachy. This could jeopardize the goals the manager and team are trying to achieve. Everyone has his or her own beliefs, and that is fine. Managers should not spend too much time trying to convince others to see the world as they do.

CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE CONSISTENCY™ THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE CONSISTENCY THEME ARE KEENLY AWARE OF THE NEED TO TREAT PEOPLE THE SAME. THEY TRY TO TREAT EVERYONE WITH EQUALITY BY SETTING UP CLEAR RULES AND ADHERING TO THEM.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **CONSISTENCY** talents are predictable in the best sense of the word. Their team members always know where they stand because their manager is equitable.

Complexity, change, and uncertainty challenge managers to ensure that work gets done and that it gets done right. Managers with high **CONSISTENCY** create a work environment where the rules are clear. The team is likely to know exactly what is permitted and what is not. This goes a long way in helping the manager form a cohesive, effective team.

Managers and leaders who fail to deliberately use the power of positive feedback handicap their own managerial effectiveness and diminish the power of their employees and teams. Employees led by a manager with high **CONSISTENCY** talents can count on their manager to give credit where credit is due. In fact, these managers will be certain to acknowledge every person who contributed to an achievement.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with dominant **CONSISTENCY** talents tend to be so committed to treating each person the same that they may forget that nothing about two people is ever the same. Managers need to be intentional about individualizing their approach. Every team member is motivated differently, and each has his or her own way of thinking and relating to others.

High **CONSISTENCY** talents might lead a manager to overemphasize how a team gets work done while under-emphasizing the results. This would be a mistake. Managers are responsible for achieving outcomes as well as defining processes and standards. The most effective managers always maintain a focus on results.

While managers high in **CONSISTENCY** may see themselves as guardians of what is right and champions against special treatment, others may reject them for assuming that responsibility.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE CONTEXT® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE CONTEXT THEME ENJOY THINKING ABOUT THE PAST. THEY UNDERSTAND THE PRESENT BY RESEARCHING ITS HISTORY.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers high in **CONTEXT** have the ability to learn from the past to succeed in the future. Having learned from past situations, these managers and their teams will be equipped to make better choices and avoid repeating mistakes.

In times of change, managers with dominant **CONTEXT** talents will be able to help people understand how and why the change occurred by connecting it to past events and decisions. By first going backward to explore history, they can provide a sense of continuity to the present and the future. This helps people understand why change is necessary, and it makes the change appear less daunting.

Culture matters. Collegial conditions usually flourish in environments with strong traditions and history. These managers' **CONTEXT** gives them insight into where the team and company have been and where they are going. That makes them a great resource for building a positive workplace culture. They can share what their team and company stand for and what has contributed to their success.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with high **CONTEXT** can be perceived as having a hard time with change. These managers need to let their team and others know that they are fine with change as long as it makes sense and that they are not reinventing the wheel for the sake of doing so. It is important for these managers to have an open mind, listen to team members, and acknowledge that things can change for the better.

Managers with dominant **CONTEXT** talents tend to be slow to make decisions or act. It is important for them to let their team know that this behavior is intentional and helps them gather the information they need to make a well-informed decision. These managers should know that if they take too long to act, their team may grow impatient.

If a manager with strong **CONTEXT** is too busy looking for connections between past and present situations, he or she may miss important new aspects of a project. It can be effective for these managers to ask their team members to help them see parts of the project that differ from the past so they are not hemmed in or limited by their thinking of the past.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE DELIBERATIVE™ THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE DELIBERATIVE THEME ARE BEST DESCRIBED BY THE SERIOUS CARE THEY TAKE IN MAKING DECISIONS OR CHOICES. THEY ANTICIPATE OBSTACLES.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **DELIBERATIVE** talents know that to go fast and far, they must first stop, listen, and assess; then, take action. This approach helps them make good decisions. They consider factors that others do not think about and navigate well even when the situation is uncertain. They tend to be sound-minded and logical, and people appreciate the stability these managers can provide.

Managers who lead with **DELIBERATIVE** naturally pause before jumping in. They use this time to clarify their thinking and gather the thoughts and ideas of other team members to bring greater clarity to their work.

These managers can handle delicate issues with care and discretion. They may prefer to listen to others rather than reveal a lot about themselves. This approach conveys honesty, integrity, and respect.

Managers with strong **DELIBERATIVE** talents can inspire trust because they are cautious and considerate regarding sensitive topics. They can use these talents by taking on opportunities to handle delicate issues and conflicts.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Others might be ready to move forward before a person with strong **DELIBERATIVE** talents has finished his or her due diligence. Managers with high **DELIBERATIVE** might need to set deadlines for their thinking time and share these deadlines with others. Also, it might be helpful for them to divide projects into smaller tasks and begin work in certain areas after they have had ample time to reflect on them.

If team members do not understand a manager's **DELIBERATIVE** nature, they may wonder what takes him or her so long to act. They may even think that the manager has forgotten about them or their request for help. It is important for managers with high **DELIBERATIVE** to let the team know when they need time to think before making a decision. Then, these managers should keep the team posted while they are deliberating. This helps the team know that the manager is still considering all of the potential next steps for moving forward.

Managers with dominant **DELIBERATIVE** talents may be inclined to withhold praise for exceptional performance and neglect to give it readily for work they consider to be part of a person's job description. It is important for managers not to underestimate the power of recognition. Positive feedback can increase the frequency of the behavior, and it can be a strong force for driving engagement.

CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE DEVELOPER® THEME

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.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

A manager's role involves facilitating employees' growth and development. Managers exceptionally talented in the **DEVELOPER** theme naturally see their employees' potential and the incremental progress they make. They are aware of the possibilities for each person's growth and development.

Managers with high **DEVELOPER** are genuinely interested in their employees' progress. They see improvement opportunities for them that their employees may not see for themselves.

DEVELOPERS are generous with praise and coaching. They notice even the slightest progress. Great managers help their employees learn from their successes by sharing specific observations about what they saw them do. This makes them effective developmental coaches and managers.

These managers do not mind investing time working with employees to improve their performance. They derive personal satisfaction from seeing people grow and achieve success because of their input.

Managers with strong **DEVELOPER** talents provide a safe zone where people have permission to strive and fail and strive again.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

At times, every manager miscasts a person in a role. No matter how much effort a manager may invest in someone or how much time he or she may give a person to adapt, that employee may never excel in that role if he or she does not have the innate talent for it.

Managers with dominant **DEVELOPER** talents may feel particularly responsible for a team member who is struggling in his or her role. Consistently inferior performance often indicates that someone is simply a poor fit for the job. Sometimes, the best developmental option is to move the employee to a different role or team where he or she has a better chance to thrive.

DEVELOPERS may become so invested in others that they forget to invest in their own development. Managers need to take time to foster their own growth. They should find specific ways to hone their talents and strengths.

Other people may not be as interested in their own development as is someone who is strong in **DEVELOPER**. They may push the manager away if they feel he or she is pressuring them.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE DISCIPLINE™ THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE DISCIPLINE THEME ENJOY ROUTINE AND STRUCTURE. THEIR WORLD IS BEST DESCRIBED BY THE ORDER THEY CREATE.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **DISCIPLINE** talents bring structure to a team. These managers can help others understand what they need to do, how to do it efficiently, and when it is due.

Managers high in **DISCIPLINE** accomplish tasks with an orderly and well-planned approach. As they consider what they and their team must achieve, their methods are linear and purposeful. They do not respond to distractions. Rather, they devise a strategy that brings structure to the unexpected.

Managers with dominant **DISCIPLINE** talents naturally sift through clutter and chaos to create order and simplicity. This can help their team identify what is important. These managers create systems and processes where none exist, so they and their team can move efficiently and effectively within the workplace.

When managers have attention to detail, they often uncover errors in plans, information, and expectations. They spot inconsistencies for their team and take steps to address them.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

When issues arise that need a quick response, managers who lead with **DISCIPLINE** may have difficulty responding. Others might view them as rigid. Their need to stay the course can feel inflexible to those who need their manager to stop what he or she is doing and quickly address an immediate issue. Managers with high **DISCIPLINE** may tend to dismiss important concepts if they do not immediately fit into the neat framework they have created. As a project evolves, managers need to be open to additional insights and ideas that broaden the framework.

Systems and processes with no off-ramps and on-ramps can become stifling. To handle this, managers should regularly ask their team members whether the systems in place are serving them well or if they feel subservient to the system.

Managers need to be mindful of how much structure they put in place for their team. A manager does not want to create a team of robots who lack the freedom to use their talents to get work done.

CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE EMPATHY™ THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE EMPATHY THEME CAN SENSE OTHER PEOPLE'S FEELINGS BY IMAGINING THEMSELVES IN OTHERS' LIVES OR SITUATIONS.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **EMPATHY** talents have a way of hearing emotions without words. This enables them to tend to their employees' emotional needs while they are still molehills — before they become mountains.

Feelings are facts to people with strong **EMPATHY**. These managers understand what is happening with their employees on an emotional level. This can help the manager determine when team members' motivation may be flagging or when their performance might suffer.

When these managers have a hunch, they should check it out. Asking an employee a simple question may be all that person needs to open up and share a concern or an experience. This can help the employee resolve issues or concerns and move forward.

Managers with dominant **EMPATHY** talents have the ability to deliver even the worst feedback in a way that actually helps a team member view the feedback positively. They can sense the way people might react to feedback and deliver it in a way that is not confrontational.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Experiencing team members' emotions can be draining, particularly for managers with strong **EMPATHY** talents. It can be difficult for them to disconnect from these emotions and focus on the work at hand. These managers need to be mindful of times when they become preoccupied by their strong **EMPATHY**.

Managers with dominant **EMPATHY** talents can deliver even the worst feedback in a positive way. But because they instinctively know how a person will react, they may be inclined to put off having difficult conversations. This can backfire in two ways: First, the need for the conversation is unlikely to go away and may even exacerbate. Second, other team members will see their manager avoiding an issue that affects the team. This can lead to a loss of respect and credibility.

Managers with strong **EMPATHY** talents might worry too much about how others will feel about their decisions, which can be counterproductive. While it is important to consider others' perspectives, managers have to act. They need to make the best decision possible while taking into account all of the variables.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE FOCUS™ THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE FOCUS THEME CAN TAKE DIRECTION, FOLLOW THROUGH, AND MAKE THE CORRECTIONS NECESSARY TO STAY ON TRACK. THEY PRIORITIZE, THEN ACT.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with strong **FOCUS** can keep their team on task. These managers excel at creating team goals. They lead recurring team conversations that keep each person apprised of his or her progress and the need to remain focused on the next milestone.

Managers with dominant **FOCUS** talents can help their team raise the bar by setting stretch goals. The most effective managers encourage their team members to think about what will take them to the next level, and then quickly create a plan and push it into action.

These managers tend to prefer to work from detailed project plans with specific timelines and milestones. This approach enables them to manage expectations for all involved. It helps them direct their team and hold each person accountable to specific expectations.

Sometimes conflicting priorities derail a team. When this occurs, managers high in **FOCUS** can quickly clear the clutter and point the team in the right direction. If a project veers off course, these managers know how to get it back on track.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with high **FOCUS** may be so intensely focused on their own work that they forget to look up and notice the wants, needs, and progress of their team members. Managers with strong **FOCUS** need to be mindful of this. They should intentionally schedule time with their employees, where there are no other distractions, so that they can focus and “be in the moment” with their people.

Managers with dominant **FOCUS** talents can lose sight of overall team goals in place of their individual ones. They can be so intent on what they need to do that they might lose sight of the bigger picture.

There are times when these managers may be slow to respond to employees’ immediate needs. Managers must be emotionally present for their team members. They need to respond to an employee when he or she unexpectedly knocks on the office door. These managers may need to learn how to immediately shift their focus to a team member or find a time to meet that works for both of them.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE FUTURISTIC® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE FUTURISTIC THEME ARE INSPIRED BY THE FUTURE AND WHAT COULD BE. THEY ENERGIZE OTHERS WITH THEIR VISIONS OF THE FUTURE.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **FUTURISTIC** talents can inspire and energize their team members with their visions of the future.

By asking questions such as “What if ...?” or “Wouldn’t it be great if ...?” managers with **FUTURISTIC** help teams, departments, divisions, regions, and entire organizations see new and improved ways forward.

People sometimes exaggerate current problems because they cannot see a future when “this too shall pass.” Managers with strong **FUTURISTIC** talents have the gift of perspective; their thinking is not bound by present circumstance. As they communicate what they see beyond the here-and-now and help employees understand how what they do contributes to that, they infuse their work with meaning and purpose.

Managers who lead with **FUTURISTIC** have the gift of future thinking. Consequently, people often look to them as a sounding board for direction and guidance. As managers guide team members and tap into their desire to make things better, they can invoke a person’s wholeheartedness and passion.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

FUTURISTIC talents can make a manager an agent of change. Followers, however, need stability. Managers with strong **FUTURISTIC** talents need to check in often with each employee to answer his or her questions about the future, the team's progress, and the coming benefits.

Some employees may naturally feel more comfortable when things stay the same or change slowly. Managers may need to take time to help these employees see the tangible benefits change will bring.

If managers do not help their employees see the incremental steps that lead to the future they envision, they might be dismissed as dreamers. Managers with high **FUTURISTIC** should not allow themselves to get discouraged by present circumstances or by practical-minded team members. They should accept that real issues must be faced today to get to a better tomorrow.

The team may not accept a manager's vision of the future if he or she doesn't articulate it clearly. It is important for managers to describe the future they are trying to create in detail with vivid words and metaphors so that their team can better understand their expansive thinking.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE HARMONY® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE HARMONY THEME LOOK FOR CONSENSUS. THEY DON'T ENJOY CONFLICT; RATHER, THEY SEEK AREAS OF AGREEMENT.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **HARMONY** talents have the ability to sense potential areas of conflict. Before allowing a small concern to turn into a major problem, they can quickly intervene and help people find common ground that stops conflict before it occurs.

Managers high in **HARMONY** tend to be good at bringing others together. People will often look to them to build consensus.

These managers are practical thinkers. They have an ability to focus conversations on the most important, basic elements that need to be addressed. The result is a clear, practical understanding of the issue at hand.

Managers who lead with **HARMONY** often ask others to share their expertise and ideas, and they take these into consideration when making decisions. This makes people feel respected and helps these managers create easy partnerships.

Their natural ability to reduce friction contributes to a culture of acceptance and collaboration.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with dominant **HARMONY** talents should be careful that their desire for agreement does not interfere with their desire for progress.

Leading conversations with a team about innovation, engagement, and performance often requires space and tolerance for exploration. At times, it may even require disruption. Managers need to allow for conversations that venture into uncharted territory, and they should not be too eager to get back to basics.

Managers strong in **HARMONY** may too quickly downplay a situation and put a Band-Aid on it rather than allowing the team to air ideas and emotions and deal with them openly.

Employees sometimes perceive managers with dominant **HARMONY** talents as being afraid of conflict, even though the manager may see his or her desire for accord as conflict avoidance. Managers have to deal with conflict, and employees need to know that their manager will not shy away from helping them handle it. Managers who lead with **HARMONY** must help the team understand that they naturally want to reduce friction and enhance collaboration and performance, but that they recognize there are many times when conflict is inevitable and even necessary. The most effective managers do not shy away from conflict, they diffuse it. This eliminates friction and creates efficiency.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE IDEATION® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE IDEATION THEME ARE FASCINATED BY IDEAS. THEY ARE ABLE TO FIND CONNECTIONS BETWEEN SEEMINGLY DISPARATE PHENOMENA.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **IDEATION** talents can create conceptual frameworks that help their team members and internal partners see the bigger picture, explain initiatives and decisions, and illustrate ideas. They can help their employees understand what they are doing and why they are doing it.

Managers with exceptional **IDEATION** talents have a natural ability to consider issues from multiple perspectives. The connections they make between seemingly disparate concepts can help them and their team understand and overcome potential barriers to engagement and performance.

These managers are gifted at helping people generate ideas for just about anything — a problem, project, product, or service. Their plans can become solutions to bottlenecks and inefficiencies, and they can be the source of creativity and innovation.

Managers with strong **IDEATION** talents can help break down barriers and obstacles to performance by helping their employees generate possible solutions for moving forward.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Stability and **IDEATION** might be at odds. A manager's natural inclination to break from convention may cause friction, instability, and angst if the manager does not help his or her employees see the logic behind his or her pursuit of what's new and keep the team informed along the way.

Managers with dominant **IDEATION** talents need to be mindful that all of their ideas and thoughts might overwhelm their people. There may be times when they should refine their ideas and then share only the best. The clearer things seem to employees, the more certain they can be that their manager is doing what is right and makes sense.

Ideas come quickly to managers with strong **IDEATION** talents. In their minds these ideas may feel connected, but they should check with employees to ensure that they see the connections.

It is not enough to generate great ideas. Managers are expected to help their team take action. It may be beneficial for managers with high **IDEATION** to collaborate with someone who has the talents to help them turn their best ideas into efforts that generate real results.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE INCLUDER® THEME

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.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **INCLUDER** talents seek out others for their ideas and opinions. This helps them and their team gather insights, identify best practices, and collect ideas and suggestions for overcoming obstacles. This thoughtful approach helps them cultivate a sense of ownership on the team.

As a natural team builder, managers with strong **INCLUDER** talents connect people and forge a sense of belonging and camaraderie that translates into higher engagement.

These managers are committed to building a positive team dynamic where people have the opportunity to connect, build relationships through experience, and ensure everyone's voice is heard and matters.

Their desire and capacity to bring people together inspires respect. Employees can rely on a manager with high **INCLUDER** to be a trusted adviser who helps them find common ground and recognizes the contributions each person makes to the team.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

There are times to include, but there also may be times to not include. By increasing involvement, managers with dominant **INCLUDER** talents increase diversity and input — and complexity. There may be times, however, when being somewhat selective can create the same good result but with greater efficiency.

These managers might tend to include so many people for a project that everybody begins to suffer from “too many cooks in the kitchen” to actually get anything done. Managers are accountable for achieving results efficiently and with superior quality. Managers with strong **INCLUDER** talents need to make sure that there is a reason and value for reaching out and adding members to the discussion or project team.

Managers with dominant **INCLUDER** talents make room for everyone. In their attempts to include others, they may be rejected by the people to whom they reach out. Managers need to accept that possibility and know the important thing is that those people were invited.

CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE INDIVIDUALIZATION® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE INDIVIDUALIZATION THEME ARE INTRIGUED WITH THE UNIQUE QUALITIES OF EACH PERSON. THEY HAVE A GIFT FOR FIGURING OUT HOW DIFFERENT PEOPLE CAN WORK TOGETHER PRODUCTIVELY.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **INDIVIDUALIZATION** talents quickly notice and appreciate each person's unique characteristics. They find what a person does well and help him or her contribute that strength every day.

Managers with strong **INDIVIDUALIZATION** talents naturally see how people who are extremely different can work together well. This helps them build productive teams because they see each person's talent and can structure groups to maximize those talents.

This may sound simple, but helping team members find ways to pause and look for the innate talents in each other will encourage them to appreciate each person's potential. Managers with high **INDIVIDUALIZATION** do this effortlessly.

These managers are intuitive. They notice the subtle glances between individuals. They are aware of the diction and phrasing others use in meetings. They notice slight changes in body language. This allows them to alter their message and delivery to each person.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with high **INDIVIDUALIZATION** talents often know more about others than others they know about them. They need to learn how to create two-way conversations and share in turn.

These managers may become frustrated when someone without strong **INDIVIDUALIZATION** talent tries to make them or others into something they are not or cannot be.

There are times when a manager needs to resist the impulse to put an individual ahead of the group. They must learn to recognize when it is appropriate to adjust their style and when to intervene.

Managers with dominant **INDIVIDUALIZATION** talents have a gift for figuring out who people are — their values, wants, and needs — but some may prefer that their manager ask them directly rather than make assumptions. While a manager's gut may tell him or her one thing, verification is also important. In some situations, a manager's internal compass may prompt him or her to say "I just know." However, others may want their manager to confirm that he or she is correct. Some employees need their manager to know the tangible facts rather than instinctive feelings.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE INPUT® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE INPUT THEME HAVE A CRAVING TO KNOW MORE. OFTEN THEY LIKE TO COLLECT AND ARCHIVE ALL KINDS OF INFORMATION.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **INPUT** talents can engage their team members and internal partners in intellectual discussions and establish credibility through the articulate way in which they lead team conversations.

Employees can count on these managers to know their subject matter and to have an abundance of information to share when dealing with complex issues.

These managers' natural curiosity will help others consider the information as relevant to making decisions. They ask questions that reveal important information, data, and better problem solving. Managers with strong **INPUT** talents earn respect by doing their homework and providing the insights their employees need to succeed.

Managers with high **INPUT** have great attention to detail. For teams where accuracy is vital, these managers can offer the level of leadership needed to ensure that the team has all of the information needed to do things correctly.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Input without output can lead to stagnation. As these managers gather information, they need to be mindful of which team members can benefit from the knowledge they gather and intentionally share it with them.

Others may perceive these managers' "need to know" as micromanagement. It may be important for managers with high **INPUT** to explain that their desire to be kept informed is unrelated to their trust in their employees' abilities.

Managers with dominant **INPUT** talents can lose people's attention and engagement by overloading them with information. When answering questions, effective managers take time to sort out what will be most meaningful. They avoid sending lengthy emails with too much content. They attempt to "chunk" information so it is digestible for their team members.

Managers with high **INPUT** tend to ask a lot of questions. Employees may perceive that these managers don't trust what they say or the information they give them. Managers can clarify this perception by explaining that they do not doubt what the employee is sharing; rather, this is how they process information to give the right feedback.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE INTELLECTION® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE INTELLECTION THEME ARE CHARACTERIZED BY THEIR INTELLECTUAL ACTIVITY. THEY ARE INTROSPECTIVE AND APPRECIATE INTELLECTUAL DISCUSSIONS.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **INTELLECTION** talents build credibility and respect through their intellectual exploration. People know these managers give considerable thought to decisions, and they are more likely to trust the managers' perspective as a result.

These managers have an ability to think deeply that can penetrate the complex layers of a problem and uncover the solution others had not considered.

Often, managers with strong **INTELLECTION** talents find their thoughts improve with time. Their mind continues to ponder and explore issues in the background, sometimes enabling them to accomplish other things and then return to more fully formed thoughts.

Engaging others in intellectual thought and discussions is one way these managers make sense of things. It is also one way they can build relationships. Actively involving their employees in their thought and decision-making processes, and examining and exploring their provocative questions together, can build deeper relationships with their employees and help them feel valued.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with dominant **INTELLECTION** talents often do their best thinking alone. They can, however, find ways to include others after they have had this alone time. Managers set direction, but they need their employees to follow.

The thoughtful approach of managers high in **INTELLECTION** will often generate new ways to solve problems or improve performance. Their team members may not be ready to completely absorb the information or act with the manager's intention until they have followed the manager's train of thought. These managers might need to occasionally back up so others can follow the trail of their thinking, and they should share the mental steps they executed to arrive at their conclusion.

Because these managers are comfortable with silence and solitude, others might judge them as disinterested or disengaged. They can combat this by asking for time to think or by telling their employees that they are "just thinking."

Employees may want their manager to arrive at decisions faster than these managers want. Sometimes it is better to keep it simple now and go deep later.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE LEARNER® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE LEARNER THEME HAVE A GREAT DESIRE TO LEARN AND WANT TO CONTINUOUSLY IMPROVE. THE PROCESS OF LEARNING, RATHER THAN THE OUTCOME, EXCITES THEM.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **LEARNER** talents naturally encourage their employees to seek learning and development that will make them more effective in their roles. When these managers invest in another person's growth, they are telling their employees, "You matter."

These managers find ways to gently push their team members out of their comfort zones to acquire new skills, connect with others, and accept well-intentioned mistakes. Co-learning creates mutual vulnerability and discovery. This forges a unique, powerful bond.

When employees are resistant or fearful of change, managers with strong **LEARNER** talents can break the information down for them and help them learn what they need to do to grow.

These managers are willing to learn new things and possess an openness to change. When a manager is honest enough to admit to the team that he or she is still learning and fine-tuning his or her approach to leading, the manager puts himself or herself on par with employees. It indicates that the manager desires to build a culture that encourages employees to challenge themselves and strive to find ways to learn and grow.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with dominant **LEARNER** talents like a challenging learning environment, but some people may be more engaged by doing the same tasks over and over again until they reach perfection. Managers need to be mindful of different learning styles and the team's tolerance for change.

Learning takes time. If a manager pushes the team too hard, team members may feel as if they will never learn enough to please their manager. Managers may need to be patient with their pace and think about when it is time to ease up and let team members practice and apply what they have learned.

The manager may not be the only expert in the room. The most effective managers make sure that they are always open to their team members' thoughts, ideas, and insights.

Managers exceptionally talented in the **LEARNER** theme love the process of learning so much that the outcome may not matter to them. As leaders of people, it is important that they aim their inquisitive nature at things that make sense and that help the team be more productive.

CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE MAXIMIZER® THEME

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.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **MAXIMIZER** talents always commit to excellence. Their drive toward excellence can help them push everything to greater heights — people, processes, products, services, and relationships. They're committed to helping employees contribute their best every day.

Sometimes people don't recognize their own areas of brilliance. Managers with strong **MAXIMIZER** talents can be the ones who lead them to the light. They point out moments of excellence they see in others' performance. They help their employees broaden their view of themselves. A manager who harnesses the power of his or her **MAXIMIZER** talents can change lives and become a personal champion for employees.

Managers who lead with **MAXIMIZER** are determined to get the most out of people and processes to ensure success. They are uncomfortable with "good enough." They are vigilant as they watch situations unfold, closely observing systems and people to ensure that each situation is executed with excellence. They hold themselves and others to the highest standard.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers high in **MAXIMIZER** need to be careful that their discriminating sense about excellent performance doesn't extend to discrimination about people. They need to find the best within each team member and let him or her know what they see.

These managers should never assume that everyone has the same standards of excellence: They might feel disappointed when a project or initiative doesn't measure up to theirs. Managers with dominant **MAXIMIZER** talents should work with employees to determine what excellence looks like for every project or initiative before they start.

Managers who lead with **MAXIMIZER** don't expect their employees to be well-rounded. They only expect them to shine in their areas of strength. Employees need to hear this message more than once before they will believe it. These managers may need to repeat this message often before it is understood and trusted.

Their desire to exhaust all possible outcomes can frustrate those whose goal is to come to a suitable conclusion and move forward. Managers with strong **MAXIMIZER** talents need to know when "good enough" is exactly what a situation needs.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE POSITIVITY® THEME

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.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

In situations where others feel discouraged, managers with strong **POSITIVITY** help them work through issues and arrive at hopeful conclusions. Rarely despondent, they keep individuals inspired and reassured that solutions can be found. Their natural enthusiasm stimulates others to see possibilities rather than problems.

Managers with dominant **POSITIVITY** talents can help their employees solve problems by helping them see possibilities. There is power in their bright outlook. They bring something special that helps every member of the team say, “I can.” Their optimism allows them to live with solutions that are sometimes less than perfect. As a result, they encourage others to make progress rather than insisting on perfection.

These managers have a natural talent for increasing people’s confidence. They look for ways to catch people doing the right things. They affirm these actions. Their dominant **POSITIVITY** talents can create a work environment where people generate more robust ideas, creative solutions, and positive emotions.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with dominant **POSITIVITY** talents need to ensure that their praise is never empty or false. Research shows that managers can do more damage through false praise than through criticism. If a manager believes it, he or she should say it. If the manager does not, he or she needs to show respect for others' intelligence and not yield to the temptation to provide false flattery.

If a manager rushes to the positive side of things before he or she lets an employee or customer fully vent, the manager may increase that person's frustration. Managers with strong **POSITIVITY** talents should stop, listen, and realize when others are not ready to hear the good side of a situation.

Employees may see a manager's enthusiasm as impractical. If an employee wants a serious debate of the facts, he or she might view the manager's enthusiasm as shallow and perceive that his or her rose-colored glasses cloud the manager's grasp of the problem. Some might feel moments of conflict are essential to reaching a smart conclusion. Managers who lead with **POSITIVITY** should work to create an environment that is positive and encouraging, but also grounded in reality. It is always good to provide an open forum for employees to voice their thoughts.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE RELATOR® THEME

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.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Relationships generate confidence and build trust. Managers with dominant **RELATOR** talents can maintain and build on the trust they develop with their team members by keeping the confidences with which they are entrusted.

Managers with strong **RELATOR** talents build lasting relationships, giving them a unique depth of perspective on other people's lives and triumphs. It also gives them an understanding of the big picture. They can point out their team members' achievements and patterns of success and show employees that their contributions to the team, organization, and community make a difference.

Managers with high **RELATOR** form solid, genuine, and mutually rewarding relationships. When a manager can build trusting relationships with his or her employees, the employees know that they can come to the manager at any time to talk and that he or she will listen, offer advice, and, more importantly, not pass judgment. The result: a team that wants to follow the manager because its members have trust and respect for him or her.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with strong **RELATOR** talents need to beware of forming cliques. They may be perceived as overly selective about who they like or spend time with. Employees who are not allowed into the manager's inner circle will likely resent it, and it will interfere with the manager's ability to work with them.

Managers with dominant **RELATOR** talents may invest more of their time with employees whom they know best. In doing so, they miss out on the benefits of widening the circle. They need to find ways to get to know all of their employees.

Others may find it easy to trust a manager with high **RELATOR** talents, but **RELATORS** do not necessarily trust others. Consequently, employees may perceive a manager strong in **RELATOR** as a hard person to get to know. People typically earn a **RELATOR**'S trust over time. It is important for these managers to deliberately extend trust as often as possible. They should speak about trust, encourage it, and demonstrate it.

Managers with dominant **RELATOR** talents may have difficulty forgiving an employee who does something to break their trust. Managers must be comfortable with giving talented employees second chances.

CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE RESPONSIBILITY® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE RESPONSIBILITY THEME TAKE PSYCHOLOGICAL OWNERSHIP OF WHAT THEY SAY THEY WILL DO. THEY ARE COMMITTED TO STABLE VALUES SUCH AS HONESTY AND LOYALTY.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Responsibility breeds trust. Employees learn that they can rely on and trust managers who lead with their **RESPONSIBILITY** talents. Managers can use the relational capital they build with their team to inspire improvement and performance.

Managers with dominant **RESPONSIBILITY** talents are dependable and committed to meeting expectations. They continually look for opportunities to take on more. It is difficult for them to cease thinking about what needs to be done. They seldom give up responsibilities; rather, they consistently accept more. These managers tirelessly find ways to follow through on the commitments they make. They guide, push, and assume responsibility for their team.

For managers with strong **RESPONSIBILITY** talents, their word is their bond; they instill trust in those who follow them.

Managers with high **RESPONSIBILITY** have as much ownership for the team they lead as they do for the work they do. This helps them create an environment in which their employees feel comfortable coming to them for help. Their employees learn that they count on them.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

At times, managers with strong **RESPONSIBILITY** talents may overcommit. They find it difficult to turn work down, and they want others to feel that same level of commitment. These managers need to know how to manage their **RESPONSIBILITY** talents by deciding what their team will stop doing before taking on a new task.

At times, these managers may tend to overmanage. Their need to deliver makes it difficult to allow others to find their own path. They may look over people's shoulders to ensure they are meeting team commitments. They may even jump into situations that do not pertain to them to ensure a task is done right or move others aside to tackle tasks more quickly. Managers have a responsibility to develop their team as well as get things done. It is important to allow others to work, learn, and fail. Even if they do not complete a task at the manager's level of expertise or speed, it is important for a manager to trust his or her people. It is the only way they will grow.

Managers with dominant **RESPONSIBILITY** talents must be mindful that they tend to take on too much, which keeps them from spending time with their team.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE RESTORATIVE™ THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE RESTORATIVE THEME ARE ADEPT AT DEALING WITH PROBLEMS. THEY ARE GOOD AT FIGURING OUT WHAT IS WRONG AND RESOLVING IT.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **RESTORATIVE** talents have a unique ability to look past symptoms and find the root causes of problems. They can help their team take more effective action and avoid unintended consequences.

These managers can help their team increase its efficiency. Their natural ability to troubleshoot and solve problems means they can identify what is most important, break bottlenecks, and enable execution.

Managers with strong **RESTORATIVE** talents constantly push for improvement. They ask the team, “How do we take it to the next level?” Things are never truly done because to them improvement is always possible.

Managers who lead with their **RESTORATIVE** talents function extremely well in crisis situations where a level head and an ability to de-escalate and address issues succinctly is valued. People trust these managers because they close the loop, reinstate order, and clean up messes.

Their practical approach ensures performance. They respond to real-time issues, not theoretical possibilities. This keeps the team focused and productive.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Others could perceive managers with dominant **RESTORATIVE** talents as negative when they bring up unconsidered issues. These managers need to be mindful of how to frame their concerns and accompany them with solutions.

They must also make sure their employees don't think that all they see are their flaws and shortcomings. There are times when managers need to appreciate their team members' current levels of performance. And when they suggest ways to improve, these managers should encourage their employees' desire for excellence.

Managers with strong **RESTORATIVE** talents may be inclined to focus on processes, not people. They need to ensure they give praise where it is due and guard against becoming overly focused on shortcomings — their own or others'.

These managers should resist the urge to rush in and solve problems for their team members. One of the most important roles of a manager is to help people learn, grow, and develop. Sometimes people need space to fail so they can learn.

Although they like to solve problems, these managers need to be careful that they don't create them — just to be able to solve them.

CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE SELF-ASSURANCE® THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE SELF-ASSURANCE THEME FEEL CONFIDENT IN THEIR ABILITY TO MANAGE THEIR OWN LIVES. THEY POSSESS AN INNER COMPASS THAT GIVES THEM CONFIDENCE THAT THEIR DECISIONS ARE RIGHT.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

A manager's confidence can bolster his or her team's confidence. Managers who believe in themselves are more likely to inspire others to believe in them. They exude confidence in their decisions and guidance, and this provides direction and stability to their team.

Managers with **SELF-ASSURANCE** tend to have an entrepreneurial approach to their work and will venture forward into uncharted territory rather than shy away from risk. This helps them promote creativity, drive innovation, and improve their team's levels of performance and efficiency. They can lead the way for others.

Managers with dominant **SELF-ASSURANCE** talents stand behind their teams and their actions. When they champion the cause of their team, they build trust and help team members feel appreciated.

Their inner compass enables them to set clear direction and help their team prioritize and take action.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Some managers with dominant **SELF-ASSURANCE** talents can be stubborn. They are not easily persuaded and may not be open to others' opinions or ideas. This can hinder their ability to meet their team members' need to feel heard and valued. When they make a decision or set the course for the team, managers with high **SELF-ASSURANCE** may need to ask themselves, "Did I involve my team in the decision-making process? Did I solicit and listen to their thoughts and ideas? Did I work to accommodate their preferences?"

Their confidence in their ability to make the right decisions may prompt them to fly solo at times. It is important for these managers to remember to include others in their decision-making process and to validate their hunches.

Because they sound like they know what they're talking about, others may feel nervous about questioning them. Managers high in **SELF-ASSURANCE** should watch for signs that their employees may not be expressing their true feelings. When this happens, they should immediately solicit their team members' opinions, knowing that their employees often have valuable insights that can help the team.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE SIGNIFICANCE™ THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE SIGNIFICANCE THEME WANT TO BE VERY IMPORTANT IN OTHERS' EYES. THEY ARE INDEPENDENT AND WANT TO BE RECOGNIZED.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **SIGNIFICANCE** talents are determined to make a difference. When they apply this theme productively, they can help their team members stand taller, feel prouder, and accomplish more than they may have thought possible.

These managers want others to view their contributions to their team and organization as substantial and significant. They want to leave a legacy as individuals and as part of a team. They can inspire performance while helping their team members feel valued and part of something important.

Managers with strong **SIGNIFICANCE** talents want to have a positive impact on others and to make their team members better because of their influence on their lives. They help others raise the bar. When mentoring employees, managers with **SIGNIFICANCE** can lead them to higher levels of growth and success.

A manager can make a difference through his or her praise and recognition of others. When managers give accolades to their team members, they help them see their value.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

SIGNIFICANCE unproductively applied can sound like this: “Look at me. See how important I am.” Managers use their **SIGNIFICANCE** talents successfully when they can apply the best of who they are to help their team succeed. To be an effective manager, a person must care about and be attentive to his or her employees’ interests and successes.

Managers who lead with strong **SIGNIFICANCE** become vulnerable when they feel someone disrespects them or disregards their contribution. When this happens, it is important for them to keep their successes in mind and remind themselves of all of the people who value their unique strengths. More importantly, they should keep their team’s successes in mind.

If a manager allows everything to be about himself or herself, he or she will miss the greater opportunity to notice the significant contributions of others. Great managers can demonstrate that they are genuinely interested in and care about each of their team members. They find ways to push team members to improve performance, and they act as a champion for their team.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE STRATEGIC™ THEME

PEOPLE EXCEPTIONALLY TALENTED IN THE STRATEGIC THEME CREATE ALTERNATIVE WAYS TO PROCEED. FACED WITH ANY GIVEN SCENARIO, THEY CAN QUICKLY SPOT THE RELEVANT PATTERNS AND ISSUES.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **STRATEGIC** talents push teams forward. They rarely use “reverse” because they have a natural ability to cull and sort and choose the most effective route.

Managers with strong **STRATEGIC** talents can help their team members circumnavigate difficult situations by helping them find alternative routes. Having a “plan B” means their team always has other ways to succeed.

Their strategic thinking can help their team stay focused on its most important performance goals and outcomes. They can keep an achievable vision from deteriorating into a pipe dream. Their thoughtful approach to situations and challenges removes obstacles before they appear and inspires their team to move forward.

These managers have the ability to provide calm assurance to their team that every effort, investment, and activity will yield the desired results.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers high in **STRATEGIC** need to be aware of their biases. They need to consider if they are weighing possibilities objectively or leaning toward their personal desires and comfort level. It is important for them to give every option its due. Effective managers make sure their team members know that they are willing to consider other viewpoints.

These managers can likely review so many scenarios so quickly in their head that if shared with others, it may overwhelm them. At times, it may be important for these managers to slow down and explain their strategy to their team members so that they can appreciate their decisions.

A manager with dominant **STRATEGIC** talents should consider over communicating his or her ideas and plans so that people don't feel he or she is manipulating them or has a hidden agenda.

Sometimes others may misinterpret a manager's strong **STRATEGIC** talents as criticism. Managers need to be mindful of what is already working well and what others have accomplished.



CONSIDERATIONS FOR COACHING MANAGERS EXCEPTIONALLY TALENTED IN THE WOO™ THEME

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.

HOW THE EXPRESSION OF THIS THEME MIGHT HELP A MANAGER

Managers with dominant **WOO** talents are naturally friendly, which makes it easy to work with them or join their team. By simply starting conversations that engage their employees and bringing talented people together, these managers can dramatically improve individual and team performance.

Managers with strong **WOO** can act as a bridge, building connections across department, division, and organizational lines. They can make everyone feel like an insider.

Their natural ability to build a constituency enables them to reach out to others when their team is facing a challenge and doesn't have the answer. If they don't know the answer, these managers do know who to call to get it.

Managers who lead with **WOO** are generous with kind words and praise. When these managers consciously look for opportunities to recognize and celebrate team members' strengths and successes, they will help their employees see their value.

POTENTIAL BLIND SPOTS OR GLARE FACTORS A MANAGER SHOULD CONSIDER

Managers with dominant **WOO** talents naturally charm others. It is important that managers use their natural charm with integrity so their employees know that they can trust them when it matters. Otherwise, they may find that they have workers but not followers.

The desire to be liked can become so important to a manager who leads with **WOO** that he or she may withhold critical feedback. When this happens, it can impede team members' performance and deny an employee the opportunity to learn and grow from the manager's coaching. Providing performance feedback and coaching are a manager's fundamental responsibilities. When a manager who leads with **WOO** needs to have tough performance conversations, it might be helpful for that manager to start the conversation with a focus on the employee's strengths, and then talk about performance issues that must be managed.

At times, effusive praise toward others may be misinterpreted as an attempt by the manager to get people to like him or her. Managers can regulate this perception by delivering praise that is timely, individualized, specific, and deserved.

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