

## Strengths: Light and Dark (in balance or over-calibrated)

### Achiever

Light: works tirelessly, committed, responsible (work ethic), keeps things moving forward  
Dark: judgmental, over-competitive, hard on self, finds identity only through achievement, never satisfied or at peace, can't say no, too concentrated on work

### Activator

Light: fired up, sparks energy of others, bold, courageous  
Dark: ready-fire-aim, leaves others feeling lost (they haven't caught up), doesn't think things through

### Adaptability

Light: loves change, flexible, goes with the flow, easy-going  
Dark: directionless, indecisive, sheep, inconclusive, whimsical

### Analytical

Light: thinks things through, logical, thorough, comfortable with numbers, figures, and charts, smart  
Dark: over-thinks, short, judgmental, never satisfied, too many questions

### Arranger

Light: makes sense of things, flexible, able to organize, constantly seeking best configuration for optimal efficiency  
Dark: doesn't like existing rules or procedures, changes priorities, lacks vision

### Belief

Light: ethical, compassionate, true to self and ideals, responsible  
Dark: stubborn, set in their ways, elitist, righteous  
(note: Belief can't work in org. where personal values/ethics are not in alignment)

### Command

Light: charismatic, willing to take charge, direct, inspirational, clear  
Dark: dominating, inflexible, not open to other views/ideas, rude, abrupt, stubborn

### Communication

Light: easy to talk to, presence, energizing and entertaining, charismatic, storyteller  
Dark: poor listener, needs to be center of attention, doesn't know when to be quiet, self-absorbed, show-off

### Competition

Light: keeps going, driven, motivated, pushes self  
Dark: gets identity from winning, sees everything as a competition, poor team player, puts down others, self-centered, confrontational

### Connectedness

Light: big picture thinker, sees things from spiritual perspective, easy going (doesn't sweat the small stuff), strong faith, helps others see purpose  
Dark: can miss seeing negatives, passive, wishy-washy

### Consistency

Light: fair and just, problem-solver, makes fair policy and rules  
Dark: needs everything to be "by the book", inflexible, unwilling to customize/individualize

### Context

Light: historical frame of reference, understand how things came to be, can leverage knowledge and lessons of the past  
Dark: uncomfortable with change, closed-minded, lives in the past, puts focus backwards

**Deliberative**

Light: discerning, identifies risk, good decision-maker, plans for the unexpected  
 Dark: aloof and disconnected from others, overly cautious, slow and afraid to act

**Developer**

Light: identifies and helps grow talent, teacher, coach, enjoys investing in others  
 Dark: wastes time on low-potential people, spectator, may not be individual contributor

**Discipline**

Light: high productivity and accuracy, loves structure, efficient planners, breaks down complex into steps  
 Dark: judgmental, overbearing, rigid, mechanized, can't handle change

**Empathy**

Light: healing presence, creates trust, knows what to say/do, customizes approach  
 Dark: caretaker, "soft", temperamental

**Focus**

Light: disciplined, determined, precise, knows what is important goal setter/getter  
 Dark: stressed out, absorbed, finds it hard to relax, intense

**Futuristic**

Light: visionary (even prophetic), inspiring, inventive, original  
 Dark: fantasist, out in left field, no practicality

**Harmony**

Light: great negotiator, grasps both sides of a situation, builds consensus, excellent facilitator  
 Dark: conflict-averse (sometimes to an extreme) weak, hesitant

**Ideation**

Light: quick thinker/learner, improves things, sees connections  
 Dark: lacks follow-through, can't stick things out, creates more work

**Includer**

Light: makes sure everyone is engaged, open and caring, sensitive, defends others  
 Dark: indiscriminate, indecisive, generous to a fault

**Individualization**

Light: understands uniqueness of all, knows one size doesn't fit all, appreciates differences  
 Dark: difficulty placing group above individual, difficulty in making people decisions

**Input**

Light: great resource, well-informed, excellent memory, mind for detail, collects interesting things, good conversationalist  
 Dark: can't distinguish worthless information, cluttered house-cluttered mind, boring

**Intellection**

Light: smart, enjoys musing, capable of deep and philosophical thought, able to work alone  
 Dark: loner, delays action by over-thinking, not a good team player

**Learner**

Light: loves learning, quick to grasp new ideas, interested and intrigued by life  
 Dark: know it all, doesn't produce results

**Maximizer**

Light: focuses on mastery and success, strives for excellence  
 Dark: overly perfectionist, nothing is ever good enough, constantly reworking

**Positivity**

Light: excited, lighthearted, energetic, generous with praise, sees positives

Dark: difficulty dealing with negativity, artificial, naïve, superficial

**Relator**

Light: deep relationships, naturally caring and trusting, forgiving, bighearted

Dark: prone to cliques, favors those they know deeply over less familiar people

**Responsibility**

Light: trustworthy, committed, accountable, self-determining, conscientious

Dark: difficulty delegating and trusting (micro-manager), obsessive, can't say "no", take on too much, over commits out of fear things won't get done

**Restorative**

Light: problem solver, troubleshooter, focused on finding enhancements and solutions

Dark: over-focused on weaknesses, negative, critical, blaming

**Self-Assurance**

Light: confident, able to take risks, knows where they are going

Dark: superior, over confident, stubborn, arrogant

**Significance**

Light: guides people to outstanding performance, focused on what is important, independent

Dark: craves recognition, self-focused, needy, gets identity through others views

**Strategic**

Light: sees the way to go as well as alternatives and different paths, intuitive

Dark: overly quick decisions, doesn't connect the dots for others, gets set on a solution (closed-minded)

**Woo**

Light: extrovert, people-oriented, loves to network, quickly builds connections

Dark: doesn't get to know people deeply, shallow, fake