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.
<table>
<thead>
<tr>
<th>Trait</th>
<th>Light</th>
<th>Dark</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deliberative</strong></td>
<td>discerning, identifies risk, good decision-maker, plans for the unexpected</td>
<td>aloof and disconnected from others, overly cautious, slow and afraid to act</td>
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<tr>
<td><strong>Developer</strong></td>
<td>identifies and helps grow talent, teacher, coach, enjoys investing in others</td>
<td>wastes time on low-potential people, spectator, may not be individual contributor</td>
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<tr>
<td><strong>Discipline</strong></td>
<td>high productivity and accuracy, loves structure, efficient planners, breaks down complex into steps</td>
<td>judgmental, overbearing, rigid, mechanized, can't handle change</td>
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<tr>
<td><strong>Empathy</strong></td>
<td>healing presence, creates trust, knows what to say/do, customizes approach</td>
<td>caretaker, &quot;soft&quot;, temperamental</td>
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<tr>
<td><strong>Focus</strong></td>
<td>disciplined, determined, precise, knows what is important goal setter/getter</td>
<td>stressed out, absorbed, finds it hard to relax, intense</td>
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<tr>
<td><strong>Futuristic</strong></td>
<td>visionary (even prophetic), inspiring, inventive, original</td>
<td>fantasist, out in left field, no practicality</td>
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<tr>
<td><strong>Harmony</strong></td>
<td>great negotiator, grasps both sides of a situation, builds consensus, excellent facilitator</td>
<td>conflict-averse (sometimes to an extreme) weak, hesitant</td>
</tr>
<tr>
<td><strong>Ideation</strong></td>
<td>quick thinker/learner, improves things, sees connections</td>
<td>lacks follow-through, can’t stick things out, creates more work</td>
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<tr>
<td><strong>Includer</strong></td>
<td>makes sure everyone is engaged, open and caring, sensitive, defends others</td>
<td>indiscriminate, indecisive, generous to a fault</td>
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<tr>
<td><strong>Individualization</strong></td>
<td>understands uniqueness of all, knows one size doesn't fit all, appreciates differences</td>
<td>difficulty placing group above individual, difficulty in making people decisions</td>
</tr>
<tr>
<td><strong>Input</strong></td>
<td>great resource, well-informed, excellent memory, mind for detail, collects interesting things, good conversationalist</td>
<td>can’t distinguish worthless information, cluttered house-cluttered mind, boring</td>
</tr>
<tr>
<td><strong>Intellection</strong></td>
<td>smart, enjoys musing, capable of deep and philosophical thought, able to work alone</td>
<td>loner, delays action by over-thinking, not a good team player</td>
</tr>
<tr>
<td><strong>Learner</strong></td>
<td>loves learning, quick to grasp new ideas, interested and intrigued by life</td>
<td>know it all, doesn’t produce results</td>
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<tr>
<td><strong>Maximizer</strong></td>
<td>focuses on mastery and success, strives for excellence</td>
<td>overly perfectionist, nothing is ever good enough, constantly reworking</td>
</tr>
</tbody>
</table>
**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