

*Discover* how you are  
**EXACTLY**  
what your team needs  
to *thrive* and *win*



*It's time to* **WORK BETTER**

# Colleague Profile

## My Profile

WB11

*"Flexible and charming artisan, always ready to explore and experience something new"*

### Genius

Attention to detail and practical problem-solving. Empathy and understanding of others' emotions. Adaptability and openness to new experiences. Reflectiveness and deep introspection.

### Brand

Adaptable and caring individual who balances collaboration and autonomy, valuing both harmony and personal expression.

### Traits

- Adaptable and Resilient
- Practical and Present
- Empathetic and Considerate
- Introspective and Observant

*Adaptability - Empathy - Communication - Woo - Relator - Restorative - Harmony*

### Career

WB11s want to feel personally engaged with their work, and seek careers which allow them to express themselves or participate in a cause they believe in. WB11s typically enjoy hands-on activities and often gain satisfaction when they can create a tangible result from their efforts. An ideal job for an WB11 allows them to clearly observe the fruits of their labor, in a context that feels significant and consistent with their values. WB11s like a courteous, cooperative work environment where they can work quietly, with support when they need it. Because WB11s are so tuned to their physical surroundings, it's often important to them that their work environment is aesthetically pleasing. WB11s generally prefer to keep a low profile and do not usually like to be in positions that require them to speak publicly or lead large groups. Although they often prefer to work independently, when they do work with others, WB11s want their colleagues to be flexible, supportive, and loyal to the team.



# Theme Introduction

## STRATEGIC THINKING

When your team needs to become more creative and innovative, look to people with the following Strategic Thinking themes. They can stretch the team's thinking for the future and inspire new ideas that can lead to high performance.



Learner  
Ideation  
Strategic  
Analytical  
Input/ Collector

Woo  
Relator  
Empathy  
Positivity  
Harmony  
Developer  
Adaptability  
Connectedness  
Individualization



## RELATIONSHIP BUILDING

When your team needs to become stronger and more cohesive, look to people with the following Relationship Building themes. They can unite the group and galvanize them to achieve shared success. They are the bond that holds great teams together.

When your team needs to sell its ideas and persuade others, look to people with the following Influencing themes. They can help your team reach a much broader audience and convince others to aid in accomplishing your goals.



Communication  
Self-Assurance  
Competition  
Command  
Activator

Responsibility  
Deliberative  
Consistency  
Restorative  
Discipline  
Arranger  
Achiever  
Focus



When your team needs to get things done, look to people with the following Executing themes. They can take an idea and make it a reality. And they'll work tirelessly to accomplish the goal.

## INFLUENCING

## EXECUTING

## COLLEAGUE COMMUNICATION



## COLLEAGUE COACHING



## My Profile

## Adaptability

## Colleague Themes

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You live in the moment. You don't see the future as a fixed destination. Instead, you see it as a place that you create out of the choices that you make right now. And so you discover your future one choice at a time. This doesn't mean that you don't have plans. You probably do. But this theme of Adaptability does enable you to respond willingly to the demands of the moment even if they pull you away from your plans. Unlike some, you don't resent sudden requests or unforeseen detours. You expect them. They are inevitable. Indeed, on some level, you actually look forward to them. You are, at heart, a very flexible person who can stay productive when the demands of work are pulling you in many different directions at once.



## My Profile

## Empathy

## Colleague Themes

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You can sense the emotions of those around you. You can feel what they are feeling as though their feelings are your own. Intuitively, you are able to see the world through their eyes and share their perspective. You do not necessarily agree with each person's perspective. You do not necessarily feel pity for each person's predicament - this would be sympathy, not empathy. You do not necessarily condone the choices each person makes, but you do understand. This instinctive ability to understand is powerful. You hear the unvoiced questions. You anticipate the need. Where others grapple for words, you seem to find the right words and the right tone. You help people find the right phrases to express their feelings - to themselves as well as to others. You help them give voice to their emotional life. For all these reasons, other people are drawn to you.



# My Profile

## Relator

## Colleague Themes

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Relator describes your attitude toward your relationships. In simple terms, the Relator theme pulls you toward people you already know. You do not necessarily shy away from meeting new people - in fact, you may have other themes that cause you to enjoy the thrill of turning strangers into friends - but you do derive a great deal of pleasure and strength from being around your close friends. You are comfortable with intimacy. Once the initial connection has been made, you deliberately encourage a deepening of the relationship. You want to understand their feelings, their goals, their fears, and their dreams; and you want them to understand yours. You know that this kind of closeness implies a certain amount of risk - you might be taken advantage of - but you are willing to accept that risk. For you, a relationship has value only if it is genuine. And the only way to know that is to entrust yourself to the other person. The more you share with each other, the more you risk together. The more you risk together, the more each of you proves your caring is genuine. These are your steps toward real friendship, and you take them willingly.



## My Profile

## Developer

## Colleague Themes

WB11

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You see the potential in others. Very often, in fact, potential is all you see. In your view, no individual is fully formed. On the contrary, each individual is a work in progress, alive with possibilities. And you are drawn toward people for this very reason. When you interact with others, your goal is to help them experience success. You look for ways to challenge them. You devise interesting experiences that can stretch them and help them grow. And all the while you are on the lookout for the signs of growth - a new behavior learned or modified, a slight improvement in a skill, a glimpse of excellence or of "flow" where previously there were only halting steps. For you these small increments - invisible to some - are clear signs of potential being realized. These signs of growth in others are your fuel. They bring you strength and satisfaction. Over time many will seek you out for help and encouragement because, on some level, they know that your helpfulness is both genuine and fulfilling to you.



## My Profile

# Individualization

## Colleague Themes

WB11

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Your Individualization theme leads you to be intrigued by the unique qualities of each person. You are impatient with generalizations or "types" because you don't want to obscure what is special and distinct about each person. Instead, you focus on the differences between individuals. You instinctively observe each person's style, each person's motivation, how each thinks, and how each builds relationships. You hear the one-of-a-kind stories in each person's life. This theme explains why you pick your friends just the right birthday gift, why you know that one person prefers praise in public and another detests it, and why you tailor your teaching style to accommodate one person's need to be shown and another's desire to "figure it out as I go." Because you are such a keen observer of other people's strengths, you can draw out the best in each person. This Individualization theme also helps you build productive teams. While some search for the perfect team "structure" or "process," you know instinctively that the secret to great teams is casting by individual strengths so that everyone can do a lot of what they do well.



# My Profile

## Restorative

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You love to solve problems. Whereas some are dismayed when they encounter yet another breakdown, you can be energized by it. You enjoy the challenge of analyzing the symptoms, identifying what is wrong, and finding the solution. You may prefer practical problems or conceptual ones or personal ones. You may seek out specific kinds of problems that you have met many times before and that you are confident you can fix. Or you may feel the greatest push when faced with complex and unfamiliar problems. Your exact preferences are determined by your other themes and experiences. But what is certain is that you enjoy bringing things back to life. It is a wonderful feeling to identify the undermining factor(s), eradicate them, and restore something to its true glory. Intuitively, you know that without your intervention, this thing - this machine, this technique, this person, this company - might have ceased to function. You fixed it, resuscitated it, rekindled its vitality. Phrasing it the way you might, you saved it.



# My Profile

## Harmony

## Colleague Themes

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You look for areas of agreement. In your view, there is little to be gained from conflict and friction, so you seek to hold these to a minimum. When you know that the people around you hold differing views, you try to find the common ground. You try to steer them away from confrontation and toward harmony. In fact, harmony is one of your guiding values. You can't quite believe how much time is wasted by people trying to impose their views on others. Wouldn't we all be more productive if we kept our opinions in check and instead looked for consensus and support? You believe we would, and you live by that belief. When others are sounding off about their goals, their claims, and their fervently held opinions, you hold your peace. When others strike out in a direction, you will, in the service of harmony, willingly modify your own objectives to merge with theirs (as long as their basic values do not clash with yours). When others start to argue about their pet theory or concept, you steer clear of the debate, preferring to talk about practical, down-to-earth matters on which you can all agree. In your view, we are all in the same boat, and we need this boat to get where we are going. It is a good boat. There is no need to rock it just to show that you can.

