



TRAIT PATTERNS

Facilitators' Guide (Beta)



PrinciplesUs Traits

How You Prefer to **Think**

- **Creative** *(Traditional)*
- **Deliberative** *(Intuitive)*
- **Detailed & Reliable**
(Spontaneous / Less Precise)
- **Conceptual** *(Concrete)*
- **Practical** *(Idealistic)*

How You **Engage** with Others

- **Extraverted** *(Introverted)*
- **Tough** *(Diplomatic / Collaborative)*
- **Nurturing**
(Less Nurturing / Focused on Others)
- **Leadership**
(Less Directive / Accommodating)
- **Humorous** *(Serious)*

How You **Apply** Yourself

- **Composed**
(Reactive / Perceptive)
- **Autonomous**
(Externally Directed)
- **Flexible** *(Constant)*
- **Determined** *(Casual)*
- **Humble** *(Less Receptive)*
- **Energetic** *(Recharging)*
- **Status-Seeking**
(Self-Contented)

How You Prefer to Think

Your Cognitive Orientation describes your approach to thinking. Your approach to thinking can reveal what type of work you might prefer, at which aspects of a job you are more likely to excel, and how you tend to approach and solve problems.



PATTERNS FOR CREATIVE

Tendency to seek out novelty versus familiarity
Facets: Original, Curious, and Non-Conforming

	CREATIVE	TRADITIONAL
STRENGTHS	<ul style="list-style-type: none">• Deep passion for ideas• Explore new concepts and ways of doing things	<ul style="list-style-type: none">• Sticking with effective established practices, routines, rules• Clarity of beliefs and principles
GROWTH AREAS	<ul style="list-style-type: none">• May need to work on appreciating when rules and instructions are valuable• Bored by routine and established practice where it can be effective/"reinventing the wheel"	<ul style="list-style-type: none">• Resistant to change or new ideas• Overly conservative in approach

PATTERNS FOR DELIBERATIVE

Preference to make decisions through a process of
reasoning and analysis versus intuition/instinct
Facets: Logical, Systematic, and Impartial

DELIBERATIVE

INTUITIVE

STRENGTHS

- Working through decisions in a systematic, analytical way
- Arriving at decisions informed by logic

- Being attuned to their intuition, not overthinking
- Being spontaneous rather than rigidly process-driven

GROWTH
AREAS

- Being overly linear in their thinking at times
- Not knowing when it's best to "go with their gut"
- Paying attention to signs they're getting caught by "paralysis by analysis"

- Overly believing and relying on their own first instincts
- Struggling to follow more structured, logical processes or communicating more detailed reasoning to others

PATTERNS FOR DETAILED & RELIABLE

Tendency to be focused, perfectionistic and structured vs. carefree and spontaneous
Facets: Organized, Detail-Oriented, and Dependable

STRENGTHS

DETAILED & RELIABLE

- Setting and completing plans and objectives
- Focus and precision

SPONTANEOUS / LESS PRECISE

- Focusing on the bigger picture/not getting lost in details
- Improvising and iterating

GROWTH
AREAS

- Losing the forest for the trees
- Can be obsessive or stick with plans when change is needed
- May have a tendency to micro-manage

- Starting but not finishing projects
- Being disorganized or imprecise with details

PATTERNS FOR CONCEPTUAL

Preference for thinking abstractly and philosophically by identifying and understanding the deeper patterns and connections behind phenomena

CONCEPTUAL

CONCRETE

STRENGTHS

- Thinking in terms of abstractions, theories, and models
- Following and exploring deeper, more complex topics

- Being grounded in concrete thinking
- Preferring immediate and actionable solutions

GROWTH
AREAS

- Sometimes being overly philosophical or theoretical
- Losing interest in topics that aren't deep and intriguing enough

- Sometimes struggling with deeper or more philosophical and abstract topics
- Not seeing challenges from alternative angles

PATTERNS FOR PRACTICAL

Preference to approach work with a focus on pragmatic considerations, constraints, and realities of a given decision or question

PRACTICAL

IDEALISTIC

STRENGTHS

- Keeping the reality of the situation in focus at all times
- Prioritizing pragmatism and utility

- Motivating themselves and others with dreams and idealistic thinking
- Not getting bogged down in operations/logistics
- Seeing value beyond utility (e.g. the beauty of a product or idea)

GROWTH AREAS

- Sometimes missing out on a more idealistic perspective/vision
- Being overly focused on what's immediately feasible

- Dismissing or forgetting necessary pragmatic concerns
- Risking spending too much time ideating and not enough doing/producing

How You Engage with Others

Your Interpersonal Orientation reflects
how you engage with others.
Understanding your natural inclinations
can help you get the most out of your
relationships with people.



PATTERNS FOR EXTRAVERSION

Tendency toward sociability and seeking stimulation
Facets: Gregarious, Engaging, and Adventurous

EXTRAVERTED

INTROVERTED

STRENGTHS

- Energy and assertiveness
- Broad network of contacts

- Listening to others
- Contemplating before acting

GROWTH AREAS

- Impulsivity, need for external stimulation
- Dominating and discouraging contributions from others
- May need to be careful in terms of risk-taking that they aren't being overly optimistic

- Sharing thinking/working through issues openly
- Raising the white flag / giving up too readily

PATTERNS FOR TOUGH

One's willingness to be direct, straightforward, and critical
Facets: Feisty, Critical, and Direct

STRENGTHS

TOUGH

- Speak one’s mind openly / challenge authority
- Willing to disagree to get to the right answer
- Comfortable holding others accountable

DIPLOMATIC / HARMONIOUS

- Fostering harmony and being agreeable, easy to work with
- Seeking collaboration, compromise and consensus

GROWTH
AREAS

- Can come across as harsh, intimidating or confrontational
- Can be overly assertive in their views (particularly if they’re extraverts)
- Failing to pick battles

- Can be averse to conflict and disagreement even when needed
- Less inclined to hold others accountable
- May not speak up even when it’s important (particularly if more introverted)

PATTERNS FOR NURTURING

One's focus on others' needs and feelings
Facets: Helpful, Empathetic, and People-Oriented

NURTURING

LESS NURTURING / FOCUSED ON OTHERS

STRENGTHS

- Expressing warmth and supportiveness
- Helping others, with a genuine concern for their wellbeing

- Prioritizing their own goals
- Being willing to engage in sometimes-difficult conflicts when necessary, even if others may feel hurt

GROWTH
AREAS

- Dealing with conflict when it may be appropriate and necessary
- Not putting others' needs always above their own goals

- Coming across as uncaring or insensitive (even if this is not the case)
- Sometimes not empathizing with the pain of others

PATTERNS FOR LEADERSHIP

Preference to take charge in groups and lead others through motivation or setting standards for others to meet
Facets: Demanding, Taking Charge, and Inspiring

STRENGTHS

LEADERSHIP

- Stepping up to take the reins
- Inspiring people toward a common vision

LESS DIRECTIVE / ACCOMMODATING

- Being comfortable in a supporting role and taking direction well
- Being more tolerant rather than demanding or assertive toward other people

GROWTH
AREAS

- Being overly assertive and demanding in telling others what to do
- Not knowing when it's actually more appropriate to follow rather than lead (particularly if extraverted)

- Not taking charge when it may be needed
- Less comfortable directing others to goals and objectives if needed

PATTERNS FOR HUMOROUS

Tendency to approach life with a sense of lightheartedness and joy

HUMOROUS

SERIOUS

STRENGTHS

- Not taking anything too seriously
- Sharing their sense of joy and humor with others

- Approaching serious issues with appropriate gravity
- Not making light of people’s struggles and problems

GROWTH
AREAS

- Not coming across as insensitive when others take something seriously
- Appreciating the need to sometimes be less lighthearted

- Bringing others down by being overly contemplative while others are being light
- Exhausting themselves and others by their intensity

How You **Apply** Yourself

Your Motivational Orientation describes how you manage and apply yourself as challenges are faced. How ambitiously you set goals for yourself. How you cope with setbacks and failure, and how you leverage these experiences to learn, develop, and grow.



PATTERNS FOR COMPOSED

Propensity to maintain equanimity and confidence in stressful or high pressure situations
Facets: Even-Keeled/Calm, Confident, and Poised

STRENGTHS

COMPOSED

- Remaining confident and controlled under pressure
- Not letting emotional fluctuations discourage them

REACTIVE / PERCEPTIVE

- Anticipating problems by reacting strongly to stresses
- Doubting their own thinking in appropriate ways

GROWTH
AREAS

- Coming across as emotionally distant at times
- Risking mistakes due to over-confidence

- Getting stuck in unproductive self-doubt
- Letting fluctuating emotions cloud their best judgment

PATTERNS FOR AUTONOMOUS

Preference to take actions or make decisions in a self-directed way
Facets: Independent, Self-Accountable, and Internally-Motivated

AUTONOMOUS

EXTERNALLY DIRECTED

STRENGTHS

- Achieving goals independently while assuming personal accountability
- Tackling open-ended projects without much guidance

- Working under clear direction
- Not blaming themselves too harshly for negative outcomes

GROWTH
AREAS

- Not looking for guidance when it may be useful
- Can struggle in situations where they have to work more participatively with others and not go their own way

- Overly reliant on clarity, direction and expectation setting to accomplish goals effectively
- Not being overly fatalistic in just letting things unfold

PATTERNS FOR FLEXIBLE

How people respond to change by adjusting to it and being adaptable
Facets: Adaptable, Agile, and Growth-Seeking

STRENGTHS

FLEXIBLE

- Adapting easily to new challenges and roles as they arise
- Seeing mistakes as opportunities

CONSTANT

- Relishing stable and predictable environments
- Maintaining a consistent role and style in a way they and others can rely on

GROWTH
AREAS

- At times lacking a tendency toward stability which may be grounding
- Can come across to others as unpredictable or difficult to pin down

- Not being frustrated and uncomfortable when change arises
- Being viewed as inflexible by others

PATTERNS FOR DETERMINED

One’s preference to prioritize achievement of goals and objectives above all else
versus prioritization of other factors (leisure/fun, family etc.)
Facets: Persistent, Driven and Proactive

DETERMINED

CASUAL

STRENGTHS

- Pursuing goals relentlessly in the face of obstacles
- Holding achievement as the highest motivator above all else

- Prioritizing and enjoying other aspects of life and work rather than always pursuing achievement
- Changing goals easily when appropriate

GROWTH
AREAS

- Avoiding having, or appearing to have, “tunnel vision” at the expense of other things in their life
- Not getting too attached to a goal to understand when it may be best to drop it

- Understanding what they can gain by focusing actively on their goals
- Not giving up easily in the face of impediments and setbacks

PATTERNS FOR HUMBLE

Describes one's openness to understanding what they don't know
and their mistakes and weaknesses
Facets: Receptive to Criticism, Open-Minded, and Modest

HUMBLE

LESS RECEPTIVE

STRENGTHS

- Examining their mistakes openly with a mind toward growing from them
- Being patient and not easily frustrated by their and others’ setbacks

- Not needing counsel/triangulation to move forward decisions and getting stuck sorting through alternative perspectives
- Not over-indexing on mistakes

GROWTH
AREAS

- Giving themselves credit and recognition when it is due
- Devoting at times too much energy to exploring perspectives rather than acting on their own perspective

- Exploring open-mindedly where they may be wrong
- Being defensive or resistant to exploring mistakes and opportunities for growth



PATTERNS FOR ENERGETIC

The degree of stamina and energy with which people approach everyday work and life

ENERGETIC

RECHARGING

STRENGTHS

- Being always “on the go”
- Maintaining stamina and energy for long periods of time

- Allowing time for rest and renovation
- Less risk of burnout long term

GROWTH
AREAS

- Not missing out on the value of rest and relaxation when needed
- Not coming across as “too much” for others to handle at times

- Struggling to sustain energy when activities require it
- Pushing through even when tired to get important things done

PATTERNS FOR STATUS-SEEKING

Those who value being liked, being admired, or
pleasing others as a measure of success

STATUS-SEEKING

SELF-CONTENTED

STRENGTHS

- Being driven to achieve by measures of personal success (incl. wealth, status, and occupational prestige)
- Being liked, admired, and recognized socially by those around them

- Being less concerned with how they are perceived
- Not being driven by materialistic concerns

GROWTH
AREAS

- Worrying less about how they are perceived by others relative to prioritizing their own goals and personal projects
- Seeking too much external validation (i.e. being “people pleasers”) can lead to lack of self-care, built-up resentment, and an inability to enjoy oneself

- Not getting the benefits that often comes from being more attuned to pleasing others (e.g. social recognition and connections)
- Can struggle to acknowledge or credit others adequately because they tend to not seek it themselves