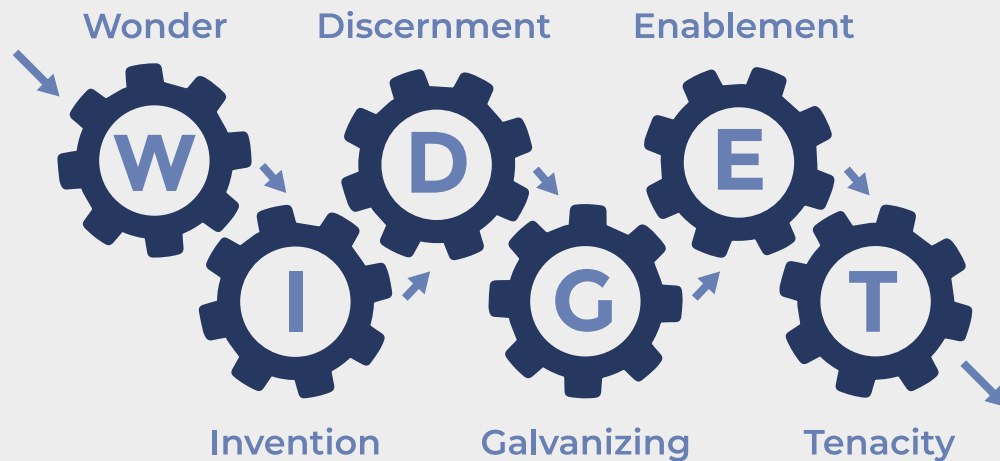


The 6 Types of Working Genius



WONDER

People with the Genius of Wonder love to speculate and question. They ask questions like, “Why are things the way they are? Is there a better way?” They love to sit in the ambiguity and imagine the possibilities. People with the Genius of Wonder help create the conditions for Invention.

INVENTION

People with the Genius of Invention get joy from taking challenges and generating solutions. They enjoy innovating from scratch and love a blank whiteboard or piece of paper on which they can brainstorm. Invention is the most commonly recognized genius but all six geniuses are needed to get work done.

DISCERNMENT

People with the Genius of Discernment have a natural ability to evaluate the workability of ideas. They are good curators of what’s going on around them and can recognize patterns. They know how to connect the dots and give people good feedback across a broad range of topics.

GALVANIZING

People with the Genius of Galvanizing love to get things moving. They are great at pushing people out of their comfort zone and inspiring them to get started. They enjoy rallying people around an idea and getting them moving in the right direction.

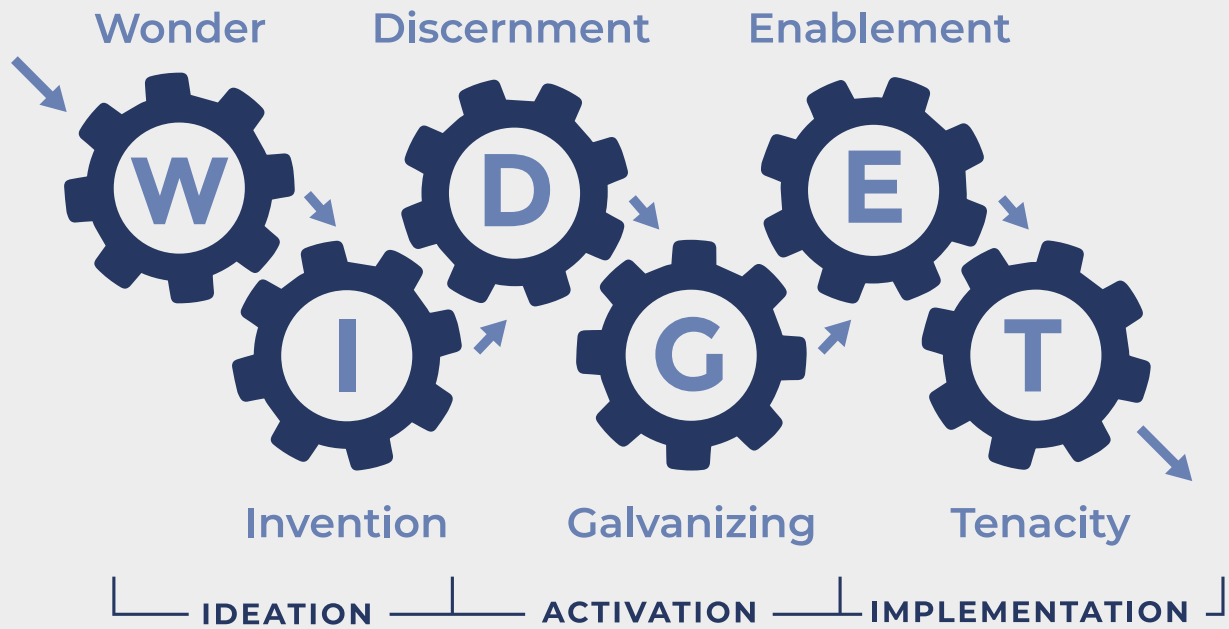
ENABLEMENT

People with the Genius of Enablement make things happen. They know how to help, when to help, and can flex to whatever the situation calls for. People with the Genius of Enablement are people-oriented and want to help realize a vision. This genius provides the support needed to move solutions into the first stages of Implementation.

TENACITY

People with the Genius of Tenacity are task-oriented and love to take things across the finish line. They ensure a project is going to have the impact it’s supposed to have and lives up to agreed-upon standards. They don’t respond to the emotional appeal of the galvanizer, but to the need to see the work completed. They get joy and energy from checking off a box on the “to do” list.

Three Stages Of Work



There are three basic stages of work that apply to any successful endeavor. Each involves two of the Working Geniuses, one responsive genius, and one disruptive genius.

IDEATION

This is about identifying a need and coming up with the idea of how to meet it. Ideation incorporates the first two Working Geniuses of **Wonder** and **Invention**. Wonder asks the questions, and the inventor says, "I have an idea."

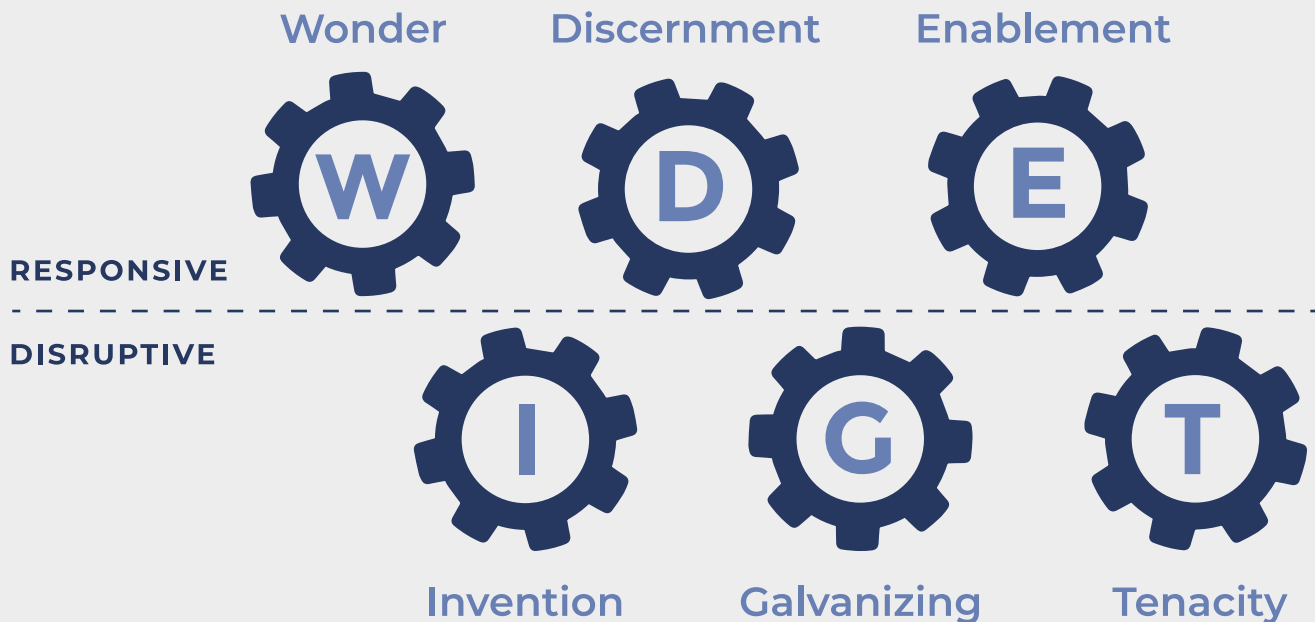
ACTIVATION

This is the step that previously has been most often overlooked. Activation incorporates **Discernment** and **Galvanizing**. Discernment assesses the workability of the idea or solution. Galvanizing gets people excited about it and moving forward.

IMPLEMENTATION

Implementation incorporates the **Enablement** and **Tenacity** geniuses. People with the Working Genius of Enablement are ready to support and assist in implementing the idea or solution. Tenacity will stay on top of a project or initiative until it is accomplished and meets the desired outcome.

Responsive vs Disruptive



RESPONSIVE

Geniuses react to the world around them, the environment within their organization, or to the promptings and needs of colleagues.

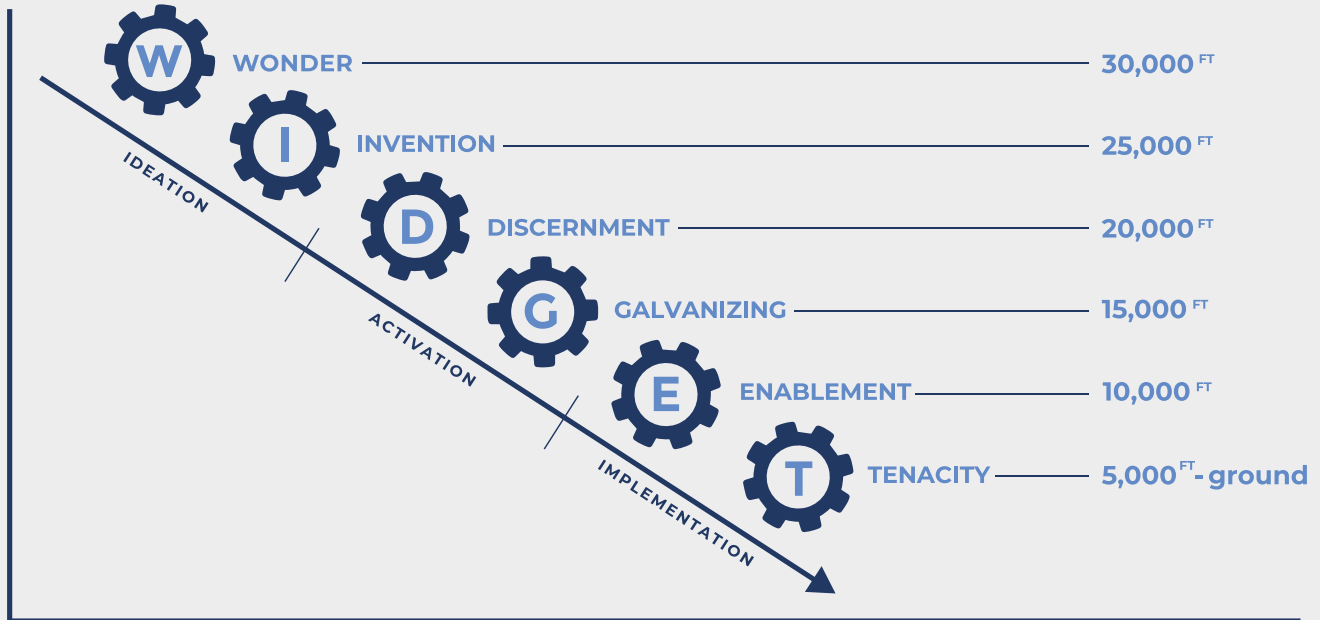
- **Wonder** involves identifying inadequacies or opportunities in the world.
- **Discernment** involves responding to the ideas of someone who invents and giving thoughtful feedback.
- **Enablement** involves responding to the call of the Galvanizer, helping to shepherd and support initiatives into the first stages of Implementation.

DISRUPTIVE

Geniuses provoke change in the world, in their organization, and in the people around them.

- **Invention** involves coming up with new ways of doing things that require change.
- **Galvanizing** involves getting people to change what they are doing and focus their attention on something new.
- **Tenacity** involves getting people to change their intensity and standards, ensuring completion and success.

The Altitude of Geniuses



WONDER

Wonder takes place at the highest elevation, with our heads in the proverbial clouds. Pondering, questioning, and speculating happens long before, and high above, the place and time where an idea is truly put to the test.

INVENTION

Invention comes a little lower in elevation but still quite high. Once a question is posed or a need is uncovered, Invention kicks in, yet still long before and above Implementation.

DISCERNMENT

Discernment takes the idea just a bit lower than Invention, assessing the practicality and usefulness of the idea or proposal. After this vetting takes place, the idea or endeavor is getting closer to the ground.

GALVANIZING

Galvanizing comes next, marshaling the human capital needed for buy-in and Implementation. People are inspired, recruited, enlisted, and organized for support. Things are getting close to the ground now.

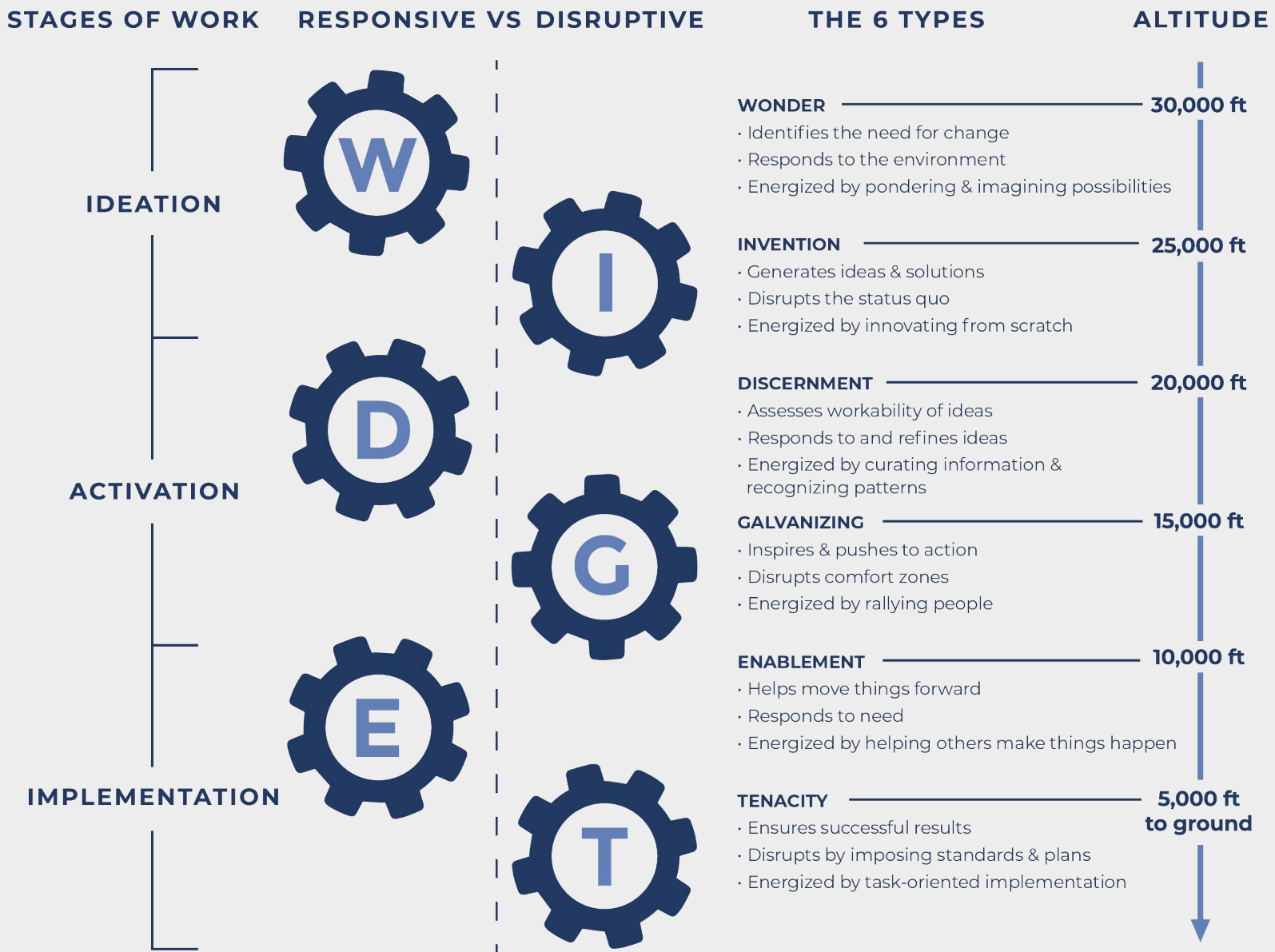
ENABLEMENT

Enablement is where Implementation begins, with people pitching in and getting an initiative or endeavor rolling.

TENACITY

Tenacity is where the work gets fully completed. This is where the rubber meets the road, if you will.

Working Genius All-In-One Model



Guilt and Judgment

GUILT

Many people attribute their failures and struggles to having a bad attitude, not being smart enough, or making bad decisions.









When people realize they have certain areas of genius and other areas of frustration, they can attribute their struggles to the lack of alignment between their geniuses and roles. This reduces their sense of guilt and shame, allowing them to move into work that provides a better chance of fulfillment and success.

JUDGMENT

People who don't understand the Working Geniuses of others (as well as their frustrations) will inevitably find themselves judging their colleagues' performance and behavior. They will likely come to the erroneous conclusion that their teammates or collaborators aren't trying hard enough, aren't smart enough, or need to be let go. This can make others feel misunderstood, judged, and rejected.

When we understand our colleagues' Working Geniuses, we can more accurately attribute their challenges to the root cause and, as leaders, place them in more appropriate roles. And even if there are no such roles, this knowledge provides leaders with the opportunity to let them go with dignity and clarity, along with a better understanding of what role or job might be a better fit.

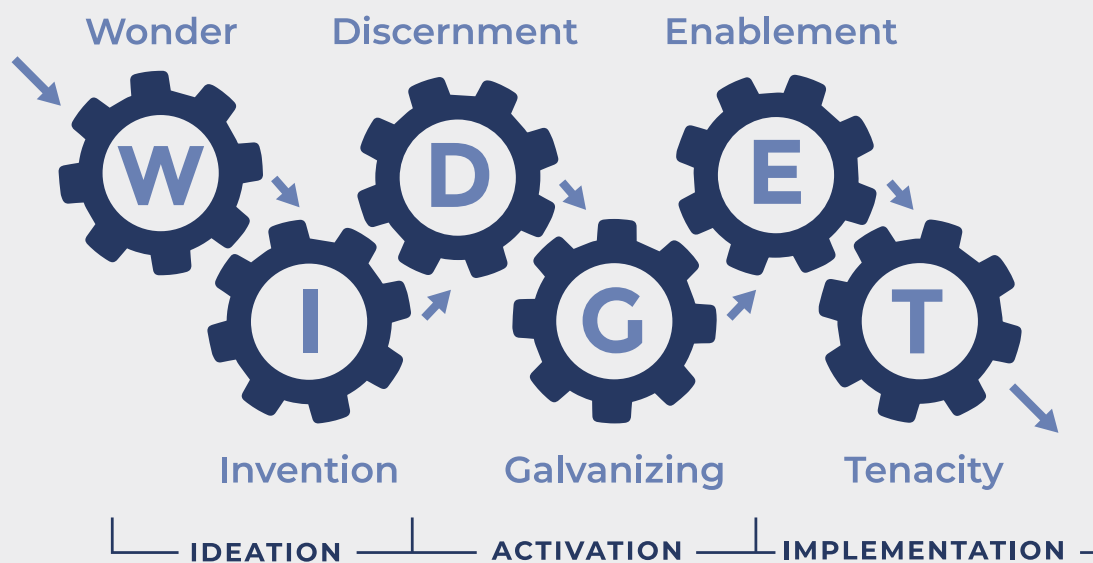
Missing and Misusing Working Genius

 MISSING Skipped, Overlooked, or Ignored	WORKING GENIUS	 MISUSING Overuse, Out of Order, or in Isolation
<ul style="list-style-type: none"> • Fails to identify opportunities, problems, or potential • Lacks curiosity and concern for unmet needs 	 WONDER Sees untapped potential or possibilities and identifies the need for improvement or change	<ul style="list-style-type: none"> • Overthinks possibilities and can risk not taking action • Reopens previously closed conversations and decisions, causing frustration on the team
<ul style="list-style-type: none"> • Revisits the same problems repeatedly with little progress • Gets caught in status quo and lacks “outside the box” thinking to allow for innovation 	 INVENTION Generates novel and innovative ideas or solutions	<ul style="list-style-type: none"> • Creates solutions to problems that don’t exist • Brings up new ideas or solutions after team has moved to implementation
<ul style="list-style-type: none"> • Implements inadequate or ineffective ideas/solutions that have high rates of failure • Overly reliant on data to make decisions that are best made using judgement or gut instincts 	 DISCERNMENT Sees patterns/trends and uses intuition to assess and refine the ideas or solutions	<ul style="list-style-type: none"> • Ignores other’s judgment and can dismiss ideas without sensitivity • Gets caught in analysis paralysis and can be slow to make decisions
<ul style="list-style-type: none"> • Falls short in acting on ideas that seem promising • Struggles to generate support/momentum around initiatives 	 GALVANIZING Rallies people to get on board, instigates energy and momentum around the plan or solution	<ul style="list-style-type: none"> • Oversells the idea or solution, often missing cues that others aren’t on board • Spins up energy and momentum around the wrong ideas or initiatives
<ul style="list-style-type: none"> • Lacks collaboration, leaving initiatives to wilt or wither • Fails to anticipate needs or volunteer to help 	 ENABLEMENT Anticipates needs and supports implementation of the idea or solution	<ul style="list-style-type: none"> • Overcommits and can say “yes” to too many people/projects • Overvalues keeping people appeased instead of focusing on the main objective
<ul style="list-style-type: none"> • Lacks discipline to finish projects or meet standards • Loses energy and focus, and moves on to next shiny object or emergency 	 TENACITY Drives projects and tasks to completion and ensures desired results are achieved	<ul style="list-style-type: none"> • Rushes right to tactics and execution before an idea or initiative is fully explored • Overemphasizes completing projects at the expense of others/the team

Productive Meetings

Meeting Types	Questions	Key Points
Brainstorm or Offsite Elevation: 30k - 25k ^{FT}	Are we solving the right problems? Are we living up to our potential? Are we missing something? Could we serve our clients better?	This is a W/I meeting. Step back and look at the market/environment. This meeting should stay in the Ideation stage and not get dragged into tactics. Tap into wonder questions and observations and encourage a free flow of ideas around them.
Solutions Oriented or Ad Hoc Strategic Elevation: 30k - 20k ^{FT}	What is our strategic focus? How can we tweak our strategy? How can we refine our solution?	This is an I/D meeting. We've identified a problem and need to spend time tackling a strategic focus. We need to invent a solution to address the issue and take time refining/tweaking it. Tap into invention and discernment to help move toward solutions.
Rally and Tactical or Weekly Staff Elevation: 15k - 10k ^{FT}	Are we moving the ball forward? How are we doing against goals? What do we need to get done so next week is better?	This is a G/E/T meeting. We've identified our strategic focus, and we are inspiring and pushing people to execute. The key to effective weekly meetings is galvanizing what's most important, why it matters, and who is doing what.
Task Oriented or Daily Standup Elevation: 5k ^{FT} to ground	What's everyone working on? What should get done today?	This is a T meeting. The purpose is to over communicate and prioritize what's most important. This should be led with discernment because it's about prioritizing and allocating resources.

Regulating Your Genius















We tend to make every meeting, conversation, and interaction conform to our geniuses. This can disrupt meetings and productive flow of work. For this reason, we need to understand when and how to regulate our geniuses.

CONSIDERATIONS FOR REGULATING GENIUSES:

1. Where are you in the Three Stages of Work?
2. Are your geniuses called for at this stage?
3. Announce that you are tapping into your genius.

Team Diagnostic

TEAM STRENGTHS			TEAM CHALLENGES	
WORKING GENIUS	TEAM BEHAVIORS WHEN WG IS WELL REPRESENTED	GENIUS	FRUSTRATION	TEAM BEHAVIORS WHEN WG IS UNDERREPRESENTED
WONDER	We observe the environment, questioning current approaches and the status quo. We think about how things could be different.	Ponders Possibilities 	Too Busy to Notice 	We spend most of our energy on getting things done and rarely stop to discuss what's happening in our industry or environment. We often fail to identify serious problems or take advantage of major opportunities.
INVENTION	We generate novel solutions and ideas.	Generates Novel Solutions 	Unable to Innovate 	We feel frustrated and demoralized with our inability to create new solutions to frequent problems. We keep relying on the same products, services, or ideas.
DISCERNMENT	We evaluate our ideas and ensure we pursue the best solution.	Defines and Solves Best Solution 	Surprised by Failures 	We fail to evaluate, identify, and dismiss bad ideas before they get implemented. We don't spend enough time refining good ideas to make them better.
GALVANIZING	We rally the team around our best initiatives.	Rallies the Team 	Fails to Inspire 	We fail to get the team rallied and focused around our best ideas or endeavours.
ENABLEMENT	We provide the support needed to move the solution into the first stages of implementation.	Supports Others 	Lacks Support 	We fail to champion the most important priorities. No one responds to the rallying cry around the idea or solution.
TENACITY	We hold ourselves accountable for finishing well. We enjoy seeing the full impact of our solution realized in the world.	Brings to Completion 	Doesn't Finish 	We fail to complete projects. We move on to the next thing before seeing the initiative all the way through.

Individual Profile Debrief

TIPS FOR DEBRIEFING A PROFILE

- Keep it high level.
- Explain the difference between Genius, Competency, and Frustration.
- Describe fulfillment vs capability.

Geniuses and Frustrations	
Stages of Work	
Responsive vs Disruptive	
Altitude of Genius	

CLIENT DISCUSSIONS

Questions for Clients

- How does the profile resonate with you?
- How do your geniuses play out in your work?
- Do you see where your frustrations show up?
- How have you seen your profile results play out over time?
- How well do your geniuses align with your current role?
- How much of your work life is spent leveraging your competencies?
- Now that you know your geniuses, what's one thing you could do differently?

If Client Is on a Team:

- Based on your geniuses and frustrations, what's one thing you can do to help the team, and one thing you can modify?

Leader Impact

If Client Is a Team Leader:

- How do your geniuses help the team?
- How do your geniuses or frustrations hinder the team?
- Based on your geniuses and frustrations, what's one thing you can do to help the team, and one thing you can modify?