

Emma's Quantitative Results

The information below depicts the results of your quantitative assessment. Your assessment results indicate that **Tenacity** and **Enablement** are likely your areas of Working Genius, **Discernment** and **Wonder** are likely your areas of Working Competency, and **Invention** and **Galvanizing** are likely your areas of Working Frustration. The qualitative review, beginning on the next page, will give more information about each type of Genius so that you can make a final determination.



WHAT YOUR QUANTITATIVE RESULTS INDICATE

WORKING GENIUS:

Your *likely* areas of Working Genius are **Tenacity** and **Enablement**.



You are good at and enjoy pushing projects and tasks through to completion to ensure that the desired results are achieved.



You are good at and enjoy providing others with encouragement and assistance for projects and ideas.

WORKING COMPETENCY:

Your *likely* areas of Working Competency are **Discernment** and **Wonder**.



You are capable of and don't mind using your intuition and instincts to evaluate and assess ideas or plans.



You are capable of and don't mind pondering the possibility of greater potential and opportunity in a given situation.

WORKING FRUSTRATION:

Your *likely* areas of Working Frustration are **Invention** and **Galvanizing**.



You *aren't* naturally gifted at and/or derive energy and joy from creating original and novel ideas and solutions.



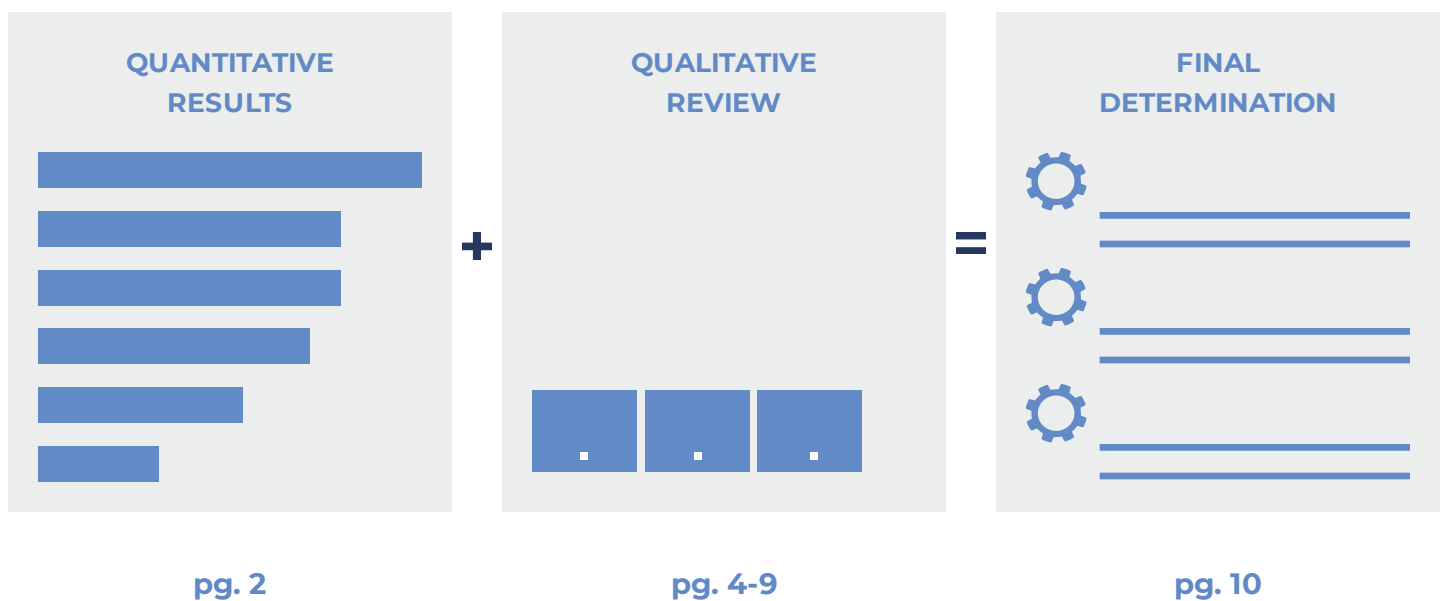
You *aren't* naturally gifted at and/or derive energy and joy from rallying people and inspiring them to take action around a project, task or idea.

Qualitative Review

EMMA, if your results don't resonate with you, that's okay. This section will help you make a clear and final decision, and just as importantly, it will allow you to really understand the six types.

At the end of each of the following six descriptions, choose the response option that best aligns with your reaction to that type. Pay special attention to the wording associated with each choice.

So, even if your results were extremely clear, take the time to read through this section.





THE GENIUS OF WONDER

People with the Genius of Wonder naturally ponder the need for change in a given situation and can't help but question why things shouldn't or couldn't be better. They are both curious about and bothered by unmet needs, unfulfilled potential or unrealized aspirations. Moreover, they are quite capable of sitting in their wonder, idealistically contemplating an issue or problem for relatively long periods of time.

This is one of the types of genius that few people—especially the people who have it—recognize as a genius at all. Few people recognize this natural tendency as a gift, to mention nothing of it being a required type of genius in the world of work. One of the reasons why the W genius is easily dismissed is that it often “happens” before any observable, concrete work begins. This is ironic because without it on a team or project, the needs of customers, employees, or the world might go unnoticed. In other words, W is often the very inspiration for starting a new project, program, initiative, or even a company.

What people with the Genius of Wonder tend to think and say:

- ⚙️ “I just don't think this is the way it should be.”
- ⚙️ “Couldn't this be better?”
- ⚙️ “Why do we settle for things to be like this?”
- ⚙️ “Maybe we should think about this a little more.”

What others think and say about people with the W genius:

- ⚙️ “She's always asking 'why' and 'why not'.”
- ⚙️ “He's never quite happy with the way things are.”
- ⚙️ “She's a deeper thinker than you know.”
- ⚙️ “Uh, oh. He's off dreaming again.”

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.



THE GENIUS OF INVENTION

People with the Genius of Invention thrive on creativity. They are naturally drawn to coming up with ideas, seemingly out of nowhere, to solve the problems or address the needs that they or others identify. They are most frequently identified as “geniuses” in the most conventional way that the word is used, because what they do is so central to (though not completely sufficient for) discovery and innovation.

It seems that this particular genius is more common than one might imagine. That’s because invention is certainly not limited to technical solutions or scientific discovery but can apply to the generation of new ideas around almost anything, from creating a new program for customers, designing a better office, or even planning a unique family vacation. Having said that, it is limited to a certain kind of creativity that involves originality, and without the I genius, organizations and teams suffer from a lack of novel thinking and innovation.

What people with the Genius of Invention tend to think and say:

- ⚙️ “Hey, I’ve got an idea.”
- ⚙️ “What about this?”
- ⚙️ “Here’s something that might work for you.”
- ⚙️ “Please let me try to come up with a solution for that.”

What others think and say about people with the I genius:

- ⚙️ “He’s a genius.”
- ⚙️ “Where does she come up with these ideas?”
- ⚙️ “He always has a new idea or solution, even if we don’t ask for one.”
- ⚙️ “She’s so creative. She’ll think of something new.”

Select one of the options below:

Working Genius:

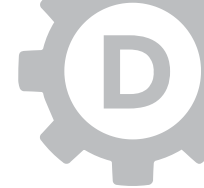
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THE GENIUS OF DISCERNMENT

People with the Genius of Discernment have a knack for instinctive, intuitive judgment and evaluation of ideas and options. They think in a humanly integrative way, naturally discriminating between good and bad ideas, plans or advice. Though their genius is rightly attributed to ‘gut feel,’ it is not based on random guesses at all, but on pattern recognition and trend identification.

This is perhaps the hardest of the genius types to identify, and because of the positive nature of the word “Discernment,” it is the hardest one for some people to admit they do not have. In fact, some of those who have very little discernment struggle to understand why this is not one of their geniuses, even while the people around them are clear that it is not.

The guiding principle of the D genius is the pursuit of truth or the best answer. People who have it are good at quickly evaluating an idea, proposal or suggestion—whether they came up with it or not—even without data. They have a natural and uncanny ability to assess whether something has the potential to work, and what adjustments might be necessary to make it successful. They do this by balancing practicality and common sense with emotional intelligence and intuition. Their talent lies at the heart of innovation, even if not at the beginning of it.

What people with the Genius of Discernment tend to think and say:

- ⚙️ “Now, *that’s* a great idea.”
- ⚙️ “Tell me more about your proposal; I think you’re on to something.”
- ⚙️ “I feel like you need to think this through a little more.”
- ⚙️ “I think I know how to make that idea work.”

What others think and say about people with the D genius:

- ⚙️ “Ask her. She always seems to have the best advice.”
- ⚙️ “He has uncanny intuition. I trust his gut.”
- ⚙️ “She’ll know what’s good or bad about your idea.”
- ⚙️ “He has great judgment and taste when it comes to almost anything.”

Select one of the options below:

Working Genius:

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Working Competency:

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THE GENIUS OF GALVANIZING

People with the Genius of Galvanizing bring energy and movement to an idea, project or function. They naturally rally others to get involved through inspiration, enthusiasm and an initial call to action.

Galvanizing often involves selling, evangelizing, recruiting and instigating. Once a person with the G genius is convinced that something is worth doing, they feel the need to get others on board and move things forward.

This is one of the easier types of genius to identify, in ourselves and others, because it is so public and observable. As such, people who don't galvanize will readily admit it, and those who galvanize others have a hard time denying their gift because it is so apparent, and valuable.

What people with the Genius of Galvanizing tend to think and say:

- ⚙️ "Come on everyone; this is a huge opportunity."
- ⚙️ "Let's figure out how to get this going."
- ⚙️ "I need you to join my team."
- ⚙️ "Does everyone here understand why we need to do this?"

What others think and say about people with the G genius:

- ⚙️ "He's got so much energy and passion for what we're doing."
- ⚙️ "She can't hide her excitement."
- ⚙️ "Be careful. It's hard to resist his call to action."
- ⚙️ "You can always count on her to get us going."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

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This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.



THE GENIUS OF ENABLEMENT

People who have the Genius of Enablement (by the way, enablement is *not* a bad word at all, even if it's often associated with people who support others in their dysfunctions or addictions) are naturally inclined to offer their enthusiastic support to a person who needs assistance with a project, function or idea. They understand that nothing happens if people don't step up to make something happen, and they have a knack for emerging at the right moment, and just as important, in the right way. In fact, they don't insist on doing things on their own terms.

Those with this genius will have the hardest time admitting it, for two reasons. First, as I mentioned above, they incorrectly interpret the word as something negative. Second, they often downplay their gift, seeing it as just being nice, or even as a weakness associated with being a pushover! They mistakenly consider what they do to be ordinary and easy, rather than a gift that eludes many of their peers, and which is critical to the success of any endeavor.

Ironically, as much as people with the E genius tend to downplay this talent, they are usually quick to acknowledge that it fits them, as are others who value and appreciate it for the right reasons.

What people with the Genius of Enablement tend to think and say:

- ⚙️ "I've heard enough. I'm in."
- ⚙️ "This is exciting. Sign me up."
- ⚙️ "Let me know how I can help."
- ⚙️ "I want to help make this successful."

What others think and say about people with the E genius:

- ⚙️ "She's the best team player we have."
- ⚙️ "I don't know what we'd do if he weren't part of this."
- ⚙️ "Make sure she understands what she's getting into."
- ⚙️ "He'll come on board once we explain it to him."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.



THE GENIUS OF TENACITY

People with the Genius of Tenacity are all about execution, making sure that whatever they're working on is accomplished and achieves the desired results. They want to know that they have met or exceeded the required standards of performance, and that the work has had the expected impact.

The T genius is fairly easy to identify as it is greatly valued in society. However, it is not easily recognized as a genius. Those who have it often see their T as a matter of simple discipline and work ethic. Those who don't have the Genius of Tenacity often feel guilty about it, seeing themselves as missing a key characteristic of success. Both of these groups fail to recognize that the drive for completion, impact, and accomplishment is a natural and real gift.

Tenacity differs from Enablement in that it is more about the work being done than meeting the needs of others who are asking for help. People with the Tenacity genius want and need to continue doing what is required even if a project or program has lost its novelty, or if attention has shifted to something else. And while all people need and deserve human appreciation for their work, those with the Genius of Tenacity get most of their satisfaction from knowing that the work is finished, was done well, and has achieved its desired result.

What people with the Genius of Tenacity tend to think and say:

- ⚙️ "Come on, everyone, we need to raise our standards here."
- ⚙️ "I'm concerned that we're not going to hit our deadline."
- ⚙️ "I think we need to stay later and work harder."
- ⚙️ "If we miss our goal, I'm going to be really disappointed."

What others think and say about people with the T genius:

- ⚙️ "I don't think he's ever missed his number."
- ⚙️ "She doesn't want to hear any excuses."
- ⚙️ "Don't get in his way. He's going to do whatever it takes to get it done."
- ⚙️ "Failure isn't a word in her vocabulary."

Select one of the options below:

Working Genius:

This area of genius comes quite naturally to me and gives me energy and joy. I would be extremely happy if my job required me to do this often.

Working Competency:

I can operate within this area of genius fairly well. But it would eventually drain me of my energy if I had to do it too often.

Working Frustration:

This area of genius frustrates and drains me, either because I'm not naturally good at it or because I just don't enjoy it. Or both.

Your Final Determination

Using both the results of your quantitative assessment and your qualitative review, assign each of the six types to one of the three genius categories.

Working Genius

(my most natural, energizing and joyful areas of genius; a perfect role for me)



Working Competency

(my areas of reasonable capability and/or moderate satisfaction; a pretty good role for me)



Working Frustration

(my areas of drudgery and/or low competence; a very poor role for me)

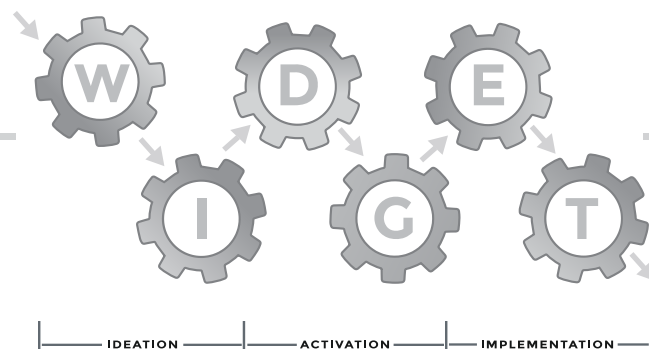


Now take some time to learn how to apply these insights in your life,
as a team and as an individual.



Putting Your Genius to Work on Teams

The Six Types of Working Genius create an interdependent model and provide a comprehensive process for accomplishing any type of work. Each type of genius receives and/or gives something to adjacent types, creating a work flow leading from Ideation (Wonder and Invention) to Activation (Discernment and Galvanizing) to Implementation (Enablement and Tenacity).



WONDER	identifies the need for improvement or change
↓	
INVENTION	confirms the importance of that need, and generates an idea or solution
↓	
DISCERNMENT	assesses the merit and workability of the idea or solution
↓	
GALVANIZING	generates enthusiasm and action around the idea or solution
↓	
ENABLEMENT	agrees to support and assist in the implementation of the idea or solution
↓	
TENACITY	commits to ensuring that the idea or solution gets completed and that results are achieved

When teammates better understand their own and their coworkers' relative areas of Genius, Competency and Frustration, they are immediately more capable of doing five things:

1. Understanding why they have been successful or unsuccessful in past endeavors.
2. Avoiding making unfair and inaccurate judgments about one another's motivation.
3. Alleviating their own guilt about struggles they've had in work.
4. Making quick and concrete adjustments to their roles and responsibilities to better tap into one another's strengths, and avoid one another's weaknesses.
5. Getting more done in less time.

TEAM APPLICATION EXERCISE

There are two fundamental ways that a team can be transformed by using The Six Types of Working Genius.

First, individual team members can increase their productivity and morale by maximizing the time they spend in their areas of genius and minimizing the time they spend in their areas of frustration.

Second, a team can significantly increase the likelihood of success by ensuring that they have filled all six of the geniuses required to get something done.

Thankfully, these two approaches are best accomplished together. The question is, “how?” Here are four practical steps to make it happen.

Four Simple Steps

Step 1: Have every team member complete the assessment and review their individual reports (30 minutes).

Step 2: Get together and have every team member reveal his/her areas of genius, competency and frustration (15 minutes).

Step 3: Map out the team’s geniuses on a whiteboard or flipchart, review and discuss the collective results and their implications (60 minutes).

Step 4: Identify any adjustments that can be made to fill areas of genius that are lacking, and perhaps to reorganize roles and responsibilities to allow people to better utilize their areas of genius (60 minutes).

By using The Six Types of Working Genius, a team can identify, discuss and address serious individual and collective problems in less than three hours.

The Impact on Teams

Every team is different. That's because they have different objectives, and because they are made up of people with different areas of working genius, competency and frustration. However, the problems that teams face when they lack one or more of the areas of genius tend to be quite similar. Let's look at those problems now, assuming just one of the areas of genius is missing.



Wonder - When a team is underrepresented in the Genius of Wonder, it will often fail to identify serious problems or take advantage of major opportunities. Teams without Wonder don't take the time to collectively ponder and discuss what is going on in its environment. They prefer to "get things done." Unfortunately, they often fail to recognize that what they are "getting done" may not be addressing the most important needs within the organization or industry. The Genius of Wonder allows a team to spend adequate time with uncertainty and ambiguity, allowing it to dream, speculate, brainstorm and contemplate what matters most. Without Wonder, that team may focus too much on being efficient, but without being effective.



Invention - When a team is underrepresented in the Genius of Invention, it may find itself revisiting the same problems again and again, and frustrated that little progress is being made. Teams without Invention may keep relying on the same product or service or idea, hoping that it will somehow work "this time." They may become burned out and helpless as competitors are overtaking them in spite of all the hours and energy being spent. The Genius of Invention allows teams to generate novel solutions and ideas so that their hard work brings about real benefits.



Discernment - When a team is underrepresented in the Genius of Discernment, it will find itself trying to implement ideas or solutions that turn out to be inadequate or ineffective. Teams without Discernment often experience high rates of failure in new products, services, or initiatives, wondering why they don't notice problems or issues before launching those initiatives. They often experience tension and blaming between the people who come up with new ideas and those tasked with implementing them. The Genius of Discernment allows teams to evaluate ideas and programs, making it possible to avoid bad ones before it's too late, and tweak good ones to bring about the best possible outcome.

The Impact on Teams Continued



Galvanizing - When a team is underrepresented in the Genius of Galvanizing, it will often fail to act on ideas or initiatives that once seemed so promising. Teams with this problem will wonder why less-innovative competitors are experiencing more success than they are. Without Galvanizing, teams fail to generate the enthusiasm and support necessary to get a new idea or program off the ground, leaving them feeling conceptually brilliant and practically deficient. The Genius of Galvanizing ensures that good ideas get the attention and mobilization they need.



Enablement - When a team is underrepresented in the Genius of Enablement, it will experience a lack of enthusiasm and camaraderie, leaving programs and projects to wilt or wither. Teams without Enablement fail to respond to the passion and energy of the Galvanizer. Good ideas fail to get traction, leaving team members to feel frustrated and isolated. The Genius of Enablement ensures that teams have the needed support and volunteerism that moves ideas and projects into the first stages of implementation.



Tenacity - When a team is underrepresented in the Genius of Tenacity, it will often fail to complete projects according to desired standards, or to complete them at all. Teams without Tenacity find that their collective energy and focus diminishes as soon as an endeavor loses its novelty, and people move on to the next shiny object or emergency. The Genius of Tenacity ensures that teams finish well and allows them to see the full impact of an idea or project realized in the world.

Putting Your Genius to Work as an Individual

Adjusting Your Responsibilities in a Current Job

If you're in a job that isn't allowing you to operate within your areas of Working Genius or Competency, talk to the people you work for and help them understand how you could contribute more to the organization. Though it makes sense for your own satisfaction, approach the situation in terms of how you can be more valuable to the people around you—customers or coworkers. And don't be afraid to show that by shifting your job slightly or greatly, your passion for your work would increase. Most managers want to help their employees find more passion in what they do.

Getting a New Job

When researching or interviewing for jobs, it is critical to ask questions about whether the work will fit your Working Geniuses, or at least your Working Competencies. No job will be perfect, and everyone will have to do unpleasant work from time to time. But pursuing a job or talking someone into hiring you for a job that makes you frustrated never turns out well as it will lead to misery and likely failure.

Choosing a Career or Job

Too much attention around career decisions focuses on choosing a particular industry or function. "You should work in high tech," or "I think you would be great in marketing." In reality, the nature of the job itself is more important than the industry or function. For instance, there are great jobs in almost any industry for people with any of the six types of Working Genius, and there are miserable jobs in those same industries for every type. What matters much more than where you work or what your title is, is what the job itself entails and whether it aligns with your Working Geniuses, or at the very least, your Working Competencies.

Going Deeper

If you watch just one video about the Working Genius model, make it this one. Pat explains the model in depth and explores the various applications in work and home life. (17 minutes)



