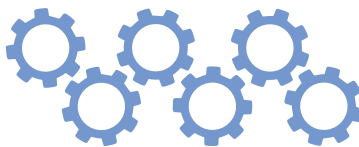


THE 6 TYPES OF WORKING GENIUS



Pat Lencioni's Working Genius Revealed

DISCOVER THE
GIFTS YOU BRING
TO WORK



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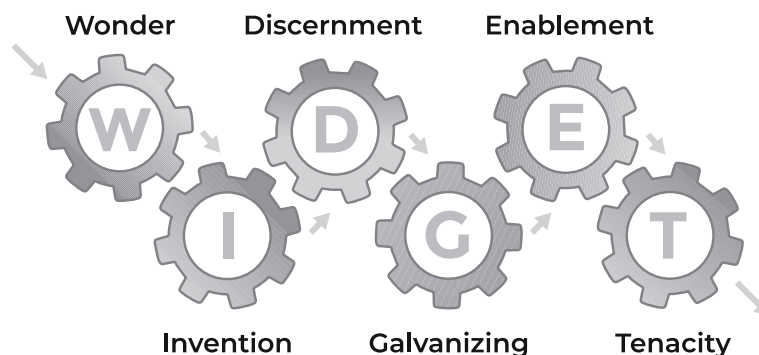
A Brief Overview of Working Genius

Everyone has natural, God-given talents when it comes to work. As it turns out, there are six different types of talents, or geniuses, and each of them is required for accomplishing any kind of endeavor.

For each of us, only two of the types come naturally to you, meaning that you excel at them and that they give you energy and joy. We call these your areas of **Working Genius**. Two of the six types are what we call our **Working Frustrations**, activities that rob you of joy and energy. Most of us aren't very skilled in these areas. The final two are what we refer to as **Working Competencies**, activities that neither feed nor drain you and which you can do fairly well for a limited period of time.

The Six Types of Working Genius form an interdependent model, a comprehensive process for accomplishing any type of work. Each type of genius receives and/or gives something to adjacent types, creating a natural workflow starting with Wonder and culminating with Tenacity. The model below depicts the flow of the six types and includes a short definition of each genius.

THE SIX TYPES



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: initiates support and assists in the implementation of the idea or solution

TENACITY: commits to ensuring that the idea or solution gets completed and that desired results are achieved

Your Results

Pat, the information below summarizes the results of your assessment.

😊 WORKING GENIUS:

Your areas of Working Genius are **Invention** and **Discernment**.



You are naturally gifted at and derive energy and joy from creating original and novel ideas and solutions.



You are naturally gifted at and derive energy and joy from using your intuition and instincts to evaluate and assess ideas or plans.

😊 WORKING COMPETENCY:

Your areas of Working Competency are **Wonder** and **Galvanizing**.



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



You are capable of and don't mind rallying people and inspiring them to take action around ideas, projects or tasks.

😞 WORKING FRUSTRATION:

Your areas of Working Frustration are **Tenacity** and **Enablement**.



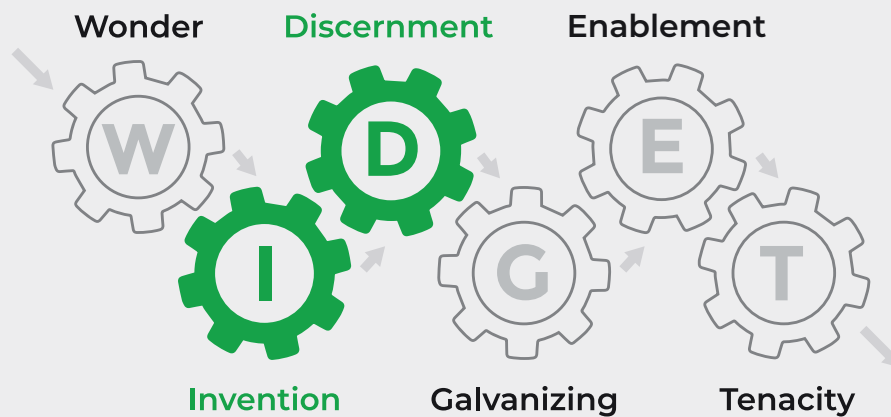
You *aren't* naturally gifted at and don't derive energy and joy from pushing projects and tasks through to completion to ensure that the desired results are achieved.



You *aren't* naturally gifted at and don't derive energy and joy from providing others with encouragement and assistance for projects and tasks.

Your Working Geniuses

According to your assessment, you have the Genius of **INVENTION** and **DISCERNMENT**, which are described below. These are the activities that give you joy, energy, and passion. As a result, you are quite skilled in these areas.



INVENTION

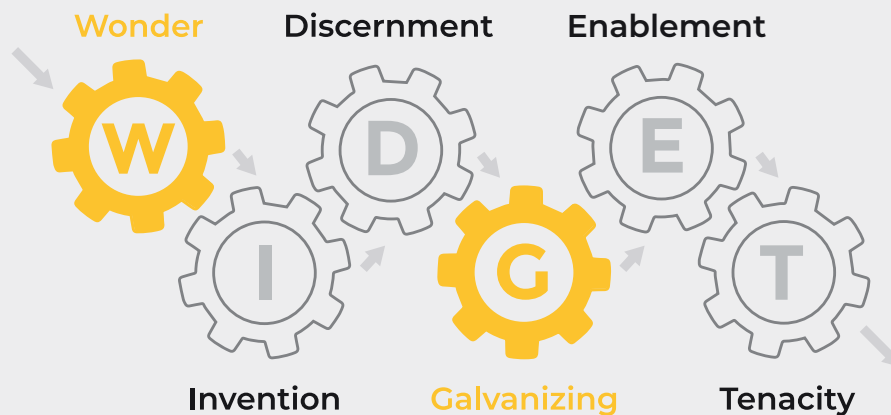
The Genius of Invention is about coming up with novel ideas and solutions to solve problems and address issues. Invention involves creativity and original thinking, often with little direction. People with this genius are confident and inspired by a problem that has no apparent solution, and they derive energy and joy from getting the opportunity to take a first crack at coming up with a new idea. The benefits of this genius are generally well-understood in society, and include anything related to innovation, novel thinking, and original problem-solving.

DISCERNMENT

The Genius of Discernment involves making good judgments relying on instinct and intuition across a wide variety of situations. It entails pattern recognition and integrative thinking, rather than expertise, knowledge, or data. As such, people with Discernment have a knack for and derive energy and joy from evaluating whether or not an idea is sound, or if it requires further tweaking and adjustments. The benefits of Discernment are many, even if they are somewhat difficult to pinpoint as a result of the intuitive nature of the gift. They include curating, evaluating, and identifying the best ideas, and avoiding the ones that aren't good or refining those that aren't yet ready.

Your Working Competencies

According to your assessment, your areas of competency are **WONDER** and **GALVANIZING**, which are described below. These are the activities that you find neither completely miserable nor completely joyful. It's important that you understand your competencies, because most people can operate in these areas fairly well for a while. However, you will eventually grow weary if you're not allowed to exercise your true geniuses.



WONDER

The Genius of Wonder involves pondering and asking questions, contemplating the reasons why things are the way they are. People with this genius derive joy and energy from thoughtfully observing the environment around them and wondering whether there might be a different or better way. Compared to other geniuses, Wonder is not the most observable genius, because it is a mostly internal process. However, almost every new initiative, program or project begins because someone wonders. The benefits of this genius include asking big questions, prompting people to consider assumptions that may need to be questioned, and challenging the status quo.

GALVANIZING

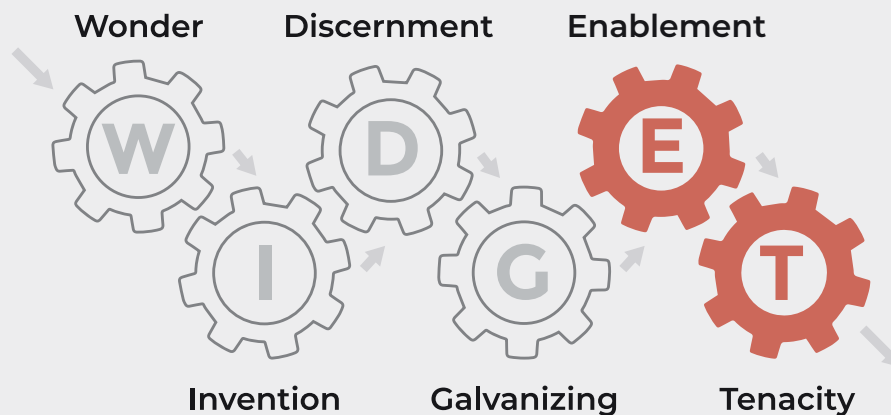
The Genius of Galvanizing is about rallying and motivating people, often around projects, ideas or initiatives. People with the gift of Galvanizing derive joy and energy from inspiring and persuading others to take action to get things moving, even if it involves convincing them to rethink or change their plans. Galvanizing is relatively easy to identify as it is an observable and often public activity. The benefits of this genius include nurturing people's excitement about potential by building energy and momentum around a program or idea.

NOTE

It's worth noting that some people become quite good at activities that fall within their areas of Working Competency, either because career or life circumstances forced them to do so, or because they have a strong drive to excel at almost anything they do. However, those people will not derive the same kind of joy and energy from—and are not as *naturally* gifted in—those activities compared to their areas of Working Genius. Moreover, spending too much time working in one's areas of competency can eventually lead to exasperation and burn-out.

Your Working Frustrations

According to your assessment, your areas of frustration are **TENACITY** and **ENABLEMENT**, which are described below. It's particularly important to know your frustrations for two reasons. First, you will want to avoid spending too much time doing activities in these areas because this usually leads to weariness and dissatisfaction. Second, you will want to avoid feeling unnecessarily shameful or guilty about not being naturally gifted in these areas.



TENACITY

The Genius of Tenacity is about execution. It involves getting things done, achieving results, and realizing the desired impact of a task or project. People with Tenacity derive real joy and energy from crossing tasks off a list and knowing that they met the standards for completion. They are also comfortable pushing through obstacles. The benefits of this genius revolve around making sure that goals are met and projects are completed on time, even when inevitable problems surface.

ENABLEMENT

The Genius of Enablement involves answering the call to action and seamlessly providing others with the unconditional support and assistance they need. People with this genius get energy and joy from providing others with the support they need to get something started, and by providing the human glue required to hold it together. Even though people with Enablement are often ideal team members, they sometimes discount the importance of their genius, mistakenly believing that they are simply amendable or “nice.” The benefits of this genius include higher morale and greater interpersonal appreciation and support.

NOTE

Keep in mind that some people can become adept at activities that fall within their areas of Working Frustration, either because career or life circumstances have forced them to do so, or because they have a boundless desire to excel at almost anything they do. However, those people do not derive real joy and energy from—and are not as *naturally* gifted in—those activities compared to their areas of Working Genius. Moreover, spending any significant amount of time in one's areas of frustration is likely to lead to exasperation and burn-out.

Your Unique Pairing

While each of the genius types are important on their own, the combination or pairing of your two Working Geniuses can be just as insightful when it comes to identifying your unique talents and gifts. Below is a description of your pairing, which is the combination of **INVENTION** and **DISCERNMENT**.

People with this pairing get real energy and joy from using their intuition and instinctive ability to come up with new ideas from scratch, and they are good at using integrative thinking and pattern recognition rather than data and expertise. As a result, they are particularly effective in solving problems and coming up with workable, practical solutions with a particularly high level of success. They can sometimes appear impatient and over-confident when they receive pushback around their ideas, and they often lose interest after the initial phase of Invention is over. We call this pairing *The Discriminating Ideator*.



ID | DI

The Discriminating Ideator

A creative, intuitive, and confident generator of new ideas. Uses instinct and integrative thinking to solve real problems.

On the following page you'll find brief descriptions of all 15 pairings.

Working Genius Pairings



WI | IW

The Creative Dreamer

A passionate idealist with an endless stream of big questions and ideas to consider. Comfortable with their head in the clouds.



ID | DI

The Discriminating Ideator

A creative, intuitive, and confident generator of new ideas. Uses instinct and integrative thinking to solve real problems.



DE | ED

The Insightful Collaborator

An intuitive, empathic advisor and team player. Selfless and compassionate in providing others with what they need in the right way.



WD | DW

The Contemplative Counselor

A thoughtful, insightful, and nuanced advisor. Slow to declare certainty but deep in wisdom, intuition, and rationale.



IG | GI

The Evangelizing Innovator

An excitable and convincing generator and promoter of new ideas. Combines curiosity and confidence with infectious enthusiasm.



DT | TD

The Judicious Accomplisher

A reliable, prudent, and focused doer. A unique combination of practical urgency and intuitive judgment.



WG | GW

The Philosophical Motivator

An excitable, curious, and enthusiastic proponent of ideas and people. A unique combination of eagerness and caution.



IE | EI

The Adaptable Designer

A generator of new ideas in response to the needs of others. A unique combination of creativity and flexibility.



EG | GE

The Enthusiastic Encourager

A warm and positive affirmer of others. Quick to support and inspire people who need energy or reassurance.



WE | EW

The Idealistic Supporter

A loyal, modest, and thoughtful contributor. Carefully considers others' needs and reluctant to demand attention.



IT | TI

The Methodical Architect

A precise, reliable, and planful solver of problems. A unique combination of innovative thinking and practical implementation.



GT | TG

The Assertive Driver

A taskmaster extraordinaire. Willing to push and remind others, and dive in themselves, to ensure that things get done.



WT | TW

The Cautious Implementer

A thorough, practical, and careful contributor. A unique combination of steady reliability and quiet depth.



DG | GD

The Intuitive Activator

An instinctive and confident decision-maker. Able to assess situations quickly and accurately, and marshal people to act.



ET | TE

The Loyal Finisher

A responsive, dependable doer. Willing to step up when something is needed and determined to fulfill their commitments.




What's Next: Applying Working Genius

It is painful to think that there are many people in the world who are stuck in jobs or roles that don't align with their Working Geniuses, and that force them to live within their frustrations. And it's even worse to know that many of them don't know why they are miserable. Individuals who fully embrace the power of this model can experience greater levels of self-awareness, increase their joy, fulfillment, and productivity, and decrease unnecessary guilt and judgement.

How you use your Working Genius results will depend on where you are in your work and life, and why you decided to take the assessment in the first place. Here are some possibilities:




WORK FROM YOUR GENIUS

Evaluate your personal and professional life.

-  Identify how you can more effectively lean into your Working Geniuses and do less in your Working Frustrations.

SHARE YOUR RESULTS WITH OTHERS

We can better help one another when we understand each other's geniuses and frustrations. Tell others (family, friends, co-workers, team members) what you discovered about yourself.

-  Invite them to take the Working Genius Assessment.
-  Review your results with one another.
-  Discuss how you might help one another use your geniuses and avoid your frustrations.




USE WORKING GENIUS AS A TEAM

Teams that embrace this model can experience greater levels of trust, increase morale and productivity, have better meetings, and become more successful in hiring the right people.

Four steps to using Working Genius as a team:

STEP 1: Have everyone take the Working Genius Assessment (10 minutes).

STEP 2: Sit down together to reveal your results to one another (15 – 30 minutes).

-  Have everyone highlight the areas of the report that were particularly insightful and convicting for them.
-  Have them also read the description of their Working Genius Pairings.
-  For additional discussion, prompt the following questions; Where in your current job are you able to contribute using your geniuses? Where in your current job are you experiencing exasperation or burnout?

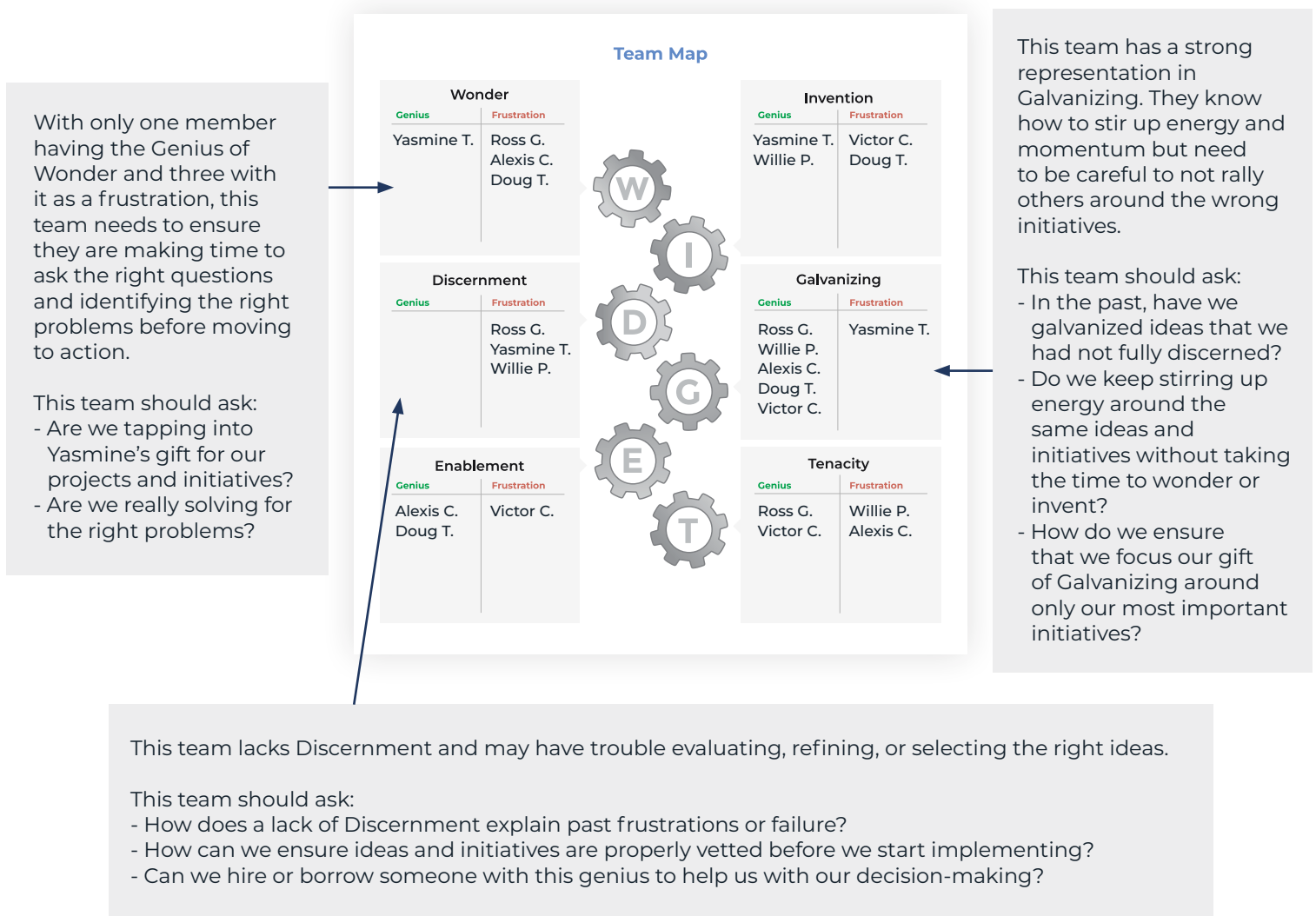
STEP 3: Review the Team Map which presents the collective results of your Working Genius Assessments. The Team Map displays a snapshot of each member's Working Genius and Working Frustration. From this map, you'll be able to identify areas of strength and areas of missing genius, as well as opportunities to make adjustments that will lead to increased productivity and fulfillment. See page 10 for a sample Team Map and analysis (15 – 30 minutes).

STEP 4: Discuss how you might reorganize your roles to leverage one another's Working Geniuses, and reduce time spent in your areas of frustration. Consider "borrowing" people from other departments, or even hiring new people, to address areas where you lack necessary genius (30 – 60 minutes).

Analyzing a Team Map

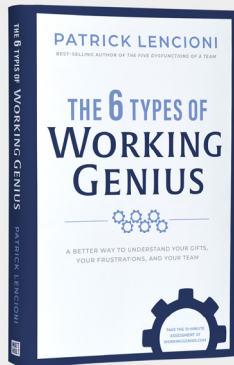
Here are a few questions to get you started:

1. What are our team's strengths?
2. What are our team's gaps?
3. How does this team map explain past failures and/or successes of the team?
4. Is there anything we should adjust or reconsider about our next project or priority to maximize our effectiveness?



Want to go Deeper?

Taking the Working Genius Assessment is the first step in discovering your gifts and experiencing how it can transform your work, your team, and your life. The Working Genius team has created several resources to help individuals, teams, and organizations leverage this model in both personal and professional life. Discover how Working Genius applies to meetings, hiring, project management, productivity, relationships, family, and more with the resources below:



The Book

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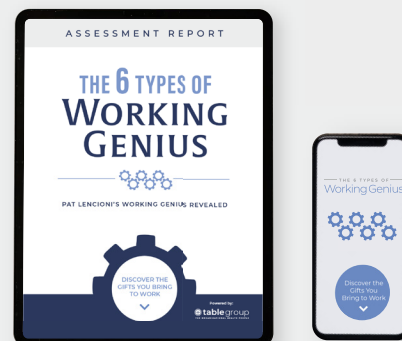
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