

R Reports



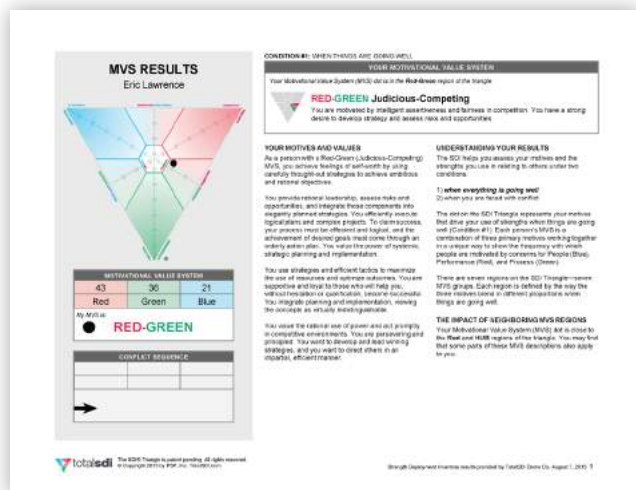
Contents

<i>Assessment Results: Strength Deployment Inventory (SDI).....</i>	<i>3</i>
<i>Assessment Results: Strengths Portrait</i>	<i>7</i>
<i>Assessment Results: Overdone Strengths Portrait</i>	<i>11</i>
<i>Personalized Report: Strength Deployment Inventory (SDI).....</i>	<i>15</i>
<i>Personalized Report: Strengths Portrait</i>	<i>37</i>
<i>Personalized Report: Overdone Strengths Portrait</i>	<i>54</i>
<i>Team Triangle Report.....</i>	<i>63</i>
<i>Team Portrait Reports.....</i>	<i>64</i>
<i>Composite Team Portrait.....</i>	<i>67</i>

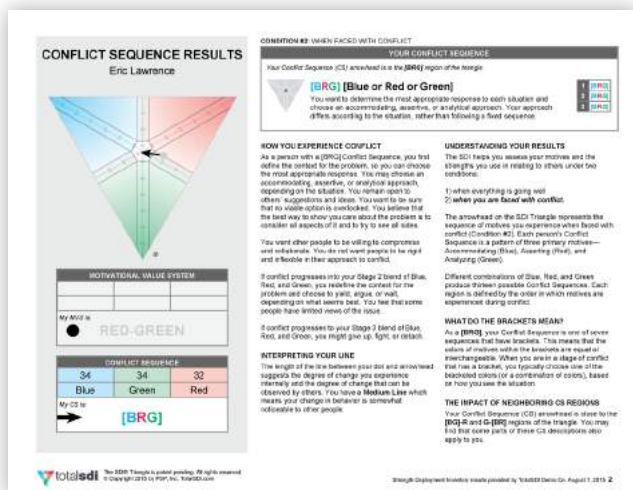
Assessment Results: Strength Deployment Inventory (SDI)

The SDI Assessment Results presents the assessment results along with additional interpretive, explanatory, and reflective content. This four-page result presents information in three steps: 1) the MVS, 2) the Conflict Sequence, and 3) the complete SDI result, including a path-back statement that connects the learner's first stage of conflict to his or her MVS.

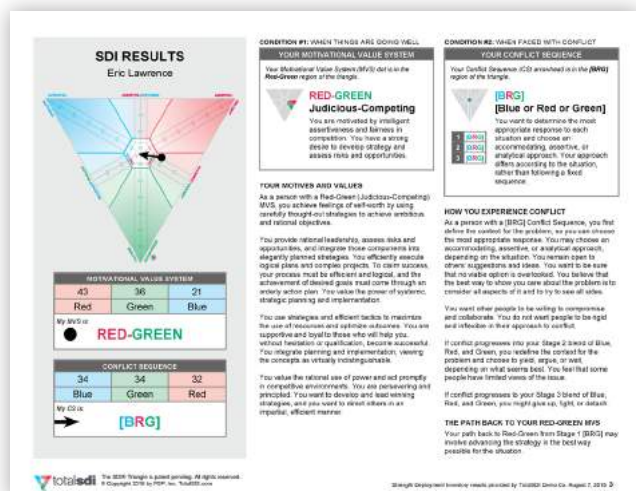
Page 1 of 4: MVS Results



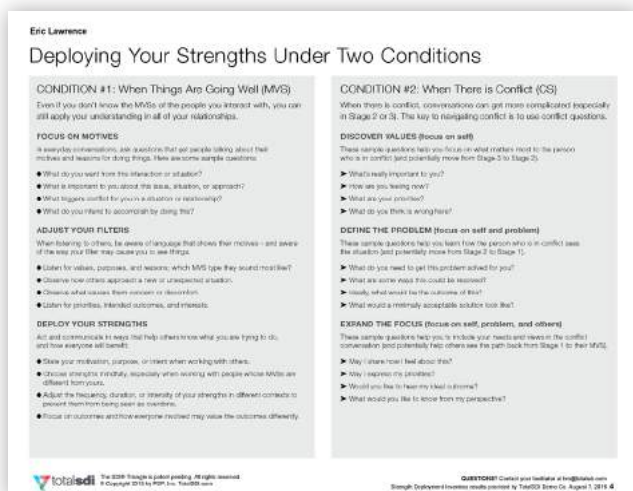
Page 2 of 4: Conflict Results



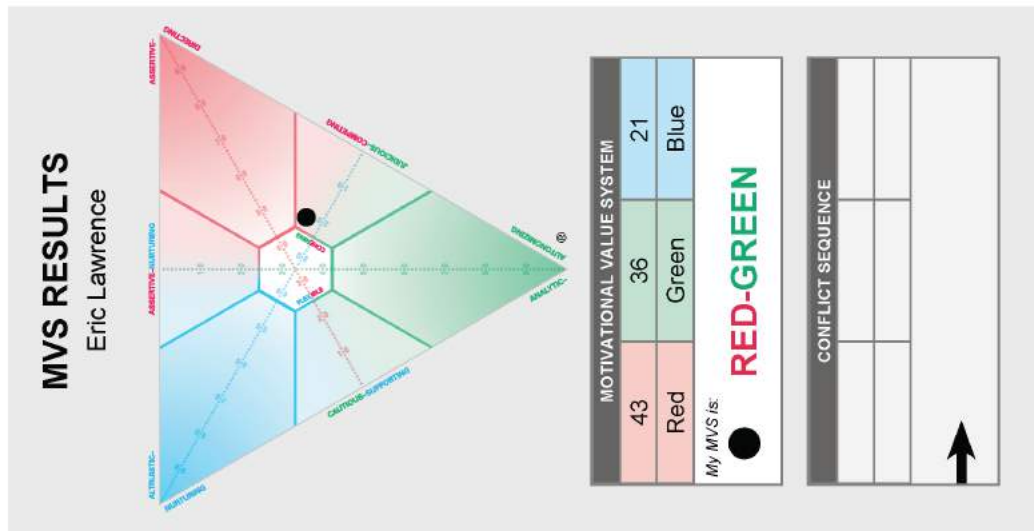
Page 3 of 4: Complete SDI Results



Page 4 of 4: Application Under Two Conditions



2114ENUS.V5.27



The SDI® Triangle is patent pending. All rights reserved.
© Copyright 2015 by PSP, Inc. TotalSDI.com



CONDITION #1: WHEN THINGS ARE GOING WELL

YOUR MOTIVATIONAL VALUE SYSTEM

Your Motivational Value System (MVS) dot is in the **Red-Green** region of the triangle.



RED-GREEN Judicious-Competing

You are motivated by intelligent assertiveness and fairness in competition. You have a strong desire to develop strategy and assess risks and opportunities.

YOUR MOTIVES AND VALUES

As a person with a Red-Green (Judicious-Competing) MVS, you achieve feelings of self-worth by using carefully thought-out strategies to achieve ambitious and rational objectives.

You provide rational leadership, assess risks and opportunities, and integrate those components into elegantly planned strategies. You efficiently execute logical plans and complex projects. To claim success, your process must be efficient and logical, and the achievement of desired goals must come through an orderly action plan. You value the power of systemic, strategic planning and implementation.

You use strategies and efficient tactics to maximize the use of resources and optimize outcomes. You are supportive and loyal to those who will help you, without hesitation or qualification, become successful. You integrate planning and implementation, viewing the concepts as virtually indistinguishable.

You value the rational use of power and act promptly in competitive environments. You are persevering and principled. You want to develop and lead winning strategies, and you want to direct others in an impartial, efficient manner.

UNDERSTANDING YOUR RESULTS

The SDI helps you assess your motives and the strengths you use in relating to others under two conditions:

- 1) **when everything is going well**
- 2) **when you are faced with conflict.**

The dot on the SDI Triangle represents your motives that drive your use of strengths when things are going well (Condition #1). Each person's MVS is a combination of three primary motives working together in a unique way to show the frequency with which people are motivated by concerns for People (Blue), Performance (Red), and Process (Green).

There are seven regions on the SDI Triangle—seven MVS groups. Each region is defined by the way the three motives blend in different proportions when things are going well.

THE IMPACT OF NEIGHBORING MVS REGIONS

Your Motivational Value System (MVS) dot is close to the **Red** and **HUB** regions of the triangle. You may find that some parts of these MVS descriptions also apply to you.

CONFLICT SEQUENCE RESULTS

Eric Lawrence

MOTIVATIONAL VALUE SYSTEM

My MVS is:

RED-GREEN

CONFLICT SEQUENCE

34	34	32
Blue	Green	Red

My CS is:

[BRG]

CONDITION #2: WHEN FACED WITH CONFLICT

YOUR CONFLICT SEQUENCE

1 [BRG]

2 [BRG]

3 [BRG]

Your Conflict Sequence (CS) arrowhead is in the [BRG] region of the triangle.

[BRG] [Blue or Red or Green]

You want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Your approach differs according to the situation, rather than following a fixed sequence.

UNDERSTANDING YOUR RESULTS

The SDI helps you assess your motives and the strengths you use in relating to others under two conditions:
1) when everything is going well
2) **when you are faced with conflict.**

The arrowhead on the SDI Triangle represents the sequence of motives you experience when faced with conflict (Condition #2). Each person's Conflict Sequence is a pattern of three primary motives—Accommodating (Blue), Asserting (Red), and Analyzing (Green).

Different combinations of Blue, Red, and Green produce thirteen possible Conflict Sequences. Each region is defined by the order in which motives are experienced during conflict.

WHAT DO THE BRACKETS MEAN?

As a [BRG], your Conflict Sequence is one of seven sequences that have brackets. This means that the colors of motives within the brackets are equal or interchangeable. When you are in a stage of conflict that has a bracket, you typically choose one of the bracketed colors (or a combination of colors), based on how you see the situation.

THE IMPACT OF NEIGHBORING CS REGIONS

Your Conflict Sequence (CS) arrowhead is close to the [BG]-R and G-[BR] regions of the triangle. You may find that some parts of these CS descriptions also apply to you.

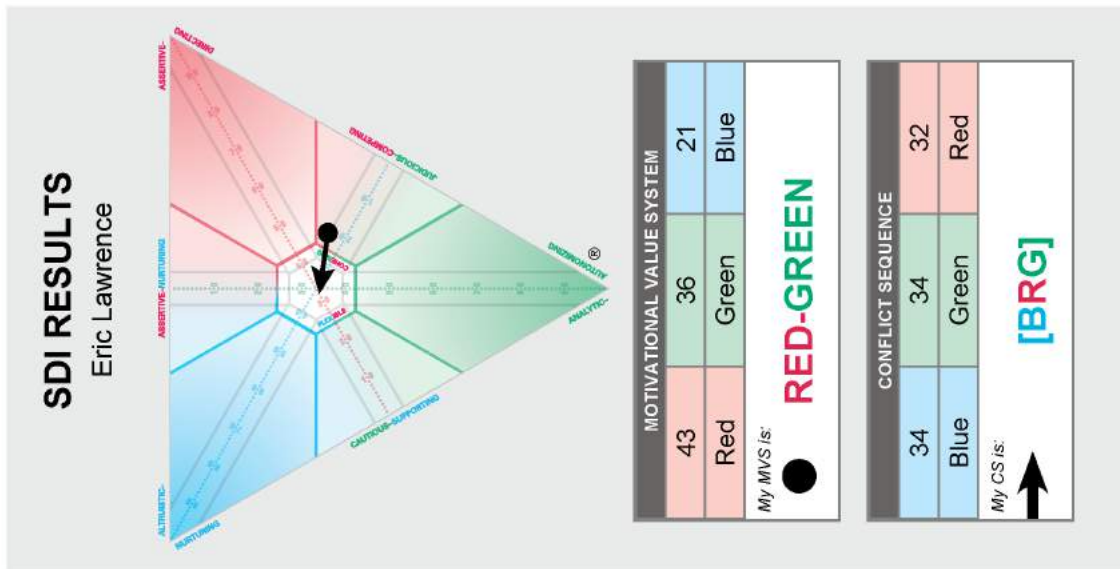
Page 2 of 4: Assessment Results – Strengths Deployment Inventory – Conflict Results

(continued on page 5)

total**sd**i

FacilitatorSource Resources 4

2114ENUS.V6.27



total**sd****i**
The SDI® Triangle is patent pending. All rights reserved.
© Copyright 2015 by PSP, Inc. TotalSDI.com

CONDITION #1: WHEN THINGS ARE GOING WELL

YOUR MOTIVATIONAL VALUE SYSTEM

Your Motivational Value System (MVS) dot is in the **Red-Green** region of the triangle.

RED-GREEN

Judicious-Competing

You are motivated by intelligent assertiveness and fairness in competition. You have a strong desire to develop strategy and assess risks and opportunities.

YOUR MOTIVES AND VALUES

As a person with a Red-Green (Judicious-Competing) MVS, you achieve feelings of self-worth by using carefully thought-out strategies to achieve ambitious and rational objectives.

You provide rational leadership, assess risks and opportunities, and integrate those components into elegantly planned strategies. You efficiently execute logical plans and complex projects. To claim success, your process must be efficient and logical, and the achievement of desired goals must come through an orderly action plan. You value the power of systemic, strategic planning and implementation.

You use strategies and efficient tactics to maximize the use of resources and optimize outcomes. You are supportive and loyal to those who will help you, without hesitation or qualification, become successful. You integrate planning and implementation, viewing the concepts as virtually indistinguishable.

You value the rational use of power and act promptly in competitive environments. You are persevering and principled. You want to develop and lead winning strategies, and you want to direct others in an impartial, efficient manner.

CONDITION #2: WHEN FACED WITH CONFLICT

YOUR CONFLICT SEQUENCE

Your Conflict Sequence (CS) arrowhead is in the **[BRG]** region of the triangle.

[BRG]

[Blue or Red or Green]

You want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Your approach differs according to the situation, rather than following a fixed sequence.

1	[BRG]
2	[BRG]
3	[BRG]

HOW YOU EXPERIENCE CONFLICT

As a person with a [BRG] Conflict Sequence, you first define the context for the problem, so you can choose the most appropriate response. You may choose an accommodating, assertive, or analytical approach, depending on the situation. You remain open to others' suggestions and ideas. You want to be sure that no viable option is overlooked. You believe that the best way to show you care about the problem is to consider all aspects of it and to try to see all sides.

You want other people to be willing to compromise and collaborate. You do not want people to be rigid and inflexible in their approach to conflict.

If conflict progresses into your Stage 2 blend of Blue, Red, and Green, you redefine the context for the problem and choose to yield, argue, or wait, depending on what seems best. You feel that some people have limited views of the issue.

If conflict progresses to your Stage 3 blend of Blue, Red, and Green, you might give up, fight, or detach.

THE PATH BACK TO YOUR RED-GREEN MVS

Your path back to Red-Green from Stage 1 [BRG] may involve advancing the strategy in the best way possible for the situation.

Eric Lawrence

Deploying Your Strengths Under Two Conditions

CONDITION #1: When Things Are Going Well (MVS)

Even if you don't know the MVSs of the people you interact with, you can still apply your understanding in all of your relationships.

FOCUS ON MOTIVES

In everyday conversations, ask questions that get people talking about their motives and reasons for doing things. Here are some sample questions:

- What do you want from this interaction or situation?
- What is important to you about this issue, situation, or approach?
- What triggers conflict for you in a situation or relationship?
- What do you intend to accomplish by doing this?

ADJUST YOUR FILTERS

When listening to others, be aware of language that shows their motives – and aware of the way your filter may cause you to see things.

- Listen for values, purposes, and reasons; which MVS type they sound most like?
- Observe how others approach a new or unexpected situation.
- Observe what causes them concern or discomfort.
- Listen for priorities, intended outcomes, and interests.

DEPLOY YOUR STRENGTHS

Act and communicate in ways that help others know what you are trying to do, and how everyone will benefit.

- State your motivation, purpose, or intent when working with others.
- Choose strengths mindfully, especially when working with people whose MVSs are different from yours.
- Adjust the frequency, duration, or intensity of your strengths in different contexts to prevent them from being seen as overdone.
- Focus on outcomes and how everyone involved may value the outcomes differently.

CONDITION #2: When There is Conflict (CS)

When there is conflict, conversations can get more complicated (especially in Stage 2 or 3). The key to navigating conflict is to use conflict questions.

DISCOVER VALUES (focus on self)

These sample questions help you focus on what matters most to the person who is in conflict (and potentially move from Stage 3 to Stage 2).

- What's really important to you?
- How are you feeling now?
- What are your priorities?
- What do you think is wrong here?

DEFINE THE PROBLEM (focus on self and problem)

These sample questions help you learn how the person who is in conflict sees the situation (and potentially move from Stage 2 to Stage 1).

- What do you need to get this problem solved for you?
- What are some ways this could be resolved?
- Ideally, what would be the outcome of this?
- What would a minimally acceptable solution look like?

EXPAND THE FOCUS (focus on self, problem, and others)

These sample questions help you to include your needs and views in the conflict conversation (and potentially help others see the path back from Stage 1 to their MVS).

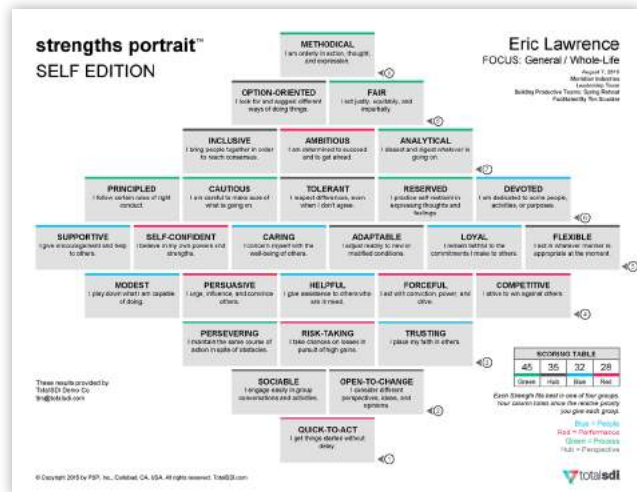
- May I share how I feel about this?
- May I express my priorities?
- Would you like to hear my ideal outcome?
- What would you like to know from my perspective?

REPORTS: ASSESSMENT RESULTS – STRENGTHS PORTRAIT

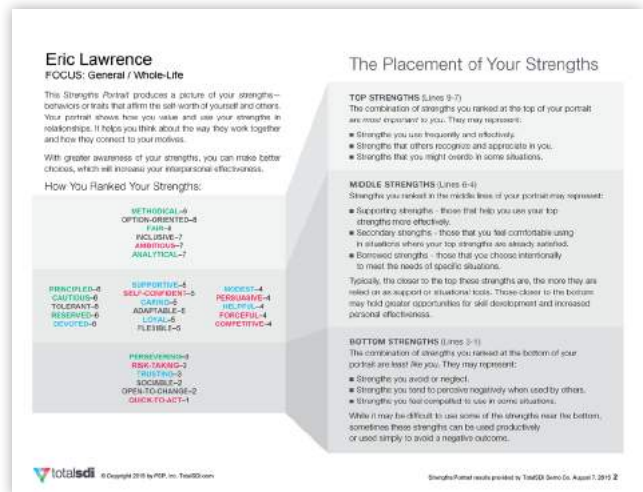
Assessment Results: Strengths Portrait

The Strengths Portrait Assessment Results presents the results along with additional interpretive, explanatory, and reflective content. This three-page result reflects the learner's self-portrait, explains the scores, and provides some basic additional content.

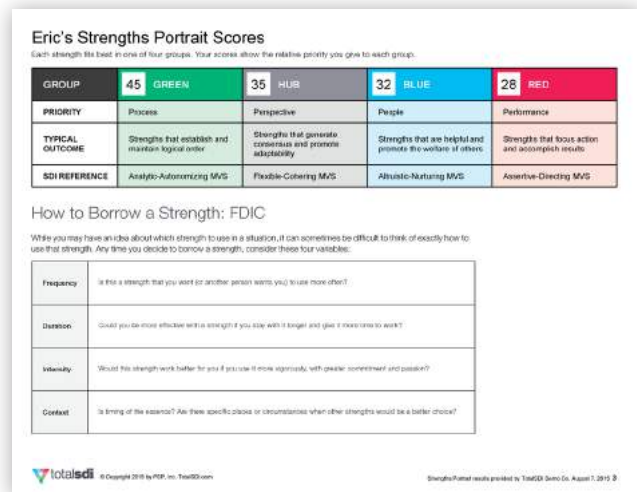
Page 1 of 3: Self Portrait



Page 2 of 3: Placement of Strengths



Page 3 of 3: Explanation of Scores

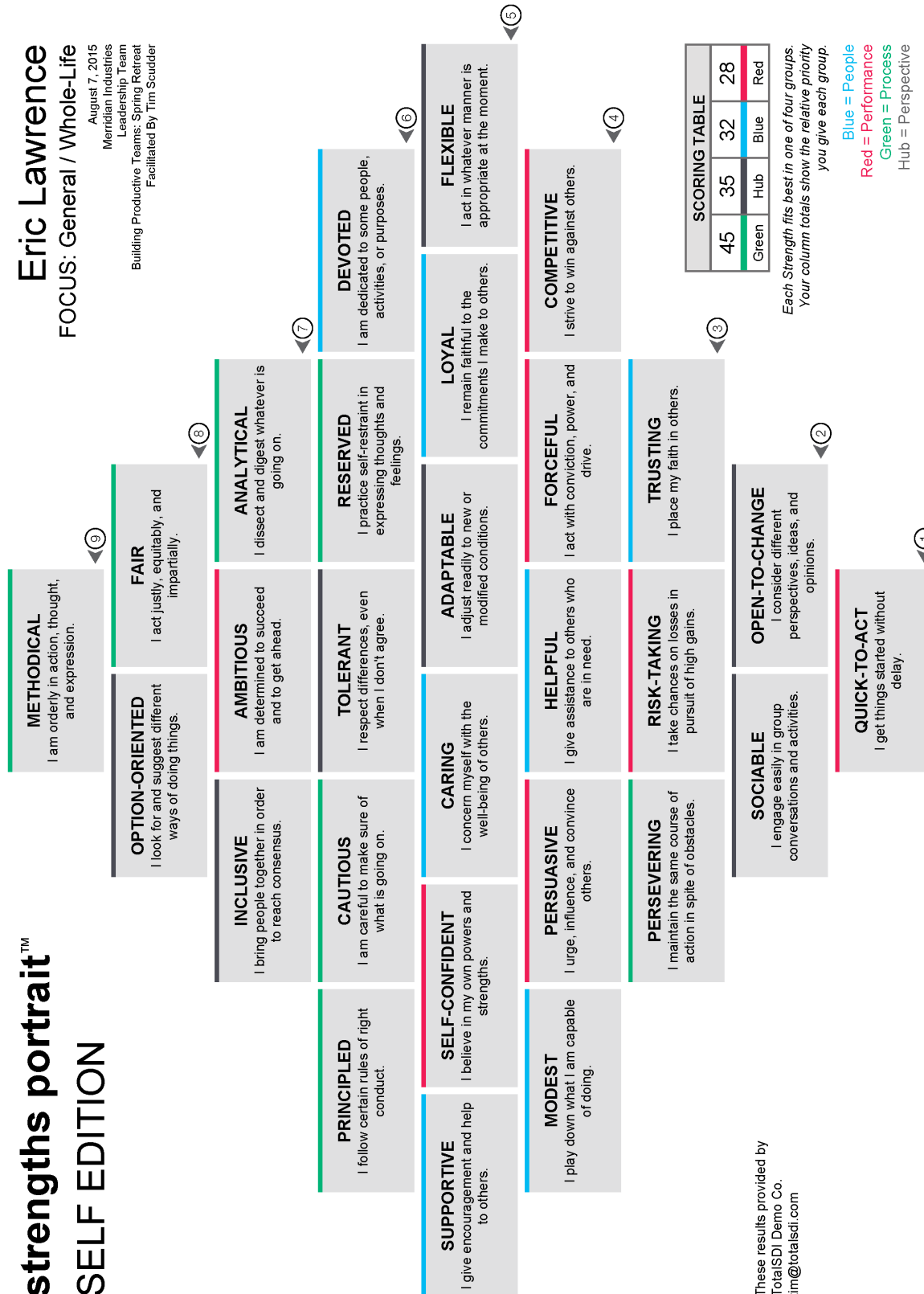


(continued on page 8)

strengths portrait™ SELF EDITION

Eric Lawrence
FOCUS: General / Whole-Life

August 7, 2015
Meridian Industries
Leadership Team
Building Productive Teams: Spring Retreat
Facilitated By Tim Scudder



© Copyright 2015 by PSP, Inc., Carlsbad, CA, USA. All rights reserved. TotalSDI.com

Eric Lawrence

FOCUS: General / Whole-Life

This *Strengths Portrait* produces a picture of your strengths—behaviors or traits that affirm the self-worth of yourself and others. Your portrait shows how you value and use your strengths in relationships. It helps you think about the way they work together and how they connect to your motives.

With greater awareness of your strengths, you can make better choices, which will increase your interpersonal effectiveness.

How You Ranked Your Strengths:

METHODICAL–9
OPTION-ORIENTED–8

FAIR–8

INCLUSIVE–7

AMBITIOUS–7

ANALYTICAL–7

PRINCIPLED–6

CAUTIOUS–6

TOLERANT–6

RESERVED–6

DEVOTED–6

SUPPORTIVE–5

SELF-CONFIDENT–5

CARING–5

ADAPTABLE–5

LOYAL–5

FLEXIBLE–5

MODEST–4

PERSUASIVE–4

HELPFUL–4

FORCEFUL–4

COMPETITIVE–4

PERSEVERING–3

RISK-TAKING–3

TRUSTING–3

SOCIABLE–2

OPEN-TO-CHANGE–2

QUICK-TO-ACT–1

The Placement of Your Strengths

TOP STRENGTHS (Lines 9–7)

The combination of strengths you ranked at the top of your portrait are *most important to you*. They may represent:

- Strengths you use frequently and effectively.
- Strengths that others recognize and appreciate in you.
- Strengths that you might overdo in some situations.

MIDDLE STRENGTHS (Lines 6–4)

Strengths you ranked in the middle lines of your portrait may represent:

- Supporting strengths - those that help you use your top strengths more effectively.
- Secondary strengths - those that you feel comfortable using in situations where your top strengths are already satisfied.
- Borrowed strengths - those that you choose intentionally to meet the needs of specific situations.

Typically, the closer to the top these strengths are, the more they are relied on as support or situational tools. Those closer to the bottom may hold greater opportunities for skill development and increased personal effectiveness.

BOTTOM STRENGTHS (Lines 3–1)

The combination of strengths you ranked at the bottom of your portrait are *least like you*. They may represent:

- Strengths you avoid or neglect.
- Strengths you tend to perceive negatively when used by others.
- Strengths you feel compelled to use in some situations.

While it may be difficult to use some of the strengths near the bottom, sometimes these strengths can be used productively or used simply to avoid a negative outcome.



© Copyright 2015 by PSP, Inc. TotalSDI.com

Strengths Portrait results provided by TotalSDI Demo Co. August 7, 2015 **2**

Eric's Strengths Portrait Scores

Each strength fits best in one of four groups. Your scores show the relative priority you give to each group.

GROUP	45 GREEN	35 HUB	32 BLUE	28 RED
PRIORITY	Process	Perspective	People	Performance
TYPICAL OUTCOME	Strengths that establish and maintain logical order	Strengths that generate consensus and promote adaptability	Strengths that are helpful and promote the welfare of others	Strengths that focus action and accomplish results
SDI REFERENCE	Analytic-Autonomizing MVS	Flexible-Cohering MVS	Altruistic-Nurturing MVS	Assertive-Directing MVS

How to Borrow a Strength: FDIC

While you may have an idea about which strength to use in a situation, it can sometimes be difficult to think of exactly how to use that strength. Any time you decide to borrow a strength, consider these four variables:

Frequency	Is this a strength that you want (or another person wants you) to use more often?
Duration	Could you be more effective with a strength if you stay with it longer and give it more time to work?
Intensity	Would this strength work better for you if you use it more vigorously, with greater commitment and passion?
Context	Is timing of the essence? Are there specific places or circumstances when other strengths would be a better choice?



© Copyright 2015 by PSP, Inc. TotalSDI.com

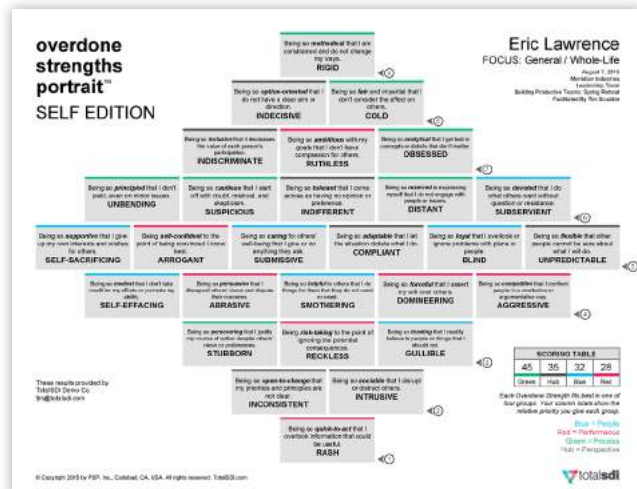
Strengths Portrait results provided by TotalSDI Demo Co. August 7, 2015 3

REPORTS: ASSESSMENT RESULTS – OVERDONE STRENGTHS PORTRAIT

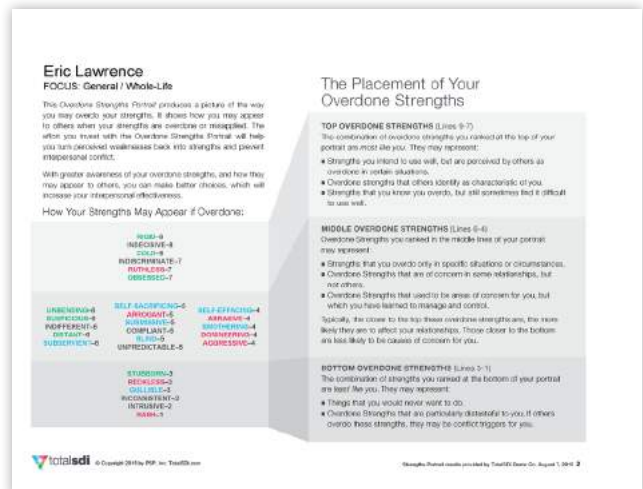
Assessment Results: Overdone Strengths Portrait

The Overdone Strengths Portrait Assessment Results presents the assessment results along with additional interpretive, explanatory, and reflective content. This three-page result reflects the learner's self-portrait, explains the scores, and provides some basic additional content.

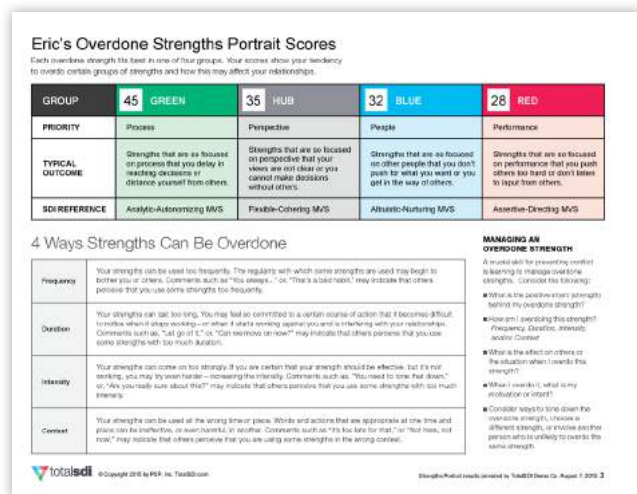
Page 1 of 3: Self Portrait



Page 2 of 3: Placement of Strengths



Page 3 of 3: Explanation of Scores



(continued on page 12)

2114ENUS.V5.27

Eric Lawrence

FOCUS: General / Whole-Life

This *Overdone Strengths Portrait* produces a picture of the way you may overdo your strengths. It shows how you may appear to others when your strengths are overdone or misapplied. The effort you invest with the Overdone Strengths Portrait will help you turn perceived weaknesses back into strengths and prevent interpersonal conflict.

With greater awareness of your overdone strengths, and how they may appear to others, you can make better choices, which will increase your interpersonal effectiveness.

How Your Strengths May Appear if Overdone:

RIGID–9
INDECISIVE–8
COLD–8
INDISCRIMINATE–7
RUTHLESS–7
OBSESSED–7

UNBENDING–6
SUSPICIOUS–6
INDIFFERENT–6
DISTANT–6
SUBSERVIENT–6
SELF-SACRIFICING–5
ARROGANT–5
SUBMISSIVE–5
COMPLIANT–5
BLIND–5
UNPREDICTABLE–5
SELF-EFFACING–4
ABRASIVE–4
SMOTHERING–4
DOMINEERING–4
AGGRESSIVE–4

STUBBORN–3
RECKLESS–3
GULLIBLE–3
INCONSISTENT–2
INTRUSIVE–2
RASH–1

The Placement of Your Overdone Strengths

TOP OVERDONE STRENGTHS (Lines 9–7)

The combination of overdone strengths you ranked at the top of your portrait are *most like you*. They may represent:

- Strengths you intend to use well, but are perceived by others as overdone in certain situations.
- Overdone strengths that others identify as characteristic of you.
- Strengths that you know you overdo, but still sometimes find it difficult to use well.

MIDDLE OVERDONE STRENGTHS (Lines 6–4)

Overdone Strengths you ranked in the middle lines of your portrait may represent:

- Strengths that you overdo only in specific situations or circumstances.
 - Overdone Strengths that are of concern in some relationships, but not others.
 - Overdone Strengths that used to be areas of concern for you, but which you have learned to manage and control.
- Typically, the closer to the top these overdone strengths are, the more likely they are to affect your relationships. Those closer to the bottom are less likely to be causes of concern for you.

BOTTOM OVERDONE STRENGTHS (Lines 3–1)

The combination of strengths you ranked at the bottom of your portrait are *least like you*. They may represent:

- Things that you would never want to do.
- Overdone Strengths that are particularly distasteful to you. If others overdo these strengths, they may be conflict triggers for you.

Eric's Overdone Strengths Portrait Scores

Each overdone strength fits best in one of four groups. Your scores show your tendency to overdo certain groups of strengths and how this may affect your relationships.

GROUP	45 GREEN	35 HUB	32 BLUE	28 RED
PRIORITY	Process	Perspective	People	Performance
TYPICAL OUTCOME	Strengths that are so focused on process that you delay in reaching decisions or distance yourself from others.	Strengths that are so focused on perspective that your views are not clear or you cannot make decisions without others.	Strengths that are so focused on other people that you don't push for what you want or you get in the way of others.	Strengths that are so focused on performance that you push others too hard or don't listen to input from others.
SDI REFERENCE	Analytic-Autonomizing MVS	Flexible-Cohering MVS	Altruistic-Nurturing MVS	Assertive-Directing MVS

4 Ways Strengths Can Be Overdone

Frequency	Your strengths can be used too frequently. The regularity with which some strengths are used may begin to bother you or others. Comments such as "You always..." or "That's a bad habit," may indicate that others perceive that you use some strengths too frequently.
Duration	Your strengths can last too long. You may feel so committed to a certain course of action that it becomes difficult to notice when it stops working—or when it starts working against you and is interfering with your relationships. Comments such as, "Let go of it," or, "Can we move on now?" may indicate that others perceive that you use some strengths with too much duration.
Intensity	Your strengths can come on too strongly. If you are certain that your strength should be effective, but it's not working, you may try even harder—increasing the intensity. Comments such as, "You need to tone that down," or, "Are you really sure about this?" may indicate that others perceive that you use some strengths with too much intensity.
Context	Your strengths can be used at the wrong time or place. Words and actions that are appropriate at one time and place can be ineffective, or even harmful, in another. Comments such as "It's too late for that," or "Not here, not now," may indicate that others perceive that you are using some strengths in the wrong context.

MANAGING AN OVERDONE STRENGTH

A crucial skill for preventing conflict is learning to manage overdone strengths. Consider the following:

- What is the positive intent (strength) behind my overdone strength?
- How am I overdoing this strength?
Frequency, Duration, Intensity, and/or Context
- What is the effect on others or the situation when I overdo this strength?
- When I overdo it, what is my motivation or intent?
- Consider ways to tone down the overdone strength, choose a different strength, or involve another person who is unlikely to overdo the same strength.



© Copyright 2015 by PSP, Inc. TotalSDI.com

Strengths Portrait results provided by TotalSDI Demo Co. August 7, 2015 3

REPORTS: PERSONALIZED REPORT – STRENGTH DEPLOYMENT INVENTORY (SDI)

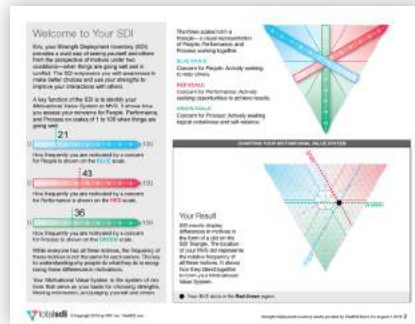
Personalized Report: Strength Deployment Inventory (SDI)

The SDI Personalized Report presents the assessment results along with additional interpretive, explanatory, and reflective content. This 20-page report guides the learner through a comprehensive review of their results as well as a glimpse into other personality types. It also introduces strengths and how they relate to Motivational Value Systems. The Personalized Report concludes with a glossary of key concepts and suggestions about how to be more effective in relationships.

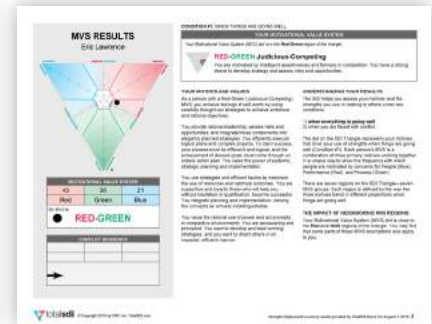
Page 1 of 20: Cover



Page 2 of 20: Identifying Your Dot



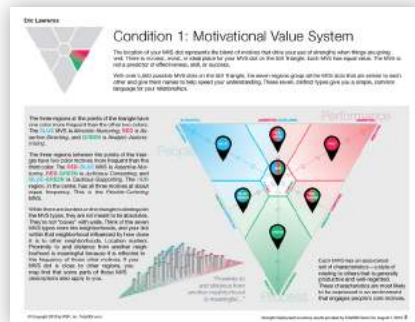
Page 3 of 20: MVS Results



Page 4 of 20: MVS at a Glance



Page 5 of 20: Understanding the MVS



Page 6 of 20: Motivational Value Systems



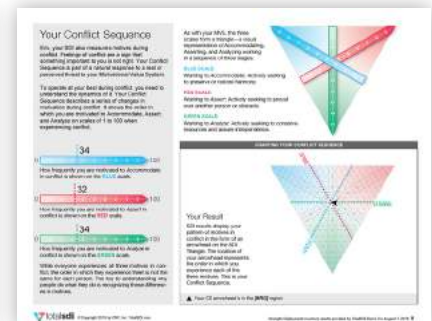
Page 7 of 20: The MVS in Action



Page 8 of 20: The MVS in Action (cont.)




Page 9 of 20: Identifying Your Arrowhead



(continued on page 16)

2114ENUS.V5.2

[illegible][illegible]



Dr. Lawrence

Condition 2: Conflict Sequence

The location of your Conflict Sequence worksheet represents your map of responding when things go wrong at work. It shows what you're prepared to do in the event of conflict. The location of your Conflict Sequence worksheet represents your map of responding when things go wrong at work. It shows what you're prepared to do in the event of conflict.

With our 100-page Conflict Sequence worksheet on the 1000 Training, we have created a tool that all professionals that are entering a world-class Training Center, such as our Conflict Resolution Center, should use as an effective way to know, however, please remember that this tool is only a guide to help you get started on the new course. It is not a 100% guarantee.

1000 Training

Each sequence is designed to be the one which is most likely to be used in the event of conflict. It is a tool that you can use to help you understand the location of your Conflict Sequence worksheet represents your map of responding when things go wrong at work. It shows what you're prepared to do in the event of conflict.

With our 100-page Conflict Sequence worksheet on the 1000 Training, we have created a tool that all professionals that are entering a world-class Training Center, such as our Conflict Resolution Center, should use as an effective way to know, however, please remember that this tool is only a guide to help you get started on the new course. It is not a 100% guarantee.

1000 Training

[illegible][illegible][illegible][illegible][illegible][illegible][illegible]

Encapsulation
Relationship
Abstraction
Theory

Encapsulation means keeping a single, common function together with the data it is designed to operate on. Encapsulation is a technique for organizing and controlling access to objects. Encapsulation is a technique for organizing and controlling access to objects. Encapsulation is a technique for organizing and controlling access to objects.

Encapsulation
Relationship
Abstraction
Theory

Encapsulation means keeping a single, common function together with the data it is designed to operate on. Encapsulation is a technique for organizing and controlling access to objects. Encapsulation is a technique for organizing and controlling access to objects. Encapsulation is a technique for organizing and controlling access to objects.



Eric Lawrence

August 7
Meridian Industries
Leadership Team
Facilitated by Tim Scudder

**strength
deployment
inventory®**
PERSONALIZED REPORT

**Building Productive Teams:
Spring Retreat**

This report provided by
TotalSDI Demo Co.



© Copyright 2015 by PSP, Inc. All rights reserved in the U.S. and worldwide. Trademarks and trade names are the intellectual property of PSP® and may not be reproduced or adapted in any way. The SDI Triangle is patent-pending. Trademarks and trade names are registered internationally and may not be used without the express written consent of PSP. TotalSDI.com

Welcome to Your SDI

Eric, your Strength Deployment Inventory (SDI) provides a vivid way of seeing yourself and others from the perspective of motives under two conditions—when things are going well and in conflict. The SDI empowers you with awareness to make better choices and use your strengths to improve your interactions with others.

A key function of the SDI is to identify your *Motivational Value System* or *MVS*. It shows how you assess your concerns for People, Performance, and Process on scales of 1 to 100 when things are going well.



How frequently you are motivated by a concern for People is shown on the **BLUE** scale.



How frequently you are motivated by a concern for Performance is shown on the **RED** scale.



How frequently you are motivated by a concern for Process is shown on the **GREEN** scale.

While everyone has all three motives, the frequency of these motives is not the same for each person. The key to understanding why people do what they do is recognizing these differences in motivations.

Your Motivational Value System is the system of motives that serve as your basis for choosing strengths, filtering information, and judging yourself and others.

The three scales form a triangle—a visual representation of People, Performance, and Process working together.

BLUE SCALE:

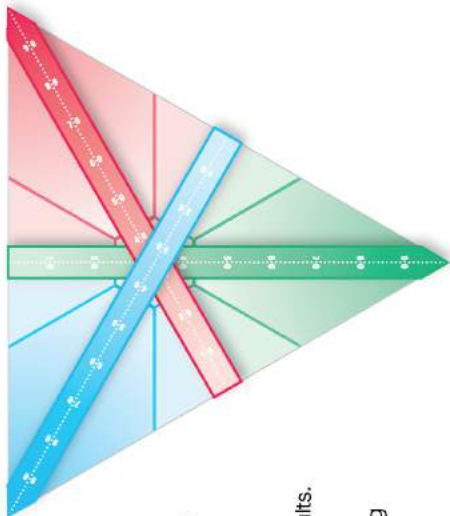
Concern for *People*: Actively seeking to help others.

RED SCALE:

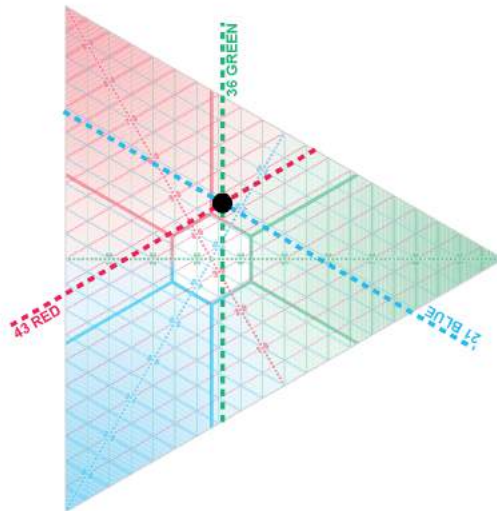
Concern for *Performance*: Actively seeking opportunities to achieve results.

GREEN SCALE:

Concern for *Process*: Actively seeking logical orderliness and self-reliance.



CHARTING YOUR MOTIVATIONAL VALUE SYSTEM

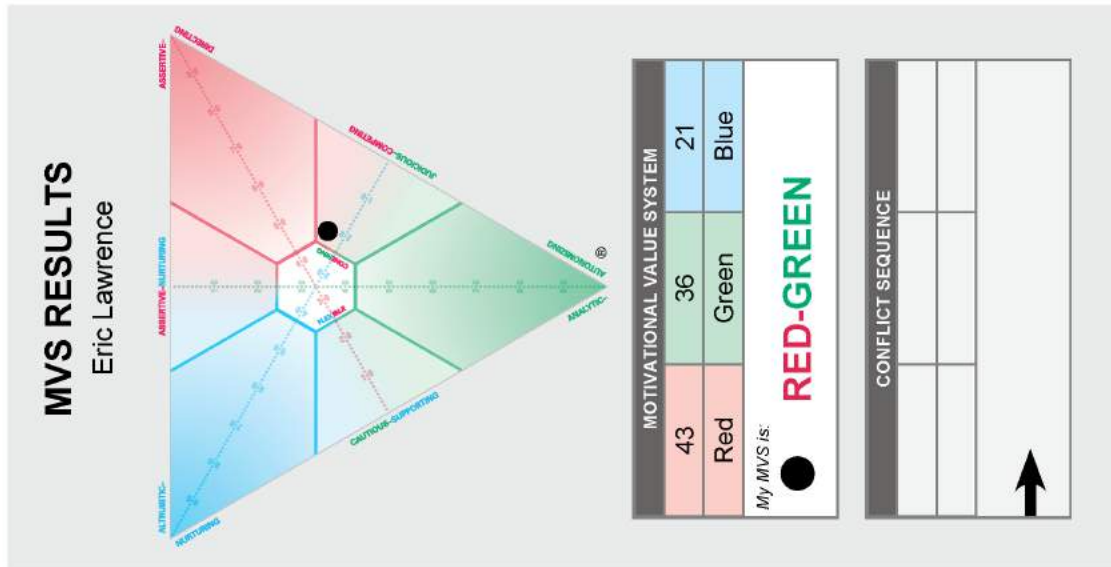


Your Result

SDI results display differences in motives in the form of a dot on the SDI Triangle. The location of your MVS dot represents the relative frequency of all three motives. It shows how they blend together to form your Motivational Value System.

● Your MVS dot is in the **Red-Green** region.

2114ENUS.V5.27



CONDITION #1: WHEN THINGS ARE GOING WELL

YOUR MOTIVATIONAL VALUE SYSTEM

Your Motivational Value System (MVS) dot is in the **Red-Green** region of the triangle.



RED-GREEN Judicious-Competing

You are motivated by intelligent assertiveness and fairness in competition. You have a strong desire to develop strategy and assess risks and opportunities.

YOUR MOTIVES AND VALUES

As a person with a Red-Green (Judicious-Competing) MVS, you achieve feelings of self-worth by using carefully thought-out strategies to achieve ambitious and rational objectives.

You provide rational leadership, assess risks and opportunities, and integrate those components into elegantly planned strategies. You efficiently execute logical plans and complex projects. To claim success, your process must be efficient and logical, and the achievement of desired goals must come through an orderly action plan. You value the power of systemic, strategic planning and implementation.

You use strategies and efficient tactics to maximize the use of resources and optimize outcomes. You are supportive and loyal to those who will help you, without hesitation or qualification, become successful. You integrate planning and implementation, viewing the concepts as virtually indistinguishable.

You value the rational use of power and act promptly in competitive environments. You are persevering and principled. You want to develop and lead winning strategies, and you want to direct others in an impartial, efficient manner.

UNDERSTANDING YOUR RESULTS

The SDI helps you assess your motives and the strengths you use in relating to others under two conditions:

- 1) **when everything is going well**
- 2) when you are faced with conflict.

The dot on the SDI Triangle represents your motives that drive your use of strengths when things are going well (Condition #1). Each person's MVS is a combination of three primary motives working together in a unique way to show the frequency with which people are motivated by concerns for People (Blue), Performance (Red), and Process (Green).

There are seven regions on the SDI Triangle—seven MVS groups. Each region is defined by the way the three motives blend in different proportions when things are going well.

THE IMPACT OF NEIGHBORING MVS REGIONS

Your Motivational Value System (MVS) dot is close to the **Red** and **HUB** regions of the triangle. You may find that some parts of these MVS descriptions also apply to you.

Eric Lawrence



Red-Green: Your MVS at a Glance

Judicious-Competing: You are motivated by intelligent assertiveness and fairness in competition. You have a strong desire to develop strategy and assess risks and opportunities.

Ju•di•cious – having, showing, or being done with good judgment or sense
Com•pet•ing – striving to gain or win by doing something better than others

Mark the statements that are true for you:		
WHAT YOU DO	FEELINGS AND IDEALS	CONFLICT TRIGGERS
<input type="checkbox"/> I provide rational leadership that can assess risks and opportunities. <input type="checkbox"/> I am decisive and proactive when the facts are in. <input type="checkbox"/> I challenge opposition through thoughtful process and strategy. <input type="checkbox"/> I demonstrate understanding of the situation and get to the point deliberately. <input type="checkbox"/> I prefer to have facts available to support a winning strategy. <input type="checkbox"/> I confidently communicate relevant facts that lead to justifiable action. <input type="checkbox"/> I compete against others and against my own past performance. <input type="checkbox"/> I tend to be challenging, realistic, and open to well-thought-out responses. <input type="checkbox"/> I prefer to think strategically and logically. <input type="checkbox"/> I defend logical positions with energy and forcefulness.	<input type="checkbox"/> I feel best about what I am doing when I am in a position to compete using my judgment and to direct others in an impartial and efficient manner. <input type="checkbox"/> I identify with and feel most at ease with people who clearly understand the rational use of power and the need to act promptly and judiciously in matters that affect my competitive edge. <input type="checkbox"/> Ideally, I would like to be more trusting and helpful with others and more open about my goals. <input type="checkbox"/> Ideally, I would like to avoid ever being an impulsive or emotional person, or one without order and purpose in my life. <input type="checkbox"/> I feel most rewarded by others when they treat me as a strong and principled person, deserving of recognition and respect, and recognize that I want the opportunity to provide competitive and rational leadership.	<input type="checkbox"/> I am required to slow down for what I determine to be an invalid reason. <input type="checkbox"/> An important decision is being made without adequate thought and analysis, possibly resulting in a rash or unexpected result. <input type="checkbox"/> There is too much emphasis on the interpersonal aspects of a task. <input type="checkbox"/> Others are behaving in an impulsive or emotional way. <input type="checkbox"/> Logic is overlooked in the planning process. <input type="checkbox"/> I am treated with passivity or ignorance. <input type="checkbox"/> Others perceive my choices as mindless or aggressive. <input type="checkbox"/> I am operating in an environment where achievement is difficult to quantify. <input type="checkbox"/> I must comply with a system that requires unnecessary steps. <input type="checkbox"/> I am required to operate within the constraints of rules that are illogical or counterproductive.

© Copyright 2015 by PSP, Inc. TotalSDI.com

Strength Deployment Inventory results provided by TotalSDI Demo Co. August 7, 2015 **4**

2114ENUS.V6.27

Eric Lawrence



Condition 1: Motivational Value System

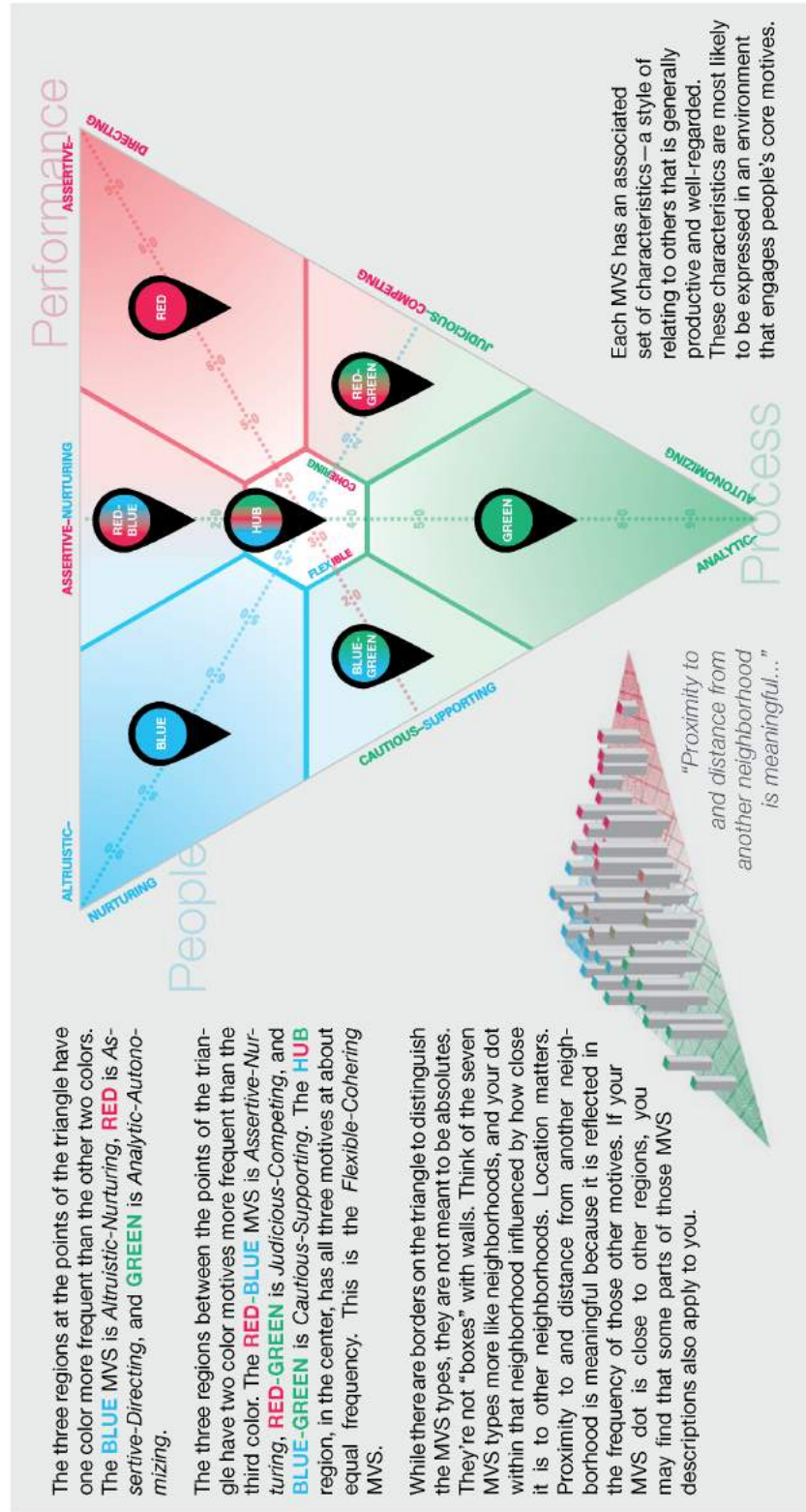
The location of your MVS dot represents the blend of motives that drive your use of strengths when things are going well. There is no best, worst, or ideal place for your MVS dot on the SDI Triangle. Each MVS has equal value. The MVS is not a predictor of effectiveness, skill, or success.

With over 5,000 possible MVS dots on the SDI Triangle, the seven regions group all the MVS dots that are similar to each other and give them names to help speed your understanding. These seven, distinct types give you a simple, common language for your relationships.

The three regions at the points of the triangle have one color more frequent than the other two colors. The **BLUE** MVS is *Altruistic-Nurturing*, **RED** is *Assertive-Directing*, and **GREEN** is *Analytic-Autonomizing*.

The three regions between the points of the triangle have two color motives more frequent than the third color. The **RED-BLUE** MVS is *Assertive-Nurturing*, **RED-GREEN** is *Judicious-Competing*, and **BLUE-GREEN** is *Cautious-Supporting*. The **HUB** region, in the center, has all three motives at about equal frequency. This is the *Flexible-Cohering* MVS.

While there are borders on the triangle to distinguish the MVS types, they are not meant to be absolutes. They're not "boxes" with walls. Think of the seven MVS types more like neighborhoods, and your dot within that neighborhood influenced by how close it is to other neighborhoods. Location matters. Proximity to and distance from another neighborhood is meaningful because it is reflected in the frequency of those other motives. If your MVS dot is close to other regions, you may find that some parts of those MVS descriptions also apply to you.



Eric Lawrence

MOTIVATIONAL VALUE SYSTEM (MVS)	MVS DESCRIPTION	MVS CHARACTERISTICS	ENGAGING ENVIRONMENT
Blue: Altruistic-Nurturing  Altruistic: unselfish concern for the welfare of others Nurturing: protecting, supporting, and encouraging others	People who are motivated by the protection, growth, and welfare of others. They have a strong desire to help others who can genuinely benefit.	Seeking ways to bring help to others... Trying to make life easier for others... Being open and responsive to the needs of others... Trying to avoid being a burden to others... Defending the rights of others	Open, friendly, helpful, supportive, trusting, socially sensitive, loyal, compassionate, respectful, receptive, humanitarian... Being needed... Being accepted and appreciated... Opportunities to support others
Red: Assertive-Directing  Assertive: confidently self-assured and forceful Directing: giving authoritative instruction or guidance	People who are motivated by task accomplishment and achieving results. They have a strong desire to set goals, take decisive action, and claim earned rewards.	Being alert to opportunity... Striving for immediate action... Accepting challenges... Competing for authority and responsibility... Exercising persuasion... Accepting risk-taking as necessary and desirable	Progressive, innovative, challenging, fast-moving, stimulating, competitive, creative... New opportunities... Potential for advancement and winning... Material rewards available
Green: Analytic-Autonomizing  Analytic: methodical examination of structures or information Autonomizing: maintaining objective independence, self-governing	People who are motivated by meaningful order and thinking things through. They have a strong desire to pursue independent interests, to be practical, and to be fair.	Seeking clarity, accuracy and correctness... Being cautious and thorough... Keeping emotions under control... Planning ahead and following the plan... Conserving resources	Clear, logical, precise, organized... Appreciation for utility, durability, efficiency, reliability... Effective use of resources... Supportable criteria for decision-making... Time to develop ideas
Red-Blue: Assertive-Nurturing  Assertive: confidently self-assured and forceful Nurturing: protecting, supporting, and encouraging others	People who are motivated by the maximum growth and development of others. They have a strong desire to direct, persuade, or lead others for the benefit of others.	Actively seeking opportunities to help others... Creating welfare and security for others... Generating enthusiasm and support in tackling obstacles to success... Challenging others to be or do their best	Enthusiastic, open, friendly, sincere, trusting, compassionate... Respect for others... Positive initiatives for the growth and development of others... Opportunities to coach or mentor others
Red-Green: Judicious-Competing  Judicious: having, showing, or being done with good judgment or sense Competing: striving to gain or win by doing something better than others	You are motivated by intelligent assertiveness and fairness in competition. You have a strong desire to develop strategy and assess risks and opportunities.	Taking the most efficient course of action... Assessing risks and opportunities... Being decisive and proactive when the facts are known... Challenging opposition through thoughtful process and strategy	Strategic, determined, planned... Complex, challenging tasks requiring expertise... Recognition for achievement... Availability of technical resources... Opportunities to develop winning strategies
Blue-Green: Cautious-Supporting  Cautious: careful to avoid potential problems or dangers Supporting: providing encouragement, comfort, and emotional help	People who are motivated by developing self-sufficiency in self and others. They have a strong desire to analyze the needs of others and to help others help themselves.	Offering assistance for greater self-sufficiency and independence... Building effective processes and resources to protect or enhance others' welfare... Fighting for principles that are fair	Conscientious, patient, congenial... Respect for individuals, fairness, and resources... Opportunities to encourage others' independence... Tasks that require thoughtful analysis to aid those in need
Hub: Flexible-Cohering  Flexible: able to respond to changing circumstances and conditions Cohering: bringing people together to form a united whole	People who are motivated by flexibility and adapting to others or situations. They have a strong desire to collaborate with others and to remain open to different options and viewpoints.	Considering multiple perspectives and ideas... Being open-minded and willing to adapt... Bringing people together and making connections... Maintaining appropriate balance... Keeping options open	Cooperative, interactive, sociable, democratic, playful, spontaneous, novel, flexible... Being heard and listening... Consensus building... Tolerance of different opinions and perspectives

© Copyright 2015 by PSP, Inc. TotalSDI.com

Strength Deployment Inventory results provided by TotalSDI Demo Co. August 7, 2015 6

Eric Lawrence		Points of Comparison		
THE MVS IN ACTION	Red-Green: Judicious-Competing	Blue: Altruistic-Nurturing	Red: Assertive-Directing	Green: Analytic-Autonomizing
You feel most responsible for what you are doing when you are . . .	in a position to compete using your own judgment and to direct others in an impartial and efficient manner.	being helpful in some way to others who can genuinely benefit from your help.	in a position to provide direction and are able to set the goals for and influence the actions of others.	able to pursue your own interests in a self-reliant way without having to take direction or help from those around you.
You feel most rewarded by others when they treat you as a . . .	strong and principled person deserving of recognition, respect, and the opportunity to provide competitive and rational leadership.	warm and friendly person who wants to be of help and who is deserving of thanks and appreciation for giving help.	strong and ambitious person, a winner, and one who is deserving of the opportunity to provide leadership and direction.	clear, logical, and analytic person who is deserving of respect for dealing with others fairly and for being a person of principle.
You identify with and feel most at ease with people who . . .	clearly understand the rational use of power, and the need to act promptly and judiciously in matters affecting your competitive edge.	clearly care for the feelings, the needs, and the welfare of others.	clearly understand the productivity behind the exercise of power, control, and competition.	clearly respect the integrity of others and the rights of others to determine their own courses of action.
You are attracted to and intrigued by others who are . . .	supportive and loyal to you and who will help you, without hesitation or qualification, to attain success.	strong and know exactly what they want to do and want you to be included in their activities and successes.	generous and responsive to you and who want to help you achieve your ambitions and your successes.	open and explicit about what they want and how they feel, without imposing their wants or feelings on you.
Ideally, you would like to be . . .	more trusting and helpful with others and more open about your goals.	more assertive and less fearful of pushing for your own rights and wants; more capable of saying "No" to people who impose on you.	more considerate of other people's feelings and rights; more given to thinking things through before committing yourself to a course of action.	more trusting of others and more open to them; less reserved about asserting your rights and wishes.
Ideally, you would like to avoid ever being . . .	an impulsive or emotional person, or one without order and purpose in your life.	a selfish person or one who is cold and unfeeling about others.	a gullible person or a person who is indecisive and unable to act.	an overly emotional person or one who is exploitative of others.
You experience a conflict trigger when you perceive that other people . . .	constantly lose out; lack self-reliance; are impetuous; are gullible and emotional.	constantly compete with and try to take advantage of others; are cold and unresponsive to gestures of friendliness.	constantly lose out and don't stand up for themselves; have a shell of reserve around them that you just can't penetrate.	never seem to take anything seriously; try to push their help on you or try to push you to do things their way.
You experience a conflict trigger when other people . . .	treat you with passivity or with ignorance, or accuse you of mindless aggression.	treat you with anger and hostility, tell you to "go mind your own business," or are slow to recognize your efforts to promote their welfare.	are all-forgiving and never fight back; don't let you know what they expect as rewards from you and then withdraw their loyalty or betray you.	accuse you of being opportunistic and unprincipled; push their help on you when you don't want it.

© Copyright 2015 by PSP, Inc. TotalSDI.com

Strength Deployment Inventory results provided by TotalSDI Demo Co. August 7, 2015 7

Eric Lawrence		Points of Comparison			
THE MVS IN ACTION	Red-Green: Judicious-Competing	Red-Blue: Assertive-Nurturing	Blue-Green: Cautious-Supporting	Hub: Flexible-Cohering	
You feel most responsible for what you are doing when you are . . .	in a position to compete using your own judgment and to direct others in an impartial and efficient manner.	in a position to be genuinely helpful through your leadership and are able to direct others for their own benefit.	able to nurture the growth of another person's self-reliance through your analysis of their needs.	able to coordinate your efforts with others in some common undertaking that involves closeness, clear lines of authority, and opportunity for self-reliance.	
You feel most rewarded by others when they treat you as . . .	strong and principled person deserving of recognition, respect, and the opportunity to provide competitive and rational leadership.	strong and friendly person deserving of recognition, appreciation, and the opportunity to lead others for their betterment.	warm and principled person who combines compassion and intellect into enlightened guidance for others.	good team member who knows how to be a loyal follower, knows how to exercise authority, and knows when to follow the rules and when to use judgment.	
You identify with and feel most at ease with people who . . .	clearly understand the rational use of power, and the need to act promptly and judiciously in matters affecting your competitive edge.	clearly understand the compassionate use of power and the need to act promptly in matters affecting other people's welfare.	clearly understand the employment of both feelings and reason to better the welfare and independence of others.	clearly are flexible in their behavior and readily able to adapt to whatever the situation calls for.	
You are attracted to and intrigued by others who are . . .	supportive and loyal to you and who will help you, without hesitation or qualification, to attain success.	strong and decisive and know exactly what they want to do, and who ask for your support without imposing on you.	thoughtful and respectful of you and your goals and who are cautious and thorough in whatever they undertake on your behalf.	generous in their help; who are strong and want you on their team; who are patient and thorough.	
Ideally, you would like to be . . .	more trusting and helpful with others and more open about your goals.	more contemplative and analytical in your decisions and more tenacious and prudent in pursuing your goals.	more assertive about your wants and more decisive about your actions.	more sensitive, more decisive, or more methodical, depending on the situation.	
Ideally, you would like to avoid ever being . . .	an impulsive or emotional person, or one without order and purpose in your life.	exploitative, inconsiderate of others, or brazen and superficial in your relationships.	isolated from others, or indecisive in matters affecting their welfare.	subservient to others, domineering over others, or isolated from others.	
You experience a conflict trigger when you perceive that other people . . .	constantly lose out; lack self-reliance; are impetuous; are glib and emotional.	refuse to get involved; fear making a decision; are concerned with their needs to the exclusion of the needs of others.	are boastful, intrusive, and who presume upon and compete with others.	are closed-minded, intolerant, and not willing to consider alternatives.	
You experience a conflict trigger when other people . . .	treat you with passivity or with ignorance, or accuse you of mindless aggression.	treat you with indifference; ignore you; accuse you of exploiting people.	treat you with anger or disdain, or accuse you of fostering childlike dependence.	insist on only one way of doing things and restrict your ability to change or explore options.	

© Copyright 2015 by PSP, Inc. TotalSDI.com

Strength Deployment Inventory results provided by TotalSDI Demo Co. August 7, 2015 8

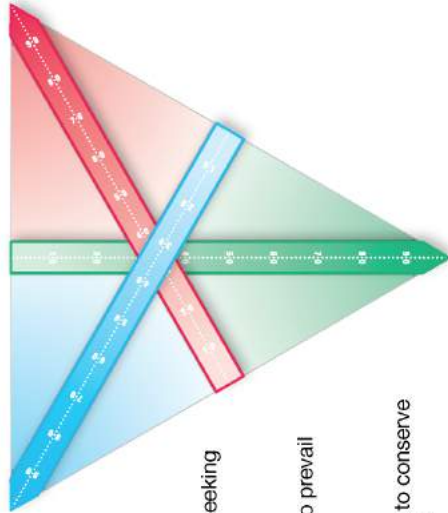
Your Conflict Sequence

Eric, your SDI also measures motives during conflict. Feelings of conflict are a sign that something important to you is not right. Your Conflict Sequence is part of a natural response to a real or perceived threat to your Motivational Value System.

To operate at your best during conflict, you need to understand the dynamics of it. Your Conflict Sequence describes a series of changes in motivation during conflict. It shows the order in which you are motivated to Accommodate, Assert, and Analyze on scales of 1 to 100 when experiencing conflict.



While everyone experiences all three motives in conflict, the order in which they experience them is not the same for each person. The key to understanding why people do what they do is recognizing these differences in motives.



As with your MVS, the three scales form a triangle—a visual representation of Accommodating, Asserting, and Analyzing working in a sequence of three stages.

BLUE SCALE:

Wanting to Accommodate: Actively seeking to preserve or restore harmony.

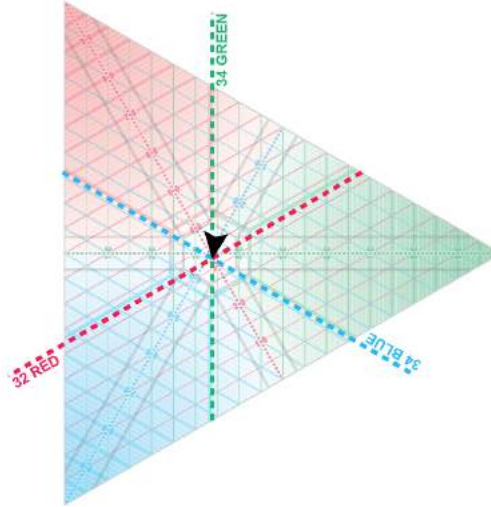
RED SCALE:

Wanting to Assert: Actively seeking to prevail over another person or obstacle.

GREEN SCALE:

Wanting to Analyze: Actively seeking to conserve resources and assure independence.

CHARTING YOUR CONFLICT SEQUENCE



Your Result

SDI results display your pattern of motives in conflict in the form of an arrowhead on the SDI Triangle. The location of your arrowhead represents the order in which you experience each of the three motives. This is your Conflict Sequence.

▲ Your CS arrowhead is in the **[BRG]** region.

CONDITION #2: WHEN FACED WITH CONFLICT

YOUR CONFLICT SEQUENCE

1 [BRG]

2 [BRG]

3 [BRG]

Your Conflict Sequence (CS) arrowhead is in the [BRG] region of the triangle.

[BRG] [Blue or Red or Green]

You want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Your approach differs according to the situation, rather than following a fixed sequence.

HOW YOU EXPERIENCE CONFLICT

As a person with a [BRG] Conflict Sequence, you first define the context for the problem, so you can choose the most appropriate response. You may choose an accommodating, assertive, or analytical approach, depending on the situation. You remain open to others' suggestions and ideas. You want to be sure that no viable option is overlooked. You believe that the best way to show you care about the problem is to consider all aspects of it and to try to see all sides.

UNDERSTANDING YOUR RESULTS

The SDI helps you assess your motives and the strengths you use in relating to others under two conditions:

1) when everything is going well

2) **when you are faced with conflict.**

WHAT DO THE BRACKETS MEAN?

As a [BRG], your Conflict Sequence is one of seven sequences that have brackets. This means that the colors of motives within the brackets are equal or interchangeable. When you are in a stage of conflict that has a bracket, you typically choose one of the bracketed colors (or a combination of colors), based on how you see the situation.

THE IMPACT OF NEIGHBORING CS REGIONS

Your Conflict Sequence (CS) arrowhead is close to the [BG]-R and G-[BR] regions of the triangle. You may find that some parts of these CS descriptions also apply to you.

INTERPRETING YOUR LINE

The length of the line between your dot and arrowhead suggests the degree of change you experience internally and the degree of change that can be observed by others. You have a **Medium Line** which means your change in behavior is somewhat noticeable to other people.

HOW YOU EXPERIENCE CONFLICT

As a person with a [BRG] Conflict Sequence, you first define the context for the problem, so you can choose the most appropriate response. You may choose an accommodating, assertive, or analytical approach, depending on the situation. You remain open to others' suggestions and ideas. You want to be sure that no viable option is overlooked. You believe that the best way to show you care about the problem is to consider all aspects of it and to try to see all sides.

UNDERSTANDING YOUR RESULTS

The SDI helps you assess your motives and the strengths you use in relating to others under two conditions:

1) when everything is going well

2) **when you are faced with conflict.**

WHAT DO THE BRACKETS MEAN?

As a [BRG], your Conflict Sequence is one of seven sequences that have brackets. This means that the colors of motives within the brackets are equal or interchangeable. When you are in a stage of conflict that has a bracket, you typically choose one of the bracketed colors (or a combination of colors), based on how you see the situation.

THE IMPACT OF NEIGHBORING CS REGIONS

Your Conflict Sequence (CS) arrowhead is close to the [BG]-R and G-[BR] regions of the triangle. You may find that some parts of these CS descriptions also apply to you.

INTERPRETING YOUR LINE

The length of the line between your dot and arrowhead suggests the degree of change you experience internally and the degree of change that can be observed by others. You have a **Medium Line** which means your change in behavior is somewhat noticeable to other people.

CONFLICT SEQUENCE RESULTS

Eric Lawrence

MOTIVATIONAL VALUE SYSTEM

My MVS is: **RED-GREEN**

CONFLICT SEQUENCE

34	34	32
Blue	Green	Red

My CS is: **[BRG]**

total

sdI

© Copyright 2015 by PSP, Inc. TotalSDI.com

2114ENUS.V6.27

Page 10 of 20: Personalized Report – Strength Deployment Inventory (SDI) – Conflict Sequence Results (continued on page 27)

total

sdI

FacilitatorSource Resources 26

Eric Lawrence



[BRG]: Your Conflict Sequence at a Glance

You want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Your approach differs according to the situation, rather than following a fixed sequence.

Mark the statements that are true for you when you are experiencing each stage of conflict:			
STAGE 1: Self, Problem, Others	STAGE 2: Self, Problem, Others	STAGE 3: Self, Problem, Others	
[BRG] Wanting to accommodate others, assert oneself, or analyze, depending on the situation <ul style="list-style-type: none"> <input type="checkbox"/> I want to assess the situation and choose my reaction accordingly. <input type="checkbox"/> The way I feel depends on the way I see the situation. <input type="checkbox"/> I am willing to consider all viewpoints and options. <input type="checkbox"/> I want to clarify the context and mediate between diverse views. <input type="checkbox"/> I may alternate accommodating, assertive, or analytical approaches until something works. <input type="checkbox"/> I feel the need to balance or prioritize between harmony, action, and logic. <input type="checkbox"/> If others are fixated on a single solution, it could send me into my second stage of conflict. 	[BRG] Wanting to conditionally give in, prevail, or clarify, depending on the situation <ul style="list-style-type: none"> <input type="checkbox"/> I am frustrated by people's unwillingness to consider alternative points of view. <input type="checkbox"/> I want to yield, argue, or wait, depending on what's best for me at the moment. <input type="checkbox"/> I become uncertain about how to proceed. <input type="checkbox"/> I look for additional options that may have been previously overlooked. <input type="checkbox"/> I believe that if I keep trying different things or saying things in different ways, that something will eventually work. <input type="checkbox"/> I believe that conflict could end in a variety of ways, if other people would just cooperate. 	[BRG] Feeling driven to give up, fight, or retreat, depending on the situation <ul style="list-style-type: none"> <input type="checkbox"/> I feel a mix of unpleasant emotions. <input type="checkbox"/> I sometimes give up and admit defeat. <input type="checkbox"/> I sometimes get angry, confrontational, or explosive. <input type="checkbox"/> I sometimes detach from the situation or isolate myself from others. <input type="checkbox"/> It seems that others have cut off all the best options and I am left with only my worst-case scenario. 	



© Copyright 2015 by PSP, Inc. TotalSDI.com

Strength Deployment Inventory results provided by TotalSDI Demo Co. August 7, 2015 11

Eric Lawrence



Condition 2: Conflict Sequence

The location of your Conflict Sequence arrowhead represents your way of responding when things you care about are at risk. It shows which motive you experience in each of the three stages of conflict.

With over 5,000 possible Conflict Sequence arrowheads on the SDI Triangle, the thirteen regions group all the arrowheads that are similar to each other. There is no best, worst, or ideal Conflict Sequence; they do not predict skill or show whether people are effective or not. However, people generally want to develop skills that relate to their first stage of conflict so they can resolve it before it gets worse.

Each sequence is distinguished by the way motives change as conflict gets worse. Your highest number represents your first stage of conflict, middle number, second stage, and the lowest number represents your third stage. The stages of your Conflict Sequence signify the shift from one color to another. And with each successive stage, your focus and energy narrows.

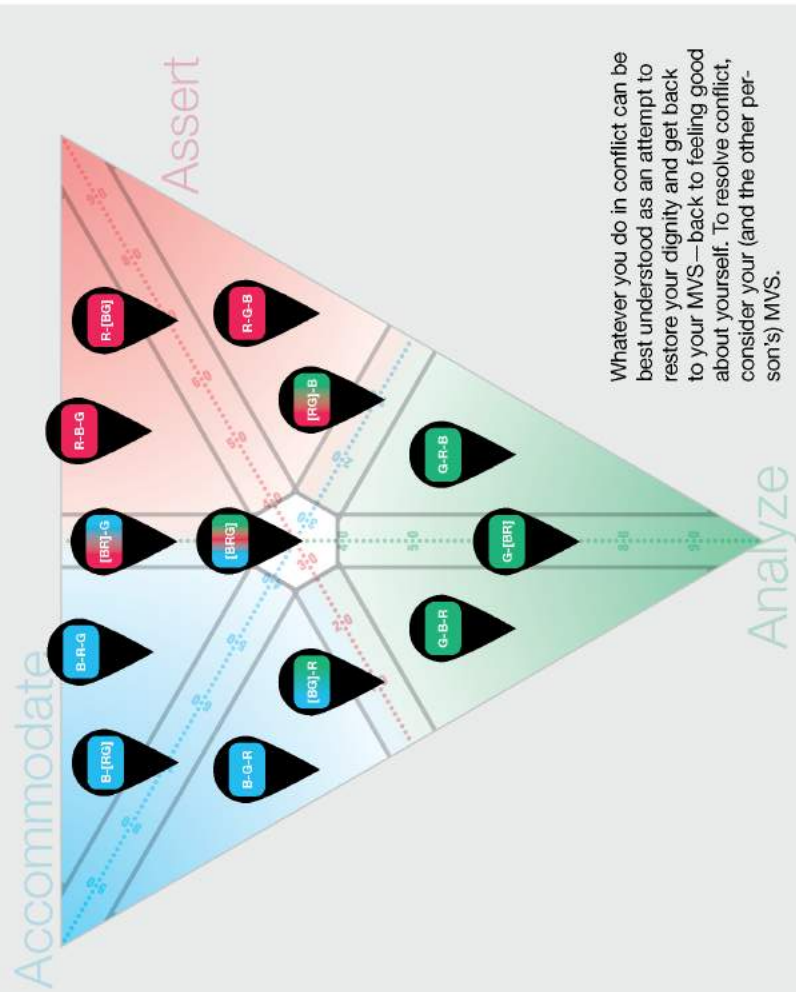
STAGE 1: Self, Problem, Others

STAGE 2: Self, Problem, Others

STAGE 3: Self, Problem, Others

When people enter conflict, their focus includes *themselves*, *the problem*, and *other people*. As conflict progresses to the second stage, a narrower focus includes the self and the problem. In the third stage, the focus is concentrated on self.

While there are borders on the triangle to distinguish the Conflict Sequences, they are not meant to be absolutes. If your arrowhead is close to other regions, you may find that some parts of those Conflict Sequence descriptions also apply to you.



© Copyright 2015 by PSP, Inc. TotalSDI.com

Strength Deployment Inventory results provided by TotalSDI Demo Co. August 7, 2015 **12**

2114ENUS.V6.27

Eric Lawrence		CONFLICT SEQUENCE	DESCRIPTION	CONFLICT SEQUENCE	DESCRIPTION
			You want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Your approach differs according to the situation, rather than following a fixed sequence.		People who want to challenge conflict directly. If that does not work, they want to restore or preserve harmony. If that does not work, they may feel compelled to withdraw from the situation or end the relationship.
			People who want to keep peace and harmony. If that does not work, they want to take a stand for their rights. If that does not work, they may feel compelled to withdraw as a last resort.		People who want to assert their rights and win. If that does not work, they want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what they can.
			People who want to keep harmony and accommodate the opposition. If that does not work, they want to make a choice based on what's best for everyone: to rely on logic and principle or to employ assertive strategies to prevent defeat.		People who want to prevail through competition. If that does not work, they want to use logic, reason, and rules. If that does not work, they may feel compelled to surrender as a last resort.
			People who want to keep harmony and goodwill. If that does not work, they want to disengage and save what they can. If that does not work, they may feel compelled to fight, possibly in an explosive manner.		People who want to press assertively to maintain harmony and goodwill, but they do not want to sacrifice results for harmony. If that does not work, they may decide to withdraw from the situation.
			People who want to carefully examine the situation. If that does not work, they want to defer to other people in the interest of harmony. If that does not work, they may feel compelled to fight, possibly in an explosive manner.		People who want to engage conflict quickly, but indirectly, with thoughtful strategies. If that does not work and others have more power in the situation, they may surrender.
			People who want to maintain order and principles. If that does not work, they want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.		People who want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, they may feel compelled to fight, possibly in an explosive manner.
			People who want to analyze the situation logically. If that does not work, they want to forcefully press for a logical resolution. If that does not work and others have more power in the situation, they may surrender.		People who want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Their approach differs according to the situation, rather than following a fixed sequence.

© Copyright 2015 by PSP, Inc. TotalSDI.com

Strength Deployment Inventory results provided by TotalSDI Demo Co. August 7, 2015 13

Eric Lawrence

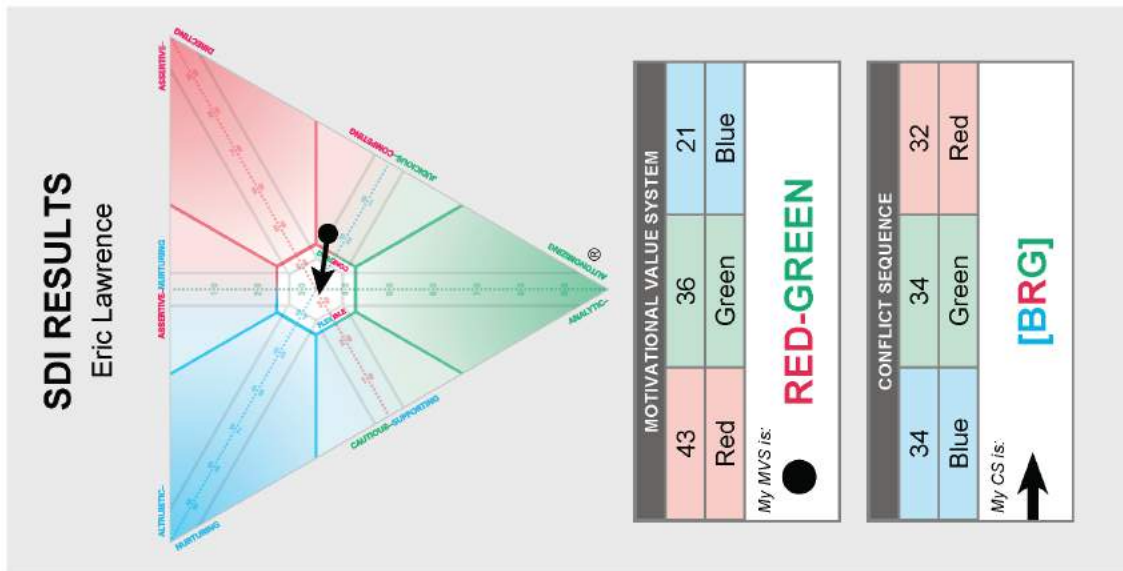
Conflict Stages

When people enter conflict, their focus includes *themselves*, the *problem*, and *other people*. As conflict progresses to the second stage, a narrower focus includes the self and the problem. In the third stage, the focus is concentrated on self.

Experiences in the early stages of conflict will affect experiences in later stages. Conflicts that are poorly managed in Stage 1 may quickly move into Stage 2 or Stage 3. However, conflicts that are well managed in Stage 1 return people to their MVS and feelings of self-worth. This means that many conflicts never reach Stage 2 or Stage 3.

In each stage of conflict, everyone shares at least one common motivation: to restore feelings of self-worth. Everyone wants to leave their Conflict Sequence and return to their Motivational Value System where they can use their strengths most productively.

CONFLICT EXPERIENCE	Blue: Accommodate	Red: Assert	Green: Analyze
STAGE 1: Responding (<i>Focus is on Self, Problem, and Others</i>) Conflict begins with a reaction to something that threatens (or holds the potential to threaten) self-worth. When something that is important to a person is challenged, disregarded, or restricted, they may experience conflict and feel a need to respond.			
Behavior:	Maintaining harmony and keeping the peace	Rising to the challenge and engaging the issue	Gathering the facts and being prudently cautious
Motive:	Wanting to accommodate others	Wanting to assert oneself	Wanting to analyze the situation
YOUR RESULTS			
STAGE 2: Narrowing (<i>Focus is on Self and Problem</i>) If efforts to resolve the conflict fail and the issue is important enough, a person may feel that other people are not cooperating and that their first motive cannot be satisfied. This is followed by a move into their second stage of conflict, which is characterized by a more narrow concern, dropping the other out of focus but carrying the experiences of Stage 1 into a different color in Stage 2.			
Behavior:	Restoring harmony or yielding with conditions or limits	Confronting to win or enforce one's rights or ideas	Pulling away to reflect or re-evaluate the situation
Motive:	Wanting to conditionally give in or defer to others	Wanting to prevail against the issue or others	Wanting to disengage from others or clarify the issue
YOUR RESULTS			
STAGE 3: Defending (<i>Focus is on Self</i>) If efforts to resolve the conflict in the second stage continue to be unsuccessful (or do not, at least, result in a return to Stage 1) and the issue remains important, a person may feel that others are not cooperating and that the problem appears unsolvable or may feel that their motives cannot be satisfied. This is followed by a move into their third stage of conflict, which is a last resort and the last remaining color.			
Behavior:	Surrendering the issue or admitting defeat	Arguing forcefully or making a strong, final stand	Withdrawing or detaching from the situation
Motive:	Feeling driven to give up	Feeling driven to fight	Feeling driven to retreat
YOUR RESULTS			



CONDITION #1: WHEN THINGS ARE GOING WELL

YOUR MOTIVATIONAL VALUE SYSTEM

Your Motivational Value System (MVS) dot is in the **Red-Green** region of the triangle.

RED-GREEN

Judicious-Competing

You are motivated by intelligent assertiveness and fairness in competition. You have a strong desire to develop strategy and assess risks and opportunities.

YOUR MOTIVES AND VALUES

As a person with a Red-Green (Judicious-Competing) MVS, you achieve feelings of self-worth by using carefully thought-out strategies to achieve ambitious and rational objectives.

You provide rational leadership, assess risks and opportunities, and integrate those components into elegantly planned strategies. You efficiently execute logical plans and complex projects. To claim success, your process must be efficient and logical, and the achievement of desired goals must come through an orderly action plan. You value the power of systemic, strategic planning and implementation.

You use strategies and efficient tactics to maximize the use of resources and optimize outcomes. You are supportive and loyal to those who will help you, without hesitation or qualification, become successful. You integrate planning and implementation, viewing the concepts as virtually indistinguishable.

You value the rational use of power and act promptly in competitive environments. You are persevering and principled. You want to develop and lead winning strategies, and you want to direct others in an impartial, efficient manner.

CONDITION #2: WHEN FACED WITH CONFLICT

YOUR CONFLICT SEQUENCE

Your Conflict Sequence (CS) arrowhead is in the **[BRG]** region of the triangle.

[BRG]

[Blue or Red or Green]

You want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Your approach differs according to the situation, rather than following a fixed sequence.

HOW YOU EXPERIENCE CONFLICT

As a person with a [BRG] Conflict Sequence, you first define the context for the problem, so you can choose the most appropriate response. You may choose an accommodating, assertive, or analytical approach, depending on the situation. You remain open to others' suggestions and ideas. You want to be sure that no viable option is overlooked. You believe that the best way to show you care about the problem is to consider all aspects of it and to try to see all sides.

You want other people to be willing to compromise and collaborate. You do not want people to be rigid and inflexible in their approach to conflict.

If conflict progresses into your Stage 2 blend of Blue, Red, and Green, you redefine the context for the problem and choose to yield, argue, or wait, depending on what seems best. You feel that some people have limited views of the issue.

If conflict progresses to your Stage 3 blend of Blue, Red, and Green, you might give up, fight, or detach.

THE PATH BACK TO YOUR RED-GREEN MVS

Your path back to Red-Green from Stage 1 [BRG] may involve advancing the strategy in the best way possible for the situation.

Eric Lawrence

Strengths

Strengths are the behaviors we deploy to get the results we want and to affirm the self-worth of people in relationships. Each strength fits best in one of four groups—Blue, Red, Green, or Hub.

This table presents example reasons that clarify the potential motives or intentions for deploying that strength. Each example reason connects one strength to a same-color motive.

However, more complex connections are possible, eg. a Blue strength could be used for a Red reason.

For a complete explanation of strengths, their simple and complex connections to motives, and guidance about how to choose and deploy strengths more effectively, consult the *Strengths Portrait*.™

STRENGTHS AND REASONS		
Strength:	...in Action	Example Reason for Deploying It:
Supportive	Give encouragement and help to others	To reassure others and help build their confidence
Caring	Concern for the well-being of others	So others will feel valued
Devoted	Dedication to some people, activities, or purposes	To further a cause that benefits people
Modest	Playing down one's own capabilities	So others can show what they are capable of
Helpful	Giving assistance to others who are in need	So others will feel better
Loyal	Remaining faithful to the commitments made to others	To build trust in the relationship
Trusting	Placing one's faith in others	To demonstrate belief in others
Strength:	...in Action	Example Reason for Deploying It:
Risk-Taking	Taking chances on losses in pursuit of high gains	So opportunities are not wasted
Competitive	Striving to win against others	To improve on one's personal best
Quick-to-Act	Getting things started without delay	To finish a task as quickly as possible
Forceful	Acting with conviction, power, and drive	To minimize resistance and get people to follow
Persuasive	Urging, influencing, and convincing others	To direct action toward goals
Ambitious	Determination to succeed and to get ahead	To drive toward greater accomplishments
Self-Confident	Believing in one's own powers and strengths	To be certain about goals and capabilities
Strength:	...in Action	Example Reason for Deploying It:
Persevering	Maintaining the same course of action in spite of obstacles	To allow enough time for actions to have an effect
Fair	Acting justly, equitably, and impartially	To maintain objectivity
Principled	Following certain rules of right conduct	To ensure consistency and fairness
Analytical	Dissecting and digesting whatever is going on	To identify and eliminate inefficiencies
Methodical	Orderliness in action, thought, and expression	To give the process a chance to work as intended
Reserved	Practicing self-restraint in expressing thoughts and feelings	To defer a decision until the facts are available
Cautious	Being careful to make sure of what is going on	To make sure that nothing is missed or overlooked
Strength:	...in Action	Example Reason for Deploying It:
Option-Oriented	Looking for and suggesting different ways of doing things	To find something that is appropriate to the situation
Tolerant	Respecting differences, even during disagreements	To allow new ideas to emerge
Adaptable	Adjusting readily to new or modified conditions	To keep people together
Inclusive	Bringing people together in order to reach consensus	To create a sense of unity and belonging
Sociable	Engaging easily in group conversations and activities	To increase the connections in the network
Open-to-Change	Considering different perspectives, ideas, and opinions	To find something new that everyone can agree on
Flexible	Acting in whatever manner is appropriate at the moment	To fit into the situation



© Copyright 2015 by PSP, Inc. TotalSDI.com

Strength Deployment Inventory results provided by TotalSDI Demo Co. August 7, 2015 16

Eric Lawrence

Overdone Strengths

Overdone Strengths are behaviors intended as strengths, but are perceived negatively. Overdone Strengths decrease the probability of productive relationships and can trigger conflicts that might otherwise be preventable.

People deploy strengths with the intention of their chosen strength being effective. So when a strength is not effective, they often try harder with the same strength.

Strengths may be overdone in terms of **frequency, duration, or intensity**. They may also be overdone when considered in specific **contexts**. For a complete explanation of Overdone Strengths and advice about how to manage them, consult the *Overdone Strengths Portrait*.™

OVERDONE STRENGTHS	
Strength:	If Overdone Can Become...
Supportive	Overly supportive, to the point of giving up one's own interests and wishes for others
Caring	Overly caring for others' well-being and giving or doing anything others ask
Devoted	Too devoted and doing what others want without question or resistance
Modest	Too modest and not taking credit for one's efforts or promoting one's ability
Helpful	Overly helpful to others and doing things for them that they do not want or need
Loyal	Too loyal to the point of overlooking or ignoring problems with plans or people
Trusting	Overly trusting and readily believing in people or things that one should not
Strength:	If Overdone Can Become...
Risk-Taking	Overly risk-taking to the point of ignoring the potential consequences
Competitive	Too competitive and confronting people in a combative or argumentative way
Quick-to-Act	Too quick-to-act and overlooking information that could be useful
Forceful	Too forceful and asserting one's will over others
Persuasive	Overly persuasive and disregarding others' views and disputing their concerns
Ambitious	Too ambitious with one's goals and not having compassion for others
Self-Confident	Overly self-confident to the point of being convinced one knows best
Strength:	If Overdone Can Become...
Persevering	Too persevering and justifying one's course of action despite others' views or preferences
Fair	Overly fair and impartial to the point of not considering the affect on others
Principled	Too principled and not yielding, even on minor issues
Analytical	Overly analytical and getting lost in concepts or details that don't matter
Methodical	Too methodical to the point of being constrained and not changing one's ways
Reserved	Overly reserved in expressing oneself and not engaging with people or issues
Cautious	Too cautious and starting off with doubt, mistrust, and skepticism
Strength:	If Overdone Can Become...
Option-Oriented	Too option-oriented and not having a clear aim or direction
Tolerant	Overly tolerant and coming across as having no opinion or preference
Adaptable	Too adaptable and letting the situation dictate what one does
Inclusive	Overly inclusive and decreasing the value of each person's participation
Sociable	Overly sociable and disrupting or distracting others
Open-to-Change	So open-to-change to the point that one's priorities and principles are not clear
Flexible	So flexible that other people cannot be sure about what one will do



© Copyright 2015 by PSP, Inc. TotalSDI.com

Strength Deployment Inventory results provided by TotalSDI Demo Co. August 7, 2015 17

Eric Lawrence

Arrow Dynamics

SDI arrows show the Motivational Value Systems and Conflict Sequences of people. A full understanding of the SDI includes the connection between these two points. Given that there are seven Motivational Value Systems and 13 Conflict Sequences, there are 91 combinations of MVS and CS. Therefore, the simple language of the three colors of motives under two conditions enables descriptions of the true complexity of real relationships.

TWO-PERSON RELATIONSHIP EXAMPLE

MVS	CS	Value
Susan	16	54
Susan	31	31
Susan	30	16
Chloe	20	20
Chloe	16	34
Chloe	16	30

In this example, Susan and Chloe may work well together, or they may be in conflict, but more likely, there is some of each condition in their relationship. In good times, Susan may appreciate Chloe's desire to get things done and Chloe may appreciate Susan's desire to include people and consider multiple perspectives. When things are not going well, Chloe may perceive Susan's option-seeking as a lack of focus, or even a lack of loyalty. Similarly, Susan may perceive Chloe's competitiveness as fighting, or an unwillingness to consider others' ideas. If these perceptions cause conflict, Susan will likely want to slow things down and analyze the situation, while Chloe will likely want to speed things up and take action quickly. Awareness of each others' motivations when things are going well and during conflict can help Susan and Chloe understand and appreciate each other and become more effective together.

GROUP RELATIONSHIP EXAMPLE

MVS	CS	Value
Susan	16	54
Susan	31	31
Susan	30	16
Chloe	20	20
Chloe	16	34
Chloe	16	30
Lei	11	40
Lei	10	20
Lei	10	20

In this example, there are many relationships (including the one between Susan and Chloe as described on the left). Just as with individuals, teams may work well together, or they may be in conflict, but more likely, there is some of each condition in the group. When things are going well, this group has at least one person in each MVS. This does not necessarily mean the group is well-balanced. Their diversity in motivation may be viewed as a source of productivity, but it may also be the basis for conflict. When there is conflict, four of the members (Susan, Gustav, Laura, and Lei) have Stage 1 Blue, Red, [BG], and [BRG]. Their diverse Conflict Sequences may contribute to making things worse, or the group may discover effective methods of identifying and managing conflict and restoring the self-worth of all the group members.

Eric Lawrence

Deploying Your Strengths Under Two Conditions

CONDITION #1: When Things Are Going Well (MVS)

Even if you don't know the MVSs of the people you interact with, you can still apply your understanding in all of your relationships.

FOCUS ON MOTIVES

In everyday conversations, ask questions that get people talking about their motives and reasons for doing things. Here are some sample questions:

- What do you want from this interaction or situation?
- What is important to you about this issue, situation, or approach?
- What triggers conflict for you in a situation or relationship?
- What do you intend to accomplish by doing this?

ADJUST YOUR FILTERS

When listening to others, be aware of language that shows their motives – and aware of the way your filter may cause you to see things.

- Listen for values, purposes, and reasons; which MVS type they sound most like?
- Observe how others approach a new or unexpected situation.
- Observe what causes them concern or discomfort.
- Listen for priorities, intended outcomes, and interests.

DEPLOY YOUR STRENGTHS

Act and communicate in ways that help others know what you are trying to do, and how everyone will benefit.

- State your motivation, purpose, or intent when working with others.
- Choose strengths mindfully, especially when working with people whose MVSs are different from yours.
- Adjust the frequency, duration, or intensity of your strengths in different contexts to prevent them from being seen as overdone.
- Focus on outcomes and how everyone involved may value the outcomes differently.

CONDITION #2: When There is Conflict (CS)

When there is conflict, conversations can get more complicated (especially in Stage 2 or 3). The key to navigating conflict is to use conflict questions.

DISCOVER VALUES (focus on self)

These sample questions help you focus on what matters most to the person who is in conflict (and potentially move from Stage 3 to Stage 2).

- What's really important to you?
- How are you feeling now?
- What are your priorities?
- What do you think is wrong here?

DEFINE THE PROBLEM (focus on self and problem)

These sample questions help you learn how the person who is in conflict sees the situation (and potentially move from Stage 2 to Stage 1).

- What do you need to get this problem solved for you?
- What are some ways this could be resolved?
- Ideally, what would be the outcome of this?
- What would a minimally acceptable solution look like?

EXPAND THE FOCUS (focus on self, problem, and others)

These sample questions help you to include your needs and views in the conflict conversation (and potentially help others see the path back from Stage 1 to their MVS).

- May I share how I feel about this?
- May I express my priorities?
- Would you like to hear my ideal outcome?
- What would you like to know from my perspective?

Eric Lawrence

Relationship Awareness Theory

Relationship Awareness Theory provides a simple, common language for people to understand the motives behind behavior, prevent and manage conflict effectively, and to engage in meaningful dialogue. When applied within teams and organizations, this language dramatically improves the quality of working relationships and workplace performance.

The SDI is based on a strong, valid theory of human motivation originally developed by psychologist and educator Dr. Elias Porter. The theory has four key concepts:

- ✔ Behavior is driven by motivation to achieve self-worth.
 - ✔ Motivation changes in conflict.
 - ✔ Strengths, when overdone or misapplied, can be perceived as weaknesses.
 - ✔ Personal filters influence perceptions of self and others.
- These foundational insights, when combined with individual and team SDI assessment results, power individual and organizational learning.

SDI Language

MOTIVE

A purpose, drive, or reason why something is done.

MOTIVATIONAL VALUE SYSTEM

A system of motives that serves as a basis for choosing strengths, filtering information, and judging yourself and others. Every MVS is a blend of three primary motives: Blue (people), Red (performance), and Green (process).

FILTER

A method of selective perception and evaluation of a situation.

VALUED RELATING STYLE

A style of relating in which a person feels free to use strengths that affirm self-worth and the intended results affirm self-worth. A Valued Relating Style is a mix of values and personal strengths that have consistent connections with the Motivational Value System.

BORROWED RELATING STYLE

A style of relating in which a person feels free to choose strengths that do not affirm self-worth, but the intended results do. A Borrowed Relating Style is the result of a choice to temporarily set aside preferred behaviors in exchange for desirable outcomes that are expected to result from the use of non-preferred behaviors. In many cases, borrowed strengths are a different "color" than the preferred strengths.

MASK RELATING STYLE

A style of relating in which a person does not feel free to choose behavior, but feels forced to behave in a certain way. The lack of choice may be experienced because the mask behaviors help to avoid negative outcomes, or the consequences of using preferred behaviors may be unacceptable. In many cases, mask behaviors are a different "color" than the preferred behaviors. Masks may be short-term or long-term; they may be conscious or unconscious.

CONFLICT SEQUENCE

A series of changes in motivation during conflict that typically results in a related series of changes in behavior. There are three stages in a Conflict Sequence. These stages are characterized by a concentration of energy and a diminishing focus as follows:

Stage 1: *focus on self, problem, and others*

Stage 2: *focus on self and problem*

Stage 3: *focus on self*

Conflict can be resolved or left unresolved in any stage.

OPPOSITION

Disagreement, contrast, difference, resistance, or dissent. Opposition is not necessarily conflict, but it can grow into conflict when it gets personalized. Most conflicts have elements of opposition in them. Opposition can be productively engaged when things are going well.

CONFLICT

A personal and emotional experience caused by a real or perceived threat to self-worth. The word conflict can also be used in everyday language to describe opposition; however, the SDI separates the two ideas and uses the terms as defined here.

CONFLICT TRIGGER

An event, behavior, situation, or perception that threatens, or has the potential to threaten, a person's self-worth. People only experience conflict about things that are important to them; therefore, conflict triggers include the opportunity to learn about what matters to people. Conflict triggers also present an implied choice:

- to enter conflict based on the perceived triggers, or
- to reframe the situation so that threats are no longer perceived.

STRENGTH

A freely chosen behavior that is intended to produce results. Strengths affirm the self-worth of people in relationships. A strength does not affirm one person's self-worth at the expense of another. That is classified as an Overdone Strength. Strengths are productively motivated and effective.

OVERDONE STRENGTH

A behavior or trait that may be intended as a strength, but is perceived negatively by one or more persons. Strengths may be overdone (or perceived as overdone) in frequency, duration, or intensity. They may also be misapplied, or perceived as misapplied, depending on the context.



© Copyright 2015 by PSP, Inc. TotalSDI.com

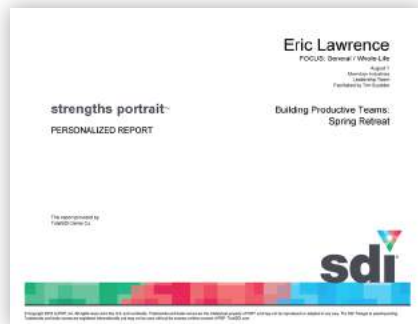
Strength Deployment Inventory results provided by TotalSDI Demo Co. August 7, 2015 20

REPORTS: PERSONALIZED REPORT – STRENGTHS PORTRAIT

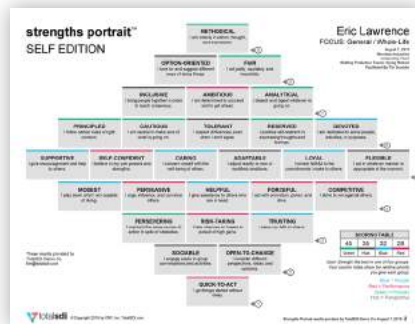
Personalized Report: Strengths Portrait

The Strengths Portrait Personalized Report presents the assessment results along with additional interpretive, explanatory, and reflective content. This 15-page report guides the learner through an understanding of their results, the connections between strengths and the SDI (specifically the MVS), and the concepts of Valued, Borrowed, and Mask relating styles. It concludes with a reflective activity that prompts learners to identify strengths they want to maintain, borrow, or develop.

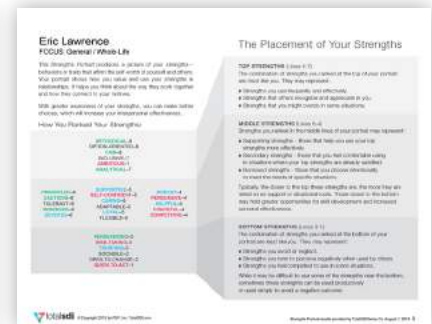
Page 1 of 15: Cover



Page 2 of 15: Self Portrait



Page 3 of 15: Placement of Strengths



Page 4 of 15: Explanation of Scores

Group	45 GREEN	30 BLUE	22 RED	25 RED
PROBABILITY	Process	Prophet	People	Performance
INTERNAL OUTCOME	Develops relationships and creates positive energy	Strengths that generate confidence and provide support	Strengths that are helpful and provide the ability to do things	Strengths that are helpful and provide the ability to do things
DIFFERENCE	Develops relationships and creates positive energy	Strengths that generate confidence and provide support	Strengths that are helpful and provide the ability to do things	Strengths that are helpful and provide the ability to do things

How to Borrow a Strength: FOCUS

When you may have an idea about what strength you want to use, it can be helpful to think about how it would be used. It's important to consider the context in which you would use it. For example, if you want to use the strength of 'People', you might want to consider how you would use it in a team setting.

Page 5 of 15: Strengths and the SDI



Page 6 of 15: Strengths and Reasons

Strength	Reason
1. Visionary	1. Visionary
2. Strategic	2. Strategic
3. People	3. People
4. Performance	4. Performance

Page 7 of 15: Blue Strengths and Reasons

Strength	Reason
1. Visionary	1. Visionary
2. Strategic	2. Strategic
3. People	3. People
4. Performance	4. Performance

Page 8 of 15: Blue Strengths and Reasons

Strength	Reason
1. Visionary	1. Visionary
2. Strategic	2. Strategic
3. People	3. People
4. Performance	4. Performance

Page 9 of 15: Red Strengths and Reasons

Strength	Reason
1. Visionary	1. Visionary
2. Strategic	2. Strategic
3. People	3. People
4. Performance	4. Performance

2114ENUS.V5.27

(continued on page 38)

2114ENUS.V5.27

[illegible][illegible]

FacilitatorSource Resources 38

Eric Lawrence

FOCUS: General / Whole-Life

August 7

Merridian Industries

Leadership Team

Facilitated by Tim Scudder

strengths portrait™

PERSONALIZED REPORT

**Building Productive Teams:
Spring Retreat**

This report provided by
TotalSDI Demo Co.

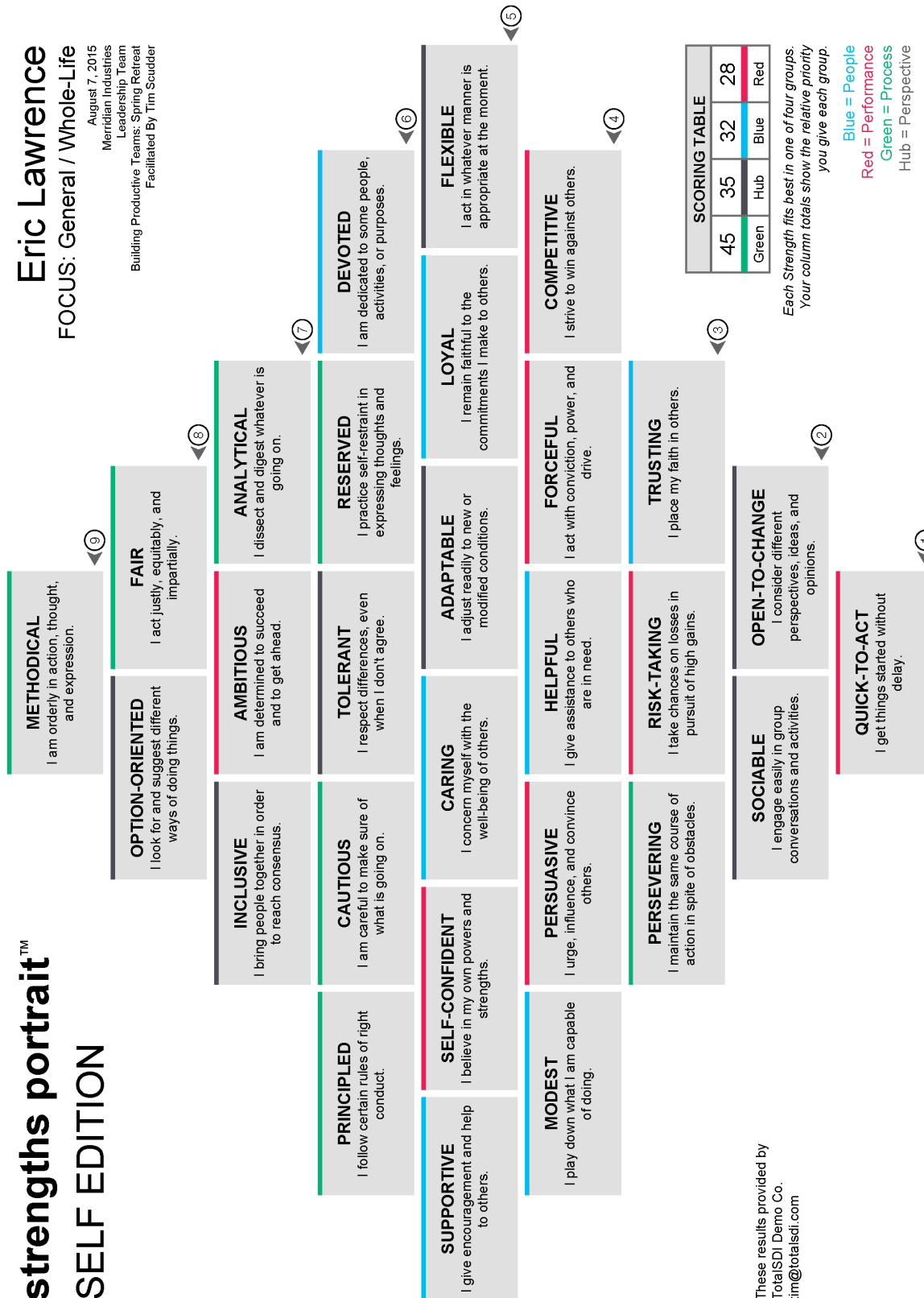


© Copyright 2015 by PSP, Inc. All rights reserved in the U.S. and worldwide. Trademarks and trade names are the intellectual property of PSP® and may not be reproduced or adapted in any way. The SDI Triangle is patent-pending. Trademarks and trade names are registered internationally and may not be used without the express written consent of PSP. TotalSDI.com

strengths portrait™ SELF EDITION

Eric Lawrence
FOCUS: General / Whole-Life

August 7, 2015
Meridian Industries
Leadership Team
Building Productive Teams: Spring Retreat
Facilitated By: Tim Scudder



These results provided by
TotalSDI Demo Co.
tim@totalsdi.com

Strengths Portrait results provided by TotalSDI Demo Co. August 7, 2015 2

Eric Lawrence

FOCUS: General / Whole-Life

This *Strengths Portrait* produces a picture of your strengths—behaviors or traits that affirm the self-worth of yourself and others. Your portrait shows how you value and use your strengths in relationships. It helps you think about the way they work together and how they connect to your motives.

With greater awareness of your strengths, you can make better choices, which will increase your interpersonal effectiveness.

How You Ranked Your Strengths:

METHODICAL–9
OPTION-ORIENTED–8

FAIR–8

INCLUSIVE–7

AMBITIOUS–7

ANALYTICAL–7

PRINCIPLED–6

CAUTIOUS–6

TOLERANT–6

RESERVED–6

DEVOTED–6

SUPPORTIVE–5

SELF-CONFIDENT–5

CARING–5

ADAPTABLE–5

LOYAL–5

FLEXIBLE–5

MODEST–4

PERSUASIVE–4

HELPFUL–4

FORCEFUL–4

COMPETITIVE–4

PERSEVERING–3

RISK-TAKING–3

TRUSTING–3

SOCIABLE–2

OPEN-TO-CHANGE–2

QUICK-TO-ACT–1

The Placement of Your Strengths

TOP STRENGTHS (Lines 9-7)

The combination of strengths you ranked at the top of your portrait are *most like you*. They may represent:

- Strengths you use frequently and effectively.
- Strengths that others recognize and appreciate in you.
- Strengths that you might overdo in some situations.

MIDDLE STRENGTHS (Lines 6-4)

Strengths you ranked in the middle lines of your portrait may represent:

- Supporting strengths - those that help you use your top strengths more effectively.
- Secondary strengths - those that you feel comfortable using in situations where your top strengths are already satisfied.
- Borrowed strengths - those that you choose intentionally to meet the needs of specific situations.

Typically, the closer to the top these strengths are, the more they are relied on as support or situational tools. Those closer to the bottom may hold greater opportunities for skill development and increased personal effectiveness.

BOTTOM STRENGTHS (Lines 3-1)

The combination of strengths you ranked at the bottom of your portrait are *least like you*. They may represent:

- Strengths you avoid or neglect.
- Strengths you tend to perceive negatively when used by others.
- Strengths you feel compelled to use in some situations.

While it may be difficult to use some of the strengths near the bottom, sometimes these strengths can be used productively or used simply to avoid a negative outcome.



© Copyright 2015 by PSP, Inc. TotalSDI.com

Strengths Portrait results provided by TotalSDI Demo Co. August 7, 2015 3

Eric's Strengths Portrait Scores

Each strength fits best in one of four groups. Your scores show the relative priority you give to each group.

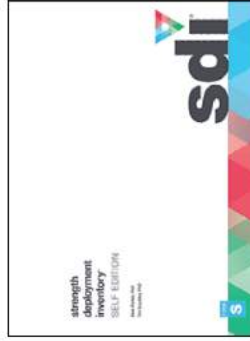
GROUP	45 GREEN	35 HUB	32 BLUE	28 RED
PRIORITY	Process	Perspective	People	Performance
TYPICAL OUTCOME	Strengths that establish and maintain logical order	Strengths that generate consensus and promote adaptability	Strengths that are helpful and promote the welfare of others	Strengths that focus action and accomplish results
SDI REFERENCE	Analytic-Autonomizing MVS	Flexible-Cohering MVS	Altruistic-Nurturing MVS	Assertive-Directing MVS

How to Borrow a Strength: FDIC

While you may have an idea about which strength to use in a situation, it can sometimes be difficult to think of exactly how to use that strength. Any time you decide to borrow a strength, consider these four variables:

Frequency	Is this a strength that you want (or another person wants you) to use more often?
Duration	Could you be more effective with a strength if you stay with it longer and give it more time to work?
Intensity	Would this strength work better for you if you use it more vigorously, with greater commitment and passion?
Context	Is timing of the essence? Are there specific places or circumstances when other strengths would be a better choice?

MAKING THE LINK TO MOTIVES



The remainder of this report explores how your strengths fit with your motives. Comparing the results of this report with your *Strength Deployment Inventory (SDI)* results can give you insight into how and why you use your strengths. ►

Eric Lawrence

How Strengths Fit With the SDI

Strength Deployment Inventory results display your blend of motives in the form of a dot on the SDI Triangle. The location of your dot represents your Motivational Value System—a visual representation of your concerns for *People (Blue)*, *Performance (Red)*, and *Process (Green)*. You may frequently use strengths that are the same “color” as your MVS. However, the *Strengths Portrait* helps to understand and explain more complex and individual connections between motivation (the *SDI*) and behavior (the *Strengths Portrait*) as in the generic examples below.

EXAMPLE: Charlie's SDI

60	25	15
Blue	Red	Green

A SIMPLE EXAMPLE:
Charlie, whose MVS scores are 60 Blue, 25 Red, and 15 Green, would have a Blue MVS. From these scores, a general prediction can be made: Charlie is most likely to choose Blue strengths (such as Supportive) for Blue reasons—to protect or nurture others, and to enhance their general well-being.

AN ADVANCED EXAMPLE:
Charlie may prefer to use a Blue Strength (such as Supportive) in order to be helpful to someone. But what if he's trying to manage a risk in that person's situation? The best way to be helpful might be to use Cautious (a Green strength) in order to help that person (a Blue reason). Charlie may therefore feel good about using the strength Cautious because there is a clear link to the Blue MVS and a way to fulfill the Blue motivation.

A COMPLEX EXAMPLE:
Also consider how Charlie's Blue reasons may be blended with Red and Green reasons. In some circumstances, Charlie may even choose strengths exclusively for Red or Green reasons. Charlie may choose to use a Green Strength (such as Analytical) to identify opportunities (a Red reason). Given that Charlie allocated 25 points to the Red (on the SDI), the use of a Green strength for a Red reason is normal and understandable. However, the Red motive probably does not drive that choice as frequently as does the Blue motive.

Eric Lawrence

Understanding Connections Between Strengths and Reasons

Every behavior is driven by a reason, purpose, or intention. The dynamics of connections between motivation and behavior can range from simple to complex.

The tables on the following pages present all 28 strengths from the *Strengths Portrait* along with the line number on which you placed it (9 is most like you, 1 is least like you). For each Motivational Value System (MVS), two different example reasons for choosing to use each strength are presented.

These examples are not the only possible connections between strengths and reasons. They are intended to illustrate possible reasons that any person, regardless of MVS, could choose to use them, depending on what motives are driving their choices. The examples are not interpretations of past actions; they are purposes that link motives to current or future actions. These example reasons are intended to help explore questions such as:

- *What is the person trying to do?*
- *What is their intent?*
- *What is their underlying reason for choosing a strength?*

While the simple interpretation of these tables is that Blues use Blue strengths for Blue reasons, Hubs use Hub strengths for Hub reasons, and so forth, this simple interpretation does not explain enough. It is reasonable to assume that people are most likely to choose strengths, of any color, for the reasons listed in the columns that correspond to their MVS. This assumption, however, leaves open the very real possibility that people sometimes choose strengths for reasons that relate to their lower MVS scores.

How to Use the Strengths and Reasons Tables

FOR YOURSELF:

As you consider your choices of strengths for various situations, read the sample reasons for using each of the strengths. Reflect on the examples and consider what motives are driving your choices. Are the connections simple or complex? While it is most likely that the reasons in your MVS column drive many of your behavior choices, no one makes all their choices for only one type of reason. When you interact with others, remember that they cannot see your motives and reasons; they can only see your behavior. It is almost always helpful to communicate your motives, intentions, or purposes when you interact with others.

TO UNDERSTAND OTHERS:

If you've ever asked yourself, "Why are they doing that?" then these tables can help you ponder the possibilities. While the best possible source for the answers is dialogue with the people you're curious about, these tables can help you anticipate the types of answers you might get.

TO INFLUENCE OTHERS:

If you find yourself in a situation where you would prefer different behavior from others, you need to help them see what's in it for them.

1. Select the strength, or combination of strengths, that you think will help them be more effective.
2. Refer to the reasons connected to their Motivational Value Systems.
3. Frame your requests or suggestions in ways that connect the desired behaviors to their motivations.

Remember, these tables are only examples. You should consider the individuals you are working with, their specific needs, and the overall situation.

Eric Lawrence

Blue Strengths and Example Reasons

The following strengths, while often associated with the Blue MVS, can be used for different reasons.

STRENGTH	BLUE EXAMPLES	RED EXAMPLES	GREEN EXAMPLES
⑤ CARING I concern myself with the well-being of others.	So I will know what they need. So they will feel valued.	So they can perform at their best. To gain their commitment to a task or purpose.	To be consistent with my principles. So I can accurately assess their needs.
⑥ DEVOTED I am dedicated to some people, activities, or purposes.	To solidify my personal commitment to them. To further a cause that benefits people.	To create meaningful change. To show my commitment and passion.	To maintain focus on priorities. To keep striving for order and clarity.
④ HELPFUL I give assistance to others who are in need.	To show empathy for their situation. So they will feel better.	So they will help me when I need it. To help them overcome obstacles.	Because it is fair and reasonable. So they can carry their own weight.
⑤ LOYAL I remain faithful to the commitments I make to others.	So they know they can rely on me. To build trust in the relationship.	Because I expect loyalty in return. To deliver on my promises.	Because it is a matter of principle. To demonstrate that I am reliable.
④ MODEST I play down what I am capable of doing.	So others can get the credit they deserve. So others can show what they are capable of.	So others will rise to the challenge. So my results can speak for themselves.	To preserve my capacity in case it is needed later. So I don't promise something I can't do.
⑤ SUPPORTIVE I give encouragement and help to others.	To reassure them and help build their confidence. Because that will help them grow.	So they can help me achieve my goals. In order for them to achieve the best that they can.	So they will learn from information and experience. So they will be able to do things correctly.
③ TRUSTING I place my faith in others.	To show that I believe in them. To affirm our relationship.	So they will continue to perform. To give them the freedom to make decisions.	To honor my commitments. To show my support for their plans.

Eric Lawrence

Blue Strengths and Example Reasons *continued*

The following strengths, while often associated with the Blue MVS, can be used for different reasons.

STRENGTH	RED-BLUE EXAMPLES	RED-GREEN EXAMPLES	BLUE-GREEN EXAMPLES	HUB EXAMPLES
⑤ CARING I concern myself with the well-being of others.	So I can quickly identify how others can improve. So they will know they can rely on me when they need help.	So they see that they are important to our success. To energize them and improve performance.	To help them be more able to care for themselves. So I can understand their needs and expectations.	So they will be able to participate. To keep lines of communication open.
⑥ DEVOTED I am dedicated to some people, activities, or purposes.	To create enthusiasm for a cause. To lead people to what is best for them.	To concentrate on actions that produce results. To include people who have similar goals.	To maintain their trust in my abilities. To keep things fair and beneficial to others.	To keep outcomes in mind while testing options. To keep people united toward a common goal.
④ HELPFUL I give assistance to others who are in need.	So they will be able to rise above a challenge. To know that I have given all I can.	So their competence will increase. To speed up a process.	So they can focus on what is most important to them. So their situation doesn't get worse.	To keep them on the team. To join them in their struggle.
⑤ LOYAL I remain faithful to the commitments I make to others.	To develop a trusting connection. Because they will benefit when I fulfill my promise.	Because they are essential to my strategy. To affirm the understanding between us.	So that others feel that they can trust me. So I do not let them down.	To ensure that consensus is maintained. So I finish whatever I start.
④ MODEST I play down what I am capable of doing.	To give other people a chance to do their best. So I can build up others' confidence.	Because I want to exceed expectations. So I do not over-commit myself.	To give me time before making a promise. To be considerate and not appear arrogant.	To get others' input and involvement. To make sure that everyone feels important and needed.
⑤ SUPPORTIVE I give encouragement and help to others.	So that they can feel good about achieving their goals. So they feel willing to face and overcome obstacles.	To energize others to reach their potential. So they will understand their role in the strategy.	To show appreciation for their efforts. To make sure that they have room to grow.	So that they will do the same for me. So everyone will have access to the same opportunities.
③ TRUSTING I place my faith in others.	To show my confidence in them. To inspire and encourage them.	So they will become stronger. To show how much I value their abilities.	To affirm our mutual respect and understanding. So I do not need to worry about what they will do.	To bring people together. To create a healthy environment.

Eric Lawrence

Red Strengths and Example Reasons

The following strengths, while often associated with the Red MVS, can be used for different reasons.

STRENGTH	BLUE EXAMPLES	RED EXAMPLES	GREEN EXAMPLES
⑦ AMBITIOUS I am determined to succeed and to get ahead.	So I have the ability to help others. To show others that it can be done and to encourage them.	To drive others toward greater accomplishments. To be recognized for doing the best I can.	To be recognized for my expertise. To prove the validity of my plan.
④ COMPETITIVE I strive to win against others.	In order to support people or causes that I care about. To support my team against others.	To claim the rewards of victory. To improve on my own personal best.	To learn from them and improve myself. To show my expertise or knowledge.
④ FORCEFUL I act with conviction, power, and drive.	To nurture confidence in others. To protect someone's welfare.	To overcome obstacles. To minimize resistance and get people to follow.	To clarify a point when I know I'm right. To get the information I need.
④ PERSUASIVE I urge, influence, and convince others.	To defend others or to support a worthy cause. For their own benefit.	To direct action toward my goals. So others will move with me, not against me.	To have my ideas recognized. To preserve my independence.
① QUICK-TO-ACT I get things started without delay.	To show my commitment to others and focus my energy. To help others immediately.	To seize the opportunity before it is lost. So that we can finish the task as quickly as possible.	So there will be enough time to complete the process. To utilize available knowledge and resources.
③ RISK-TAKING I take chances on losses in pursuit of high gains.	To help someone who is in real trouble. To decrease the risk for someone else.	So I don't miss an opportunity. To test my limits and get stronger.	Because the risk-reward ratio justifies it. To improve overall efficiency.
⑤ SELF-CONFIDENT I believe in my own powers and strengths.	To encourage others and give them more confidence. To have the ability to help as much as needed.	To bolster my energy and focus. To be certain of my goals and abilities.	To identify the correct course of action. To get things done the right way.

Eric Lawrence

Red Strengths and Example Reasons *continued*

The following strengths, while often associated with the Red MVS, can be used for different reasons.

STRENGTH	RED-BLUE EXAMPLES	RED-GREEN EXAMPLES	BLUE-GREEN EXAMPLES	HUB EXAMPLES
7 AMBITIOUS I am determined to succeed and to get ahead.	To help my friends and colleagues benefit. To show others what it best for them.	To exceed performance standards and win. To prove the feasibility of my strategy.	To help others learn to succeed. To protect my independence.	So others will see me as a valuable contributor. So my ideas will be accepted as the best.
4 COMPETITIVE I strive to win against others.	So I can share my success with others. To clear the way for others who also want to compete.	To test and refine my own skills. To get the optimal results from an opportunity.	To support someone else in their struggle. To re-establish or reinforce fair principles.	To have fun playing the game. So others will accept me as part of a team.
4 FORCEFUL I act with conviction, power, and drive.	To challenge people to become their best. To get others what they need.	To compellingly communicate my strategy. To relentlessly pursue a goal.	To defend the rights of others. To protect boundaries or people.	To get cooperation. To adjust quickly to a changing situation.
4 PERSUASIVE I urge, influence, and convince others.	To get people to do what they need to do to succeed. So they will let me help them.	To get buy-in and avoid using power over others. So they will understand the basis for my strategy.	To get people to respect others. To stop people from making a mistake.	To get people to understand each other. To emphasize the importance of working together.
1 QUICK-TO-ACT I get things started without delay.	To match the urgency of the situation. So people don't have to wait for me.	To avoid last-minute mistakes. So there is time later to revise the plan, if needed.	To be responsive and considerate of others' time. So I do not hold up someone else's efforts.	So others will know what is important to me. To show my acceptance of others' ideas.
3 RISK-TAKING I take chances on losses in pursuit of high gains.	To show that I am fully invested in the situation. To address an urgent need.	To drive innovative and creative thinking. To remove the biggest obstacles first.	To protect important principles that are involved. To secure future independence.	To represent the interests of the group. To get unanimous support for an idea.
5 SELF-CONFIDENT I believe in my own powers and strengths.	To set a good example that others can follow. To know what is best for others.	To drive action from analysis. To create a winning strategy.	To take credit for my own actions and achievements. To find a sustainable solution.	To remain flexible without losing focus. To build the confidence of the team.



© Copyright 2015 by PSP, Inc. TotalSDI.com

Strengths Portrait results provided by TotalSDI Demo Co. August 7, 2015 10

Eric Lawrence

Green Strengths and Example Reasons

The following strengths, while often associated with the Green MVS, can be used for different reasons.

STRENGTH	BLUE EXAMPLES	RED EXAMPLES	GREEN EXAMPLES
7 ANALYTICAL I dissect and digest whatever is going on.	To learn how others are really feeling. To find the best way to be helpful.	To identify risks and opportunities. So I have the facts to support my direction.	To have a complete and accurate understanding. To identify and eliminate inefficiencies.
6 CAUTIOUS I am careful to make sure of what is going on.	To know what others really need. So I can manage any risks to relationships.	To make my next move at the right time. To make sure goals are realistic.	So there are no surprises. To make sure that nothing is missed or overlooked.
8 FAIR I act justly, equitably, and impartially.	So people get what they really need. So those most in need get the relevant support.	So there are no hidden agendas. To achieve a legitimate win.	To maintain my objectivity. So conclusions are supportable and defensible.
9 METHODICAL I am orderly in action, thought, and expression.	To make sure another person understands me. To create a structure that will benefit others.	To increase the chance of success. To make sure that I communicate clearly and effectively.	To ensure predictability or repeatability. To give the process a chance to work as intended.
3 PERSEVERING I maintain the same course of action in spite of obstacles.	To uphold a personal commitment. So obstacles do not prevent getting benefits to others.	To overcome the obstacles. To ensure that we keep the goal in sight.	To validate my method. To allow enough time for my actions to have an effect.
6 PRINCIPLED I follow certain rules of right conduct.	So people will not be harmed. So others will feel secure.	So competition will be fair. To correctly direct resources toward a desirable result.	To uphold the underlying logic of the rules. To ensure consistency and fairness.
6 RESERVED I practice self-restraint in expressing thoughts and feelings.	To encourage others to speak their minds. So I don't upset people if I disagree with them.	So I don't hurt people's feelings. To avoid getting distracted by insignificant differences.	To give me time to be sure I'm right. To defer a decision until the facts are available.

Eric Lawrence

Green Strengths and Example Reasons *continued*

The following strengths, while often associated with the Green MVS, can be used for different reasons.

STRENGTH	RED-BLUE EXAMPLES	RED-GREEN EXAMPLES	BLUE-GREEN EXAMPLES	HUB EXAMPLES
7 ANALYTICAL I dissect and digest whatever is going on.	So I am clear about the task ahead. To help someone else make an important decision.	So my actions are guided by facts. To be correct the first time and prevent rework.	To find ways to build up others' capabilities. To identify and avoid potential risks.	To understand the social and political dynamics. To integrate others' views and facilitate agreement.
6 CAUTIOUS I am careful to make sure of what is going on.	To give the best possible advice. So I don't lead others into danger.	To save time or effort in the long run. To make sure there is a viable way forward.	To prevent making mistakes. To get a good read on people and situations before acting.	So no viable option is overlooked. So I am not too easily swayed by opinions.
8 FAIR I act justly, equitably, and impartially.	To give an advantage to a disadvantaged person. So others can make their own decisions.	To achieve justice in process and outcomes. To establish a level playing field.	So helping one person does not hurt another. To prevent any possible bias from affecting me.	To evaluate each option by its merits. To ensure that consensus is reached respectfully.
9 METHODICAL I am orderly in action, thought, and expression.	To make sure my decisions are valid. To make sure other people make effective choices.	To clarify my position regarding an issue. To lead people toward a logical course of action.	Because it helps me focus on what people need. So I don't need to worry about what is not done.	To be sure we have considered all perspectives. To ensure that no person or issue is forgotten.
3 PERSEVERING I maintain the same course of action in spite of obstacles.	To convince someone of what is best for them. To encourage others to break through their own barriers.	To achieve a predetermined outcome. To change the situation to better suit my objectives.	To guide people through complicated situations. So deviations do not cause problems.	To help the group get through a tough situation. To fully test our plan before changing it.
6 PRINCIPLED I follow certain rules of right conduct.	To correctly guide others' development. So people are protected from wrongdoing.	To make sure that actions are guided by reason. To prevent compromises that weaken the strategy.	So that processes will be fair to people. To prevent errors or unintended consequences.	To adapt to the rules of a new situation. So that I can treat everyone equally.
6 RESERVED I practice self-restraint in expressing thoughts and feelings.	So I don't say anything that might offend someone. To give others a chance to contribute.	To take enough time to clarify my own ideas. To avoid committing to something I might regret.	To learn others' thoughts and feelings. To give people a chance to succeed on their own.	To give everyone else a chance to have input. To respect others' thoughts and feelings.

Eric Lawrence

Hub Strengths and Example Reasons

The following strengths, while often associated with the Hub MVS, can be used for different reasons.

STRENGTH	BLUE EXAMPLES	RED EXAMPLES	GREEN EXAMPLES
⑤ ADAPTABLE I adjust readily to new or modified conditions.	To support and be responsive to someone. To make things easier on others.	To be agile and opportunistic. To recognize the urgent need for change.	To recognize the importance of new information. To remain open-minded.
⑤ FLEXIBLE I act in whatever manner is appropriate at the moment.	To help someone through a situation. To support others in their efforts.	To quickly achieve my goals. To take advantage of an opportunity.	To maintain fairness and boundaries. To recognize the facts as currently known.
⑦ INCLUSIVE I bring people together in order to reach consensus.	So each person feels valued. So that no one is left out of the process.	So everyone will be committed to the task. To ensure that we are all pulling in the same direction.	To make sure no vital information is overlooked. To establish clarity and shared meaning.
② OPEN-TO-CHANGE I consider different perspectives, ideas, and opinions.	So people are being listened to. To be receptive to others' ideas.	To determine the best course of action. So significant differences can be addressed immediately.	To evaluate them against my current belief. To be sure I am fully informed.
⑧ OPTION-ORIENTED I look for and suggest different ways of doing things.	To be helpful to someone. To provide acceptable alternatives when there is disagreement.	To keep trying until something works. To show that I care more about results than methods.	To challenge the underlying assumptions. To find the most efficient method.
② SOCIAL I engage easily in group conversations and activities.	To learn about people. To put everyone at ease and create harmony.	So I can add influential connections to my network. To find opportunities.	To exchange ideas with others. To learn what people think about things.
⑥ TOLERANT I respect differences, even when I don't agree.	To give each person a voice. To show people that I accept them for who they are.	To allow healthy debate and get better solutions. To keep people engaged in solving a problem.	To give new ideas time to be tested. To clarify people's positions and interests.

Eric Lawrence

Hub Strengths and Example Reasons *continued*

The following strengths, while often associated with the Hub MVS, can be used for different reasons.

STRENGTH	RED-BLUE EXAMPLES	RED-GREEN EXAMPLES	BLUE-GREEN EXAMPLES	HUB EXAMPLES
⑤ ADAPTABLE I adjust readily to new or modified conditions.	To be in the right position or relationship. To show others how to fit the situation.	To preserve my ability to compete. To discard outdated or ineffective ideas.	To build a new process that fits the situation. To help others to also adapt.	To go along with the group's wishes. To keep people together.
⑤ FLEXIBLE I act in whatever manner is appropriate at the moment.	To help someone achieve their goals. To leverage the most effective point of influence.	To make progress on my overall strategy. To secure a future advantage.	To help others navigate a process. To avoid unnecessary risk.	To fit into the situation. To bring others together.
⑦ INCLUSIVE I bring people together in order to reach consensus.	So we can move forward together. To create excitement about what we need to do.	To align people's actions toward an agreed goal. To make sure we do not have to revisit a decision later.	So each one of us will know our roles. So no one feels forced into a decision.	To create a sense of unity and belonging. So we can fully consider the situation.
② OPEN-TO-CHANGE I consider different perspectives, ideas, and opinions.	To encourage people to express themselves. To find the best way to help someone.	To adjust and improve my strategy. To be prepared for any potential opposition.	To see whether I have anything to contribute. To learn about other people or ideas.	To respect and honor diversity. To find something new that we can all agree on.
⑧ OPTION-ORIENTED I look for and suggest different ways of doing things.	To encourage someone to keep trying. To find the fastest way to get something done.	To break through a constraint or limit. To increase efficiency and effectiveness.	So people can make their own decisions about what to do. To hear what other people think about the options.	To find something that is appropriate to the situation. To involve other people in decisions.
② SOCIABLE I engage easily in group conversations and activities.	So I can connect people to one another. To find out what others are capable of.	To break down barriers to interaction. To build stronger relations in case things gets tough.	To help create a safe and open environment. To bring out the best in others.	To increase the connections in my network. To understand where people are coming from.
⑥ TOLERANT I respect differences, even when I don't agree.	To learn about people's priorities. To affirm the importance of a relationship.	To test ideas against each other. To remain open until a clear solution is found.	To recognize each person's individuality. To honor people's rights to be heard.	To allow new ideas to emerge. So group processes will be enriched by diversity.



© Copyright 2015 by PSP, Inc. TotalSDI.com

Strengths Portrait results provided by TotalSDI Demo Co. August 7, 2015 14

Relating Styles Defined

VALUED RELATING STYLE

A Valued Relating Style is a group of strengths used for the purpose of mutual benefit in relationships. A person's top strengths offer a more detailed explanation of their Motivational Value System (MVS), as described in the Strength Deployment Inventory (SDI). Every strength is used for a reason, and people's reasons frequently connect to their Motivational Value Systems.

BORROWED RELATING STYLE

A Borrowed Relating Style is a conscious choice to use a strength (or combination of strengths) that is not part of the Valued Relating Style for the purpose of achieving a useful and meaningful result. The Borrowed Relating Style is used in pursuit of desired goals. While the act of using the strength(s) may not enhance feelings of self-worth, it is intended to achieve a desired outcome while still supporting a person's underlying purpose and motives.

MASK RELATING STYLE

A Mask Relating Style is used to get through a situation where a person feels that non-preferred behavior is strongly expected. It is the use of strengths in response to a situation in which there is no perceived choice or control. Masking may be required in any situation and may be short-term or long-term. Masking differs from Borrowing in two main respects:

- 1) Masks do not feel freely chosen, and
- 2) Masks are more likely to be used to avoid a negative outcome, rather than to pursue a positive outcome.

WHAT PERCENTAGE OF TIME DO YOU SPEND USING EACH OF THESE RELATING STYLES?

Valued _____
Borrowed _____
Mask _____
TOTAL = 100%

As you review your *Strengths Portrait*, what do you want to maintain, borrow, or develop?

MAINTAIN: Which strengths do you want to be sure to keep using the way you currently do? Why are these important to you?

BORROW: Consider some situations or relationships in which you are not getting the results you want. Why are these results important to you? Which strengths might work better than the ones you've been using?

DEVELOP: As you review your *Strengths Portrait*, is there a strength that you want to develop? Why is this important to you? How can you exercise and develop this strength?

Take the time to learn the reasons behind the strengths other people are using. Ask questions to learn more about their underlying reasons. When you know others' strengths and their underlying reasons, you'll be able to understand them more fully and interact with them more effectively. Here are some sample questions:

- Why is it important to you to be **METHODICAL**?
- How do you feel when you are **FLEXIBLE**?
- How has being **COMPETITIVE** helped you in your life or career?
- What happens if you are in a situation where you cannot be **CAUTIOUS**?
- What's the best compliment you ever received about being **PERSUASIVE**?

The Overdone Strengths Portrait Personalized Report presents the assessment results along with additional interpretive, explanatory, and reflective content. This eight-page report guides the learner through an understanding of their results and toward an action plan focused on preventing conflict because overdone strengths often trigger conflict.

Page 3 of 8: Placement of Strengths



Page 6 of 8: Productive Intentions



Page 8 of 8: Action Plan



2114ENUS.V5.27

Eric Lawrence

FOCUS: General / Whole-Life

August 7

Meridian Industries

Leadership Team

Facilitated by Tim Scudder

**overdone
strengths
portrait™**

PERSONALIZED REPORT

**Building Productive Teams:
Spring Retreat**

This report provided by
TotalSDI Demo Co.

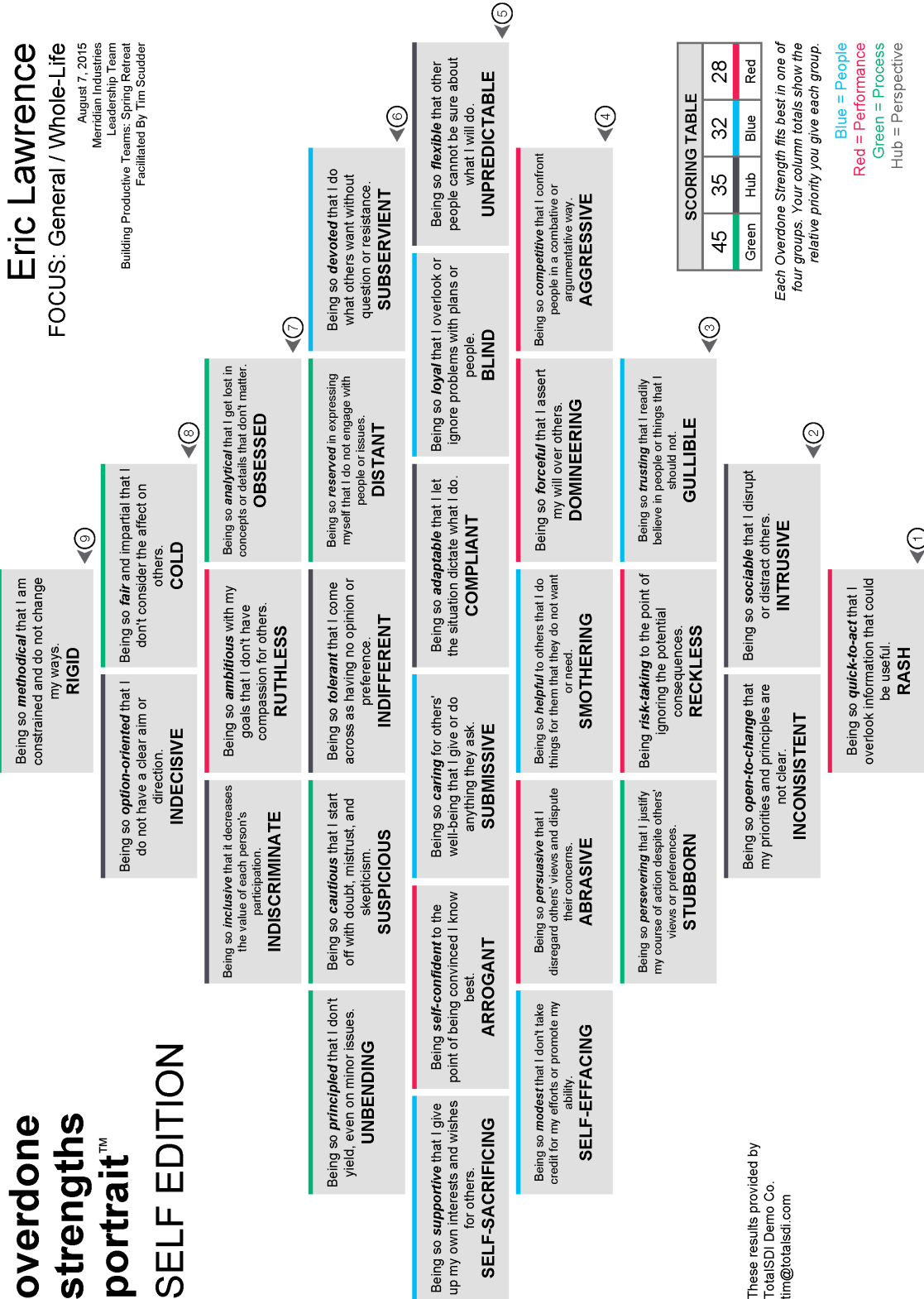


© Copyright 2015 by PSP, Inc. All rights reserved in the U.S. and worldwide. Trademarks and trade names are the intellectual property of PSP® and may not be reproduced or adapted in any way. The SDI Triangle is patent-pending. Trademarks and trade names are registered internationally and may not be used without the express written consent of PSP. TotalSDI.com

overdone strengths portrait™ SELF EDITION

Eric Lawrence
FOCUS: General / Whole-Life

August 7, 2015
Meridian Industries
Leadership Team
Building Productive Teams: Spring Retreat
Facilitated By Tim Scudder



Strengths Portrait results provided by TotalSDI Demo Co. August 7, 2015 2

totalsdi © Copyright 2015 by PSP, Inc. TotalSDI.com

These results provided by
TotalSDI Demo Co.
tim@totalsdi.com

2114ENUS.V6.Z7

2114ENUS.V5.27

Eric Lawrence

FOCUS: General / Whole-Life

This *Overdone Strengths Portrait* produces a picture of the way you may overdo your strengths. It shows how you may appear to others when your strengths are overdone or misapplied. The effort you invest with the *Overdone Strengths Portrait* will help you turn perceived weaknesses back into strengths and prevent interpersonal conflict.

With greater awareness of your Overdone Strengths, and how they may appear to others, you can make better choices, which will increase your interpersonal effectiveness.

How Your Strengths May Appear if Overdone:

RIGID –9 INDECISIVE –8 COLD –8 INDISCRIMINATE –7 RUTHLESS –7 OBSSESSED –7	SELF-SACRIFICING –5 ARROGANT –5 SUBMISSIVE –5 COMPLIANT –5 BLIND –5 UNPREDICTABLE –5	UNBENDING –6 SUSPICIOUS –6 INDIFFERENT –6 DISTANT –6 SUBSERVIENT –6	SELF-EFFACING –4 ABRASIVE –4 SMOTHERING –4 DOMINEERING –4 AGGRESSIVE –4
STUBBORN –3 RECKLESS –3 GULLIBLE –3 INCONSISTENT –2 INTRUSIVE –2 RASH –1			

The Placement of Your Overdone Strengths

TOP OVERDONE STRENGTHS (Lines 9-7)

The combination of Overdone Strengths you ranked at the top of your portrait are *most like you*. They may represent:

- Strengths you intend to use well, but are perceived by others as overdone in certain situations.
- Overdone Strengths that others identify as characteristic of you.
- Strengths that you know you overdo, but still sometimes find difficult to use well.

MIDDLE OVERDONE STRENGTHS (Lines 6-4)

Overdone Strengths you ranked in the middle lines of your portrait may represent:

- Strengths that you overdo only in specific situations or circumstances.
- Overdone Strengths that are of concern in some relationships, but not others.
- Overdone Strengths that used to be areas of concern for you, but which you have learned to manage and control.

Typically, the closer to the top these Overdone Strengths are, the more likely they are to affect your relationships. Those closer to the bottom are less likely to be causes of concern for you.

BOTTOM OVERDONE STRENGTHS (Lines 3-1)

The combination of strengths you ranked at the bottom of your portrait are *least like you*. They may represent:

- Things that you would never want to do.
- Overdone Strengths that are particularly distasteful to you. If others overdo these strengths, they may be conflict triggers for you.

Eric's Overdone Strengths Portrait Scores

Each Overdone Strength fits best in one of four groups. Your scores show your tendency to overdo certain groups of strengths and how this may affect your relationships.

GROUP	45 GREEN	35 HUB	32 BLUE	28 RED
PRIORITY	Process	Perspective	People	Performance
TYPICAL OUTCOME	Strengths that are so focused on process that you delay in reaching decisions or distance yourself from others.	Strengths that are so focused on perspective that your views are not clear or you cannot make decisions without others.	Strengths that are so focused on other people that you don't push for what you want or you get in the way of others.	Strengths that are so focused on performance that you push others too hard or don't listen to input from others.
SDI REFERENCE	Analytic-Autonomizing MVS	Flexible-Cohering MVS	Altruistic-Nurturing MVS	Assertive-Directing MVS

4 Ways Strengths Can Be Overdone

Frequency	Your strengths can be used too frequently. The regularity with which some strengths are used may begin to bother you or others. Comments such as, "You always..." or, "That's a bad habit," may indicate that others perceive that you use some strengths too frequently.
Duration	Your strengths can last too long. You may feel so committed to a certain course of action that it becomes difficult to notice when it stops working—or when it starts working against you and is interfering with your relationships. Comments such as, "Let go of it," or, "Can we move on now?" may indicate that others perceive that you use some strengths with too much duration.
Intensity	Your strengths can come on too strongly. If you are certain that your strength should be effective, but it's not working, you may try even harder—increasing the intensity. Comments such as, "You need to tone that down," or, "Are you really sure about this?" may indicate that others perceive that you use some strengths with too much intensity.
Context	Your strengths can be used at the wrong time or place. Words and actions that are appropriate at one time and place can be ineffective, or even harmful, in another. Comments such as, "It's too late for that," or, "Not here, not now," may indicate that others perceive that you are using some strengths in the wrong context.

MANAGING AN OVERDONE STRENGTH

A crucial skill for preventing conflict is learning to manage Overdone Strengths. Consider the following:

- What is the positive intent (strength) behind my Overdone Strength?
- How am I overdoing this strength?
Frequency, Duration, Intensity, and/or Context
- What is the effect on others or the situation when I overdo this strength?
- When I overdo it, what is my motivation or intent?
- Consider ways to tone down the Overdone Strength, choose a different strength, or involve another person who is unlikely to overdo the same strength.

Eric Lawrence

Productive Intent of Overdone Strengths

The following tables show the productive, intended strength behind each Overdone Strength.

BLUE: Altruistic-Nurturing		RED: Assertive-Directing	
OVERDONE STRENGTH	PRODUCTIVE STRENGTH	OVERDONE STRENGTH	PRODUCTIVE STRENGTH
5 SELF-SACRIFICING Being so supportive that I give up my own interests and wishes for others.	5 SUPPORTIVE I give encouragement and help to others.	3 RECKLESS Being risk-taking to the point of ignoring the potential consequences.	3 RISK-TAKING I take chances on losses in pursuit of high gains.
5 SUBMISSIVE Being so caring for others' well-being that I give or do anything they ask.	5 CARING I concern myself with the well-being of others.	4 AGGRESSIVE Being so competitive that I confront people in a combative or argumentative way.	4 COMPETITIVE I strive to win against others.
6 SUBSERVIENT Being so devoted that I do what others want without question or resistance.	6 DEVOTED I am dedicated to some people, activities, or purposes.	1 RASH Being so quick-to-act that I overlook information that could be useful.	1 QUICK-TO-ACT I get things started without delay.
4 SELF-EFFACING Being so modest that I don't take credit for my efforts or promote my ability.	4 MODEST I play down what I am capable of doing.	4 DOMINEERING Being so forceful that I assert my will over others.	4 FORCEFUL I act with conviction, power, and drive.
4 SMOTHERING Being so helpful to others that I do things for them that they do not want or need.	4 HELPFUL I give assistance to others who are in need.	4 ABRASIVE Being so persuasive that I disregard others' views and dispute their concerns.	4 PERSUASIVE I urge, influence, and convince others.
5 BLIND Being so loyal that I overlook or ignore problems with plans or people.	5 LOYAL I remain faithful to the commitments I make to others.	7 RUTHLESS Being so ambitious with my goals that I don't have compassion for others.	7 AMBITIOUS I am determined to succeed and to get ahead.
3 GULLIBLE Being so trusting that I readily believe in people or things that I should not.	3 TRUSTING I place my faith in others.	5 ARROGANT Being self-confident to the point of being convinced I know best.	5 SELF-CONFIDENT I believe in my own powers and strengths.

Eric Lawrence

Productive Intent of Overdone Strengths *continued*

The following tables show the productive, intended strength behind each Overdone Strength.

GREEN: Analytic-Autonomizing		HUB: Flexible-Cohering	
OVERDONE STRENGTH	PRODUCTIVE STRENGTH	OVERDONE STRENGTH	PRODUCTIVE STRENGTH
③ STUBBORN Being so persevering that I justify my course of action despite others' views or preferences.	③ PERSEVERING I maintain the same course of action in spite of obstacles.	⑧ INDECISIVE Being so option-oriented that I do not have a clear aim or direction.	⑧ OPTION-ORIENTED I look for and suggest different ways of doing things.
⑧ COLD Being so fair and impartial that I don't consider the affect on others.	⑧ FAIR I act justly, equitably, and impartially.	⑥ INDIFFERENT Being so tolerant that I come across as having no opinion or preference.	⑥ TOLERANT I respect differences, even when I don't agree.
⑥ UNBENDING Being so principled that I don't yield, even on minor issues.	⑥ PRINCIPLED I follow certain rules of right conduct.	⑤ COMPLIANT Being so adaptable that I let the situation dictate what I do.	⑤ ADAPTABLE I adjust readily to new or modified conditions.
⑦ OBSESSED Being so analytical that I get lost in concepts or details that don't matter.	⑦ ANALYTICAL I dissect and digest whatever is going on.	⑦ INDISCRIMINATE Being so inclusive that it decreases the value of each person's participation.	⑦ INCLUSIVE I bring people together in order to reach consensus.
⑨ RIGID Being so methodical that I am constrained and do not change my ways.	⑨ METHODICAL I am orderly in action, thought, and expression.	② INTRUSIVE Being so sociable that I disrupt or distract others.	② SOCIABLE I engage easily in group conversations and activities.
⑥ DISTANT Being so reserved in expressing myself that I do not engage with people or issues.	⑥ RESERVED I practice self-restraint in expressing thoughts and feelings.	② INCONSISTENT Being so open-to-change that my priorities and principles are not clear.	② OPEN-TO-CHANGE I consider different perspectives, ideas, and opinions.
⑥ SUSPICIOUS Being so cautious that I start off with doubt, mistrust, and skepticism.	⑥ CAUTIOUS I am careful to make sure of what is going on.	⑤ UNPREDICTABLE Being so flexible that other people cannot be sure about what I will do.	⑤ FLEXIBLE I act in whatever manner is appropriate at the moment.

Eric Lawrence

Overdone Strengths Defined

OVERDONE STRENGTH

A behavior or trait that may be intended to be used productively, but is not productive because it is perceived negatively by one or more persons. When strengths are overdone, they decrease the probability of effective interactions.

OVERDONE RELATING STYLE

An Overdone Relating Style is a group of Overdone Strengths used in a relationship. Overdone strengths are typically ineffective and can often cause interpersonal conflict. Excessive use of an Overdone Relating Style can be harmful or damaging in relationships.

WHY DO WE OVERDO IT?

Most people don't set out to overdo their strengths, achieve substandard results, offend others, or cause conflict. So why do we end up overdoing or misapplying our strengths at all? Let's start with motives; every behavior has an underlying motive. We choose behaviors to satisfy our motives; we intend to create some sort of effect or result that would be meaningful and valuable to us. Sometimes, when we don't see the effect or result that we want, we try a little harder, because we are certain that the strength will work. This sense of certainty is based on our motives and intentions; it can contribute to overdoing our strengths.

It's possible that we have not received any feedback about our Overdone Strengths—or that our filters block that feedback. We may find that we rely on certain strengths because they work most of the time. However, we may end up using strengths for convenience, comfort, due to habit, or simply because we don't see a reason or benefit to change.

We may not know we've overdone a strength until we identify a negative reaction or result. Reflecting on these experiences can help us get better at noticing the signs of overdoing in the moment, when we still have a chance to make a different, more effective choice.

Perceived vs. Actual Overdone Strengths

For the most part, people's intentions are good, but because intentions are hard to see, we interpret people's behaviors through our own filters. Whether a strength is actually overdone or perceived as overdone, there is an effect on the relationship. Many productive changes in relationships are the result of new behaviors—but just as many are the result of new perceptions.

Of course, it can be correctly argued that all Overdone Strengths are perceptions. However, if enough people agree that a strength is overdone, we assume that it is actually overdone—and the person overdoing it would be well-served to consider a different approach.

When there are differences in people's perceptions, solutions may be found in changes to perceptions, rather than changes to behaviors. These changes to perceptions often come about after dialogue about intentions and motives.

When you are aware of other people's filters, you can factor that into your decisions about which strengths to use. Avoiding strengths that may cause others to misperceive your intent can help you to be more clear and prevent misunderstandings.



© Copyright 2015 by PSP, Inc. TotalSDI.com

Strengths Portrait results provided by TotalSDI Demo Co. August 7, 2015 7

Eric Lawrence

Preventing Conflict: Managing Your Overdone Strengths

A strength that tends to cause conflict when I overdo it: _____
(strength name)

The way this strength probably looks to others: _____
(overdone strength name)

The way I overdo this strength: *(Check all that apply and describe in more detail.)*

- ☐ **FREQUENCY:**
- ☐ **DURATION:**
- ☐ **INTENSITY:**
- ☐ **CONTEXT:**

The effect on others or the situation when I overdo this strength:

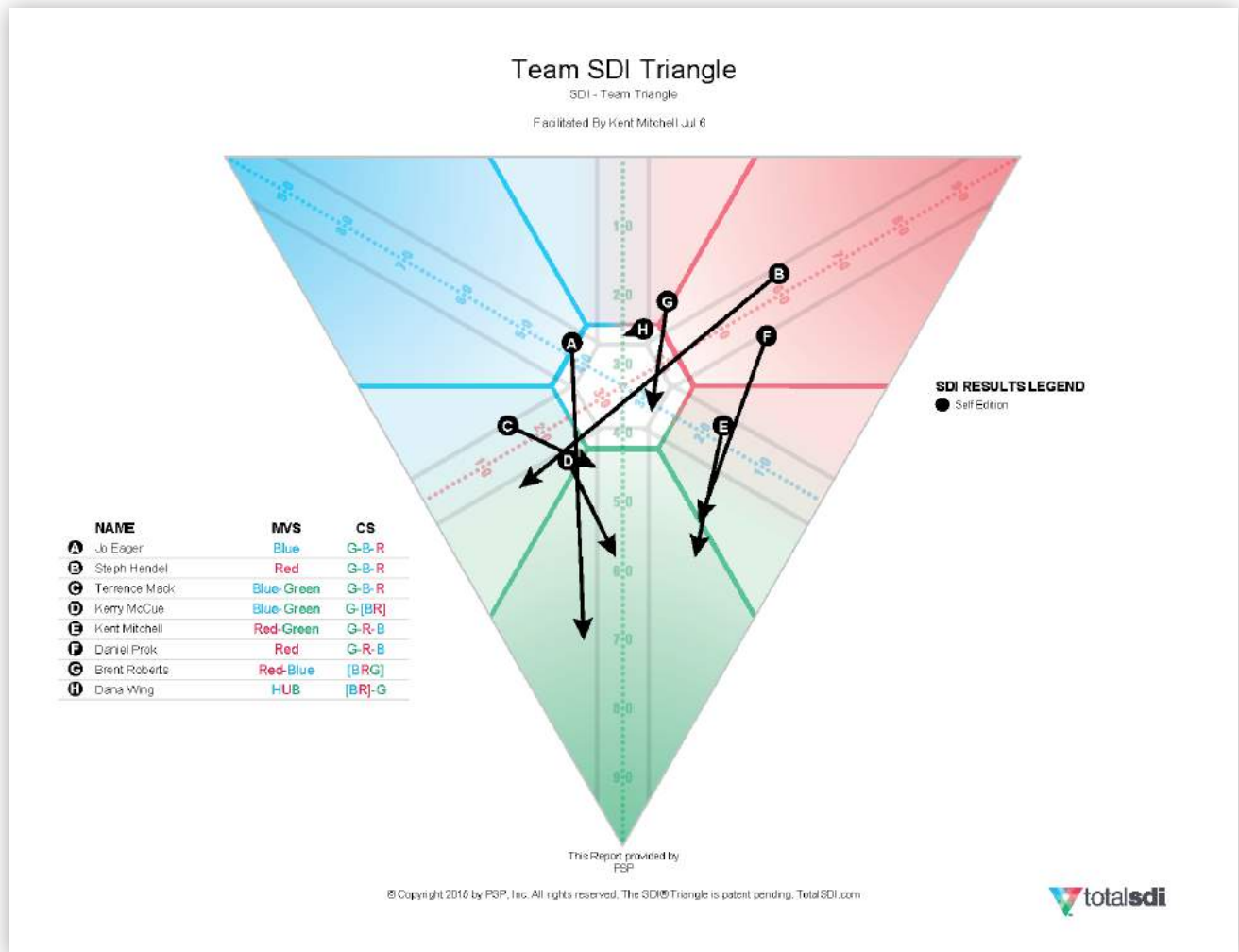
When I overdo it, my motivation or intent is to:

The next time I am at risk of overdoing it, I will:
(Consider ways to tone down the Overdone Strength, choose a different strength, or involve another person who is unlikely to overdo the same strength.)

REPORTS: TEAM TRIANGLE REPORT

Team Triangle Report

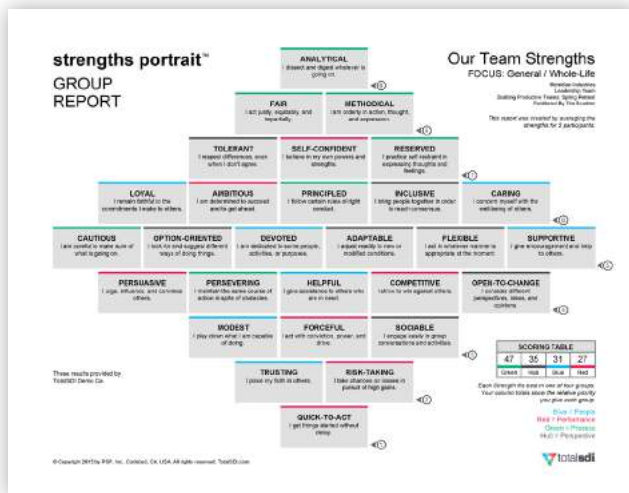
The SDI provides a visible insight into the motives of each team member under two conditions (going well and when faced with conflict). Allow up to 32 team members to be displayed on one SDI triangle.



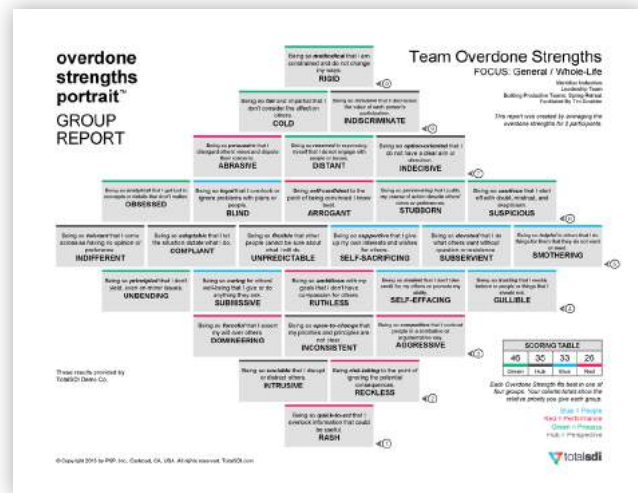
Team Portraits

The real value of a team is evident when the strengths of each team member are leveraged toward a goal. The strengths of an individual can be measured, but what about the collective strengths of the team? The Team Portrait for the Strengths Portrait and Overdone Strengths Portrait provide a valid and reliable way to see the current and future state of the team's strengths - what behaviors are most and least important to the collective team.

Strengths Portrait: Team Report - Page 1 of 1



Overdone Strengths Portrait: Team Report - Page 1 of 1

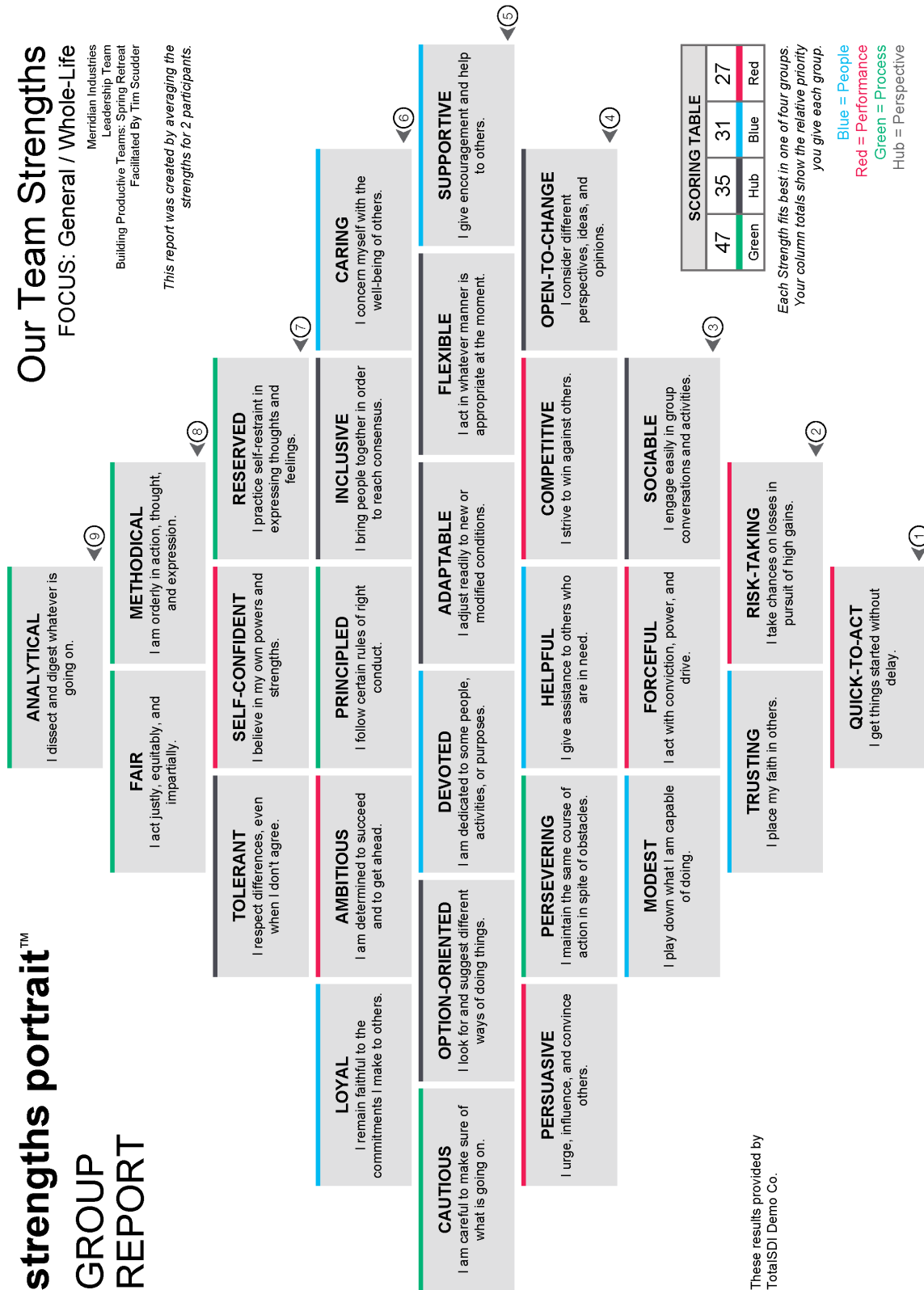


(continued on page 65)

Our Team Strengths

**Merridian Industries
Leadership Team
Building Productive Teams: Spring Retreat
Facilitated By Tim Scudder**

This report was created by averaging the strengths for 2 participants.



These results provided by
TotalSDI Demo Co.

© Copyright 2015 by PSP, Inc., Carlsbad, CA, USA. All rights reserved. TotalSDI.com

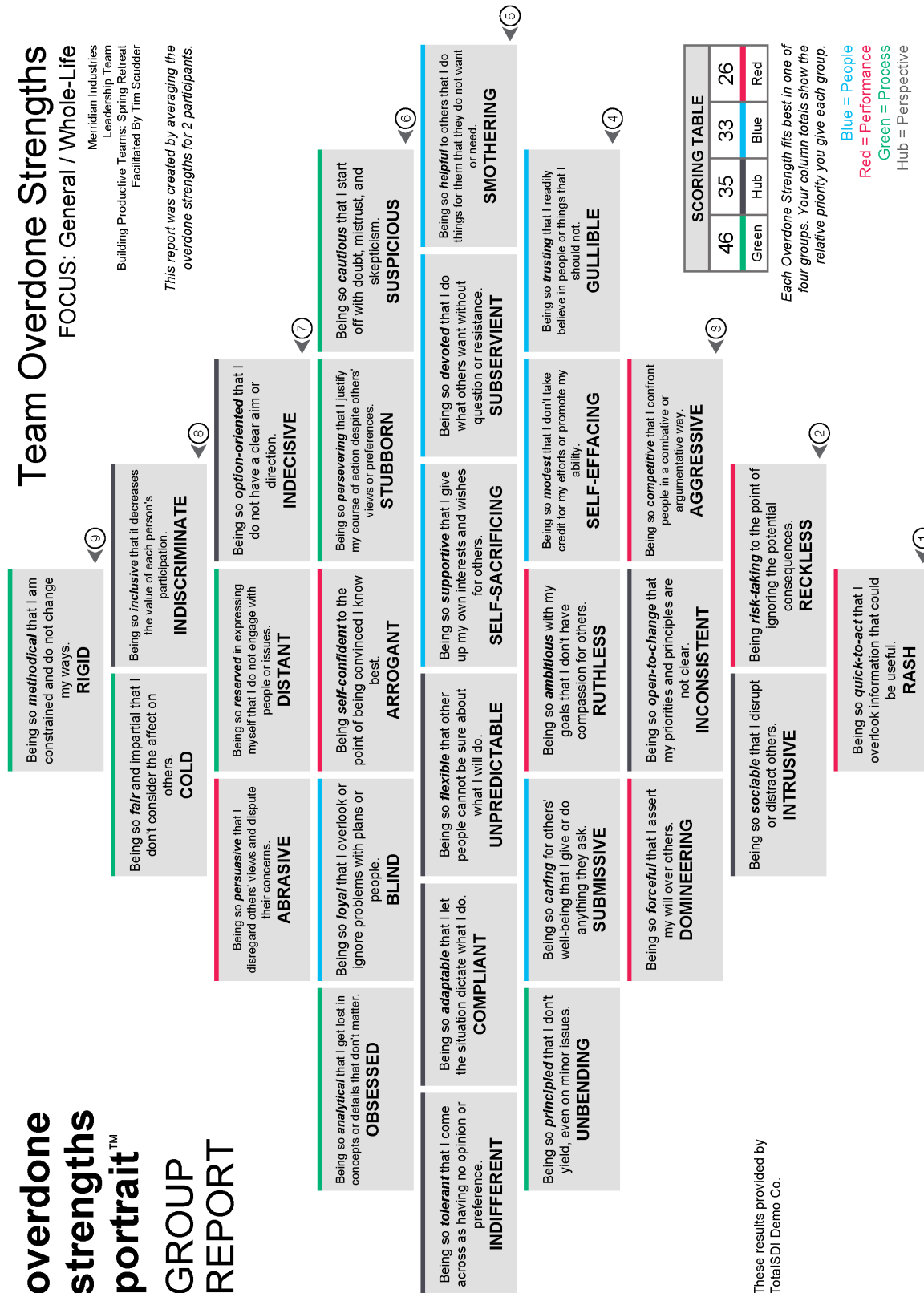
overdone strengths portrait™ GROUP REPORT

Team Overdone Strengths

FOCUS: General / Whole-Life

Meridian Industries
Leadership Team
Building Productive Teams: Spring Retreat
Facilitated By Tim Scudder

This report was created by averaging the
overdone strengths for 2 participants.



SCORING TABLE			
46	35	33	26
Green	Blue	Red	Hub

Each Overdone Strength fits best in one of four groups. Your column totals show the relative priority you give each group.

Blue = People
Red = Performance
Green = Process
Hub = Perspective



Team Composite

Drilling deep into the data is easy with the Team Composite. This report allows for each team member's Portrait scores to be displayed against the composite scores of the team. The use of a rich data table is simplified with the at-a-glance format of colors indicated where each team member appears versus the team's composite results.

strengths portrait™

Team Composite

ALTRUISTIC-NURTURING	Jo Eager	Steph Hendel	Terrence Mack						Composite
11 - SUPPORTIVE	8	7	7						9
12 - CARING	7	4	3						5
13 - DEVOTED	4	4	8						6
14 - MODEST	5	1	4						2
15 - HELPFUL	4	6	6						6
16 - LOYAL	7	6	8						8
17 - TRUSTING	4	3	5						4
ASSERTIVE-DIRECTING									
21 - RISK-TAKING	2	4	5						3
22 - COMPETITIVE	3	3	2						1
23 - QUICK-TO-ACT	6	5	3						5
24 - FORCEFUL	3	9	1						4
25 - PERSUASIVE	1	7	5						4
26 - AMBITIOUS	7	5	5						6
27 - SELF-CONFIDENT	6	8	6						7
ANALYTIC-AUTONOMIZING									
31 - PERSEVERING	9	8	4						8
32 - FAIR	8	5	6						7
33 - PRINCIPLED	4	4	6						5
34 - ANALYTICAL	5	2	3						2
35 - METHODOICAL	6	5	2						4
36 - RESERVED	5	2	5						3
37 - CAUTIOUS	4	3	5						3
FLEXIBLE-COHERING									
41 - OPTION-ORIENTED	2	7	4						4
42 - TOLERANT	6	4	9						7
43 - ADAPTABLE	5	5	4						5
44 - INCLUSIVE	3	6	6						5
45 - SOCIABLE	5	6	7						6
46 - OPEN-TO-CHANGE	6	5	7						6
47 - FLEXIBLE	5	6	4						5

Key: Personal Strengths Overdone Strengths Expectations Strengths Over 3+ Under 3+

This report provided by
PSP

© Copyright 2015 by PSP, Inc. All rights reserved. Reproduction in any form, in whole or in part, is prohibited. TotalSDI.com



Certification Checklist



Pre-work

Complete assessments online

1. *SDI (Strength Deployment Inventory)*
2. *Strengths Portrait (SP)* – whole-life focus
3. *Overdone Strengths Portrait (OSP)* – whole-life focus
4. Read *Working with SDI*, pages 1-16

Homework

Reading

- ☐ *Working with SDI*, pages 17-21 (MVS)
- ☐ *Working with SDI*, pages 79-85 (Conflict Sequence)
- ☐ *TotalSDI Facilitator Manual*, pages 225-227 (Arrow Dynamics)
- ☐ *TotalSDI Facilitator Manual*, pages 233-236 (Development of Relationship Awareness Theory)

Prepare for One-to-One Debrief

- ☐ Exchange Personalized Reports with a partner
- ☐ See guidance in *TotalSDI Facilitator Manual*, pages 19-20

Electronic Resources

- ☐ USB Drive
 1. Copy files to hard drive
 2. Preview files
- ☐ LearnerSource
 1. Log in to www.LearnerSource.com
 2. View your Personalized Reports
- ☐ FacilitatorSource
 1. Log in to www.FacilitatorSource.com
 2. Set up a session and invite one person to complete three self-assessments
 - Strength Deployment Inventory
 - Strengths Portrait
 - Overdone Strengths Portrait