

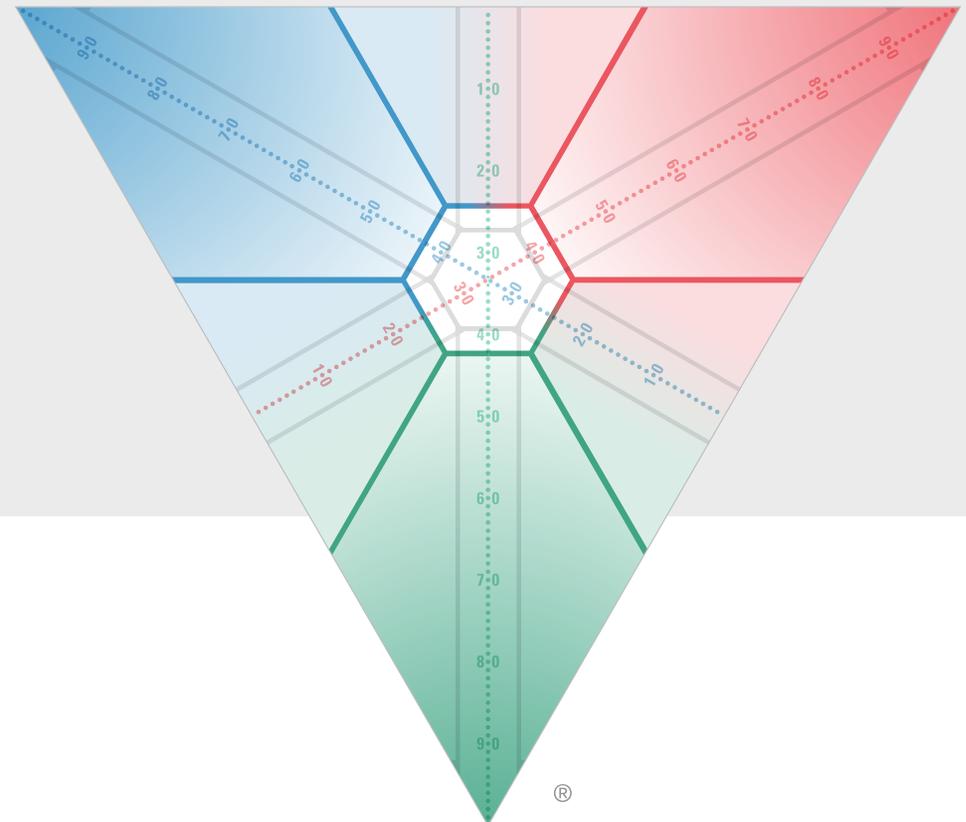
# Strength Deployment Inventory

Elias Porter, PhD

Tim Scudder, PhD

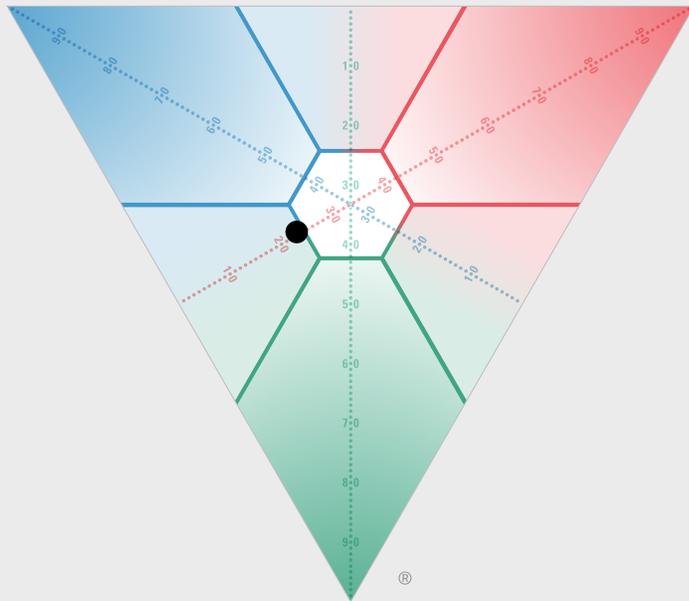
**Personalized Report:**

Kenneth Tso



# Motives

Kenneth Tso



## CONDITION #1: WHEN THINGS ARE GOING WELL

MOTIVES	
<p>Your Motivational Value System (MVS) dot is based on your scores. It shows the relative priority of your People, Performance, and Process motives – and how they blend when things are going well.</p>	
	<p><b>BLUE-GREEN</b> People-Process</p> <p>You are motivated by developing self-sufficiency in self and others. You have a strong desire to analyze the needs of others and to help others help themselves.</p>

### YOUR MOTIVES AND VALUES

As a person with a **Blue-Green MVS**, you achieve feelings of self-worth by being genuinely helpful to others while developing self-sufficiency for yourself and others.

You assess other people's needs and contribute to their self-reliance. You assist people who are genuinely in need of help and are willing to use the help offered. You move quietly to the aid of others with an efficient plan. You believe in prudent helpfulness and set limits on the assistance you give to others. You value the power of building the capacity of self and others.

You create fair processes that help people become self-reliant. For you, the real measure of success is how helpful you can be without diminishing the independence of those you are helping. You balance principles and feelings, logic and emotion. You want to see your well-planned help bring out the best in others.

You use reason and systems to improve the welfare and independence of others. You alert others to risks they may not have considered. You prefer an open and tolerant environment that respects people's feelings and is based on fair principles.

### UNDERSTANDING YOUR RESULTS

The SDI describes your motives 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 the motives that drive your use of strengths when things are going well. Each person's MVS is a combination of three primary motives working together. The MVS shows the frequency with which people are motivated by concerns for People (Blue), Performance (Red), and Process (Green).

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

### THE IMPACT OF NEIGHBORING REGIONS

Your MVS dot is close to the **Hub** and **Blue** regions of the triangle. You may find that some parts of these MVS descriptions also apply to you.

MOTIVATIONAL VALUE SYSTEM		
39	38	23
People	Process	Performance
<p>My MVS is:</p> <div style="display: flex; align-items: center; gap: 20px;"> <div style="font-size: 2em;">●</div> <div style="font-size: 2em; font-weight: bold; color: #0070C0;">BLUE-GREEN</div> </div>		



# BLUE-GREEN: People-Process

**Cautious-Supporting:** You are motivated by developing self-sufficiency in self and others. You have a strong desire to analyze the needs of others and to help others help themselves.

*Cautious: careful to avoid potential problems or dangers.*

*Supporting: providing encouragement, comfort, and emotional help.*

**Mark the statements that are true for you:**

WHAT YOU DO	FEELINGS AND IDEALS	CONFLICT TRIGGERS
<ul style="list-style-type: none"> <li><input type="checkbox"/> I am patient, soft-spoken, and conscientious when working with others.</li> <li><input type="checkbox"/> I want to be included in decisions about matters affecting the welfare of others.</li> <li><input type="checkbox"/> I am fair, logical, and principled in the consideration of other people's needs.</li> <li><input type="checkbox"/> I want to help people who truly need or deserve help and who will be able to help themselves later.</li> <li><input type="checkbox"/> I quietly move to the aid of others using both feelings and reason.</li> <li><input type="checkbox"/> I defend the rights and values of others.</li> <li><input type="checkbox"/> I nurture the growth of other people's self-reliance through an analysis of their needs.</li> <li><input type="checkbox"/> I am warm and principled, combining compassion and logic to guide others.</li> <li><input type="checkbox"/> I am reserved and cautious about expressing my own needs, refraining from self-assertion.</li> <li><input type="checkbox"/> I tend to limit the amount of help I provide to others so I can maintain my own independence.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I feel best about what I am doing when I am able to nurture the growth of another person's self-reliance through my analysis of their needs.</li> <li><input type="checkbox"/> I identify with and feel most at ease with people who clearly understand the employment of both feelings and reason to better the welfare and independence of others.</li> <li><input type="checkbox"/> Ideally, I would like to be more assertive about my wants and more decisive about my actions.</li> <li><input type="checkbox"/> Ideally, I would like to avoid ever being isolated from others or indecisive in matters affecting their welfare.</li> <li><input type="checkbox"/> I feel most rewarded by others when they treat me as a warm and principled person who combines compassion and intellect into enlightened guidance for others.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Others are being intrusive, being confrontational, or invading my personal space.</li> <li><input type="checkbox"/> Clarification of issues and emotions is blocked, forcing action without reflective discussion.</li> <li><input type="checkbox"/> I am being pushed to move ahead before I am ready.</li> <li><input type="checkbox"/> People appear to be braggarts and meddlers who presume upon and compete with others.</li> <li><input type="checkbox"/> I am being treated with anger and irrationality.</li> <li><input type="checkbox"/> I am being pushed for an answer without being allowed time to think.</li> <li><input type="checkbox"/> Solutions are being dictated, and power is being used to force outcomes.</li> <li><input type="checkbox"/> Interactions with others are not carefully thought out, lacking the analysis to appropriately aid those who might be in need.</li> <li><input type="checkbox"/> Change is required before the rational justification of the need for that change is satisfactorily proven and before the impact the change will make on others is duly considered.</li> <li><input type="checkbox"/> I am being pressured to get involved in something that may result in a high personal cost to me.</li> </ul>

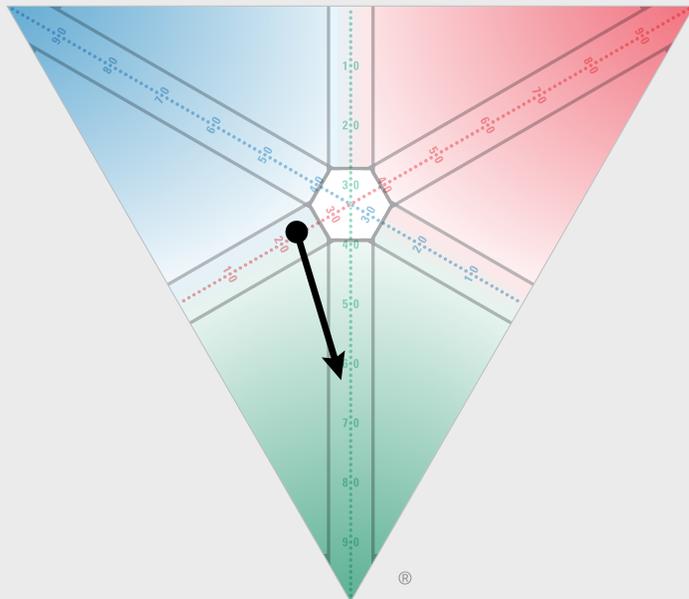
MOTIVATIONAL VALUE SYSTEM (MVS)	DESCRIPTION	CHARACTERISTICS	ENGAGING ENVIRONMENT
 <b>BLUE</b>	<p>People who are motivated by the protection, growth, and welfare of others. They have a strong desire to help others who can genuinely benefit.</p>	<p>Seeking ways to bring help to others... Trying to make 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.</p>	<p>Open, friendly, helpful, supportive, trusting, socially sensitive, loyal, compassionate, respectful, receptive, humanitarian... Being needed... Being accepted and appreciated... Opportunities to support others.</p>
 <b>RED</b>	<p>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.</p>	<p>Being alert to opportunity... Striving for immediate action... Accepting challenges... Competing for authority and responsibility... Exercising persuasion... Accepting risk-taking as necessary and desirable.</p>	<p>Progressive, innovative, challenging, fast-moving, stimulating, competitive, creative... New opportunities... Potential for advancement and winning... Material rewards available.</p>
 <b>GREEN</b>	<p>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.</p>	<p>Seeking clarity, accuracy and correctness... Being cautious and thorough... Keeping emotions under control... Planning ahead and following the plan... Conserving resources.</p>	<p>Clarity, logic, precision, utility, durability, efficiency, reliability, organized... Effective use of resources... Clear, supportable, criteria for decision-making... Time to develop ideas.</p>
 <b>RED-BLUE</b>	<p>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.</p>	<p>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.</p>	<p>Enthusiastic, open, friendly, sincere, trusting, compassionate... Respect for others... Positive initiatives for the growth and development of others... Opportunities to coach or mentor others.</p>
 <b>RED-GREEN</b>	<p>People who are motivated by intelligent assertiveness and fairness in competition. They have a strong desire to develop strategy and assess risks and opportunities.</p>	<p>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.</p>	<p>Strategic, determined, planned... Complex, challenging tasks requiring expertise... Recognition for achievement... Availability of technical resources... Opportunities to develop winning strategies.</p>
 <b>BLUE-GREEN</b>	<p>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.</p>	<p>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.</p>	<p>Conscientious, patient, congenial... Respect for individuals, fairness, and resources... Opportunities to encourage others' independence... Tasks that require thoughtful analysis to aid those in need.</p>
 <b>HUB</b>	<p>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.</p>	<p>Considering multiple perspectives and ideas... Being open-minded and willing to adapt... Bringing people together and making connections... Maintaining appropriate balance... Keeping options open.</p>	<p>Cooperative, interactive, sociable, democratic, playful, spontaneous, novelty, flexibility... Being heard and listening... Consensus building... Tolerant of different opinions and perspectives.</p>

YOUR RESULTS

YOUR RESULTS

# Conflict

Kenneth Tso



## CONDITION #2: WHEN FACED WITH CONFLICT

CONFLICT							
Your Conflict Sequence (CS) arrowhead is based on your scores. It shows the order that you experience a desire to accommodate, assert, or analyze during three stages of conflict.							
	<b>G-[BR]</b> Green-[Blue or Red] You want to maintain order and principles. If that does not work, you want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.						
	<b>3 STAGES OF CONFLICT</b> <table border="1"> <tr> <td>1</td> <td>G</td> </tr> <tr> <td>2</td> <td>[BR]</td> </tr> <tr> <td>3</td> <td>[BR]</td> </tr> </table>	1	G	2	[BR]	3	[BR]
	1	G					
2	[BR]						
3	[BR]						

### HOW YOU EXPERIENCE CONFLICT

You first seek information or rational explanations. You analyze the situation and focus on facts. You are cautious and hesitant to prevent making a mistake. You want to be sure things make sense. You believe that the best way to show you care about the problem is to give it the time and attention it needs so it can be solved correctly.

You want people to remain objective and give you some time to think. You do not want people to be confrontational, overly emotional, or make hasty decisions.

If conflict progresses to your Stage 2 blend of Blue and Red, you may accommodate with conditions or assert your rights. You feel that others are not being reasonable, and you need to decide whether the facts justify yielding or becoming more forceful.

If conflict progresses to your Stage 3 blend of Blue and Red, you feel an urgent need to end it and will either fight or give up.

### 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 **Long Line**, which means the change from your **Blue-Green MVS** to your **Stage 1 Green** is usually obvious.

### UNDERSTANDING YOUR RESULTS

The SDI describes your motives 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. 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 13 possible Conflict Sequences. Each region is defined by the order that motives are experienced during conflict.

### WHAT DO THE BRACKETS MEAN?

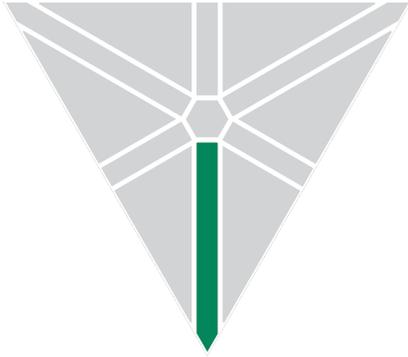
Your **G-[BR]** Conflict Sequence has brackets. The colors of motives in the brackets are interchangeable. When you are in a bracketed stage of conflict, you choose one of the bracketed colors or try to combine the colors, based on how you see the conflict.

### THE IMPACT OF NEIGHBORING REGIONS

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

MOTIVATIONAL VALUE SYSTEM		
39	38	23
People	Process	Performance
My MVS is:		
<b>BLUE-GREEN</b>		

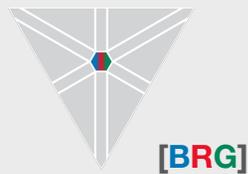
CONFLICT SEQUENCE		
63	20	17
Analyze	Accommodate	Assert
My CS is:		
<b>G-[BR]</b>		



## G-[BR]: Stage 1 Conflict

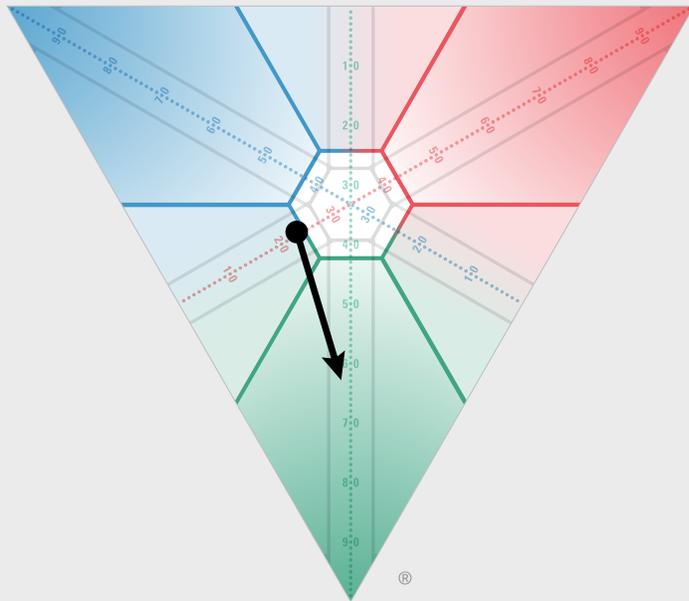
When faced with conflict, I want to maintain order and principles. If that does not work, I want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.

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, <del>Others</del>	STAGE 3: Self, <del>Problem</del> , <del>Others</del>
G-[BR] <i>Wanting to analyze the situation.</i>	G-[BR] <i>Wanting to conditionally give in or defer to others, or to prevail against the issue or others.</i>	G-[BR] <i>Feeling driven to give up or to fight.</i>
<ul style="list-style-type: none"> <li><input type="checkbox"/> I want to collect information so I can make a logical decision.</li> <li><input type="checkbox"/> I want to focus on facts, not feelings.</li> <li><input type="checkbox"/> I am quietly engaged and thinking about the issues.</li> <li><input type="checkbox"/> I want some space and time to analyze the situation.</li> <li><input type="checkbox"/> I want to create a fair and rational solution.</li> <li><input type="checkbox"/> I believe that increased clarity will lead to resolution.</li> <li><input type="checkbox"/> If others are irrational or impulsive, it could send me into my second stage of conflict.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I am frustrated that other people do not see the value of my analysis.</li> <li><input type="checkbox"/> I decide whether it is best to yield or challenge others.</li> <li><input type="checkbox"/> I become insistent that other people participate.</li> <li><input type="checkbox"/> I may alternate accommodating or assertive approaches until something works.</li> <li><input type="checkbox"/> I feel the need to balance or prioritize between restoring harmony and taking action.</li> <li><input type="checkbox"/> I believe that whoever fails to cooperate will end up losing.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I feel an urgent need to end the conflict.</li> <li><input type="checkbox"/> I am willing to give up almost everything, so long as I accomplish my main objective.</li> <li><input type="checkbox"/> I want to escape if possible, but will fight if needed.</li> <li><input type="checkbox"/> It seems that other people have been unfair.</li> <li><input type="checkbox"/> I don't want to give up without doing everything I can first.</li> </ul>

CONFLICT SEQUENCE	DESCRIPTION	CONFLICT SEQUENCE	DESCRIPTION
 <b>G-[BR]</b>	When faced with conflict, I want to maintain order and principles. If that does not work, I want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.	 <b>R-B-G</b>	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.
 <b>B-R-G</b>	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.	 <b>R-[BG]</b>	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.
 <b>B-[RG]</b>	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.	 <b>R-G-B</b>	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.
 <b>B-G-R</b>	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 assert themselves, possibly in a confrontational manner.	 <b>[BR]-G</b>	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.
 <b>G-B-R</b>	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 assert themselves, possibly in a confrontational manner.	 <b>[RG]-B</b>	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.
 <b>G-[BR]</b>	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.	 <b>[BG]-R</b>	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 assert themselves, possibly in a confrontational manner.
 <b>G-R-B</b>	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.	 <b>[BRG]</b>	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.

# SDI Results

Kenneth Tso



MOTIVATIONAL VALUE SYSTEM		
39	38	23
People	Process	Performance
My MVS is:		
<span style="font-size: 24pt; font-weight: bold; color: #0070C0;">BLUE-GREEN</span>		

CONFLICT SEQUENCE		
63	20	17
Analyze	Accommodate	Assert
My CS is:		
<span style="font-size: 24pt; font-weight: bold; color: #008000;">G-[BR]</span>		

## CONDITION #1: WHEN THINGS ARE GOING WELL

MOTIVES

**BLUE-GREEN**

You are motivated by developing self-sufficiency in self and others. You have a strong desire to analyze the needs of others and to help others help themselves.

### YOUR MOTIVES AND VALUES

As a person with a **Blue-Green MVS**, you achieve feelings of self-worth by being genuinely helpful to others while developing self-sufficiency for yourself and others.

You assess other people's needs and contribute to their self-reliance. You assist people who are genuinely in need of help and are willing to use the help offered. You move quietly to the aid of others with an efficient plan. You believe in prudent helpfulness and set limits on the assistance you give to others. You value the power of building the capacity of self and others.

You create fair processes that help people become self-reliant. For you, the real measure of success is how helpful you can be without diminishing the independence of those you are helping. You balance principles and feelings, logic and emotion. You want to see your well-planned help bring out the best in others.

You use reason and systems to improve the welfare and independence of others. You alert others to risks they may not have considered. You prefer an open and tolerant environment that respects people's feelings and is based on fair principles.

## CONDITION #2: WHEN FACED WITH CONFLICT

CONFLICT

**G-[BR]**

You want to maintain order and principles. If that does not work, you want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.

1	G
2	[BR]
3	[BR]

### HOW YOU EXPERIENCE CONFLICT

You first seek information or rational explanations. You analyze the situation and focus on facts. You are cautious and hesitant to prevent making a mistake. You want to be sure things make sense. You believe that the best way to show you care about the problem is to give it the time and attention it needs so it can be solved correctly.

You want people to remain objective and give you some time to think. You do not want people to be confrontational, overly emotional, or make hasty decisions.

If conflict progresses to your Stage 2 blend of Blue and Red, you may accommodate with conditions or assert your rights. You feel that others are not being reasonable, and you need to decide whether the facts justify yielding or becoming more forceful.

If conflict progresses to your Stage 3 blend of Blue and Red, you feel an urgent need to end it and will either fight or give up.

### THE PATH BACK TO YOUR BLUE-GREEN MVS

The path from your **Stage 1 Green** back to your **Blue-Green MVS** may involve creating processes that help others help themselves.

# Top 3 Strengths

Kenneth Tso

## WORK PERSPECTIVE

Your top three strengths are an important part of the way others see you. These strengths are frequently evident when you work with others. You are probably very effective with these strengths and appreciate when you are recognized for using them well.

## ANALYTICAL

More than most, you have a capacity to make sense of information when others are still taking it in. You synthesize information in a rational way and make logical connections for others that create “aha moments.”

You want everything in your life to make logical sense. You discover patterns and underlying causes that others have not found. Of course, this means you also find flaws in other people’s logic, and when you do, you’ll need to take care to not embarrass them. You may also need to nurture your ability to keep the big picture in mind because you can get mired down in details that may not matter too much.

Solving life’s puzzles is a reward in itself. Your biggest reward is found when solving something that creates understandable and rational solutions for others.

## LOYAL

Steadfast and faithful. Your face might as well be in the dictionary next to these words. Why? Because you keep your promises and people know it. They can count on you once you make a commitment to a cause, a task, or a person. Your word is your bond.

You appreciate loyalty in others and it rubs you the wrong way when others don’t follow through. Loyalty is something that you first give to others, and that you retract only if they prove they cannot be trusted.

Because of your loyal nature, you can sometimes run the risk of being taken advantage of or being manipulated. Your loyal nature can even cause you to be blind to this. On the whole, you thrive in an environment where you can trust those around you and you can deliver on what you say.

## SOCIABLE

Some might say you’re the life of the party. In fact, you create a little party wherever you go. You put people at ease. You’re fun and likeable. You work your social mojo wherever you are - even with strangers. Striking up a conversation comes easily for you. Because of this you are a natural networker.

You know lots of people. You are in-the-know. You make connections. You’re drawn toward groups and enjoy being part of the action. While some people are drained by social settings, you’re energized by them.

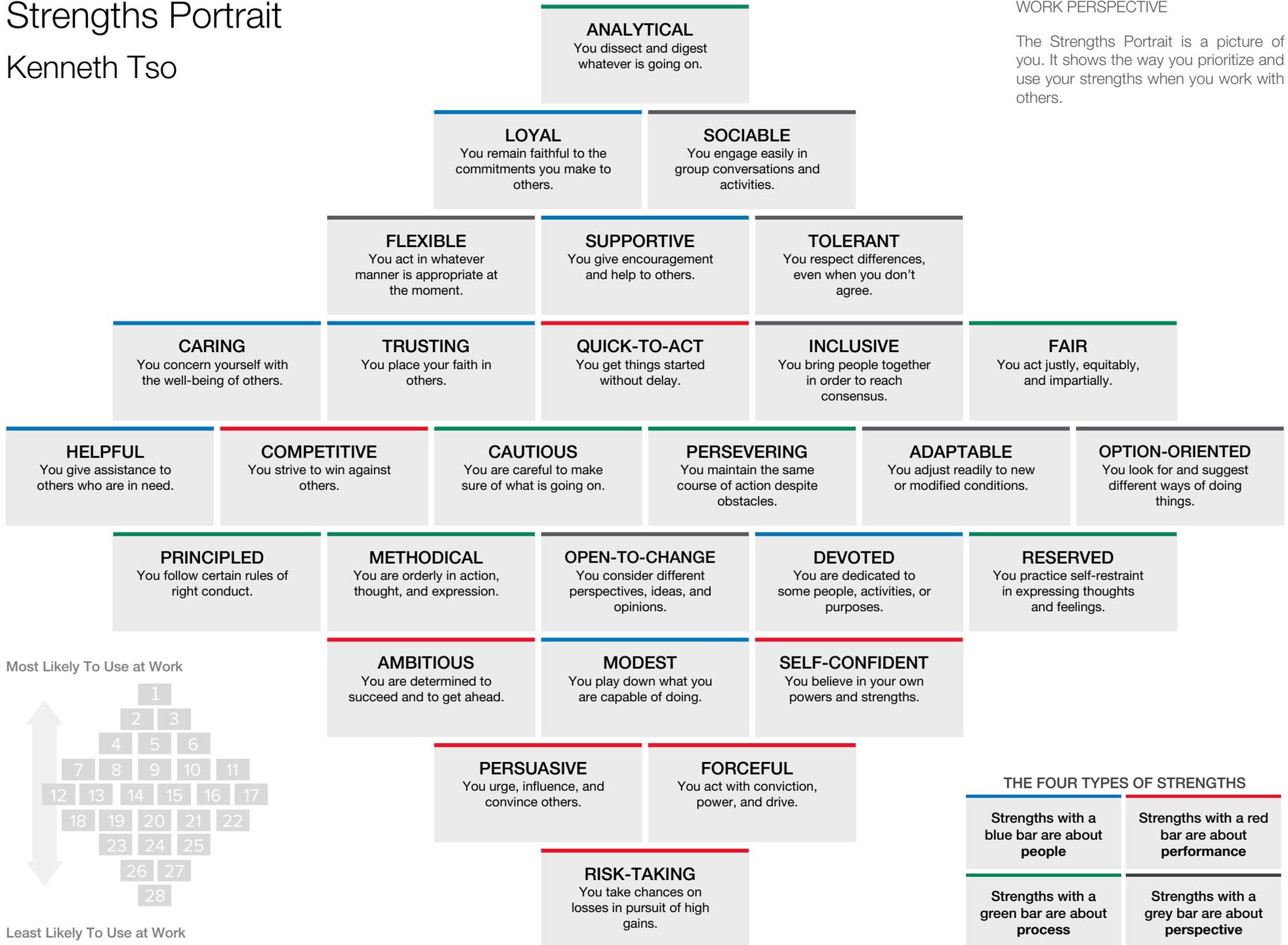
This strength can cause others to sometimes feel disrupted or intruded upon by you. Of course, you can’t imagine that because you generally love being interrupted by others. Still, your friendly and social approach makes work more fun and is appreciated by most everyone.

# Strengths Portrait

## Kenneth Tso

### WORK PERSPECTIVE

The Strengths Portrait is a picture of you. It shows the way you prioritize and use your strengths when you work with others.



### THE FOUR TYPES OF STRENGTHS

Strengths with a blue bar are about <b>people</b>	Strengths with a red bar are about <b>performance</b>
Strengths with a green bar are about <b>process</b>	Strengths with a grey bar are about <b>perspective</b>

# Top 3 Overdone Strengths

Kenneth Tso

## WORK PERSPECTIVE

Your top three overdone strengths may contribute to some difficulty in your relationships. Even though they are well-intended, they can generate negative perceptions in others. You can turn perceived weakness into strengths by using them at the right time, or by scaling back their frequency, duration, or intensity.

### **ANALYTICAL (Obsessed)**

You have an almost insatiable curiosity and need to understand how things work and why people do what they do. When things don't make logical sense to you, it can freeze you in your tracks. You don't want to take the next step until you understand exactly where you are and what's going on.

Whether the current puzzle is a project or a person, you can get obsessed with finding a cause or an explanation. Once you've found it, you may replay or relive your discovery for the people who are involved, which they can find tedious.

Asking yourself some questions can help keep your analytical powers productive, and stop you from going down the proverbial rabbit hole. What if there is no answer? What is the simplest way to communicate my understanding to others? Is this worth my time?

### **QUICK-TO-ACT (Rash)**

You hate to wait. Time is always of the essence. It's like you have a compulsion to act; you just cannot stop yourself. You don't find out until it's too late that you were too soon.

In your haste, you may make decisions with only what's immediately available, rather than waiting for a little more information that might alter your course. When you're moving too fast, you end up retracing your steps to get out of a bad situation – or doing it right the second time instead of the first.

You see doing nothing as the biggest gamble of all. So you'd rather do something, anything, rather than wait for someone or something else to take control. But you can keep control over your speed and get better results by asking how urgent something is, rather than just asking if it's urgent.

### **TRUSTING (Gullible)**

Would you believe someone if they told you that you were gullible? You trust people and see no reason to believe that they would try to deceive you. Yet you probably find yourself surprised and disappointed when they do.

Once you've placed your faith in someone, you want to see evidence that your faith was well-placed. And in some cases you might not see the contrary evidence. Your desire to give others the benefit of the doubt may lead you to tolerate improbable stories that excuse another person's bad behavior.

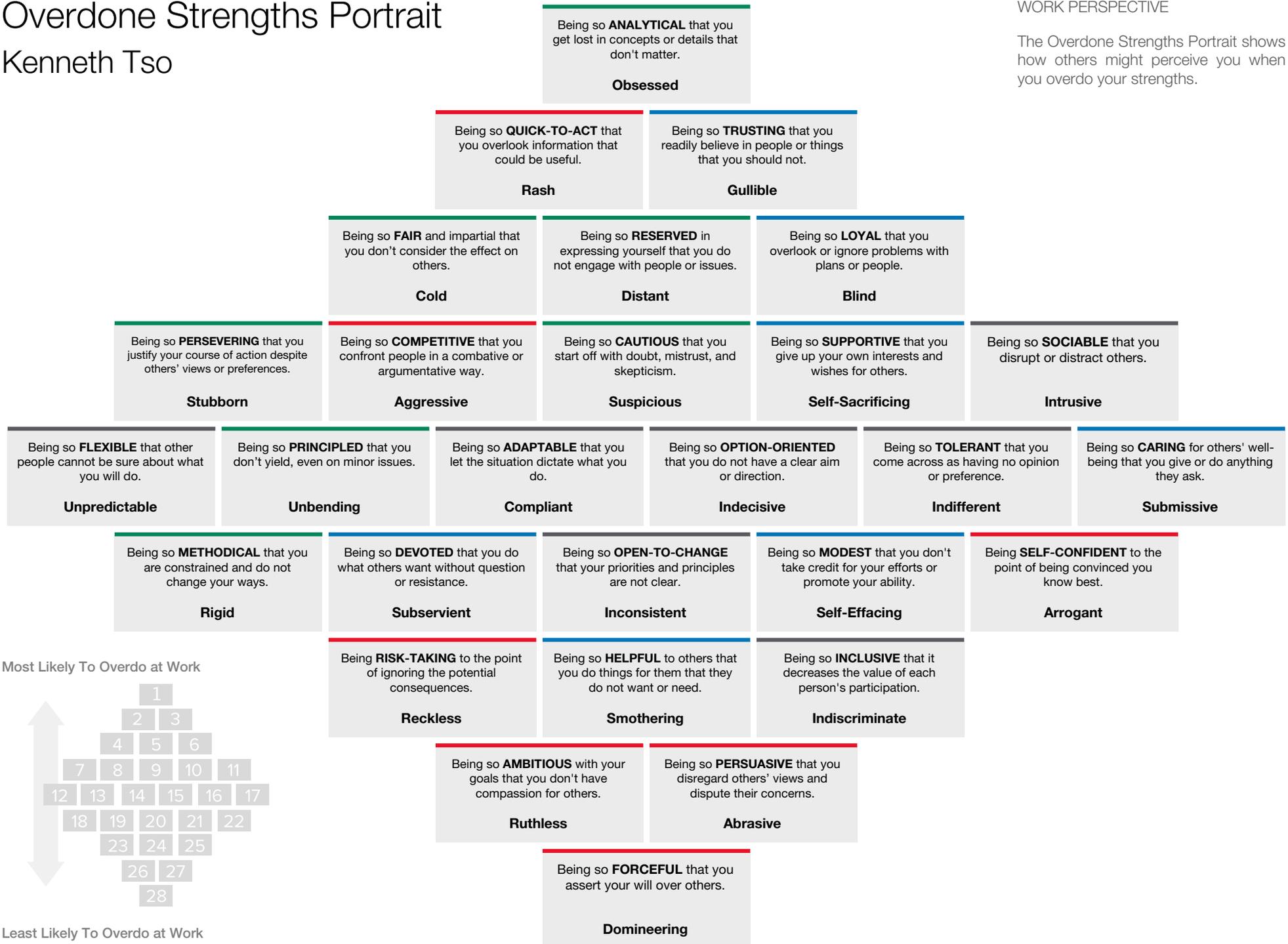
One of the biggest risks for you is when others believe that you are gullible. If they think you've been duped and haven't done your research, they won't accept your recommendations. Trust-but-verify is an approach that will ensure your trust is well-founded.

# Overdone Strengths Portrait

Kenneth Tso

## WORK PERSPECTIVE

The Overdone Strengths Portrait shows how others might perceive you when you overdo your strengths.



# Strengths & Reasons

Kenneth Tso

## WORK PERSPECTIVE

This view of your Strengths Portrait connects each of your strengths to your Motivational Value System (MVS). Each strength has two examples why you would want to deploy it.

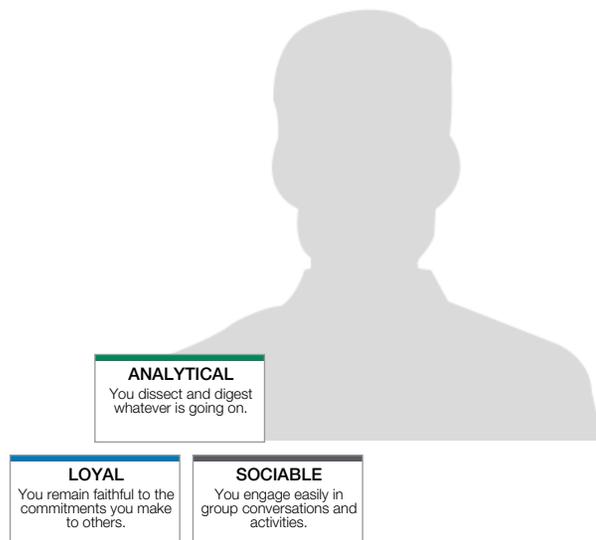


Your Motives:  
**BLUE-GREEN**

You are motivated by developing self-sufficiency in self and others. You have a strong desire to analyze the needs of others and to help others help themselves.

# Kenneth Tso

## Software Engineer II

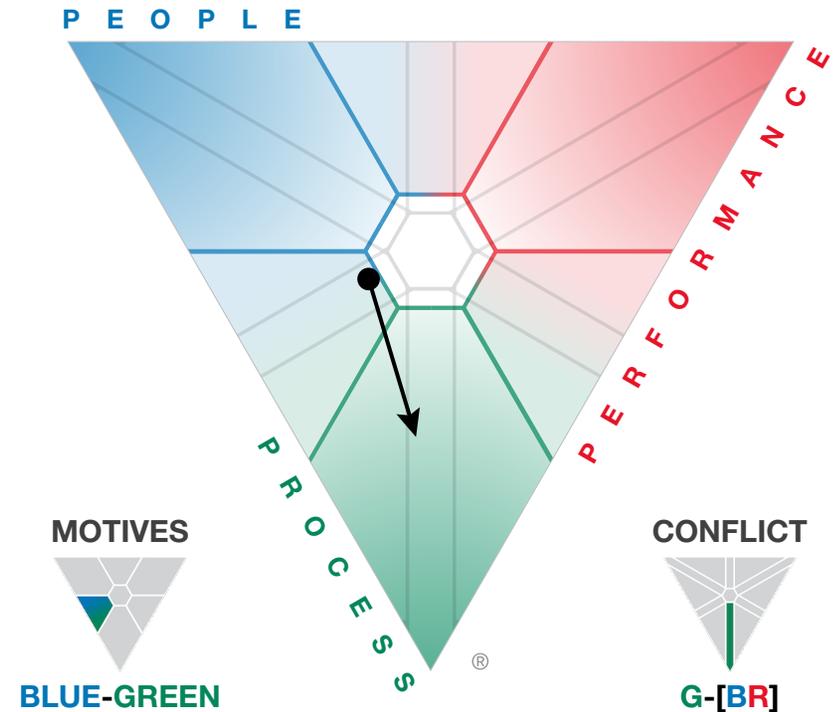


### Motivational Value System

You are motivated by developing self-sufficiency in self and others. You have a strong desire to analyze the needs of others and to help others help themselves.

#### Communicating with me:

- Ask their opinion before sharing your own; offer logical proposals without pushing too assertively.
- Emphasize principles and fairness.
- Recognize how the process will impact people.



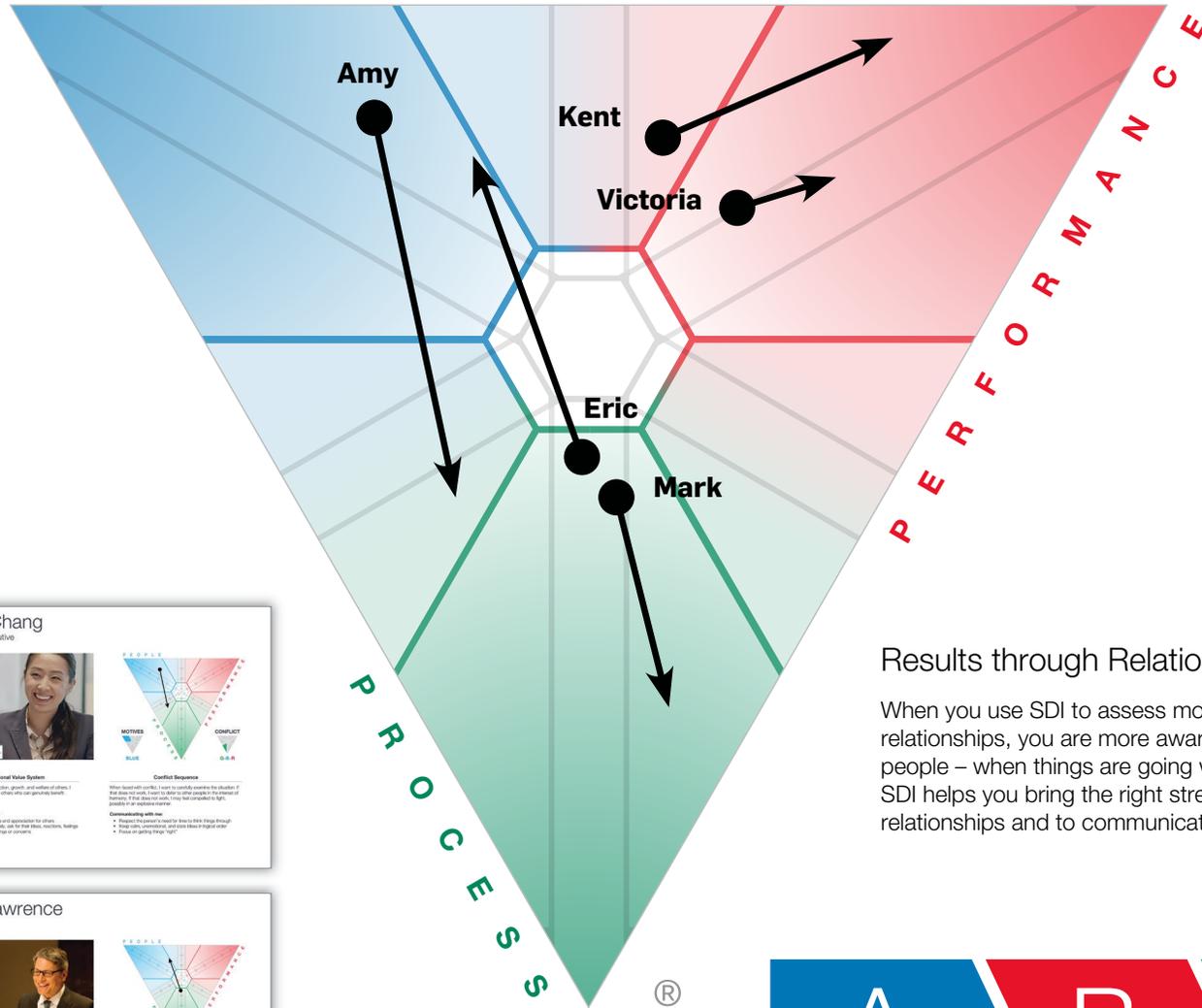
### Conflict Sequence

You want to maintain order and principles. If that does not work, you want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.

#### Communicating with me:

- Respect their need for time to think things through.
- Keep calm, unemotional, and state ideas in logical order.
- Focus on getting things "right."

PEOPLE



**Victoria Patel**  
Director

**Motivational Value System:**  
Learned skills can be leveraged and enhanced. There is always more to be done. She believes in the value of hard work.

**Conflict Sequence:**  
When faced with conflict, learn to assert my rights and get it done. I am direct and open to take a strong stand on what I believe in. I am not afraid to challenge the status quo and will stand up for myself.

**Communicating with me:**  
• Focus on results and get to the point quickly.  
• Make sure the focus, methods, benefits, and outcomes are clear.  
• Be clear, direct, positive, and kind.

**Mark Logan**  
Structural Engineer

**Motivational Value System:**  
Learned skills are my pride and bring me through. I have a strong desire to be successful and to be the best at what I do.

**Conflict Sequence:**  
When faced with conflict, I want to resolve the situation quickly. If there are strong desires to be successful and to be the best at what I do, I will stand up for myself and will not back down.

**Communicating with me:**  
• Be clear, direct, and concise. Focus on results and get to the point quickly.  
• Be open to feedback and criticism.  
• Be clear, direct, positive, and kind.

**Amy Chang**  
Account Executive

**Motivational Value System:**  
Learned skills are my pride and bring me through. I have a strong desire to be successful and to be the best at what I do.

**Conflict Sequence:**  
When faced with conflict, I want to resolve the situation quickly. If there are strong desires to be successful and to be the best at what I do, I will stand up for myself and will not back down.

**Communicating with me:**  
• Be clear, direct, and concise. Focus on results and get to the point quickly.  
• Be open to feedback and criticism.  
• Be clear, direct, positive, and kind.

**Kent Washington**  
Chief Counsel

**Motivational Value System:**  
Learned skills are my pride and bring me through. I have a strong desire to be successful and to be the best at what I do.

**Conflict Sequence:**  
When faced with conflict, I want to resolve the situation quickly. If there are strong desires to be successful and to be the best at what I do, I will stand up for myself and will not back down.

**Communicating with me:**  
• Be clear, direct, and concise. Focus on results and get to the point quickly.  
• Be open to feedback and criticism.  
• Be clear, direct, positive, and kind.

**Eric Lawrence**  
Manager

**Motivational Value System:**  
Learned skills are my pride and bring me through. I have a strong desire to be successful and to be the best at what I do.

**Conflict Sequence:**  
When faced with conflict, I want to resolve the situation quickly. If there are strong desires to be successful and to be the best at what I do, I will stand up for myself and will not back down.

**Communicating with me:**  
• Be clear, direct, and concise. Focus on results and get to the point quickly.  
• Be open to feedback and criticism.  
• Be clear, direct, positive, and kind.

Results through Relationships

When you use SDI to assess motives in your relationships, you are more aware of what's driving people – when things are going well and during conflict. SDI helps you bring the right strengths to your relationships and to communicate more effectively.



# 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.
- ▼ Motivation changes in conflict.
- ▼ Strengths can be overdone.
- ▼ Filters influence perceptions

These foundational insights power individual and organizational learning.

## SDI Language

### MOTIVE

A purpose, drive, or underlying 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.

### CONFLICT SEQUENCE

A series of changes in motives 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.

### STRENGTHS

Freely chosen behaviors that are intended to produce results. Strengths affirm the self-worth of people in relationships. Strengths do not affirm one person's self-worth at the expense of another. Strengths are productively motivated and effective.

### OVERDONE STRENGTHS

Behaviors that may be intended as strengths, but are 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.

### CORE

Who you are. A system of motives that influence everything you see, feel, say, and do.

### RELATIONSHIPS

Working relationships are authentic connections.

### ACCOUNTABILITY

The skill of taking ownership and initiative in order to produce desired results.

### SYSTEMS

Processes that create and communicate expectations.

### OWNERSHIP

A choice to be committed to an outcome.

### INITIATIVE

To act and deliver on a commitment.



### ASSESS MOTIVES

- When Things are Going Well
- When There is Conflict

### BRING THE RIGHT STRENGTHS

- Know Your Reasons
- Prevent Overdoing

### COMMUNICATE IN THE RIGHT STYLE

- Effective Style
- Things to Avoid