

Ambassador



Ambassadors instinctively know how to handle a variety of situations with grace. They tend to be the people diffusing nasty situations. The ones getting involved in conflicts on behalf of broad constituencies, as opposed for their own benefit. They are apt to be persistent in a gentle way -- to be persuasive and at the same time respectful.

Advocate



Advocates instinctively act as the spokesperson in a group. They tend to be articulate, rational, logical, and persuasive. They also tend to be relentless (in the positive sense of the word), championing ideas or strategic positions. Advocates tend to use both linear and non-linear approaches when they argue a point.

People Mover



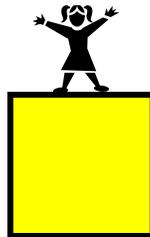
Think: Talent-spotter, career-builder, motivator, someone with parental, nurturing qualities. People Movers instinctively take the lead in building teams. They're also instinctive mentors. They generally have large contact lists; they are always introducing new people to new ideas and new paths. They're also generally mindful of their employees' lives outside of work; they view performance through the larger lens of potential

Truth-Seeker



Think: fairness, good judgment, equalizer, level-headed, process-oriented, scrupulous neutrality, objectivity is the high standard. This is the only role for which there is a “prerequisite;” Truth-Seekers are unfailingly competent in their field; their competence is unquestioned.

Truth-Seekers instinctively level the playing field for those in need. They also help people understand new rules and policies. They act to preserve the integrity of processes. They try to identify the root-cause issues, or pivotal issues. They also step in to ensure the just and fair outcome if the process has failed to yield the same.



Creative Builder

These individuals are visionaries and entrepreneurs – they are happiest and most driven at the start of things. They instinctively: see new opportunities for new products, new companies; spot niche markets; take ideas and make them real. They’re also often “serial entrepreneurs” over time, even if they remain in one leadership post.

Creative Builders instinctively understand that building is not necessarily about invention, but about process of making an invention real. Builders are constantly energized by new ideas, yet they have the staying power to see them through to fruition.

Experienced Guide



The term “Experienced Guide” conjures up an image of someone very old and wrinkled, with the experience that comes with age. That’s not incorrect, but Experienced Guides don’t have to be old, or necessarily experienced. What they do have to have is an ability to listen, and to put themselves in others’ shoes. They have a way of helping people think through their own problems; they are natural therapists. Often, they are seemingly bottomless wells of information on a diverse range of topics. These are the people who can always be counted on to supply the right quotation or the right historical connection.

They are not necessarily mediators, yet the experienced guide is often the person who finds him or herself “in the middle,” with people on both sides of a conflict seeking advice. When a meeting has been particularly stressful or fraught with conflict, the “post-meeting, closed-door meeting” often takes place in the Wise One’s office.