

strength deployment inventory 2.0[®]

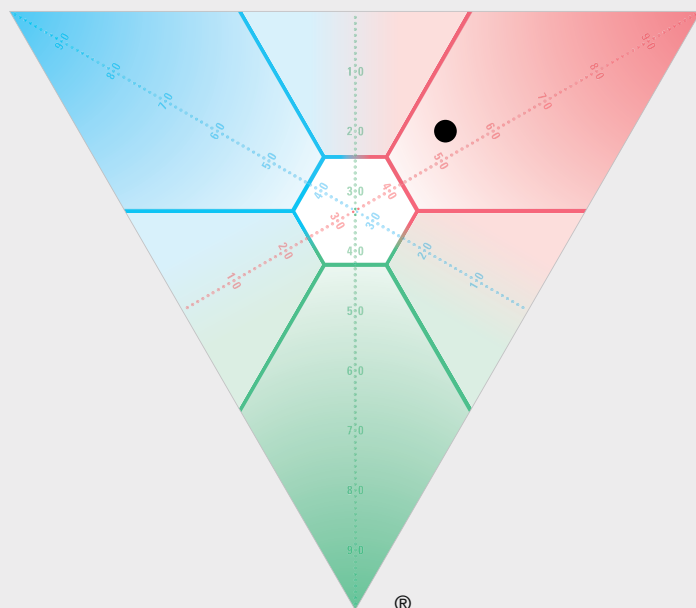
Elias Porter, PhD
Tim Scudder, PhD

Personalized Report:
Victoria Patel



Motives

Victoria Patel



MOTIVATIONAL VALUE SYSTEM

53

Performance

27

People

20

Process

My MVS is:



RED

CONDITION #1: WHEN THINGS ARE GOING WELL

MOTIVES

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.



RED Performance

You are motivated by task accomplishment and achieving results. You have a strong desire to set goals, take decisive action, and claim earned rewards.

YOUR MOTIVES AND VALUES

As a person with a **Red MVS**, you achieve feelings of self-worth by being a successful leader of others and by providing direction to achieve results.

You are an achiever in the face of competition. You understand that you must be clear about your goals and give direction to achieve those goals. You exercise power and control, set high performance standards, and take decisive action. You believe the bigger the game, the greater the need to rally support to achieve success. You value the power of productively directing others.

You succeed in a world where opportunities are constantly being discovered and where challenges are revealed so they can be overcome. For you, a missed opportunity equals failure. You want to rise to positions of ever-increasing authority, thereby creating platforms for ever-widening spheres of influence and responsibility.

You have a desire to accomplish things and direct others—but not at the expense of others. You believe that competition is the “name of the game” and that winning—both the goals that you seek and the loyalty of others—is the real measure of success.

UNDERSTANDING YOUR RESULTS

The SDI 2.0 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 2.0 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 2.0 Triangle. Each region is defined by the way the three motives blend in different proportions when things are going well.










RED: Performance

Assertive-Directing: You are motivated by task accomplishment and achieving results. You have a strong desire to set goals, take decisive action, and claim earned rewards.

Assertive: confidently self-assured and forceful.
Directing: giving authoritative instruction or guidance.

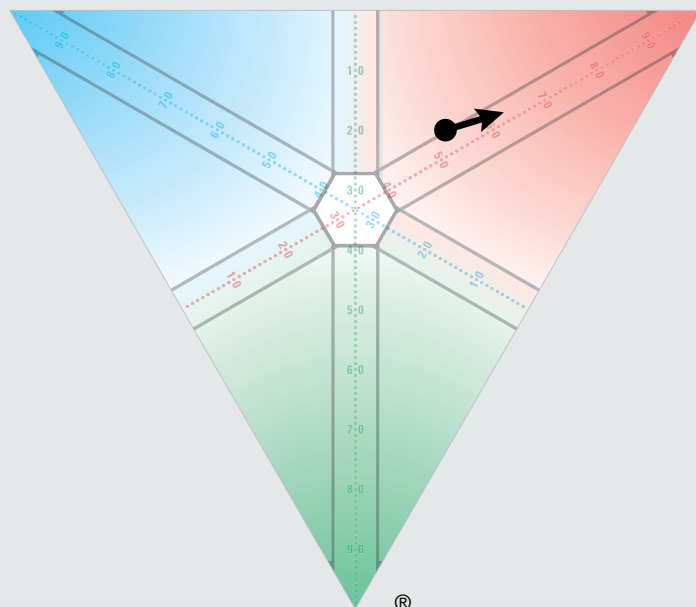
Mark the statements that are true for you:

WHAT YOU DO	FEELINGS AND IDEALS	CONFLICT TRIGGERS
<input type="checkbox"/> I compete for authority, responsibility, and positions of leadership. <input type="checkbox"/> I accept risk-taking as necessary and desirable. <input type="checkbox"/> I exert power and control to achieve results. <input type="checkbox"/> I challenge the opposition, actively engaging them to overcome resistance. <input type="checkbox"/> I exercise persuasion, using arguments to convince and direct. <input type="checkbox"/> I set goals and deadlines, allocate tasks, and monitor progress. <input type="checkbox"/> I seek out opportunities that others miss. <input type="checkbox"/> I take quick action, seeking immediate results. <input type="checkbox"/> I claim the right to earned rewards when the results are delivered. <input type="checkbox"/> I expect recognition if I have directed things to a successful conclusion.	<input type="checkbox"/> I feel best about what I am doing when in the position of providing leadership and I am able to set the goals for and direct the actions of others. <input type="checkbox"/> I identify with and feel most at ease with people who clearly understand the productivity behind the exercise of power, control, and competition. <input type="checkbox"/> Ideally, I would like to be more considerate of other people's feelings and rights, more given to thinking things through before committing myself to a course of action. <input type="checkbox"/> Ideally, I would like to avoid ever being a gullible person or a person who is indecisive and unable to act. <input type="checkbox"/> I feel most rewarded by others when they treat me as a strong and ambitious person, a winner, and one who deserves the opportunity to provide leadership and direction.	<input type="checkbox"/> Others do not view me as strong, ambitious, and deserving of the opportunity to provide leadership and direction. <input type="checkbox"/> A goal is missed because of unnecessary, time-consuming collaboration or emotional considerations. <input type="checkbox"/> Others do not clearly understand the productivity behind the exercise of power and control. <input type="checkbox"/> Others view my love of competition as unhealthy rivalry. <input type="checkbox"/> People appear gullible, indecisive, or incapable of action. <input type="checkbox"/> Others are unwilling to stand up for themselves. <input type="checkbox"/> Others keep a shell of reserve around themselves that I cannot penetrate. <input type="checkbox"/> Behaviors directed at making everyone winners are viewed as unfeeling and/or dictatorial. <input type="checkbox"/> Others view my desire for an immediate outcome as irrational and uncaring. <input type="checkbox"/> Relationships are clouded with emotions that confuse issues and make the right choice of action difficult.

MOTIVATIONAL VALUE SYSTEM (MVS)		DESCRIPTION	CHARACTERISTICS	ENGAGING ENVIRONMENT
YOUR RESULTS	 BLUE	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	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	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.	Clarity, logic, precision, utility, durability, efficiency, reliability, organized... Effective use of resources... Clear, supportable, criteria for decision-making... Time to develop ideas.
	 RED-BLUE	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	People who are motivated by intelligent assertiveness and fairness in competition. They 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	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	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, novelty, flexibility... Being heard and listening... Consensus building... Tolerant of different opinions and perspectives.

Conflict

Victoria Patel



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.								
	R-[BG] Red-[Blue or Green]							
	You want to assert your rights and win. If that does not work, you want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what you can.							
	<table border="1"> <thead> <tr> <th colspan="2">3 STAGES OF CONFLICT</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>R</td> </tr> <tr> <td>2</td> <td>[BG]</td> </tr> <tr> <td>3</td> <td>[BG]</td> </tr> </tbody> </table>	3 STAGES OF CONFLICT		1	R	2	[BG]	3
3 STAGES OF CONFLICT								
1	R							
2	[BG]							
3	[BG]							

HOW YOU EXPERIENCE CONFLICT

You engage the issue or other people as quickly as possible. You feel a sense of urgency, and want a quick resolution. You are direct and assert your rights. You want to be sure that some action is taken. You believe that the best way to show you care about the problem is to respond immediately, before the problem can get worse.

You want other people to be direct, listen to your view, and take action. You do not want people to withdraw, take too long to decide, or try to minimize the issue.

If conflict progresses to your Stage 2 blend of Blue and Green, you may accommodate with conditions or analyze the situation, depending on how important the results are to you. You feel that others don't share your priorities and that you need to decide what matters most to you.

If conflict progresses to your Stage 3 blend of Blue and Green, you distance yourself from the issue or others.

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 **Short Line**, which means the change from your **Red MVS** to your **Stage 1 Red** can be difficult to notice.

UNDERSTANDING YOUR RESULTS

The SDI 2.0 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 2.0 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 **R-[BG]** 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 **R-B-G** and **R-G-B** regions of the triangle. You may find that some parts of these CS descriptions also apply to you.

MOTIVATIONAL VALUE SYSTEM		
53	27	20
Performance	People	Process
My MVS is:		
RED		


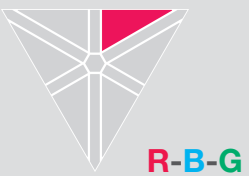

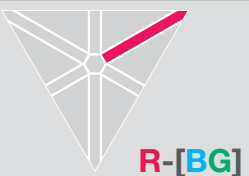
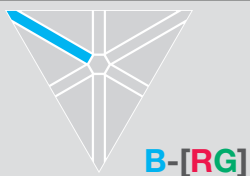


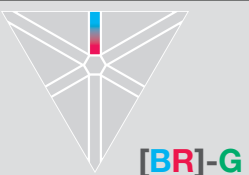





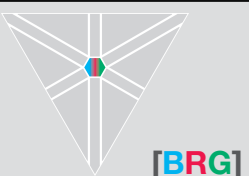
CONFLICT SEQUENCE		
63	20	17
Assert	Accommodate	Analyze
My CS is:		
R-[BG]		



R-[BG]: Stage 1 Conflict

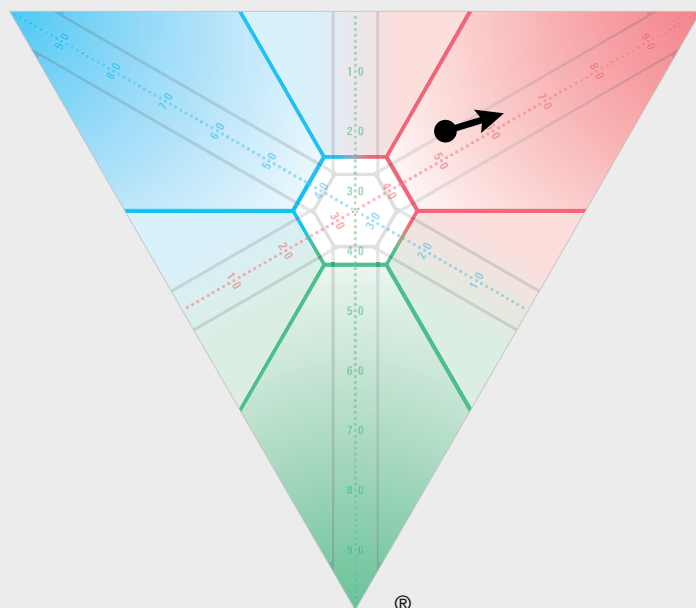
When faced with conflict, I want to assert my rights and win. If that does not work, I want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what I can.

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
R-[BG] <i>Wanting to assert oneself.</i> <ul style="list-style-type: none"> <input type="checkbox"/> I want to rise to the challenge being offered. <input type="checkbox"/> I feel energized and want to get things started right away. <input type="checkbox"/> I am certain about what needs to be done. <input type="checkbox"/> I want other people to see how urgent the situation is. <input type="checkbox"/> I want to solve the problem as quickly as possible. <input type="checkbox"/> I am focused on the need for action and results. <input type="checkbox"/> If others delay or don't respond, it could send me into my second stage of conflict. 	R-[BG] <i>Wanting to conditionally give in or defer to others, or to disengage from others or clarify the issue.</i> <ul style="list-style-type: none"> <input type="checkbox"/> I am frustrated by a lack of action or results. <input type="checkbox"/> I want to wait and let things settle down. <input type="checkbox"/> I become reflective and analyze my role in the conflict. <input type="checkbox"/> I may alternate accommodating or analytical approaches until something works. <input type="checkbox"/> I feel the need to balance or prioritize between harmony and logic. <input type="checkbox"/> I believe that backing down or yielding on minor issues will create progress or stop things from getting worse. 	R-[BG] <i>Feeling driven to give up or to retreat.</i> <ul style="list-style-type: none"> <input type="checkbox"/> I feel a need to distance myself from the situation or others. <input type="checkbox"/> I wait until I can see a clear path forward. <input type="checkbox"/> I want to end the conflict with the least damage possible. <input type="checkbox"/> It seems that I have no choice but to make concessions. <input type="checkbox"/> I don't want to be forced to into a decision.

CONFLICT SEQUENCE	DESCRIPTION	CONFLICT SEQUENCE	DESCRIPTION
 R-[BG]	When faced with conflict, I want to assert my rights and win. If that does not work, I want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what I can.	 R-B-G	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-R-G	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.	 R-[BG]	People who want to assert they 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-[RG]	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.	 R-G-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-G-R	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.	 [BR]-G	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.
 G-B-R	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.	 [RG]-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.
 G-[BR]	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.	 [BG]-R	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.
 G-R-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.	 [BRG]	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 2.0 Results

Victoria Patel



MOTIVATIONAL VALUE SYSTEM

53	27	20
Performance	People	Process
My MVS is:		
● RED		

CONFLICT SEQUENCE

63	20	17
Assert	Accommodate	Analyze
My CS is:		
➔ R-[BG]		

CONDITION #1: WHEN THINGS ARE GOING WELL

MOTIVES

**RED**

You are motivated by task accomplishment and achieving results. You have a strong desire to set goals, take decisive action, and claim earned rewards.

YOUR MOTIVES AND VALUES

As a person with a **Red MVS**, you achieve feelings of self-worth by being a successful leader of others and by providing direction to achieve results.

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You have a desire to accomplish things and direct others—but not at the expense of others. You believe that competition is the “name of the game” and that winning—both the goals that you seek and the loyalty of others—is the real measure of success.

CONDITION #2: WHEN FACED WITH CONFLICT

CONFLICT

**R-[BG]**

You want to assert your rights and win. If that does not work, you want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what you can.

1	R
2	[BG]
3	[BG]

HOW YOU EXPERIENCE CONFLICT

You engage the issue or other people as quickly as possible. You feel a sense of urgency, and want a quick resolution. You are direct and assert your rights. You want to be sure that some action is taken. You believe that the best way to show you care about the problem is to respond immediately, before the problem can get worse.

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THE PATH BACK TO YOUR RED MVS

The path from your **Stage 1 Red** back to your **Red MVS** may involve meeting the challenge and refocusing on the results.

Top 3 Strengths

Victoria Patel

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.

PERSUASIVE

You're at the top when it comes to convincing others to take a certain perspective. Your ability to influence others serves you and others on your team well. If there's a campaign to sell or an idea to pitch, you will be at the top of your game.

You enjoy testing ideas and negotiating potential courses of action. Your negotiation strategies and techniques are second to none. There's a chance that some people could see you as abrasive or manipulative. That comes with the territory but as long as you are sensitive to this perception, you can course-correct quite easily.

You can almost always find a way to persuade others. More than most, you hear comments like, "I see your point" or "I hadn't thought of it that way and you're making good sense."

FORCEFUL

Strong. That's often the word that comes to mind when people think about you. Why? Because you act with conviction. You like calling the shots. You like taking the lead. If a task or project captures your attention, you take initiative.

You're not about to be a passenger. You take the wheel and drive. You enjoy the productive tension between opposing forces, and your application of force causes movement in the right direction. Because of this, you can command authority from others. Some might say you can lack sensitivity and have all the subtlety of a freight train.

You would rather risk offending someone than miss an opportunity or leave a challenge unanswered. You love it when you are able to break through barriers or overcome obstacles.

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.

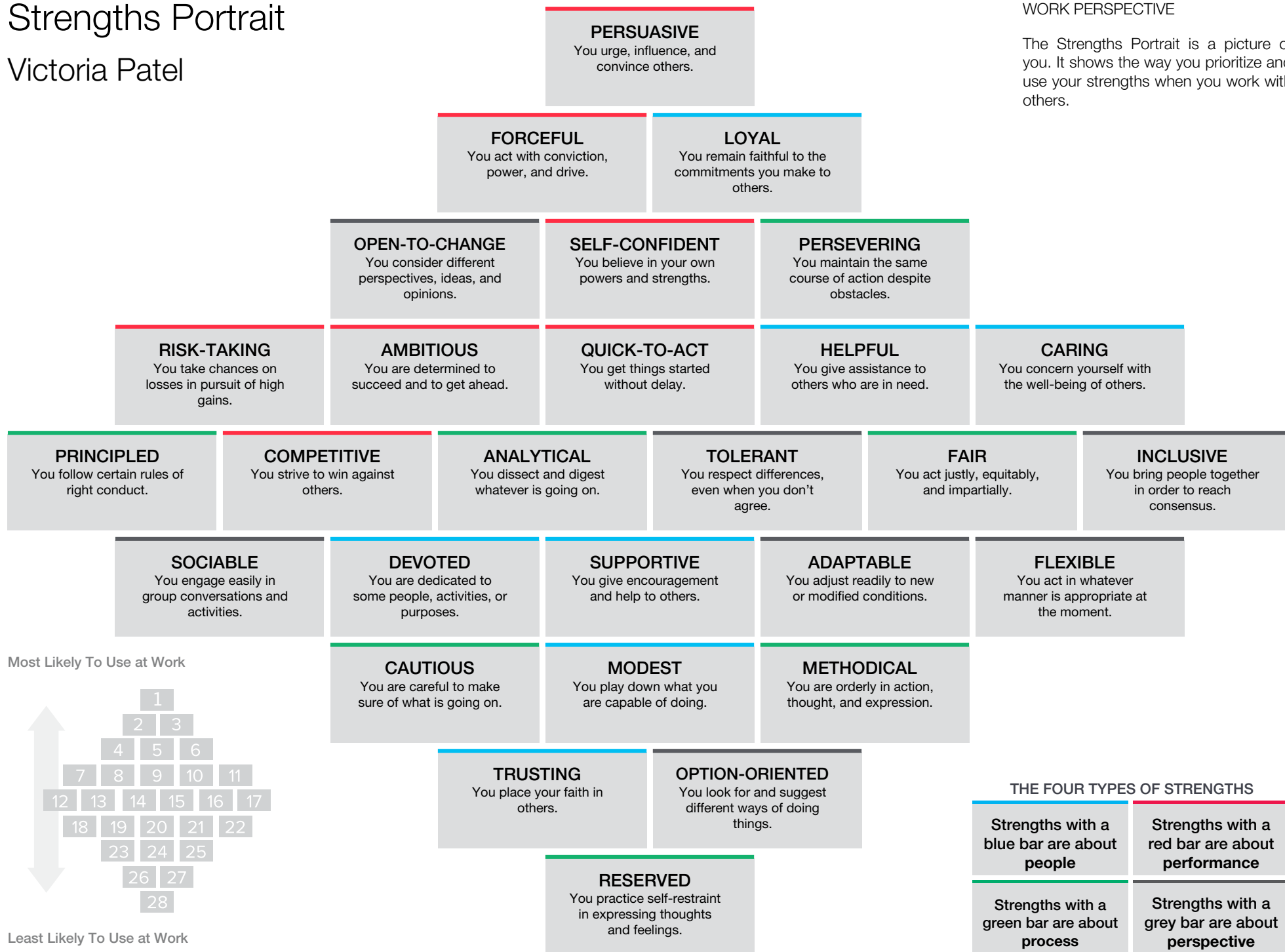
Because of your loyal nature, you can sometimes run the risk of being taken advantage of or being manipulated. Your loyal nature can even cause you to be blind to this. On the whole, you thrive in an environment where you can trust those around you and you can deliver on what you say.

Strengths Portrait

Victoria Patel

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.



Top 3 Overdone Strengths

Victoria Patel

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.

FORCEFUL (Domineering)

When you're pursuing a goal you apply maximum force to break through barriers and make things happen. This fierce determination and drive can cause difficulty when you see other people as the obstacles.

You can push your objectives with such power that other people see you as domineering, dictatorial, or as a bully who can only win when others lose. You may also be viewed as the proverbial bull in a china shop, charging through without regard for others. You might rationalize this by saying that collateral damage just exposes weaknesses that were there all along.

You need to keep your forcefulness in check in those moments when it's starting to get overdone. When you see signs that people are yielding just to get away from you, lower the pressure so people can bend and not break.

METHODICAL (Rigid)

Processes, schedules, and organizers keep things in order. But if overused, they can become restrictive. When you get too set in your ways, others may see you as rigid and unwilling to deviate from your plans.

You like the predictability that comes from routines. But others see a lack of spontaneity, as though you can't enjoy the moment or go with the flow. When you insist on doing things in a certain order, it can slow things down too much for other people. Where others want to skip a step for convenience, you keep reminding yourself that things should be done right the first time to avoid re-work later.

To help your methodical approach be more acceptable to others, consider expanding the range of acceptable actions. Will small changes really make a difference in the results?

ADAPTABLE (Compliant)

If you've ever been called a chameleon, it could be that people see you as adapting too much to your surroundings. You can do whatever the situation calls for. If you take this too far, you can come off as not having a strong will of your own, complying automatically with the demands of the situation.

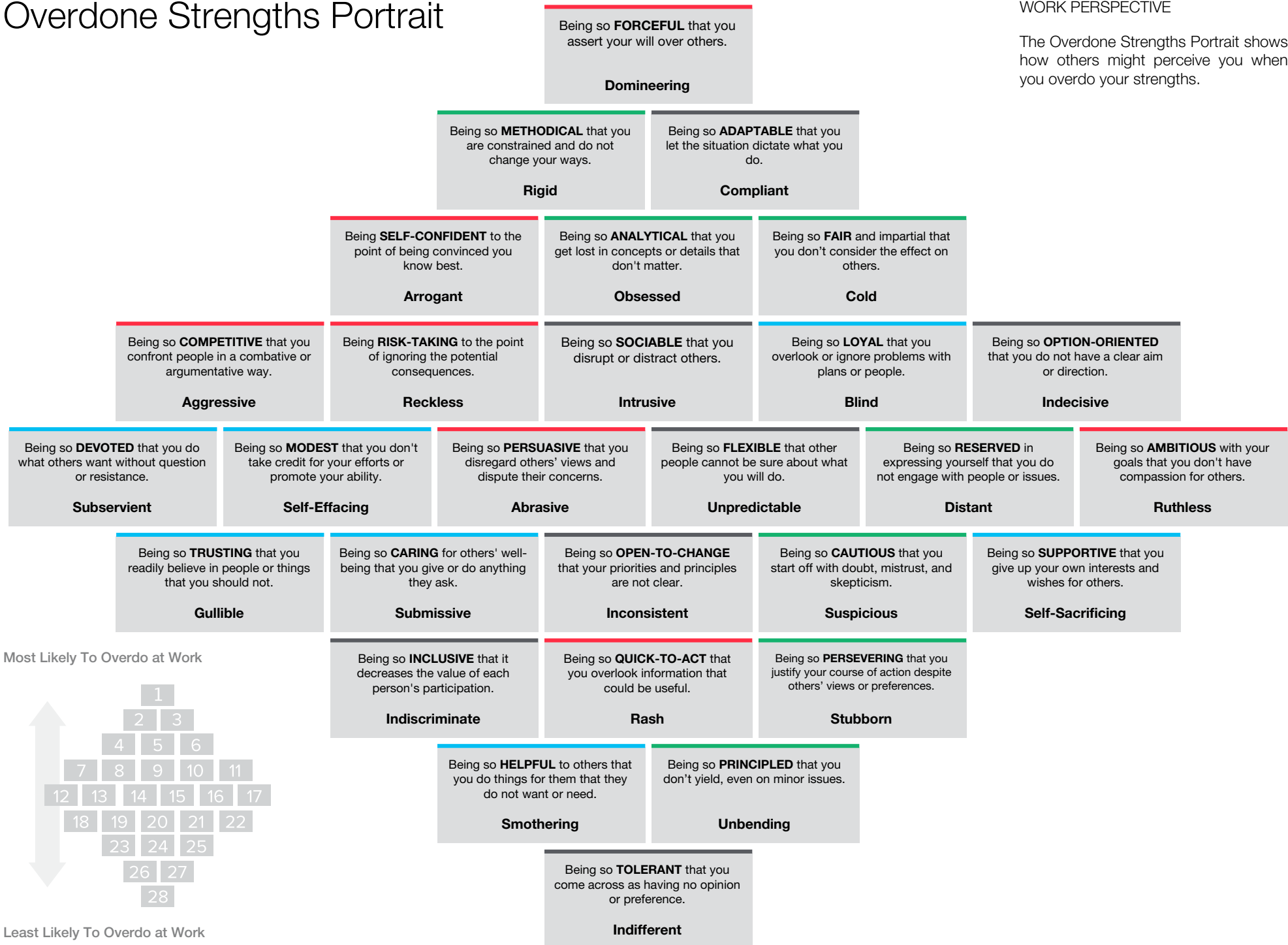
In the short run, you follow the path of least resistance, which means you can find yourself doing what's easiest, rather than what's best. In the long run, you may find that you settle into situations or relationships that are acceptable, but not ideal.

To remain adaptable, but not to the point of being unhappy with the end result, you need to consider the long-term implications of your decisions. How could conforming with today's demands limit your development in the future?

Overdone Strengths Portrait

WORK PERSPECTIVE

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

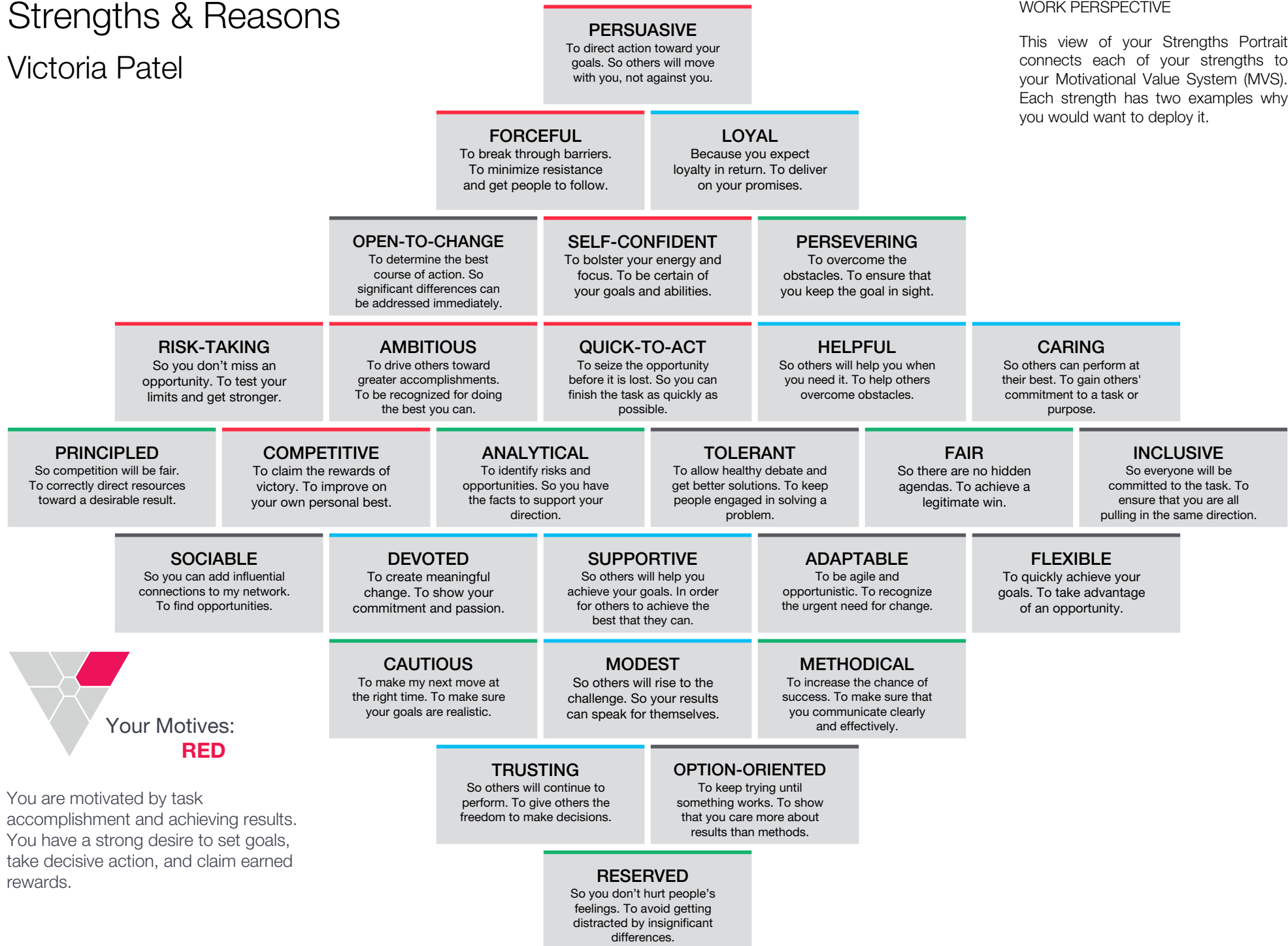


Strengths & Reasons

Victoria Patel

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.



Victoria Patel

Director

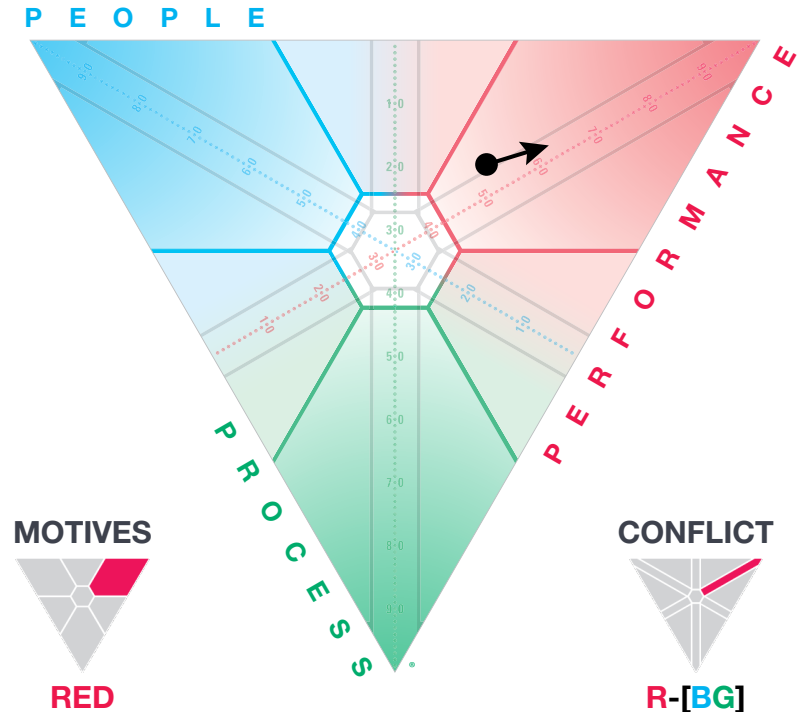


Motivational Value System

You are motivated by task accomplishment and achieving results. You have a strong desire to set goals, take decisive action, and claim earned rewards.

Communicating with me:

- Start with a goal or result, and get to the point quickly.
- Have clear time frames, end results, benefits, and relevant facts.
- Be clear, direct, positive, and brief.



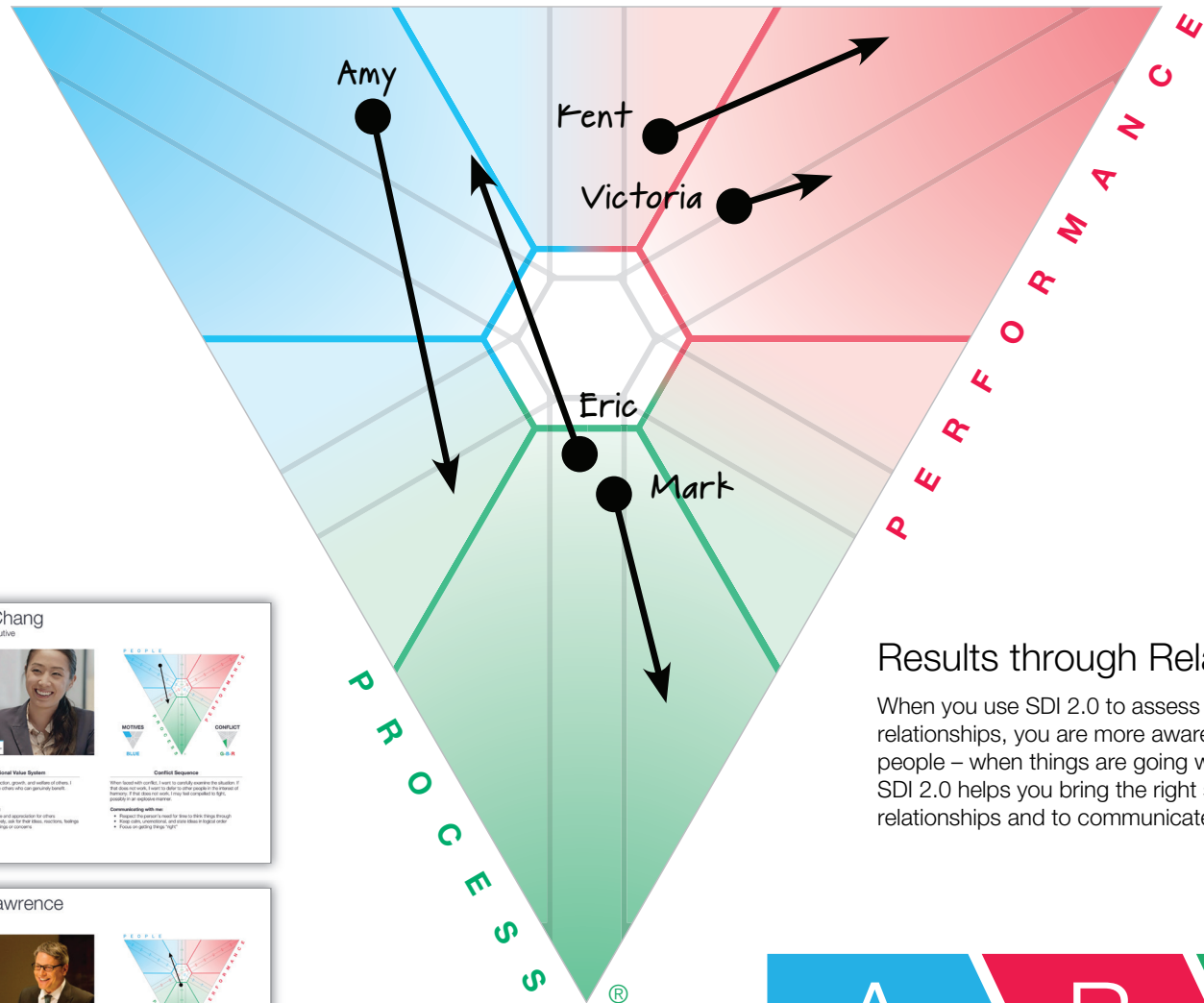
Conflict Sequence

You want to assert your rights and win. If that does not work, you want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what you can.

Communicating with me:

- Focus on resolving the issue and taking action.
- Be energetic and passionate, demonstrating an understanding of the issue's importance.
- Listen and acknowledge their position, then respond directly, openly, and honestly.

P E O P L E



Victoria Patel
Director

Motivational Value System
I am motivated by both accomplishment and achieving results. I have strong ideas and goals. I like to take action and implement change.

Conflict Sequence
When faced with conflict, I want to express my rights and get it out. If the situation does not lead to a better solution, I will stand up for myself. I will not back down or compromise on my position or my goals.

Communicating with me:

- Listen with an open mind and get to the point quickly.
- Give me the facts, evidence, benefits, and relevant facts.
- Be clear, direct, positive, and calm.

Mark Logan
Structural Engineer

Motivational Value System
I am motivated by the process of working through a problem and finding a solution. I like to work with others to find a solution. I like to work with others to find a solution.

Conflict Sequence
When faced with conflict, I want to express my rights and get it out. If the situation does not lead to a better solution, I will stand up for myself. I will not back down or compromise on my position or my goals.

Communicating with me:

- Listen with an open mind and get to the point quickly.
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Amy Chang
Account Executive

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Conflict Sequence
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Kent Washington
Chief Counsel

Motivational Value System
I am motivated by the process of working through a problem and finding a solution. I like to work with others to find a solution. I like to work with others to find a solution.

Conflict Sequence
When faced with conflict, I want to express my rights and get it out. If the situation does not lead to a better solution, I will stand up for myself. I will not back down or compromise on my position or my goals.

Communicating with me:

- Listen with an open mind and get to the point quickly.
- Give me the facts, evidence, benefits, and relevant facts.
- Be clear, direct, positive, and calm.

Eric Lawrence
Manager

Motivational Value System
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Results through Relationships

When you use SDI 2.0 to assess motives in your relationships, you are more aware of what's driving people – when things are going well and during conflict. SDI 2.0 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