



# Working Genius Pairings + Team Mapping

Karmen Horton, Target Continuum



# Download this Guide as a PowerPoint

*Customize by Adding in Your Team Names and Photos to Understand Your Geniuses at a Glance*

## What's Included

- Team Maps
- Individual Summaries
- Pairing Descriptions



<https://tinyurl.com/WG-TeamGuide>



Society for Health Care  
Strategy & Market  
Development™

**Ideation**

*Bias toward creation*

**Activation**

*Bias toward motivation*

**Implementation**

*Bias toward action*

Wonder

Invention

Discernment

Galvanizing

Enablement

Tenacity

**Working  
Genius**



x

**Working  
Competency**



x

**Working  
Frustration**



x

Team Name



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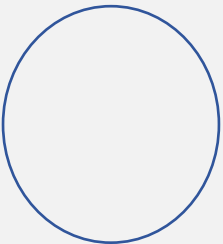
Enablement

Tenacity

**Working  
Genius**



x



**Working  
Competency**



x

**Working  
Frustration**



x

Team Name



### Creative Dreamer

Wonder

Invention

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



### Contemplative Counselor

Wonder

Discernment

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

**Double Responsive**



### Philosophical Motivator

Wonder

Galvanizing

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



### Idealistic Supporter

Wonder

Enablement

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

**Double Responsive**



### Careful Implementor

Wonder

Tenacity

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



### Discriminating Ideator

Invention

Discernment

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



### Evangelizing Innovator

Invention

Galvanizing

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



### Adaptable Designer

Invention

Enablement

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

**Double Disruptive**



### Methodical Architect

**Invention**

**Tenacity**

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



### Intuitive Activator

**Discernment**

**Galvanizing**

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



### Insightful Collaborator

**Discernment**

**Enablement**

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

**Double Responsive**



### Judicious Accomplisher

**Discernment**

**Tenacity**

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



### Enthusiastic Encourager

Galvanizing

Enablement

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



### Assertive Driver

Galvanizing

Tenacity

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

**Double Disruptive**



### Loyal Finisher

Enablement

Tenacity

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





## Creative Dreamer

Wonder

Invention

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

Consideration

Freedom

"Who Cares"

Constraint



- *Journal with a bunch of ideas they'll never get to in their life*
- *Constantly coming up with ideas in response to their environment about what we could do, though they may never act on them*
- *Can sometimes create chaos because they'll say "I have an idea" and others will begin implementing, then the Creative Dreamer will come back with a NEW idea*
- *Great at throwing ideas at the wall – sometimes practical, but not always*
- *Great at coming up with possibilities, dreams, and ideas not necessarily at refining them to make them implementable*
- *They fully enjoy coming up with new ideas, so their constant creation and ideation is well intentioned*
- *Pair well with someone who has discernment so they can refine the ideas and determine which concepts are worthy of working to implement*



## Contemplative Counselor

**Wonder**

**Discernment**

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

Consideration

Trust

"Who Cares"

Prove It

**Double Responsive**



- *Wonder, exploration + discriminatory evaluating of ideas.*
- *Source of wisdom for others, "Have you thought about this?"*
- *Proclivity to nuance so can lack certainty and be uncomfortable landing on or declaring a certain thing.*
- *Can sometimes question themselves – "I can't actually answer that because there's so much nuance to why one way is good or not. I want to make sure I've really thought this through."*
- *Need space and margin to nuance this even more if I decide to.*
- *Sometimes hard time landing the plane as they continue to think of micro ways to make it better*
- *They may be constantly trying to wonder and discern to find better ways*
- *Teammates may request "Just pick something"*



## Philosophical Motivator

Wonder

Galvanizing

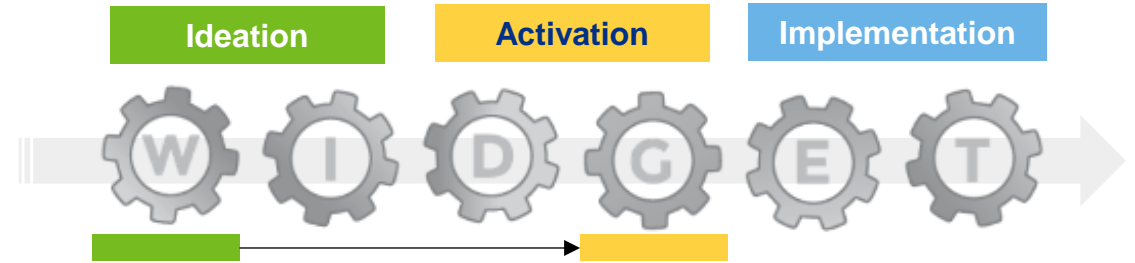
*An excitable, curious and enthusiastic proponent of ideas and people. A unique combination of eagerness and caution.*

Consideration

Reaction/  
Engagement

"Who Cares"

Apathy/  
Indifference



- *Most rare type*
- *Geniuses are far apart – internal struggle and tension/turbulence.*
- *Asking questions and galvanizing people. Really thoughtful and like to encourage action.*
- *Explore a lot of possibilities and get a lot of energy and momentum around a lot of things in their lives.*
- *Energy from thinking big picture thoughts and then excitement and passion and energy from discussing those thoughts with others.*
- *Interesting mix of impulsivity and unpredictability (G) and then back to cautious reflection (W). Back and forth between pushing and cautioning.*
- *Wonder sees all the needs in the world, then their galvanizing makes them excitable and want to start championing everything all at once.*
- *Can be bouncing between numerous things they feel excited about.*



## Idealistic Supporter

Wonder

Enablement

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

Consideration

Appreciation

"Who Cares"

Overlooked/  
Unneeded

**Double Responsive**



- *Deep desire to please others and have a depth about them, able to see the needs around them.*
- *If there's a cause they believe in, they're IN and they're going to take care of everybody and do what everyone asks them to do around that cause.*
- *With their W, they're obsessed with unrealized potential and asking questions like "Can't we do something better?" Then, when an idea is presented with a possibility of doing more for the world and doing more for a certain group of people, their E kicks in and they say – "I want to help with that!"*
- *Will be often observing their environment and articulating what might be possible and also responding to the call to go do that/make the change.*
- *When they believe in the cause they'll do anything they can and will help in any way. But, if they don't believe in it – they will not be very excited about helping you.*
- *Can end up taking on too much as they so want to be helpful and make things better.*
- *Can be easily overrun because they're double responsive. They're not going to disrupt – they'll want to be taking care of others and thinking about things, so sometimes it will be tough for them to prevent people from overriding them.*
- *Can be sometimes overly deferential and hesitate to make change or push back on things. Prefer to let others make the first move and can often get taken advantage of as they're sensitive and deep thinkers who want to please others. They might let themselves be taken advantage of for too long.*
- *Need to know it's okay to stand up for themselves and sometimes push back. They're always there for others but not always there for themselves.*



## Careful Implementor

Wonder

Tenacity

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

Consideration

Clarity +  
Permission

"Who Cares"

Ambiguity



- *Opposite ends of the 6 types – can be strong internal tension*
- *Like to get stuff done! But, also pretty careful and cautious*
- *Wonderful thing, as they're a really deep thinker asking, "Why? And Couldn't it be better?" – the 50,000ft view, but also live at 5 feet – "Let's just do it!"*
- *Can cause them to feel conflicted and torn*
- *May find themselves very pulled between the clouds and the pavement*
- *Bounce between asking questions, nuance, and tweaking, and a pull to get something done around the problem*
- *Can look like bursts of energy and then hovering above it to assess (then repeat)*
- *Decision making and action process can be angsty or anxiety inducing because constantly wanting to make progress, but yet, so nuanced about the direction*
- *Two geniuses are rarely used simultaneously. At the beginning of the process, we need their "W" and at the end of the work, we need their "T" (though they might be tempted to go back to "W")*
- *Coach them to focus on the right genius for the right phase of the project (and give space for all of their questions and wrestling before launching in)*



## Discriminating Ideator

**Invention**

**Discernment**

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

Freedom

Trust

Constraint

Prove It



- *Lots of new ideas, but are vetting those ideas internally - “I have an idea + is it going to work?”*
- *Still need outside discerners with a fresh, outside perspective, but may feel criticized by that discernment, because they’ve already thought through so much.*
- *Can at times appear impatient and overconfident when people push back on something because they’ve thought about it deeply and already discerned the idea.*
- *May sell the idea a little too hard or be hard to disagree with - “Trust me, it will work”*
- *Confidence and certainty can sound like galvanizing since the idea appears to be ready and the way forward already set.*
- *Great at frontloading the best work, but without galvanizing, enablement, and tenacity, great ideas and plans are never implemented.*
- *If we don’t make time on their calendar for them to work through big ideas, they’ll feel trapped and constrained by their role and become easily frustrated and unhappy. Will also be more likely to bring big ideas to the table too late in the game once they finally have time to think things through.*





## Evangelizing Innovator

Invention

Galvanizing

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

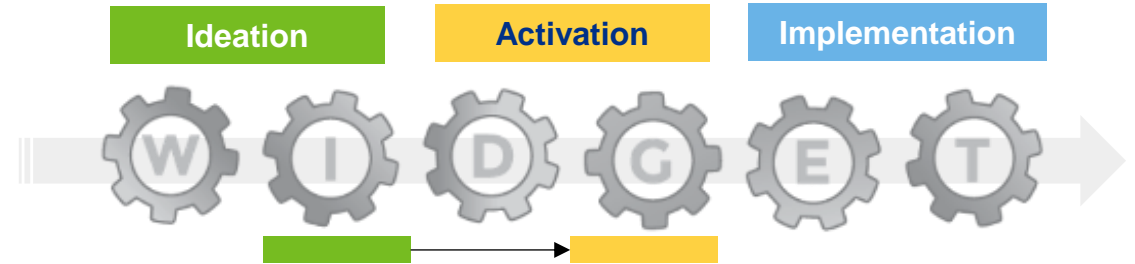
Freedom

Reaction/  
Engagement

Constraint

Apathy/  
Indifference

**Double Disruptive**



- *They're an innovator, but man do they sell. Evangelizing their innovations.*
- *They're excited and they love to get other people excited*
- *As soon as they invent, they think – "Let's go get people acting on this!"*
- *Their ideas aren't trapped in a journal, there's not much they're excited about that you haven't already heard of from them*
- *Immediately get momentum and energy rallied around ideas they came up with that morning.*
- *Can be hasty, a little too quick. Will jump right from invention to galvanizing, could use a little discernment. Can be a difficult exercise in restraint to have to slow down, wait for discernment, and crush their momentum.*
- *Can continue to do micro-innovations and never fully land the plane.*
- *Excellent at taking a project from 70-85%, but then ready to dive into the next big thing.*
- *Can seem over the top and inauthentic because they are so passionate. But they really are like this. Overeagerness to some, but no, it's really sincere.*



## Adaptable Designer

### Invention

### Enablement

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

*Freedom*

*Appreciation*

*Constraint*

*Overlooked/  
Unneeded*



- *Will come up with new ideas, but quick to say, “Oh, you don’t like that one? I’ll tweak that and come up with something different for you.”*
- *Great at customer service AND new ideas*
- *That service, flexibility, and willingness to adjust doesn’t always go with the inventors*
- *Will have lots of new ideas, but they’re not wedded to them*
- *Wants to really serve their team and/or customers and provide what THEY need*
- *Can be a bit too deferential at times. May need them to sometimes say, “I know that’s the idea you want, but this one is really the best for you.”*
- *Not always going to be the most proactive person, because may tend to be reactive in providing service based on the presented need*
- *Would not call themselves the most hard-charging*
- *Their work is more built around relationship*
- *A joy to work with as they’re so collaborative and accommodating*
- *Works very well with partners who can discern their work and provide feedback on what needs to be adjusted*





## Methodical Architect

Invention

Tenacity

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

Freedom

Clarity +  
Permission

Constraint

Ambiguity



- *They are very analytical. They work really hard. They've got great ideas and they know how to implement them. Very practical ideas.*
- *Can sometimes be overly analytical, because they designed a great solution and know how it should be implemented. Life can be a little black and white, "this should work" – can be a fairly wedded to the way things should get done.*
- *Nuance and flexibility are probably not their top strengths.*
- *Ideas are not stuck in a notebook or trying to be "sold" to someone else, they're already finished!*
- *Go from ideation to execution with a lot of trial and error to explore the workability of things. Will come up with ideas and execute them, and be very methodical about it.*
- *Do still greatly benefit from discernment to be sure they're implementing/finishing the right thing even though they'll be slightly less willing to ask for that discernment, as they prefer to be implementing right away.*
- *Can be so dogged in their pursuit of a solution that works and is practical that they can sometimes miss the nuances and the human needs that are involved. "It works perfectly!" ..but human beings are not that predictable.*
- *Because they invent a new thing and they have tenacity, they'll often go alone. They will invent and go right to implementation. They're inclined to say, I don't need other people in this process. I have an idea and I know how to get it done. Can really lead them to feel like a lone ranger or be more siloed on teams and they may not understand the impact that has on others.*



## Intuitive Activator

**Discernment**

**Galvanizing**

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

Trust

Reaction/  
Engagement

Prove It

Apathy/  
Indifference



- *Good judgement and like to get people moving*
- *Have a good sense of what's a good idea very early in the process.*
- *Gut is usually right, so they can tell team "I don't think we need to spend more time on this, let's get moving" and you'll feel good about it because you know they have good judgement.*
- *They can really rally people in a way that you can trust, "If they're rallying us around this, it's probably a really good idea."*
- *Can sometimes be a little cavalier in their declarations of what is true and good and dismiss others when there's more nuance involved.*
- *Can be overly confident that they got it right. "No, I know the answer, I'm right, let's go."*
- *Can be perceived as moving too quickly and seem at times impulsive in their declarations.*



## Insightful Collaborator

Discernment

Enablement

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

Trust

Appreciation

Prove It

Overlooked/  
Unneeded

**Double Responsive**



- *They'll come alongside and say, "I want to help you, but before I do, I'm going to give you some thoughts about this thing you want help with to make sure it's actually what you need." The person that comes along and won't help you off a cliff, they'll help you avoid going off a cliff.*
- *Both words "Insightful + Collaborator" are spot on. Very helpful in every initiative. You ask for their discernment and know they're going to help move it along in the right way at the right time. Great at anticipating people's needs.*
- *They're asked to help a lot because they're quick to say yes, "Yes, I will help you, but I need you to know, you don't want me to do this part because this would not be good for you" >> "Thank goodness you're here to help and you told me that!"*
- *Double responsive so they don't like to push really hard. Will be a little restrained sometimes about telling you something. They really want to and they'll share it with you, but if a person is steamrolling them, it will be difficult for them to speak up.*
- *Might seem like they're being slow at times, but really because they don't think it's a great idea, though they don't necessarily tell you right away.*
- *When inventors ask for their discernment, they might feel somewhat obligated to take the ideas right into action. Need to be careful what we bring them or they'll feel compelled to start getting things completed.*



## Judicious Accomplisher

**Discernment**

**Tenacity**

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

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Clarity +  
Permission

Prove It

Ambiguity



- *They have good judgement and they like to GET STUFF DONE*
- *However, not just about getting stuff, but getting the RIGHT stuff done and having really good sense about what that is*
- *Very productive – “I think this is a good decision, I’m all in, we’re going to go hard until it’s done”*
- *One foot in activation stage and one foot in the very final implementation stage, so they do play a very critical role in catching ideas, evaluating them, then executing on them*
- *The Tenacity tends to have a lot of weight on it, so it’s important they make time for their Discernment and THEN follow behind with their Tenacity*
- *Will have an angst about getting things done and may become very frustrated and judgmental when someone appears to be lazy or unproductive and/or incompetent*
- *Can also be frustrated by inefficiency – “There’s a better way to do that”*



## Enthusiastic Encourager

**Galvanizing**

**Enablement**

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

Reaction/  
Engagement

Appreciation

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Overlooked/  
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- *They like to encourage people to act, and they're enthusiastic about it*
- *Some of the most positive, affirming, life-giving people there are*
- *Ideal role is job where they are tasked with keeping things moving AND keeping people feeling good about it/telling them they're doing a great job*
- *Camp counselor, fundraiser, relationship-oriented roles, CEOs*
- *Encouraging people with a lot of energy*
- *Very motivated to help, but also will RALLY OTHERS to get on board and help, too*
- *Weakness can be, they sometimes affirm too much. May avoid giving correction causing their encouragement to lose a bit of its value ("You say that to everyone")*
- *Need to make sure they're being super intentional about what they're doing and saying to their team and make sure they're giving personalized feedback to increase its meaning and impact*



## Assertive Driver

Galvanizing

Tenacity

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

Reaction/  
Engagement

Clarity +  
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Ambiguity

**Double Disruptive**



- *They are the ones who say “Come on everybody, we’ve got to keep moving and got to get it done!”*
- *Can get so much momentum in the direction to get something done.*
- *Also in the trenches too getting things done.*
- *Can be too quick, swift, work done in spurts.*
- *Needed in organizations like a church that may be too passive or “nice” – need someone to move things along and push.*
- *Can appear to be too pushy or domineering but people love them in an organization because they get stuff done and hold other people accountable to get things done.*
- *Please don’t stop pushing!*
- *Can be impatient with brainstorming/thinking about things, want to jump to get things done.*
- *Peterson Health calls this pairing the “Mack Truck”*





## Loyal Finisher

Enablement

Tenacity

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

Appreciation

Clarity +  
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Overlooked/  
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Ambiguity



- *Most common type*
- *Most matched with our typical idea of work*
- *Organizations need them and love them, so valuable and necessary*
- *Reliable, responsive to needs*
- *Have high standards, don't have to be managed, not hard to keep going*
- *Can tend to over-volunteer and strong drive to finish everything so can get overwhelmed.*
- *Loyalty is very strong. Once they're in, they're in.*
- *Might quit or get sick before they tell you they have too much on their plate.*
- *Will do things in such a low maintenance way, so stable and dependable, we may too often forget to give them appreciation and praise, "That's just who they are"*
- *They would never ask for accolades or appreciation but highly crave it.*

# What Your Team Needs

Pairing	Needs
<b>WI</b>	Room to ponder without being shut down by immediate discernment or implementation practicalities. Time to form their ideas without undue pressure or urgency.
<b>WD</b>	Space to think, seeing behind the curtain into the process and rationale, time to observe what's being done and assess why it isn't working. Someone to spur them onward/help break their cycle of nuance and continual refinement.
<b>WG</b>	A space to ask big, open-ended questions and then quickly turn those insights into energy and direction. Someone who helps them capture their questions and translate them into a rallying vision the team can move toward.
<b>WE</b>	Time to research, ask questions, and dialogue around what's being asked/work that needs to be done. Someone to take their questions and distill the work into a clear gameplan and course of action they can implement.
<b>WT</b>	Room to imagine possibilities paired with clear criteria for what "done" looks like. Someone who can help them bridge between open exploration and concrete follow-through so their ideas don't stay theoretical.
<b>ID</b>	Opportunities to brainstorm on the spot without having to be the one to take the idea to the finish line. Challenges to solve in a positive, possibilities-focused environment.
<b>IG</b>	Big, audacious goal with a deadline and room to make it happen. Clear aim without changing the target and permission to break through obstacles/charge ahead without getting thwarted/stalled out and forced to wait without being able to take action.
<b>IE</b>	Encouragement to ideate freely with the knowledge that someone is eager to help implement. A partner who can take their raw concepts, ask clarifying questions, and help shape them into a practical plan of action.
<b>IT</b>	Freedom to do their own thing and implement as they see fit. Having a discerner they deeply trust who checks in regularly for a gut check before ideas get too far.
<b>DG</b>	Ideas on the table they can gut check and then permission to activate + launch the project without being held back. Someone to activate and spur into action.
<b>DE</b>	Something to react to and discern, a specific request they can help with wrapped in why it matters to the team and how it helps the group, and someone to draw out their ideas and insights that they may not be as forthcoming with to provide without prompting.
<b>DT</b>	A few intelligent, well-thought out ideas to choose from and the freedom, license, and resources to get them done.
<b>GE</b>	Clarity about the goal the leader/team would like accomplished and why it matters to the people involved. The go-ahead to activate and access to the resources and people needed to accomplish their task.
<b>GT</b>	Great ideas teed up to launch into action. Permission to get the project moving and room to run to the finish line without getting slowed down.
<b>ET</b>	Specific, detailed roadmap to implement. Clear instructions on how to proceed. Information on what's important to you and when you'd like the project or task to be complete.



# Karmen Horton | Invention + Galvanizing

*Target Continuum*



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