# Fran Jupp

February 19, 2019
Choose to Grow
Emma
Facilitated by Emma Carroll

## strength deployment inventory®

## PERSONALIZED REPORT

## TotalSDI through Choose to Grow

This report provided by
Crystal Learning
emma@choosetogrow.co.uk

**sdi**®

# Welcome to Your SDI

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

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

**40**

0 ——————————————— 100

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

**37**

0 ——————————————— 100

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

**23**

0 ——————————————— 100

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

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

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

The three scales form a triangle—a visual representation of People, Performance, and Process working together.
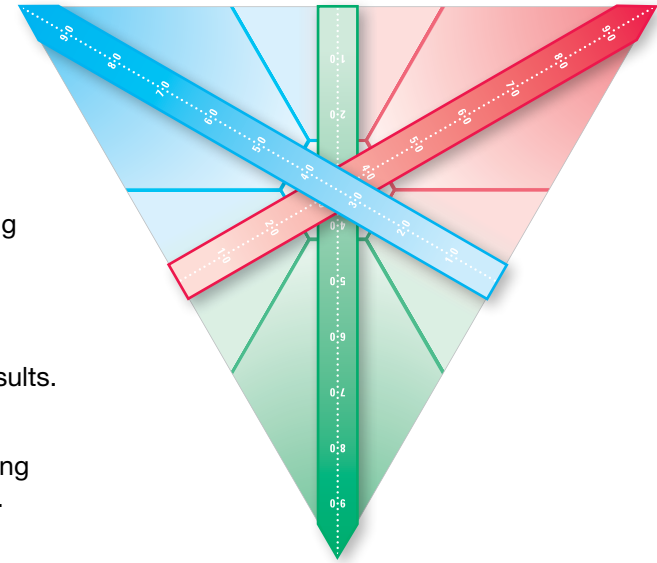
**BLUE SCALE:**
Concern for *People*: Actively seeking to help others.
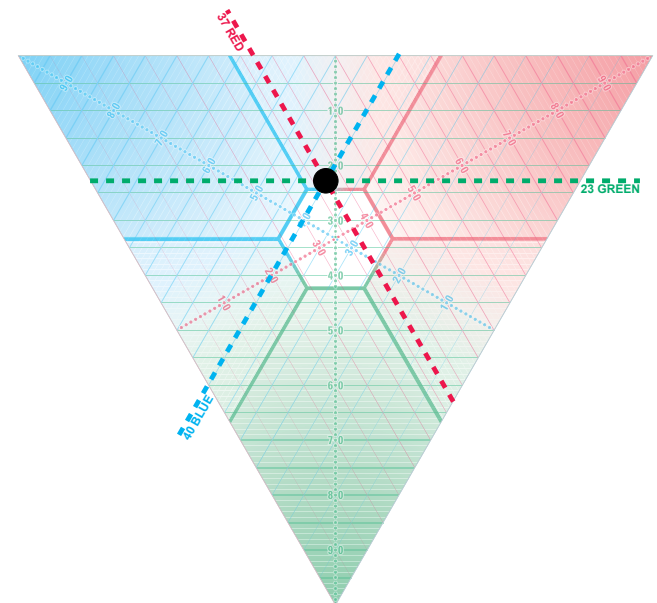
**RED SCALE:**
Concern for *Performance*: Actively seeking opportunities to achieve results.

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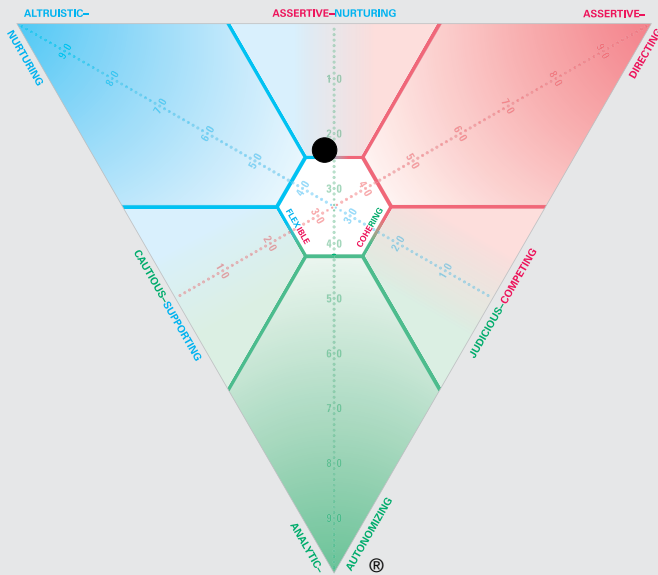


## CHARTING YOUR MOTIVATIONAL VALUE SYSTEM



## Your Result

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

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

# MVS RESULTS

## Fran Jupp



| MOTIVATIONAL VALUE SYSTEM | | |
|:---:|:---:|:---:|
| 40 | 37 | 23 |
| Blue | Red | Green |

*My MVS is:*

● **RED-BLUE**

| CONFLICT SEQUENCE |
|:---:|
| |

→

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### YOUR MOTIVATIONAL VALUE SYSTEM

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



### RED-BLUE Assertive-Nurturing

You are motivated by the maximum growth and development of others. You have a strong desire to direct, persuade, or lead others for their benefit.

### YOUR MOTIVES AND VALUES

As a person with a Red-Blue (Assertive-Nurturing) MVS, you achieve feelings of self-worth by actively encouraging others to grow, succeed, and accomplish great things.

You identify needs quickly, then move swiftly to assist those in need. You feel drawn to mentoring relationships and often defend those you perceive as vulnerable. You are focused on the achievement of your goals, while also actively encouraging others to grow and succeed through your guidance. You value the power of recognizing and rapidly developing the potential in others.

You are an advocate for the protection, growth, and welfare of others. You combine a friendly and direct approach, and you want to see others move forward and benefit from your coaching. You value decisiveness and are quick to know what others should do. Your advice to others is an expression of your belief in their potential.

You feel a need to act promptly in matters affecting the welfare of others. You are open, enthusiastic, friendly, and sincerely compassionate for others. You are positive and want to support initiatives that help others become their best.

### UNDERSTANDING YOUR RESULTS

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

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

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

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

### THE IMPACT OF NEIGHBORING MVS REGIONS

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

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# Red-Blue: Your MVS at a Glance

**Assertive–Nurturing:** You are motivated by the maximum growth and development of others. You have a strong desire to direct, persuade, or lead others for their benefit.

*As•ser•tive—confidently self-assured and forceful*

*Nur•tur•ing – protecting, supporting, and encouraging others*

## Mark the statements that are true for you:

| WHAT YOU DO | FEELINGS AND IDEALS | CONFLICT TRIGGERS |
|---|---|---|
| ❏ I actively seek opportunities to support others. | ❏ I feel best about what I am doing when I am in a position to be genuinely helpful through my leadership, and I am able to direct others for their own benefit. | ❏ Other people are negative about options and possibilities, refusing to get involved. |
| ❏ I persuade and energize others, promoting their growth and development. | | ❏ Too much time or detail is required before a decision can be made. |
| ❏ I tend to be open to proposals for creating welfare and security for others. | ❏ I identify with and feel most at ease with people who clearly understand the compassionate use of power and the need to act promptly in matters affecting other people's welfare. | ❏ Others are being taken advantage of, disregarded, blamed, or excluded. |
| ❏ I create enthusiasm and support in tackling obstacles to success. | | ❏ My involvement or contributions are asked for and then ignored. |
| ❏ I am positive, enthusiastic, and forward-thinking. | ❏ Ideally, I would like to be more contemplative and analytical in my decisions and more tenacious and prudent in pursuing my goals. | ❏ Others refuse to get involved, withholding support for people who could truly benefit. |
| ❏ I demonstrate sincerity, compassion, and decisiveness. | ❏ Ideally, I would like to avoid ever being exploitative or inconsiderate of others or brazen and superficial in my interpersonal relations. | ❏ Others behave indifferently, seeming to ignore or take for granted my hard work and dedication. |
| ❏ I clearly state how goals will benefit others, and I make decisions on their behalf. | | ❏ The people around me perceive my assertiveness as aggression, making accusations that I am exploiting others for my own means. |
| ❏ I recognize the importance of results and the needs of others. | ❏ I feel most rewarded by others when they treat me as a strong and friendly person deserving of recognition and appreciation, and recognize that I want the opportunity to lead others for their betterment. | ❏ I feel isolated or left out of what is happening. |
| ❏ I am direct, friendly, and action-oriented. | | ❏ The guidance I offer is not accepted, but instead is challenged or even rejected. |
| | | ❏ Plans that could lead to others' success are overruled, and the human cost of decisions is ignored. |

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# Condition 1: Motivational Value System

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

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

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

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

While there are borders on the triangle to distinguish the MVS types, they are not meant to be absolutes. They're not "boxes" with walls. Think of the seven MVS types more like neighborhoods, and your dot within that neighborhood influenced by how close it is to other neighborhoods. Location matters. Proximity to and distance from another neighborhood is meaningful because it is reflected in the frequency of those other motives. If your MVS dot is close to other regions, you may find that some parts of those MVS descriptions also apply to you.
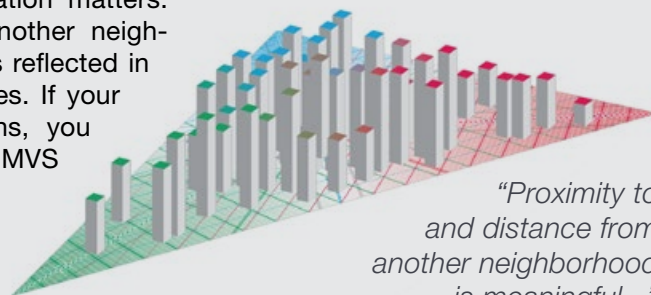
*"Proximity to and distance from another neighborhood is meaningful…"*
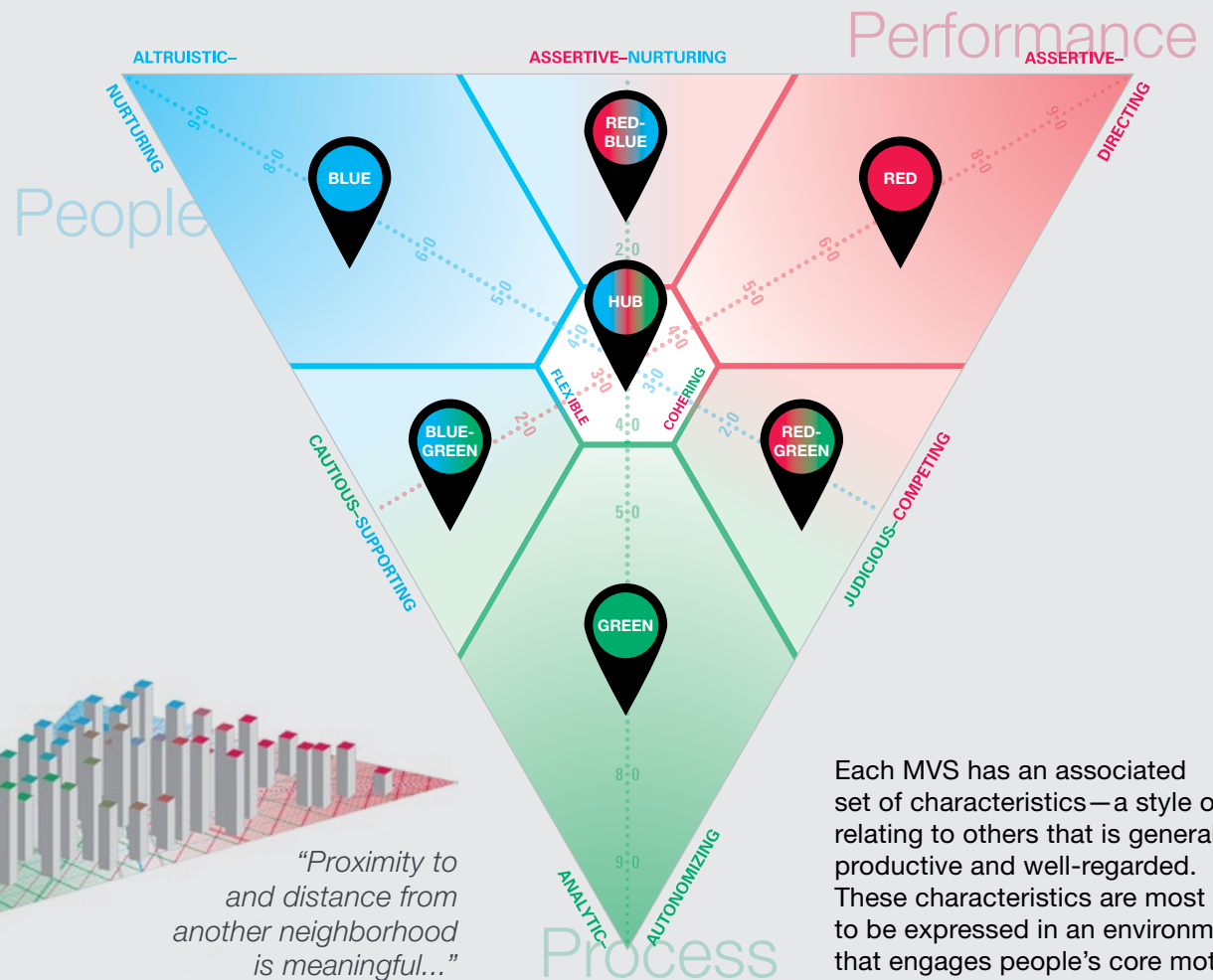
Each MVS has an associated set of characteristics—a style of relating to others that is generally productive and well-regarded. These characteristics are most likely to be expressed in an environment that engages people's core motives.

**Fran Jupp**

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

*YOUR RESULTS* (Red-Blue row)

## Points of Comparison

| THE MVS IN ACTION | Red-Blue: Assertive-Nurturing | Blue: Altruistic-Nurturing | Red: Assertive-Directing | Green: Analytic-Autonomizing |
|---|---|---|---|---|
| **You feel most responsible for what you are doing when you are . . .** | in a position to be genuinely helpful through your leadership and are able to direct others for their own benefit. | being helpful in some way to others who can genuinely benefit from your help. | in a position to provide direction and are able to set the goals for and influence the actions of others. | able to pursue your own interests in a self-reliant way without having to take direction or help from those around you. |
| **You feel most rewarded by others when they treat you as a . . .** | strong and friendly person deserving of recognition, appreciation, and the opportunity to lead others for their betterment. | warm and friendly person who wants to be of help and who is deserving of thanks and appreciation for giving help. | strong and ambitious person, a winner, and one who is deserving of the opportunity to provide leadership and direction. | clear, logical, and analytic person who is deserving of respect for dealing with others fairly and for being a person of principle. |
| **You identify with and feel most at ease with people who . . .** | clearly understand the compassionate use of power and the need to act promptly in matters affecting other people's welfare. | clearly care for the feelings, the needs, and the welfare of others. | clearly understand the productivity behind the exercise of power, control, and competition. | clearly respect the integrity of others and the rights of others to determine their own courses of action. |
| **You are attracted to and intrigued by others who are . . .** | strong and decisive and know exactly what they want to do, and who ask for your support without imposing on you. | strong and know exactly what they want to do and want you to be included in their activities and successes. | generous and responsive to you and who want to help you achieve your ambitions and your successes. | open and explicit about what they want and how they feel, without imposing their wants or feelings on you. |
| **Ideally, you would like to be . . .** | more contemplative and analytical in your decisions and more tenacious and prudent in pursuing your goals. | more assertive and less fearful of pushing for your own rights and wants; more capable of saying "No" to people who impose on you. | more considerate of other people's feelings and rights; more given to thinking things through before committing yourself to a course of action. | more trusting of others and more open to them; less reserved about asserting your rights and wishes. |
| **Ideally, you would like to avoid ever being . . .** | exploitative, inconsiderate of others, or brazen and superficial in your relationships. | a selfish person or one who is cold and unfeeling about others. | a gullible person or a person who is indecisive and unable to act. | an overly emotional person or one who is exploitative of others. |
| **You experience a conflict trigger when you perceive that other people . . .** | refuse to get involved; fear making a decision; are concerned with their needs to the exclusion of the needs of others. | constantly compete with and try to take advantage of others; are cold and unresponsive to gestures of friendliness. | constantly lose out and don't stand up for themselves; have a shell of reserve around them that you just can't penetrate. | never seem to take anything seriously; try to push their help on you or try to push you to do things their way. |
| **You experience a conflict trigger when other people . . .** | treat you with indifference; ignore you; accuse you of exploiting people. | treat you with anger and hostility, tell you to "go mind your own business," or are slow to recognize your efforts to promote their welfare. | are all-forgiving and never fight back; don't let you know what they expect as rewards from you and then withdraw their loyalty or betray you. | accuse you of being opportunistic and unprincipled; push their help on you when you don't want it. |

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

# Your Conflict Sequence

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

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

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

**BLUE SCALE:**
Wanting to *Accommodate*: Actively seeking to preserve or restore harmony.

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

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

**42**

0    100

How frequently you are motivated to *Accommodate* in conflict is shown on the **BLUE** scale.

**13**

0    100

How frequently you are motivated to *Assert* in conflict is shown on the **RED** scale.

**45**

0    100
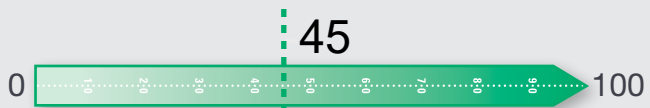
How frequently you are motivated to *Analyze* in conflict is shown on the **GREEN** scale.

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

## CHARTING YOUR CONFLICT SEQUENCE
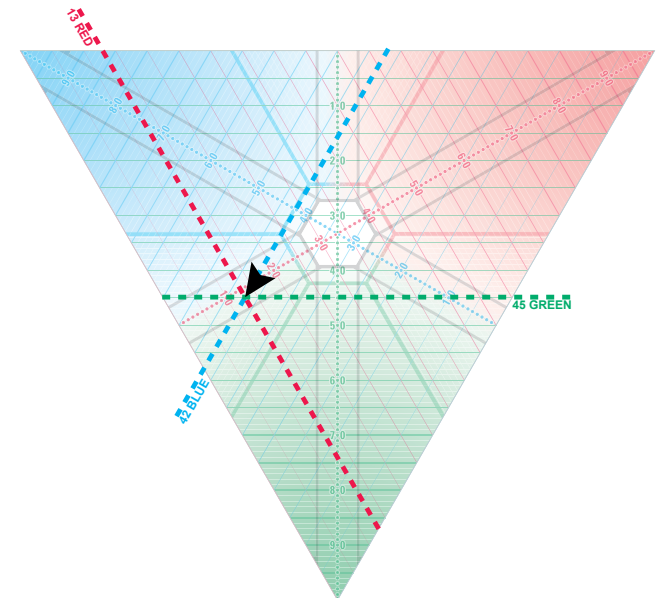
### Your Result

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

▲ Your CS arrowhead is in the **[BG]-R** region.

# CONFLICT SEQUENCE RESULTS
## Fran Jupp



®

### MOTIVATIONAL VALUE SYSTEM

| | | |
|---|---|---|
| | | |
| | | |

*My MVS is:*

⬤ **RED-BLUE**

### CONFLICT SEQUENCE

| 45 | 42 | 13 |
|---|---|---|
| Green | Blue | Red |

*My CS is:*

➡ **[BG]-R**

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### YOUR CONFLICT SEQUENCE

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

**3 STAGES OF CONFLICT**

| 1 | [BG] |
|---|---|
| 2 | [BG] |
| 3 | R |



## [BG]-R [Blue or Green]-Red
You want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, you may feel compelled to fight, possibly in an explosive manner.

### HOW YOU EXPERIENCE CONFLICT
As a person with a [BG]-R Conflict Sequence, you first try to understand the issue and reduce your personal risk. You blend or alternate accommodating and analytical approaches to people and problems. You balance your needs, rights, and obligations with others. You want to establish a mutually respectful peace. You believe that the best way to show you care about the problem is to clarify the issues and people's feelings through conversation.

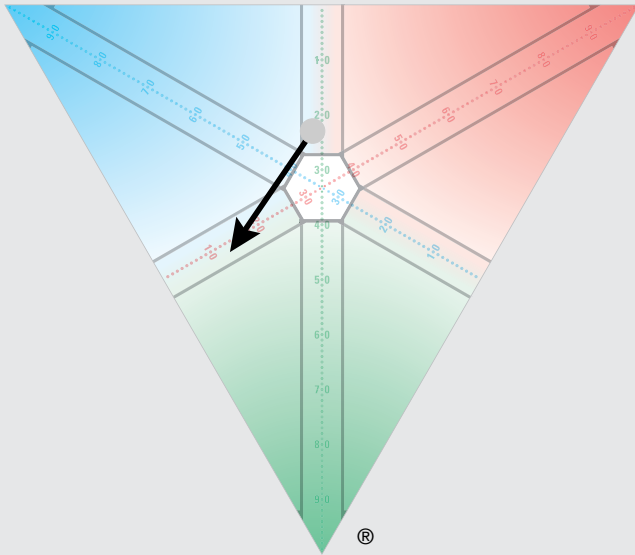You want people to get along and to treat each other fairly. You do not want other people to be aggressive, argumentative, or to push for immediate decisions or actions.

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 Red, you confront people, get angry, or fight, although you may wait a long time in Stage 2 to prevent this.

### 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 your change in behavior is more noticeable to other people.

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

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

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

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

### WHAT DO THE BRACKETS MEAN?
As a **[BG]-R**, your Conflict Sequence is one of seven sequences that have brackets. This means that the colors of motives within the brackets are equal or interchangeable. When you are in a stage of conflict that has a bracket, you typically choose one of the bracketed colors (or a combination of colors), based on how you see the situation.

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

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# [BG]-R: Your Conflict Sequence at a Glance

You want to maintain peace and harmony with caution regarding the personal cost of doing so. If that does not work, you may feel compelled to fight, possibly in an explosive manner.

**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 |
|---|---|---|
| **[BG]-R** *Wanting to accommodate others or analyze the situation* | **[BG]-R** *Wanting to conditionally give in or defer to others, or to disengage from others or clarity the issue* | **[BG]-R** *Feeling driven to fight* |
| ❏ I want to find a fair and rational solution for everyone. | ❏ I am frustrated by a lack of respect for others or me. | ❏ I feel energized, angry, or indignant because others have not been cooperative or reasonable. |
| ❏ I feel uncertain about the situation and what to do next. | ❏ I want to minimize my exposure or potential risks. | ❏ I confront other people and in some cases act explosively. |
| ❏ I want to clarify and understand people's feelings and concerns. | ❏ I become defensive of my core principles or interests. | ❏ I want to express the things that I have been refraining from saying. |
| ❏ I want the rules or principles to be enforced considerately. | ❏ I want to wait and let things settle down. | ❏ It seems that I have no choice but to fight. |
| ❏ I may alternate accommodating or analytical approaches until something works. | ❏ I become reflective and analyze my role in the conflict. | ❏ I don't want to wait for other people or to sacrifice any more. |
| ❏ I feel the need to balance or prioritize between harmony and logic. | ❏ I believe enduring the current situation or making additional concessions is better than letting the situation degenerate into a heated battle. | |
| ❏ If other people are angry or self-serving, it could send me into my second stage of conflict. | | |

# Condition 2: Conflict Sequence

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

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

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

**STAGE 1: Self, Problem, Others**

**STAGE 2: Self, Problem,** Others
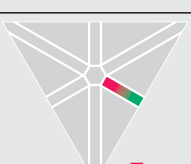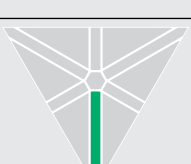
**STAGE 3: Self,** Problem, Others

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

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

Accommodate

Assert

Analyze

B-[RG]
B-R-G
[BR]-G
R-B-G
R-[BG]
[BRG]
B-G-R
R-G-B
[BG]-R
[RG]-B
G-B-R
G-R-B
G-[BR]
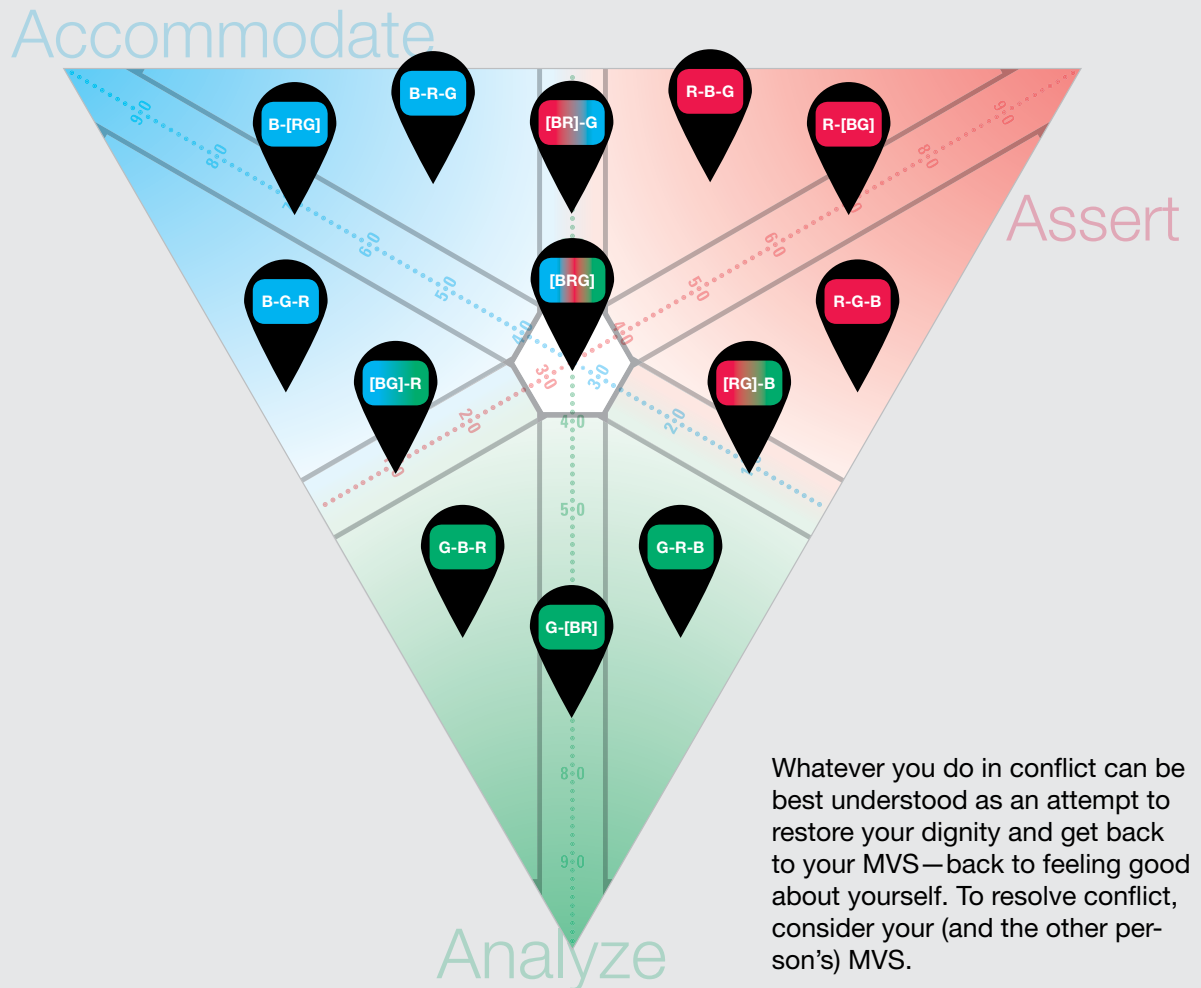
Whatever you do in conflict can be best understood as an attempt to restore your dignity and get back to your MVS—back to feeling good about yourself. To resolve conflict, consider your (and the other person's) MVS.

| Fran Jupp | | | |
|---|---|---|---|
| **CONFLICT SEQUENCE** | **DESCRIPTION** | **CONFLICT SEQUENCE** | **DESCRIPTION** |
| **[BG]-R** | You want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, you may feel compelled to fight, possibly in an explosive manner. | **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 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-[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. |

**Fran Jupp**

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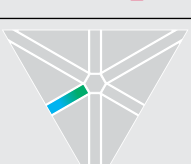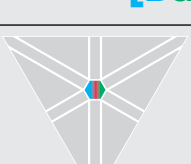
When people enter conflict, their focus includes *themselves*, the *problem*, and *other people*. As conflict progresses to the second stage, a narrower focus includes the self and the problem. In the third stage, the focus is concentrated on self.

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

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

| CONFLICT EXPERIENCE | Blue: *Accommodate* | Red: *Assert* | Green: *Analyze* |
|---|---|---|---|

**STAGE 1:** Responding *(Focus is on Self, Problem, and Others)*

Conflict begins with a reaction to something that threatens (or holds the potential to threaten) self-worth. When something that is important to a person is challenged, disregarded, or restricted, they may experience conflict and feel a need to respond.

| | Blue | Red | Green |
|---|---|---|---|
| **Behavior:** | Maintaining harmony and keeping the peace | Rising to the challenge and engaging the issue | Gathering the facts and being prudently cautious |
| **Motive:** | Wanting to accommodate others | Wanting to assert oneself | Wanting to analyze the situation |
| | **YOUR RESULTS** | | **YOUR RESULTS** |

**STAGE 2:** Narrowing *(Focus is on Self and Problem)*

If efforts to resolve the conflict fail and the issue is important enough, a person may feel that other people are not cooperating and that their first motive cannot be satisfied. This is followed by a move into their second stage of conflict, which is characterized by a more narrow concern, dropping the other out of focus but carrying the experiences of Stage 1 into a different color in Stage 2.

| | Blue | Red | Green |
|---|---|---|---|
| **Behavior:** | Restoring harmony or yielding with conditions or limits | Confronting to win or enforce one's rights or ideas | Pulling away to reflect or re-evaluate the situation |
| **Motive:** | Wanting to conditionally give in or defer to others | Wanting to prevail against the issue or others | Wanting to disengage from others or clarify the issue |
| | **YOUR RESULTS** | | **YOUR RESULTS** |

**STAGE 3:** Defending *(Focus is on Self)*

If efforts to resolve the conflict in the second stage continue to be unsuccessful (or do not, at least, result in a return to Stage 1) and the issue remains important, a person may feel that others are not cooperating and that the problem appears unsolvable or may feel that their motives cannot be satisfied. This is followed by a move into their third stage of conflict, which is a last resort and the last remaining color.

| | Blue | Red | Green |
|---|---|---|---|
| **Behavior:** | Surrendering the issue or admitting defeat | Arguing forcefully or making a strong, final stand | Withdrawing or detaching from the situation |
| **Motive:** | Feeling driven to give up | Feeling driven to fight | Feeling driven to retreat |
| | | **YOUR RESULTS** | |

# SDI RESULTS
## Fran Jupp
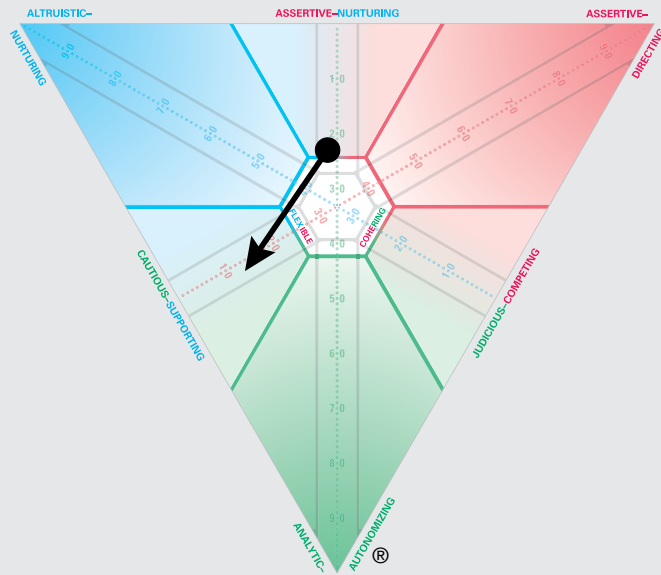


| MOTIVATIONAL VALUE SYSTEM | | |
|---|---|---|
| 40 | 37 | 23 |
| Blue | Red | Green |

*My MVS is:*

● **RED-BLUE**

| CONFLICT SEQUENCE | | |
|---|---|---|
| 45 | 42 | 13 |
| Green | Blue | Red |

*My CS is:*

➡ **[BG]-R**

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**CONDITION #1:** WHEN THINGS ARE GOING WELL

### YOUR MOTIVATIONAL VALUE SYSTEM

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



**RED-BLUE**
**Assertive-Nurturing**

You are motivated by the maximum growth and development of others. You have a strong desire to direct, persuade, or lead others for their benefit.

**YOUR MOTIVES AND VALUES**

As a person with a Red-Blue (Assertive-Nurturing) MVS, you achieve feelings of self-worth by actively encouraging others to grow, succeed, and accomplish great things.

You identify needs quickly, then move swiftly to assist those in need. You feel drawn to mentoring relationships and often defend those you perceive as vulnerable. You are focused on the achievement of your goals, while also actively encouraging others to grow and succeed through your guidance. You value the power of recognizing and rapidly developing the potential in others.

You are an advocate for the protection, growth, and welfare of others. You combine a friendly and direct approach, and you want to see others move forward and benefit from your coaching. You value decisiveness and are quick to know what others should do. Your advice to others is an expression of your belief in their potential.

You feel a need to act promptly in matters affecting the welfare of others. You are open, enthusiastic, friendly, and sincerely compassionate for others. You are positive and want to support initiatives that help others become their best.

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**CONDITION #2:** WHEN FACED WITH CONFLICT

### YOUR CONFLICT SEQUENCE

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



**[BG]-R**
**[Blue or Green]-Red**

| 1 | [BG] |
|---|---|
| 2 | [BG] |
| 3 | R |

You want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, you may feel compelled to fight, possibly in an explosive manner.

**HOW YOU EXPERIENCE CONFLICT**

As a person with a [BG]-R Conflict Sequence, you first try to understand the issue and reduce your personal risk. You blend or alternate accommodating and analytical approaches to people and problems. You balance your needs, rights, and obligations with others. You want to establish a mutually respectful peace. You believe that the best way to show you care about the problem is to clarify the issues and people's feelings through conversation.

You want people to get along and to treat each other fairly. You do not want other people to be aggressive, argumentative, or to push for immediate decisions or actions.

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 Red, you confront people, get angry, or fight, although you may wait a long time in Stage 2 to prevent this.

**THE PATH BACK TO YOUR RED-BLUE MVS**

Your path back to Red-Blue from Stage 1 [Blue-Green] may involve carefully considering the capabilities and potential of others.

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totalsdi

# Strengths

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

This table presents example reasons that clarify the potential motives or intentions for deploying that strength. Each example reason connects one strength to a same-color motive. However, more complex connections are possible, eg. a Blue strength could be used for a Red reason.

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

## STRENGTHS AND REASONS

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

# Overdone Strengths

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

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

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

## OVERDONE STRENGTHS

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

**Fran Jupp**

# Arrow Dynamics

SDI arrows show the Motivational Value Systems and Conflict Sequences of people. A full understanding of the SDI includes the connection between these two points. Given that there are seven Motivational Value Systems and 13 Conflict Sequences, there are 91 combinations of MVS and CS. Therefore, the simple language of the three colors of motives under two conditions enables descriptions of the true complexity of real relationships.
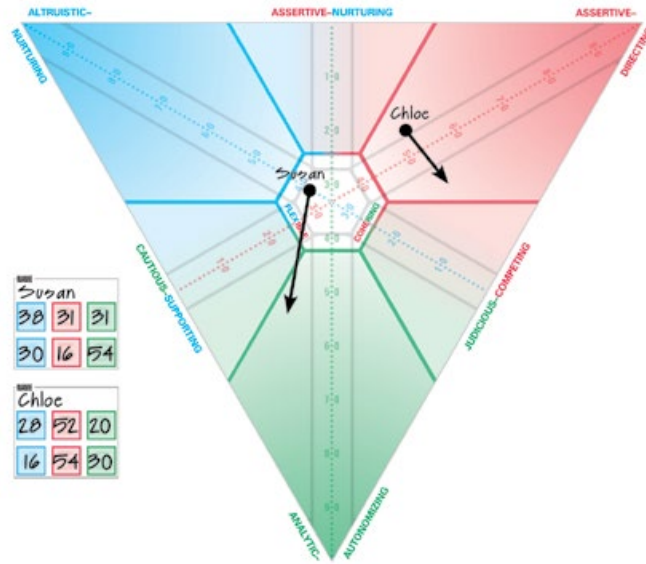
In this example, Susan and Chloe may work well together, or they may be in conflict, but more likely, there is some of each condition in their relationship. In good times, Susan may appreciate Chloe's desire to get things done and Chloe may appreciate Susan's desire to include people and consider multiple perspectives. When things are not going well, Chloe may perceive Susan's option-seeking as a lack of focus, or even a lack of loyalty. Similarly, Susan may perceive Chloe's competitiveness as fighting, or an unwillingness to consider others' ideas. If these perceptions cause conflict, Susan will likely want to slow things down and analyze the situation, while Chloe will likely want to speed things up and take action quickly. Awareness of each others' motivations when things are going well and during conflict can help Susan and Chloe understand and appreciate each other and become more effective together.
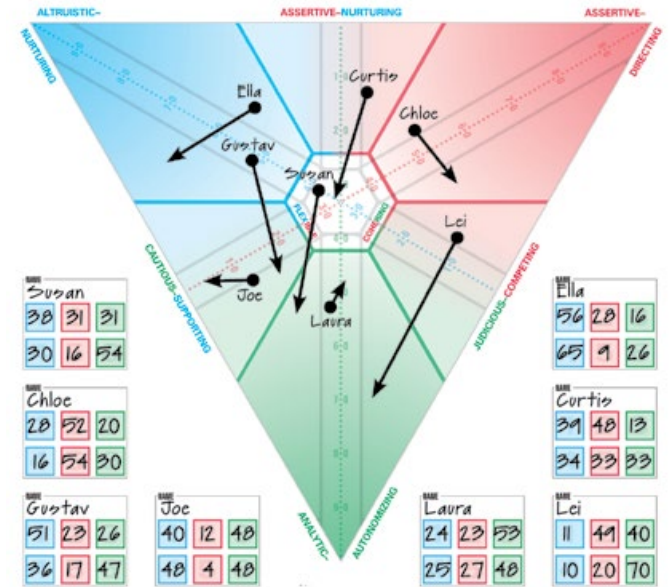
In this example, there are many relationships (including the one between Susan and Chloe as described on the left). Just as with individuals, teams may work well together, or they may be in conflict, but more likely, there is some of each condition in the group. When things are going well, this group has at least one person in each MVS. This does not necessarily mean the group is well-balanced. Their diversity in motivation may be viewed as a source of productivity, but it may also be the basis for conflict. When there is conflict, four of the members (Susan, Gustav, Laura, and Lei) have Stage 1 Green, and there is one member each in Stage 1 Blue, Red, [BG], and [BRG]. Their diverse Conflict Sequences may contribute to making things worse, or the group may discover effective methods of identifying and managing conflict and restoring the self-worth of all the group members.

# Deploying Your Strengths Under Two Conditions

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

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

### FOCUS ON MOTIVES

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

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

### ADJUST YOUR FILTERS

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

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

### DEPLOY YOUR STRENGTHS

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

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

## CONDITION #2: When There is Conflict (CS)

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

### DISCOVER VALUES (focus on self)

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

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

### DEFINE THE PROBLEM (focus on self and problem)

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

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

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

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

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

# Relationship Awareness Theory

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

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

▼ Behavior is driven by motivation to achieve self-worth.

▼ Motivation changes in conflict.

▼ Strengths, when overdone or misapplied, can be perceived as weaknesses.

▼ Personal filters influence perceptions of self and others.

These foundational insights, when combined with individual and team SDI assessment results, power individual and organizational learning.

# SDI Language

**MOTIVE**

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

**MOTIVATIONAL VALUE SYSTEM**

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

**FILTER**

A method of selective perception and evaluation of a situation.

**VALUED RELATING STYLE**

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

**BORROWED RELATING STYLE**

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

**MASK RELATING STYLE**

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

**CONFLICT SEQUENCE**

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

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

**Stage 2**: *focus on self and problem*

**Stage 3**: *focus on self*

Conflict can be resolved or left unresolved in any stage.

**OPPOSITION**

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

**CONFLICT**

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

**CONFLICT TRIGGER**

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

- to enter conflict based on the perceived triggers, or

- to reframe the situation so that threats are no longer perceived.

**STRENGTH**

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

**OVERDONE STRENGTH**

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