

# strength deployment inventory 2.0<sup>®</sup>

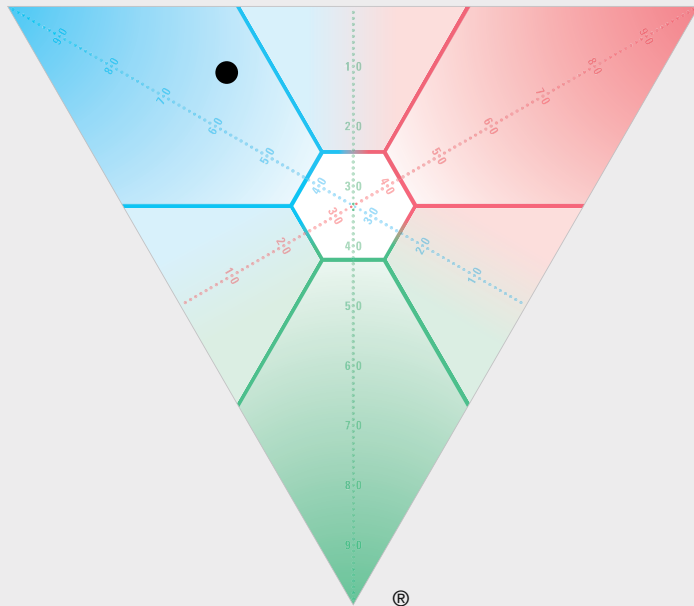
**Personalized Report:**  
Amy Chang

Elias Porter, PhD  
Tim Scudder, PhD



# Motives

Amy Chang



## CONDITION #1: WHEN THINGS ARE GOING WELL

MOTIVES	
<p>Your Motivational Value System (MVS) dot is based on your scores. It shows the relative priority of your People, Performance, and Process motives – and how they blend when things are going well.</p>	
	<p><b>BLUE People</b></p> <p>You are motivated by the protection, growth, and welfare of others. You have a strong desire to help others who can genuinely benefit.</p>

### YOUR MOTIVES AND VALUES

As a person with a **Blue MVS**, you achieve feelings of self-worth by being genuinely helpful to others, with little or no concern for what you receive in return.

You help others in ways that enhance their happiness and genuinely meet their needs. You express concern for the welfare of others. You place your faith in others, and offer others the benefit of the doubt. You believe that giving others praise and rewards creates happiness and gratefulness in their hearts and minds. You value the power of helping people grow.

You embrace the opportunities life affords to provide help to others, and the real reward for you is the evidence that the help was received and valued. For you, the effort and intent to help are most important. You value recognition but tend to believe that any external reward for your efforts will be offered without having to ask for it.

The act of helping is not always enough for you. The greatest enjoyment in the act of helping comes from seeing other people benefit. You want others to accept, value, and appreciate the help you give. A simple thank you means a lot.

### 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.

MOTIVATIONAL VALUE SYSTEM		
63	26	11
People	Performance	Process
My MVS is:		
	<b>BLUE</b>	










# BLUE: People

**Altruistic-Nurturing:** You are motivated by the protection, growth, and welfare of others. You have a strong desire to help others who can genuinely benefit.

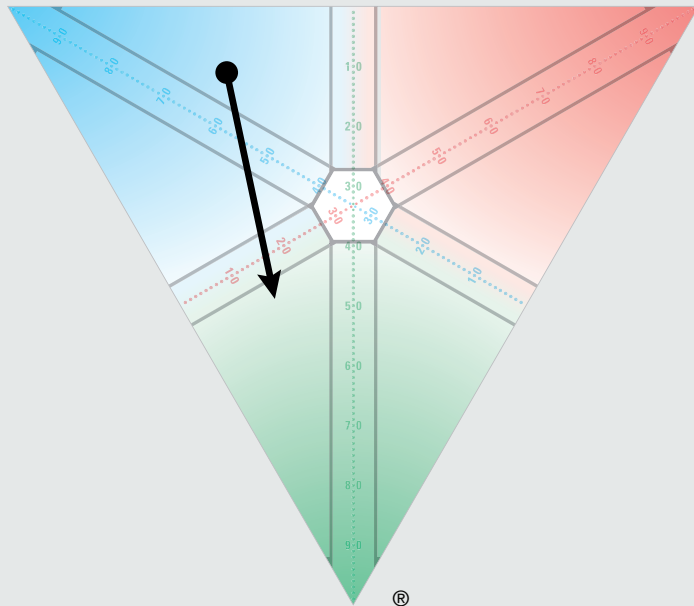
*Altruistic: unselfish concern for the welfare of others.  
Nurturing: protecting, supporting, and encouraging others.*

Mark the statements that are true for you:		
WHAT YOU DO	FEELINGS AND IDEALS	CONFLICT TRIGGERS
<ul style="list-style-type: none"> <li><input type="checkbox"/> I am open and responsive to the needs of others.</li> <li><input type="checkbox"/> I seek ways to bring help to others, trying to make life easier for others.</li> <li><input type="checkbox"/> I defend the rights of others with courage and conviction, sometimes without claiming my own rights in the process.</li> <li><input type="checkbox"/> I tend to be idealistic and admire the accomplishments of others, often playing down my own personal achievements out of a desire to remain modest.</li> <li><input type="checkbox"/> I am humble, rarely asking for recognition, simultaneously putting great trust in others.</li> <li><input type="checkbox"/> I respond when asked for help.</li> <li><input type="checkbox"/> I believe that my contributions will demonstrate my value and that I should not have to ask for rewards.</li> <li><input type="checkbox"/> I want to help others reach their potential and ensure they are fully valued.</li> <li><input type="checkbox"/> I try not to be a burden to others, preferring to give help rather than receive it.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I feel best about what I am doing when I am being helpful in some way to others who can genuinely benefit from my help.</li> <li><input type="checkbox"/> I identify with and feel most at ease with people who clearly care for the feelings, the needs, and the welfare of others.</li> <li><input type="checkbox"/> Ideally, I would like to be more assertive and less fearful of pushing for my own rights and wants— more capable of saying “no” to people who impose on me.</li> <li><input type="checkbox"/> Ideally, I would like to avoid ever being a selfish person or one who is cold and unfeeling about others.</li> <li><input type="checkbox"/> I feel most rewarded by others when they treat me as a warm and friendly person who wants to be of help and who is deserving of thanks and appreciation for giving help.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> People are selfish or unconcerned about others.</li> <li><input type="checkbox"/> Issues are personalized or turned into attacks.</li> <li><input type="checkbox"/> Others won’t accept help when they really need it.</li> <li><input type="checkbox"/> My emotions are disregarded, ignored, or criticized.</li> <li><input type="checkbox"/> Others change loyalties “for the moment.”</li> <li><input type="checkbox"/> People take advantage of others or me.</li> <li><input type="checkbox"/> Others are insincere about helping.</li> <li><input type="checkbox"/> Competition results in people being hurt.</li> <li><input type="checkbox"/> People behave rudely or unkindly.</li> <li><input type="checkbox"/> Relationships are not regularly maintained.</li> </ul>

MOTIVATIONAL VALUE SYSTEM (MVS)	DESCRIPTION	CHARACTERISTICS	ENGAGING ENVIRONMENT
 <b>BLUE</b>	<p>People who are motivated by the protection, growth, and welfare of others. They have a strong desire to help others who can genuinely benefit.</p>	<p>Seeking ways to bring help to others... Trying to make life easier for others... Being open and responsive to the needs of others... Trying to avoid being a burden to others... Defending the rights of others.</p>	<p>Open, friendly, helpful, supportive, trusting, socially sensitive, loyal, compassionate, respectful, receptive, humanitarian... Being needed... Being accepted and appreciated... Opportunities to support others.</p>
 <b>RED</b>	<p>People who are motivated by task accomplishment and achieving results. They have a strong desire to set goals, take decisive action, and claim earned rewards.</p>	<p>Being alert to opportunity... Striving for immediate action... Accepting challenges... Competing for authority and responsibility... Exercising persuasion... Accepting risk-taking as necessary and desirable.</p>	<p>Progressive, innovative, challenging, fast-moving, stimulating, competitive, creative... New opportunities... Potential for advancement and winning... Material rewards available.</p>
 <b>GREEN</b>	<p>People who are motivated by meaningful order and thinking things through. They have a strong desire to pursue independent interests, to be practical, and to be fair.</p>	<p>Seeking clarity, accuracy and correctness... Being cautious and thorough... Keeping emotions under control... Planning ahead and following the plan... Conserving resources.</p>	<p>Clarity, logic, precision, utility, durability, efficiency, reliability, organized... Effective use of resources... Clear, supportable, criteria for decision-making... Time to develop ideas.</p>
 <b>RED-BLUE</b>	<p>People who are motivated by the maximum growth and development of others. They have a strong desire to direct, persuade, or lead others for the benefit of others.</p>	<p>Actively seeking opportunities to help others... Creating welfare and security for others... Generating enthusiasm and support in tackling obstacles to success... Challenging others to be or do their best.</p>	<p>Enthusiastic, open, friendly, sincere, trusting, compassionate... Respect for others... Positive initiatives for the growth and development of others... Opportunities to coach or mentor others.</p>
 <b>RED-GREEN</b>	<p>People who are motivated by intelligent assertiveness and fairness in competition. They have a strong desire to develop strategy and assess risks and opportunities.</p>	<p>Taking the most efficient course of action... Assessing risks and opportunities... Being decisive and proactive when the facts are known... Challenging opposition through thoughtful process and strategy.</p>	<p>Strategic, determined, planned... Complex, challenging tasks requiring expertise... Recognition for achievement... Availability of technical resources... Opportunities to develop winning strategies.</p>
 <b>BLUE-GREEN</b>	<p>People who are motivated by developing self-sufficiency in self and others. They have a strong desire to analyze the needs of others and to help others help themselves.</p>	<p>Offering assistance for greater self-sufficiency and independence... Building effective processes and resources to protect or enhance others' welfare... Fighting for principles that are fair.</p>	<p>Conscientious, patient, congenial... Respect for individuals, fairness, and resources... Opportunities to encourage others' independence... Tasks that require thoughtful analysis to aid those in need.</p>
 <b>HUB</b>	<p>People who are motivated by flexibility and adapting to others or situations. They have a strong desire to collaborate with others and to remain open to different options and viewpoints.</p>	<p>Considering multiple perspectives and ideas... Being open-minded and willing to adapt... Bringing people together and making connections... Maintaining appropriate balance... Keeping options open.</p>	<p>Cooperative, interactive, sociable, democratic, playful, spontaneous, novelty, flexibility... Being heard and listening... Consensus building... Tolerant of different opinions and perspectives .</p>

# Conflict

Amy Chang



## CONDITION #2: WHEN FACED WITH CONFLICT

CONFLICT								
Your Conflict Sequence (CS) arrowhead is based on your scores. It shows the order that you experience a desire to accommodate, assert, or analyze during three stages of conflict.								
	<b>G-B-R Green-Blue-Red</b> You want to carefully examine the situation. If that does not work, you want to defer to other people in the interest of harmony. If that does not work, you may feel compelled to fight, possibly in an explosive manner.							
	<table border="1"> <thead> <tr> <th colspan="2">3 STAGES OF CONFLICT</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>G</td> </tr> <tr> <td>2</td> <td>B</td> </tr> <tr> <td>3</td> <td>R</td> </tr> </tbody> </table>	3 STAGES OF CONFLICT		1	G	2	B	3
3 STAGES OF CONFLICT								
1	G							
2	B							
3	R							

### HOW YOU EXPERIENCE CONFLICT

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

You want people to remain objective and give you some time to think. You do not want people to be confrontational, irrational, or base decisions on opinions.

If conflict progresses to your Stage 2 Blue you get anxious and let go of less important points; you accommodate with conditions. You feel that others are not being rational, but a small concession is better than fighting.

If conflict progresses to your Stage 3 Red, you confront people, get angry, or fight, although you will make increasingly larger sacrifices 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 the change from your **Blue MVS** to your **Stage 1 Green** is usually obvious.

### 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.

### THE IMPACT OF NEIGHBORING REGIONS

Your Conflict Sequence (CS) arrowhead is close to the **[BG]-R** region of the triangle. You may find that some parts of this CS description also apply to you.

MOTIVATIONAL VALUE SYSTEM		
63	26	11
People	Performance	Process
My MVS is:		
<b>BLUE</b>		





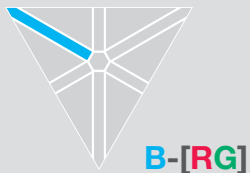


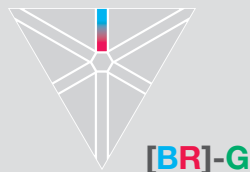





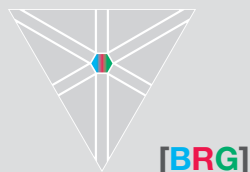
CONFLICT SEQUENCE		
49	37	14
Analyze	Accommodate	Assert
My CS is:		
<b>G-B-R</b>		



## G-B-R: Stage 1 Conflict

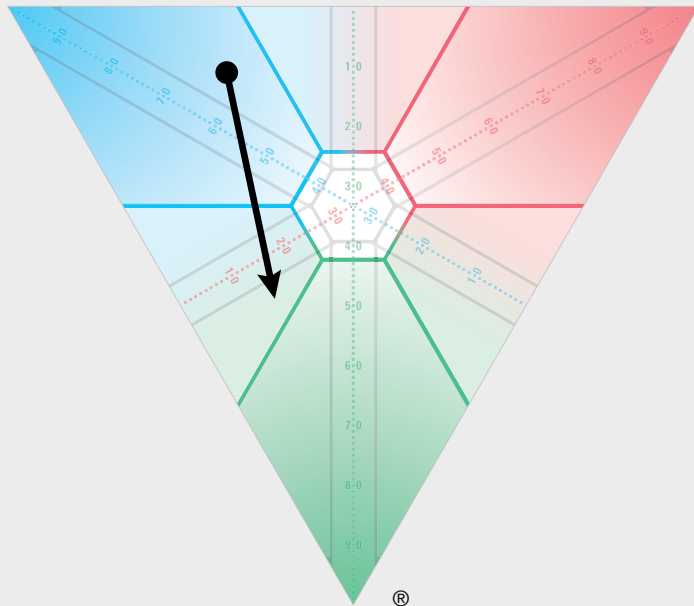
When faced with conflict, I want to carefully examine the situation. If that does not work, I want to defer to other people in the interest of harmony. If that does not work, I may feel compelled to fight, possibly in an explosive manner.

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, <del>Others</del>	STAGE 3: Self, <del>Problem</del> , <del>Others</del>
<b>G-B-R</b> <i>Wanting to analyze the situation.</i>	<b>G-B-R</b> <i>Wanting to conditionally give in or defer to others.</i>	<b>G-B-R</b> <i>Feeling driven to fight.</i>
<ul style="list-style-type: none"> <li><input type="checkbox"/> I want to collect information so I can make a logical decision.</li> <li><input type="checkbox"/> I want to focus on facts, not feelings.</li> <li><input type="checkbox"/> I am quietly engaged and thinking about the issues.</li> <li><input type="checkbox"/> I want some space and time to analyze the situation.</li> <li><input type="checkbox"/> I want to create a fair and rational solution.</li> <li><input type="checkbox"/> I believe that increased clarity will lead to resolution.</li> <li><input type="checkbox"/> If others are irrational or impulsive, it could send me into my second stage of conflict.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I am frustrated that other people do not see the value of my analysis.</li> <li><input type="checkbox"/> I want to escape from the situation without losing anything of real value.</li> <li><input type="checkbox"/> I become reluctantly cooperative or compliant.</li> <li><input type="checkbox"/> I believe that if I give in for the moment I can get more time to come up with a better solution.</li> <li><input type="checkbox"/> If there is an important principle involved, I hold firmly to it.</li> <li><input type="checkbox"/> I believe that yielding on less important points, while holding firm on the main points, is better than resorting to fighting.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I feel energized, angry, or indignant because others have not been cooperative or reasonable.</li> <li><input type="checkbox"/> I confront other people and in some cases act explosively.</li> <li><input type="checkbox"/> I want to express the things that I have been refraining from saying.</li> <li><input type="checkbox"/> It seems that I have no choice but to fight.</li> <li><input type="checkbox"/> I don't want to wait for other people or to sacrifice any more.</li> </ul>

CONFLICT SEQUENCE	DESCRIPTION	CONFLICT SEQUENCE	DESCRIPTION
 <b>G-B-R</b>	When faced with conflict, I want to carefully examine the situation. If that does not work, I want to defer to other people in the interest of harmony. If that does not work, I may feel compelled to fight, possibly in an explosive manner.	 <b>R-B-G</b>	People who want to challenge conflict directly. If that does not work, they want to restore or preserve harmony. If that does not work, they may feel compelled to withdraw from the situation or end the relationship.
 <b>B-R-G</b>	People who want to keep peace and harmony. If that does not work, they want to take a stand for their rights. If that does not work, they may feel compelled to withdraw as a last resort.	 <b>R-[BG]</b>	People who want to assert 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>B-[RG]</b>	People who want to keep harmony and accommodate the opposition. If that does not work, they want to make a choice based on what's best for everyone: to rely on logic and principle or to employ assertive strategies to prevent defeat.	 <b>R-G-B</b>	People who want to prevail through competition. If that does not work, they want to use logic, reason, and rules. If that does not work, they may feel compelled to surrender as a last resort.
 <b>B-G-R</b>	People who want to keep harmony and goodwill. If that does not work, they want to disengage and save what they can. If that does not work, they may feel compelled to fight, possibly in an explosive manner.	 <b>[BR]-G</b>	People who want to press assertively to maintain harmony and goodwill, but they do not want to sacrifice results for harmony. If that does not work, they may decide to withdraw from the situation.
 <b>G-B-R</b>	People who want to carefully examine the situation. If that does not work, they want to defer to other people in the interest of harmony. If that does not work, they may feel compelled to fight, possibly in an explosive manner.	 <b>[RG]-B</b>	People who want to engage conflict quickly, but indirectly, with thoughtful strategies. If that does not work and others have more power in the situation, they may surrender.
 <b>G-[BR]</b>	People who want to maintain order and principles. If that does not work, they want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.	 <b>[BG]-R</b>	People who want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, they may feel compelled to fight, possibly in an explosive manner.
 <b>G-R-B</b>	People who want to analyze the situation logically. If that does not work, they want to forcefully press for a logical resolution. If that does not work and others have more power in the situation, they may surrender.	 <b>[BRG]</b>	People who want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Their approach differs according to the situation, rather than following a fixed sequence.

# SDI 2.0 Results

Amy Chang



## CONDITION #1: WHEN THINGS ARE GOING WELL

**MOTIVES**

**BLUE**

You are motivated by the protection, growth, and welfare of others. You have a strong desire to help others who can genuinely benefit.

## CONDITION #2: WHEN FACED WITH CONFLICT

**CONFLICT**

**G-B-R**

You want to carefully examine the situation. If that does not work, you want to defer to other people in the interest of harmony. If that does not work, you may feel compelled to fight, possibly in an explosive manner.

1	G
2	B
3	R

### YOUR MOTIVES AND VALUES

As a person with a **Blue MVS**, you achieve feelings of self-worth by being genuinely helpful to others, with little or no concern for what you receive in return.

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### THE PATH BACK TO YOUR BLUE MVS

The path from your **Stage 1 Green** back to your **Blue MVS** may involve logically and fairly restoring harmony in the relationship.

MOTIVATIONAL VALUE SYSTEM		
63	26	11
People	Performance	Process
My MVS is:		
● <b>BLUE</b>		

CONFLICT SEQUENCE		
49	37	14
Analyze	Accommodate	Assert
My CS is:		
➔ <b>G-B-R</b>		



# Top 3 Strengths

Amy Chang

## 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.

## CARING

You thrive on being sure that others are doing well. You genuinely care for others, which makes you a desirable person to have on a team. Why? Because you make people feel good about themselves.

Relative to other people, you have an uncanny knack for seeing what others don't. You recognize the needs of others. You can even hear what people aren't saying sometimes more loudly than what they are saying aloud. In other words, you look beneath the surface to discover how someone is really doing. You listen with a "third ear."

Of course, the challenge you face on occasion is taking care of yourself. You can become so focused on others that you neglect you. All in all, you are recognized and appreciated by others for being deeply caring and people love that about you.

## SUPPORTIVE

If someone needs a big boost of inspiration or reassurance, they need look no further than you. Why? Because you lift people up. You have a way with words that others appreciate, typically saying just the right thing at just the right time.

You are an incredible team-player because you make others feel important. You want to see them succeed. People know they can get a boost from you. That's why you are appreciated by many.

A word of caution is in order, your giving spirit can sometimes get the better of you when you extend too far and over-commit yourself to people or projects. But most of the time your investment in others, your unfailing support, carries you and those around you to higher levels.

## MODEST

Camouflage. That's a term that may come to mind when thinking about how people see you. In other words you don't need to be in the spotlight or capture everyone's attention. Your work is typically done behind the scenes. And that's exactly what makes you a valuable asset to any workplace.

When your efforts and accomplishments are highlighted, you're quick to give others credit for helping you get there. Because you tend to play down your capability and accomplishments, others may not always see you as competent or even consider you for a task. So your growing edge may be to wave your own flag just a bit when you know you're a good fit for a task.

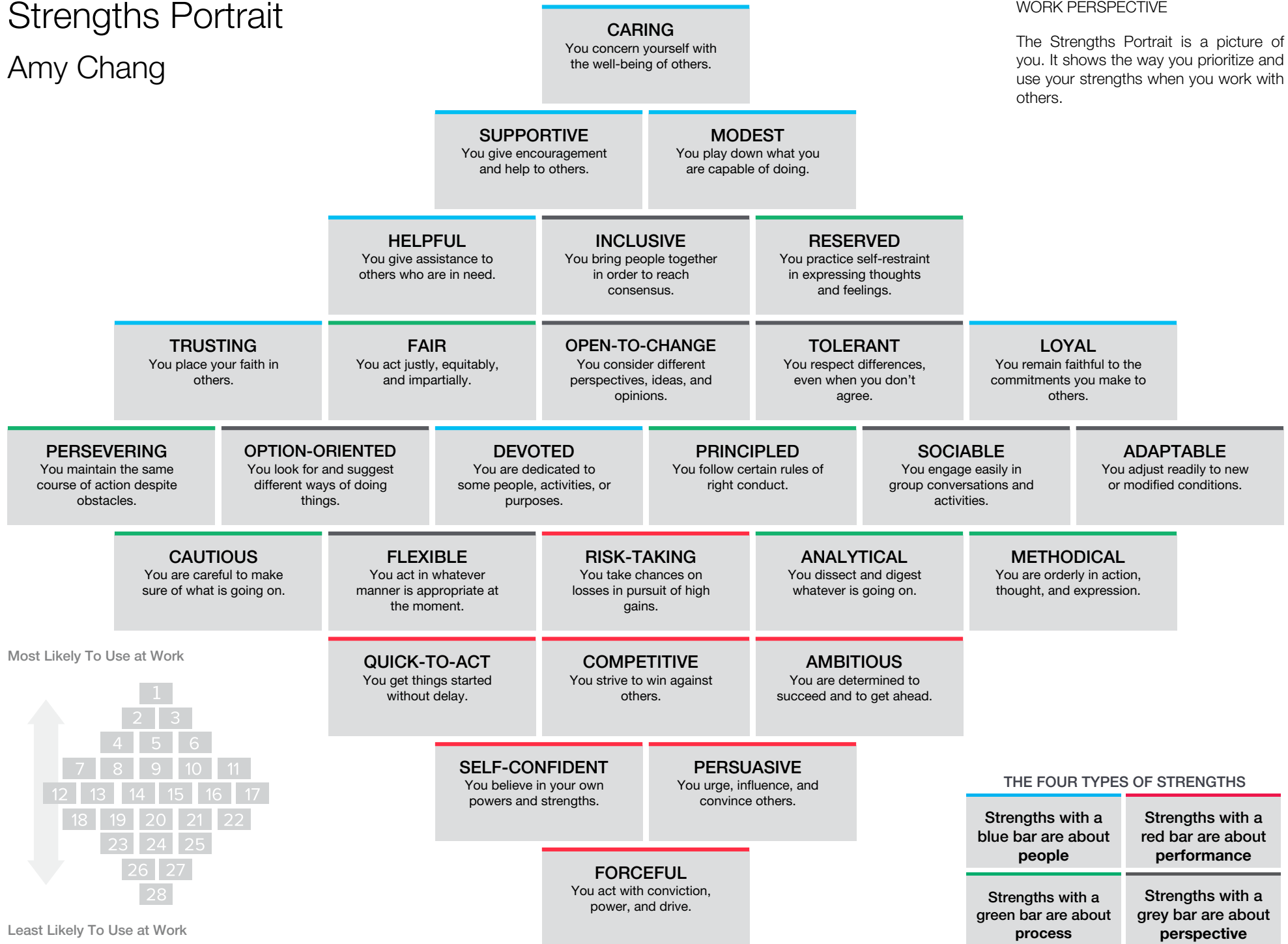
Bottom line for you is that your humble approach means you almost always under-promise and over-deliver. Everyone appreciates that.

# Strengths Portrait

## Amy Chang

### 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

Amy Chang

## 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.

## PERSUASIVE (Abrasive)

Do you enjoy negotiation and debate a little too much? You test other people's ideas and conclusions by offering counterpoints or challenges to their assumptions. You can be overly direct, even confrontational, when you want your ideas to prevail.

You seize opportunities to press your points or focus on flaws in other people's views. That's when they feel that you're "getting under their skin" or "rubbing them the wrong way." That's when your persuasive strength can become an abrasive irritant.

There are times that you need to keep your persuasiveness in check and increase the odds that you will convince, rather than wear people down. To do so, focus on the main point or objective. Stop trying to win each and every small point along the way. Attack the message, not the messenger.

## SUPPORTIVE (Self-Sacrificing)

When you make a commitment to support someone you'll be there for them – no matter what happens. You have a tendency to put other people's interests and wishes ahead of yours, possibly to your own detriment.

In some cases, you give until it hurts. You keep track of how much you've done for others and see it as an investment in the relationship. But when others don't appreciate how much you've invested, you can become resentful, thinking or saying: "After all I've done for you..."

Being too supportive can make you look self-sacrificing to others, but you can turn this perceived weakness back into a strength. Place reasonable limits on the support you provide to others. Don't support someone so much today that it limits your ability to support them in the future.

## TOLERANT (Indifferent)

Don't you care? If you're on the receiving end of this question it may indicate that your live-and-let-live attitude is making people wonder if there's anything you'll actually take a stand for. While you are happy to leave everyone to their own ideas and opinions, this tendency can cause you to look aloof or indifferent.

You're offended when others are judgmental or prejudiced, and you might overdo your tolerance to make sure you are never viewed in that way. When it comes to decisions, rather than people, you might find two things equally acceptable. No preference can look like a lack of interest.

To engage with issues where you don't have a preference, practice just picking one. And when it comes to people, your tolerance can be more effective if you also set clear limits.

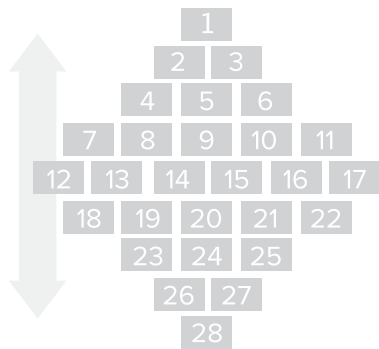
# Overdone Strengths Portrait

## WORK PERSPECTIVE

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



Most Likely To Overdo at Work



Least Likely To Overdo at Work

# Strengths & Reasons

Amy Chang

## WORK PERSPECTIVE

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

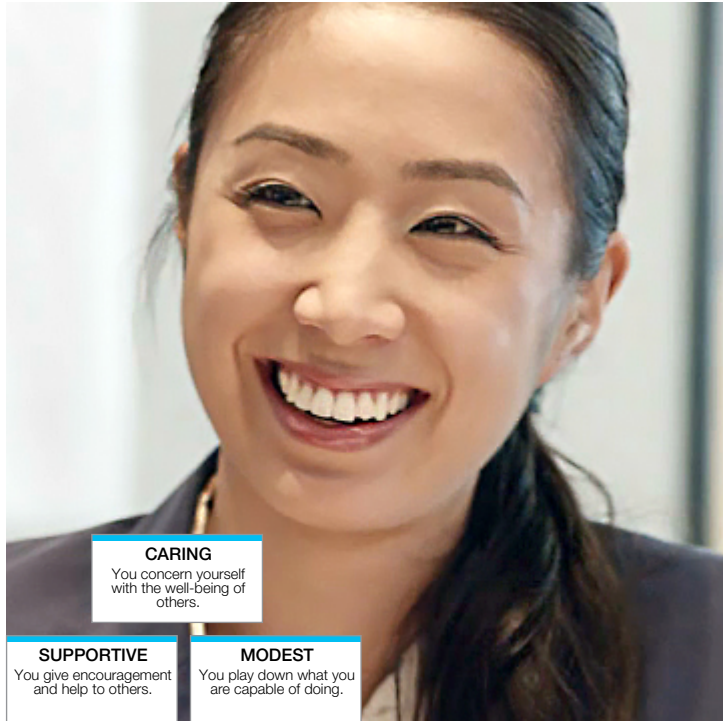


Your Motives:  
**BLUE**

You are motivated by the protection, growth, and welfare of others. You have a strong desire to help others who can genuinely benefit.

# Amy Chang

## Account Executive



**CARING**  
You concern yourself with the well-being of others.

**SUPPORTIVE**  
You give encouragement and help to others.

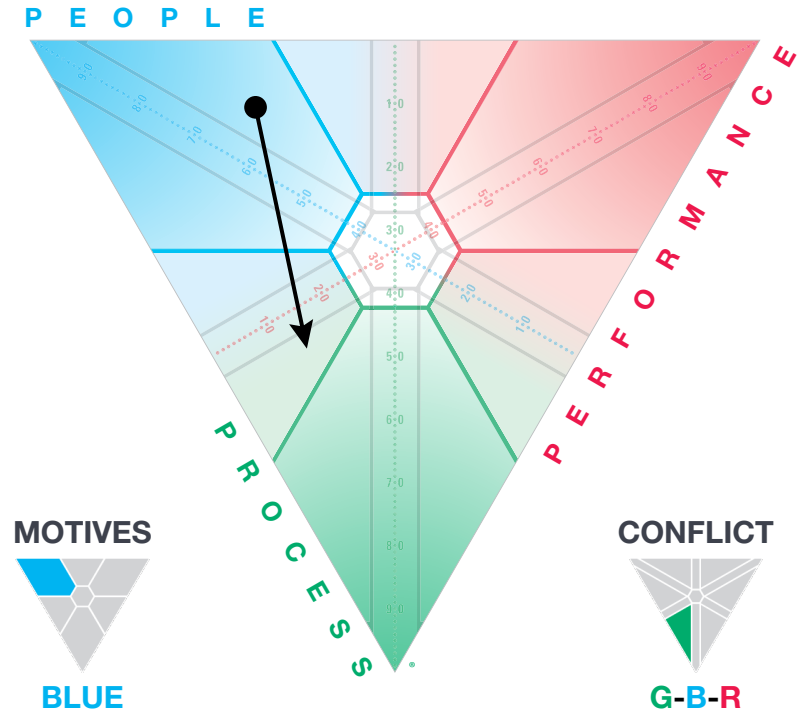
**MODEST**  
You play down what you are capable of doing.

### Motivational Value System

You are motivated by the protection, growth, and welfare of others. You have a strong desire to help others who can genuinely benefit.

#### Communicating with me:

- Show regard for people and appreciation for others.
- Listen fully and attentively; ask for their ideas, reactions, feelings.
- Genuinely express feelings or concerns.



### Conflict Sequence

You want to carefully examine the situation. If that does not work, you want to defer to other people in the interest of harmony. If that does not work, you may feel compelled to fight, possibly in an explosive manner.

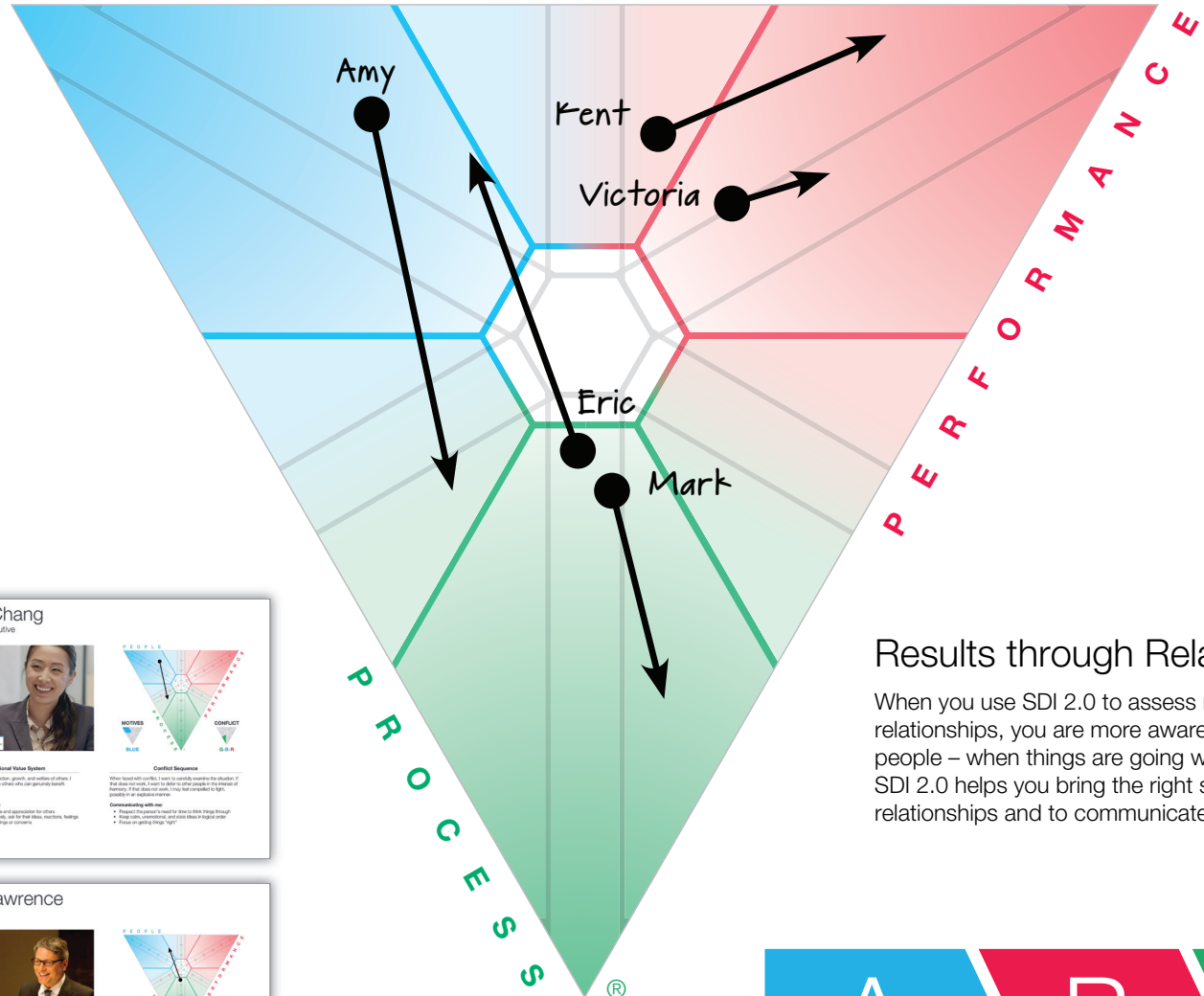
#### Communicating with me:

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

P E O P L E

P E R F O R M A N C E

P R O C E S S



**Victoria Patel**  
Director

**Motivational Value System**  
I am motivated by task accomplishment and achieving results. I have strong drive and goals. I like challenges and am open to risk.

**Conflict Sequence**  
When faced with conflict, I want to assert my rights and win. If the other side won't fight to make a choice, I will force my own choice on them.

**Communicating with me:**

- Focus on results, the issue and taking action
- Be direct and concise, acknowledging my understanding of the issue's importance
- Listen and acknowledge my position, then respond directly, openly and honestly

**Mark Logan**  
Structural Engineer

**Motivational Value System**  
I am motivated by the respect and recognition I receive through my work. I have strong ability to influence others and am a good listener.

**Conflict Sequence**  
When faced with conflict, I want to resolve the situation equitably. If the other side won't, I want to force a win for a legal cause, if I can do so.

**Communicating with me:**

- Be clear, direct, positive, and brief
- Be open to my ideas, concerns, and needs
- Be open to my ideas, concerns, and needs
- Be open to my ideas, concerns, and needs

**Amy Chang**  
Account Executive

**Motivational Value System**  
I am motivated by the respect, praise, and attention of others. I have a strong desire to be successful and to be the best.

**Conflict Sequence**  
When faced with conflict, I want to resolve the situation if that other side won't, I want to force a win for a legal cause, if I can do so.

**Communicating with me:**

- Listen and acknowledge my position, then respond directly, openly and honestly
- Focus on results, the issue and taking action
- Be direct and concise, acknowledging my understanding of the issue's importance
- Listen and acknowledge my position, then respond directly, openly and honestly

**Kent Washington**  
Chief Counsel

**Motivational Value System**  
I am motivated by the respect and recognition of others. I have strong ability to influence others and am a good listener.

**Conflict Sequence**  
When faced with conflict, I want to challenge conflict directly. If the other side won't, I want to force a win for a legal cause, if I can do so.

**Communicating with me:**

- Be clear, direct, positive, and brief
- Be open to my ideas, concerns, and needs
- Be open to my ideas, concerns, and needs
- Be open to my ideas, concerns, and needs

**Eric Lawrence**  
Manager

**Motivational Value System**  
I am motivated by meaningful work and being through it. I have strong ability to influence others and am a good listener.

**Conflict Sequence**  
When faced with conflict, I want to resolve the situation if that other side won't, I want to force a win for a legal cause, if I can do so.

**Communicating with me:**

- Listen and acknowledge my position, then respond directly, openly and honestly
- Focus on results, the issue and taking action
- Be direct and concise, acknowledging my understanding of the issue's importance
- Listen and acknowledge my position, then respond directly, openly and honestly

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