

BRIGHT SIDE, SHADOW SIDE

THEME	SHADOW SIDE: Instead of saying this...	BRIGHT SIDE: Say this...
Achiever	unbalanced, brownnoser, candle at both ends, overcommitted, can't say no, burning too concentrated on work	tireless, strong work ethic, leads by example, go-getter, hungry
Activator	ready-fire-aim, loose cannon, speak before you think, in left field (because others haven't caught up)	self-starter, fire-starter, energy source, fearless
Adaptability	directionless, indecisive, sheep, inconclusive, whimsical	flexible, comfortable in times of change, easy to get along with, go with the flow
Analytical	rude, short, tough, never-satisfied with the answer, too many questions	well-thought out, logical, comfortable with numbers, deep, thorough, smart, figures, charts
Arranger	lack of structure, too flexible, don't follow the rules or procedures, constantly changing priorities, lack of vision	flexible, organizer, juggler, aligning tasks to find the most productive configuration, efficient, conductor
Belief	stubborn, set in their ways, elitist, not accepting of other ideas, opinionated, goody-two-shoes	passionate, steadfast, altruistic, ethical, family-oriented, responsible, know where they stand
Command	abrupt, short, domineering, bossy, know-it-all, strong-willed, stubborn, rude, inflexible	charisma, direct, driven, inspirational, easy to follow, clear, concise
Communication	blabbermouth, self-absorbed, show-off, always needs attention, poor listener	storyteller, great presence, easy to talk to, energizer, entertaining, charismatic
Competition	sore loser, not a team player, puts down others, self-centered, confrontational	driven, motivated, number one, measurement-oriented, winner
Connectedness	passive, naïve, too idealistic, wishy-washy	spiritual, "doesn't sweat the small stuff," strong faith, looks at the big picture, helps others see purpose
Consistency	"by the book," inflexible, unwilling to customize	just, problem-solver, policy maker
Context	slow to move & react to change, closed-minded, lives in the past	historical frame of reference, learns from and can leverage knowledge of the past, knows how things came to be
Deliberative	standoffish, aloof, cautious, slow, introverted, afraid to act	good judgment, identifies risk, solid decisions, can plan for the unexpected
Developer	not an individual contributor, wastes time on low-potential people, spectator	enjoys helping others succeed, teacher, invests in others, grows talent in others
Discipline	overbearing, rigid, mechanized, can't handle change	high productivity & accuracy, structure, breaks down the complex into steps, great planners, promotes efficiency
Empathy	"soft," moody, over-involved	creates trust, brings healing, knows just what to say/do, customizes approach to others

Focus	absorbed, tough to relax, intense, stressed	point person, disciplined, purposeful, laser-like precision, identifies important areas quickly, goal setter & goal getter
Futuristic	dreamer, "Fantasy Island," out in left field, lacks pragmatism	imaginative, creative, visionary, even prophetic, inspiring
Harmony	weak, indecisive, non-confrontational, avoids conflict	negotiator, can see both sides of a situation, great at asking questions, able to arrive at consensus, great facilitator
Ideation	serendipitous, lacks follow-through, creates more work	improves on the existing, learns quickly, agile mind
Includer	indiscriminate, unable to decide, generous to a fault	invites others in, caring, engages others, sensitive, takes up for others
Individualization	unable to synthesize when it comes to people, difficult making people decisions, difficulty placing group above individual	sees the uniqueness in all individuals, intuitively knows that "one size doesn't fit all," appreciates the differences in others
Input	knows a lot of worthless information, packrat, cluttered house-cluttered mind, boring conversationalist	great resource, knowledgeable, excellent memory, excellent conversationalist, mind for detail, collects interesting things
Intellection	slow to act, thinks too much, isolated, loner, doesn't work well with others	excellent thinker, enjoys musing, deep & philosophical thought, able to work alone
Learner	a know-it-all, lacks focus on results, learns a lot — produces little, bookish	interested in many things, catches on quickly, finds life intriguing, always learning
Maximizer	perfectionist, picky, never good enough, always reworking	mastery, success, excellence, working with the best
Positivity	insincere, naïve, superficial, Polly Anna	enthusiastic, lighthearted, energetic, generous with praise, optimistic
Relator	clique, crony, inner circle, plays favorites	trusting, great friend, forgiving, generous
Responsibility	micro-manager, obsessive, can't say "no," take on more than you can chew	committed, accountable, independent, trusted, conscientious
Restorative	focuses on weaknesses, punitive, negative, critical	problem solver, troubleshooter, finds improvements & solutions
Self-Assurance	arrogant, self-righteous, over confident, stubborn	self-confident, strong inner compass, risk-taker
Significance	recognition hungry, self-focused, needy	seeks outstanding performance, does things of importance, independent
Strategic	jumps to quick decisions, difficult to understand their thinking, closed-minded	anticipates alternatives, intuitive, sees different paths
Woo	fake, shallow, does not care about deep relationships	outgoing, people-oriented, networker, rapport-builder

NEXT STEPS

- ✓ Think about what your "bright side" means to you and how it benefits the teams/organizations/relationships in which you are involved (i.e. what you bring).
- ✓ Consider what your "shadow side" could mean for you, and how you might benefit from talent themes others have (i.e. what you need).
- ✓ Practice using "bright side" language when talking about your talents, as well as the talents of others.

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