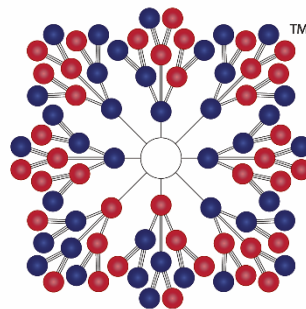


Implications Wheel® Facilitators and Strengths

CliftonStrengths 34, Facilitation, and Diversity

EXECUTING										INFLUENCING										RELATIONSHIP BUILDING										STRATEGIC THINKING									
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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6						
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1						
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18						
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16						
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22						
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3						
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Joel Barker's



IMPLICATIONS
W H E E L®

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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
5	14	7	34	27	25	10	8	18	32	28	30	24	13	17	31	29	21	11	15	23	33	26	9	19	12	22	20	2	4	3	6	1	16

This “Strengths” information from our “E-Team” is fascinating. Look at the cluster in the “Strategic Thinking” category. Take a close look at “Ideation” with 7 and 6 for “Intellection” and “Learner” of the 9 facilitators having it in their top 10.

Highlights

Ideation: *Yours is the kind of mind that is always looking for connections, and so you are intrigued when seemingly disparate phenomena can be linked by an obscure connection. An idea is a new perspective on familiar challenges.*

7/9 facilitators in their “top ten” (6/7 “top five”) – 12% of U.S.¹ Gallup SF results.

Responsibility: *The Responsibility theme forces you to take psychological ownership for anything you commit to, and whether large or small, you feel emotionally bound to follow it through to completion. Your good name depends on it.*

7/9 facilitators in their “top ten” (no “top five”) – 28% of U.S. Gallup SF results.

Intellection: *You like mental activity. You like exercising the “muscles” of your brain, stretching them in multiple directions.*

6/9 facilitators in their “top ten” – 13% of U.S. Gallup SF results.

¹ United States population of Gallup Strengths Finder results – 12, 525,357

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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
5	14	7	34	27	25	10	8	18	32	28	30	24	13	17	31	29	21	11	15	23	33	26	9	19	12	22	20	2	4	3	6	1	16

Learner: *The process, more than the content or the result, is especially exciting for you. You are energized by the steady and deliberate journey from ignorance to competence.*

6/9 facilitators in their “top ten” (5/6 “top five”) – 27% of U.S. Gallup SF results.

Achiever: *If the day passes without some form of achievement, no matter how small, you will feel dissatisfied. You have an internal fire burning inside you. It pushes you to do more, to achieve more.*

6/9 facilitators in their “top ten” (4/6 “top five”) – 32% of U.S. Gallup SF results.

Individualization: *This Individualization theme also helps you build productive teams. While some search around for the perfect team “structure” or “process,” you know instinctively that the secret to great teams is casting by individual strengths so that everyone can do a lot of what they do well.*

5/9 facilitators in their “top ten” (2/5 “top five”) – 15% of U.S. Gallup SF results.

Positivity: *People want to be around you. Their world looks better around you because your enthusiasm is contagious.*

5/9 facilitators in their “top ten” (2/5 “top five”) – 18% of U.S. Gallup SF results.

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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
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Strength Connections & “Basements”

Ideation: You are fascinated by ideas. What is an idea? An idea is a concept, the best explanation of the most events. You are delighted when you discover beneath the complex surface an elegantly simple concept to explain why things are the way they are. *An idea is a connection. Yours is the kind of mind that is always looking for connections, and so you are intrigued when seemingly disparate phenomena can be linked by an obscure connection. An idea is a new perspective on familiar challenges. You revel in taking the world we all know and turning it around so we can view it from a strange but strangely enlightening angle. You love all these ideas because they are profound, because they are novel, because they are clarifying, because they are contrary, because they are bizarre. For all these reasons you derive a jolt of energy whenever a new idea occurs to you.*

Basement²: Serendipitous, lacks follow-through, creates more work.

Responsibility: *The Responsibility theme forces you to take psychological ownership for anything you commit to, and whether large or small, you feel emotionally bound to follow it through to completion. Your good name depends on it. If for some reason you cannot deliver, you automatically start to look for ways to make it up to the other person. Apologies are not enough. Excuses and rationalizations are totally unacceptable. You will not quite be able to live with yourself until you have made restitution. This conscientiousness, this near obsession for doing things right, and your impeccable ethics, combine to create your reputation: utterly dependable. When assigning new responsibilities, people will look to you first because they know it will get done. When people come to you for help—and they soon will—you must be selective. Your willingness to volunteer may sometimes lead you to take on more than you should.*

Basement: Micromanager, obsessive, can't say “no,” takes on too much

² In 2007, Gallup posited that there were “Balconies” where “strengths” are viewed as positive but there are also “Basements” where, particularly viewed from another’s perspective, the “strength” might be seen as negative.

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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
5	14	7	34	27	25	10	8	18	32	28	30	24	13	17	31	29	21	11	15	23	33	26	9	19	12	22	20	2	4	3	6	1	16

Intellecion: You like to think. You like mental activity. You like exercising the “muscles” of your brain, stretching them in multiple directions. This need for mental activity may be focused; for example, you may be trying to solve a problem or develop an idea or understand another person’s feelings. The exact focus will depend on your other strengths. On the other hand, this mental activity may very well lack focus. The theme of Intellecion does not dictate what you are thinking about; it simply describes that you like to think. You are the kind of person who enjoys your time alone because it is your time for musing and reflection. You are introspective. In a sense you are your own best companion, as you pose yourself questions and try out answers on yourself to see how they sound. This introspection may lead you to a slight sense of discontent as you compare what you are actually doing with all the thoughts and ideas that your mind conceives. Or this introspection may tend toward more pragmatic matters such as the events of the day or a conversation that you plan to have later. Wherever it leads you, this mental hum is one of the constants of your life.

Basement: A loner, slow to act or wastes time thinking too much, isolated, doesn’t work well with others.

Learner: You love to learn. The subject matter that interests you most will be determined by your other themes and experiences, but whatever the subject, you will always be drawn to the process of learning. The process, more than the content or the result, is especially exciting for you. You are energized by the steady and deliberate journey from ignorance to competence. The thrill of the first few facts, the early efforts to recite or practice what you have learned, the growing confidence of a skill mastered—this is the process that entices you. Your excitement leads you to engage in adult learning experiences—yoga or piano lessons or graduate classes. It enables you to thrive in dynamic work environments where you are asked to take on short project assignments and are expected to learn a lot about the new subject matter in a short period of time and then move on to the next one. This Learner theme does not necessarily mean that you seek to become the subject matter expert, or that you are striving for the respect that accompanies a professional or academic credential. The outcome of the learning is less significant than the “getting there.”

Basement: A know-it-all, lacks focus on results, learns a lot – produces little, bookish

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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
5	14	7	34	27	25	10	8	18	32	28	30	24	13	17	31	29	21	11	15	23	33	26	9	19	12	22	20	2	4	3	6	1	16

Achiever: Your Achiever theme helps explain your drive. Achiever describes a constant need for achievement. You feel as if every day starts at zero. By the end of the day you must achieve something tangible in order to feel good about yourself. And by “every day” you mean every single day—workdays, weekends, vacations. No matter how much you may feel you deserve a day of rest, *if the day passes without some form of achievement, no matter how small, you will feel dissatisfied. You have an internal fire burning inside you. It pushes you to do more, to achieve more.* After each accomplishment is reached, the fire dwindles for a moment, but very soon it rekindles itself, forcing you toward the next accomplishment. Your relentless need for achievement might not be logical. It might not even be focused. But it will always be with you. As an Achiever you must learn to live with this whisper of discontent. It does have its benefits. It brings you the energy you need to work long hours without burning out. It is the jolt you can always count on to get you started on new tasks, new challenges. It is the power supply that causes you to set the pace and define the levels of productivity for your work group. It is the theme that keeps you moving.

Basement: Unbalanced, brown-noser, overcommitted, can’t say no, burns the candle at both ends, too concentrated on work.

Individualization: Your Individualization theme leads you to be intrigued by the unique qualities of each person. You are impatient with generalizations or “types” because you don’t want to obscure what is special and distinct about each person. Instead, you focus on the differences between individuals. You instinctively observe each person’s style, each person’s motivation, how each thinks, and how each builds relationships. You hear the one-of-a-kind stories in each person’s life. This theme explains why you pick your friends just the right birthday gift, why you know that one person prefers praise in public and another detests it, and why you tailor your teaching style to accommodate one person’s need to be shown and another’s desire to “figure it out as I go.” Because you are such a keen observer of other people’s strengths, you can draw out the best in each person. *This Individualization theme also helps you build productive teams. While some search around for the perfect team “structure” or “process,” you know instinctively that the secret to great teams is casting by individual strengths so that everyone can do a lot of what they do well.*

Basement: Unable to synthesize when it comes to people, has difficulty placing group above individual, difficulty in making people decisions

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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22
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11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
5	14	7	34	27	25	10	8	18	32	28	30	24	13	17	31	29	21	11	15	23	33	26	9	19	12	22	20	2	4	3	6	1	16

Positivity: You are generous with praise, quick to smile, and always on the lookout for the positive in the situation. Some call you lighthearted. Others just wish that their glass were as full as yours seems to be. *But either way, people want to be around you. Their world looks better around you because your enthusiasm is contagious.* Lacking your energy and optimism, some find their world drab with repetition or, worse, heavy with pressure. You seem to find a way to lighten their spirit. You inject drama into every project. You celebrate every achievement. You find ways to make everything more exciting and more vital. Some cynics may reject your energy, but you are rarely dragged down. Your Positivity won't allow it. Somehow you can't quite escape your conviction that it is good to be alive, that work can be fun, and that no matter what the setbacks, one must never lose one's sense of humor.

Basement: Insincere, superficial, naïve, Pollyanna

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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
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27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
5	14	7	34	27	25	10	8	18	32	28	30	24	13	17	31	29	21	11	15	23	33	26	9	19	12	22	20	2	4	3	6	1	16

Additional Strengths Connections

There are other themes with possible connections to the strengths profile of the facilitators. The following are shared by four of the nine “e-team” facilitators, slightly less than half, the standard used for the strengths identified above.

Strategic: You to sort through the clutter and find the best route. It is not a skill that can be taught. It is a distinct way of thinking, a special perspective on the world at large. *This perspective allows you to see patterns where others simply see complexity.*

Input: *The world is exciting precisely because of its infinite variety and complexity.* Whatever you collect, you collect it because it interests you. And yours is the kind of mind that finds so many things interesting.

Maximizer: *Excellence, not average, is your measure.* Taking something from below average to slightly above average takes a great deal of effort and in your opinion is not very rewarding. Transforming something strong into something superb takes just as much effort but is much more thrilling. *Strengths, whether yours or someone else’s, fascinate you.*

Adaptability: You don’t see the future as a fixed destination. *Instead, you see it as a place that you create out of the choices that you make right now.* And so, you discover your future one choice at a time.

Male - Female

In the global results Gallup released (20 million plus), results were available for 7,307,429 males and 9,447,125 females. This is a global distribution, not the United States subset of 12 million plus.

There were seemingly significant differences in the percentages of the strengths in our “facilitator” profile, including two of the top strengths identified:

Ideation: 18% Male – 10% Female

Responsibility: 24% Male – 30% Female

Positivity: 14% Male – 20% Female

Input: 15% Male – 22% Female

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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3
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Weaknesses, Basements, or...

Manage the bottom. Just as the top CliftonStrengths show you who you are, those at the bottom may tell you who you are not. *They aren't necessarily weaknesses*, but they are your least powerful themes. If you don't manage them properly, they could prevent you from maximizing your potential.

Given the results for the "strengths" of the facilitators, it is not surprising – but still very interesting – to discover that this group also shares themes in the bottom five or ten.

Harmony

8 of the nine facilitators have the Harmony theme in the lowest ten of their profile, 6 of those in the bottom 5. People exceptionally talented in the Harmony theme **look for consensus**. They don't enjoy conflict; rather, they seek areas of agreement. [Emphasis added] Given that one of major "rules" for the Implications Wheel process is "Majority Rules, Minority Reports" plus the focus on "scouting for possibilities (1 in a 1,000,000), this theme being low for eight of these facilitators is no surprise. 80% of this group has a "bottom 10" score for a theme that 19% of the U.S. population possesses as a "top 5."

Consistency

7 of the nine facilitators have the Consistency theme in the lowest ten of their profile, 4 of those in the bottom 5. People exceptionally talented in the Consistency theme are keenly aware of the need to treat people the same. They crave stable routines and clear rules and procedures that everyone can follow. There seems to be a paradox here. The Implications Wheel has "**clear rules**" for participants to follow – critical for the success of the process. And the process definitely as a focus on treating "people the same," with "**every voice is heard.**" At the same time, the process focuses a key step on the diversity – the differences – among participants. And the process welcomes "the weird and the obvious" – and is focused on finding the unexpected, the "unintended" consequences. 70% of this group has a "bottom 10" score for a theme that 13% of the U.S. population possesses as a "top 5".

The "theme grid" shows four other themes, **Deliberative, Discipline, Restorative, and Context** with 6 of 9 facilitators showing the theme as bottom 10. And three more themes, **Competition, Significance, and Woo**, indicate 5 of 9 facilitators with the theme as bottom 10.

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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
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Observations from “E-Team” Facilitators

The Implications Wheel is an incredibly powerful tool for helping leaders obtain the information they need to make far better decisions than they would in the absence of this data. However, like any other tool, its effectiveness is determined by the skill of the craftsmen (and craftswomen) using it. In this sense, **facilitating an Implications Wheel is unique**. It requires a **thorough understanding of the “rules of engagement”** and why these rules lead to more useful outcomes for the organizations who use the Wheel. It requires the ability to work well with strong-willed personalities and to be able to redirect those personalities when their desired inputs might detract from the Wheel’s power. It also requires skill at drawing out those who may not be assertive, but whose input is essential to the information being gathered. At the same time, it requires the wisdom and experience to know when to say, “good enough,” and keep the process flowing.

In the end, facilitating an Implications Wheel is a balancing act in which the rules of engagement, the dynamics of the group involved, and the subject matter being explored are all taken into account as the process unfolds.

They have to be “SMART”

When I read the announcement about training to gain “initial mastery” as an I-Wheel® facilitator, I focused on the word “mastery” and not “initial.” It took a significant amount of practice, and coaching support, to help me gain confidence as an I-Wheel® facilitator. But this is one certification that exceeded the benefits of the effort.

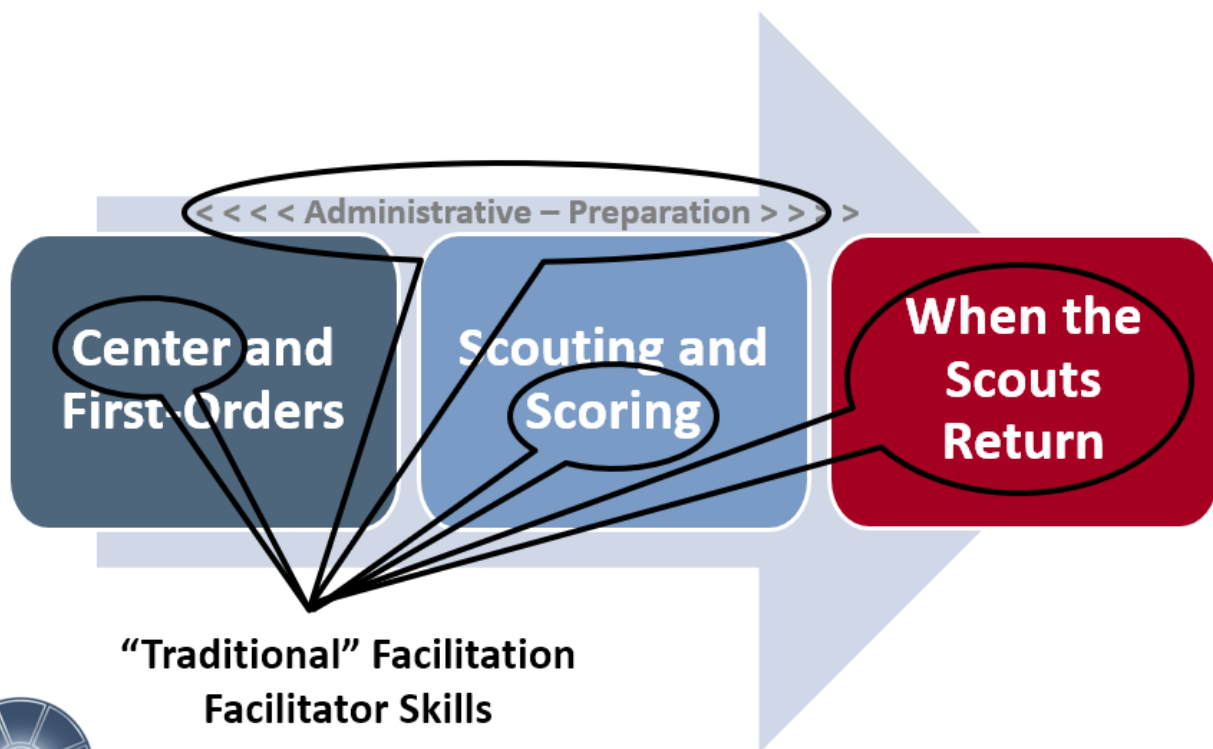
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2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
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11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
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In a discussion with one of this group, the “E-Team,” we focused on the elements that are highlighted on diagrams below. It was one of the sparks for the decision to look at “strengths.” The feeling was strong that “facilitation” is not the right word for describing the key element of the I-Wheel process – contributing! “Engineering” (because of the connection to structure and rules) came to the discussion. So did the “futuring” strength and, of course, “practice-practice-practice.”

The following diagrams are just an attempt by me to organize my initial thoughts on this topic. As I continue to explore this, perhaps developing something for training, I’ll probably re-do these diagrams.

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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
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6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
5	14	7	34	27	25	10	8	18	32	28	30	24	13	17	31	29	21	11	15	23	33	26	9	19	12	22	20	2	4	3	6	1	16

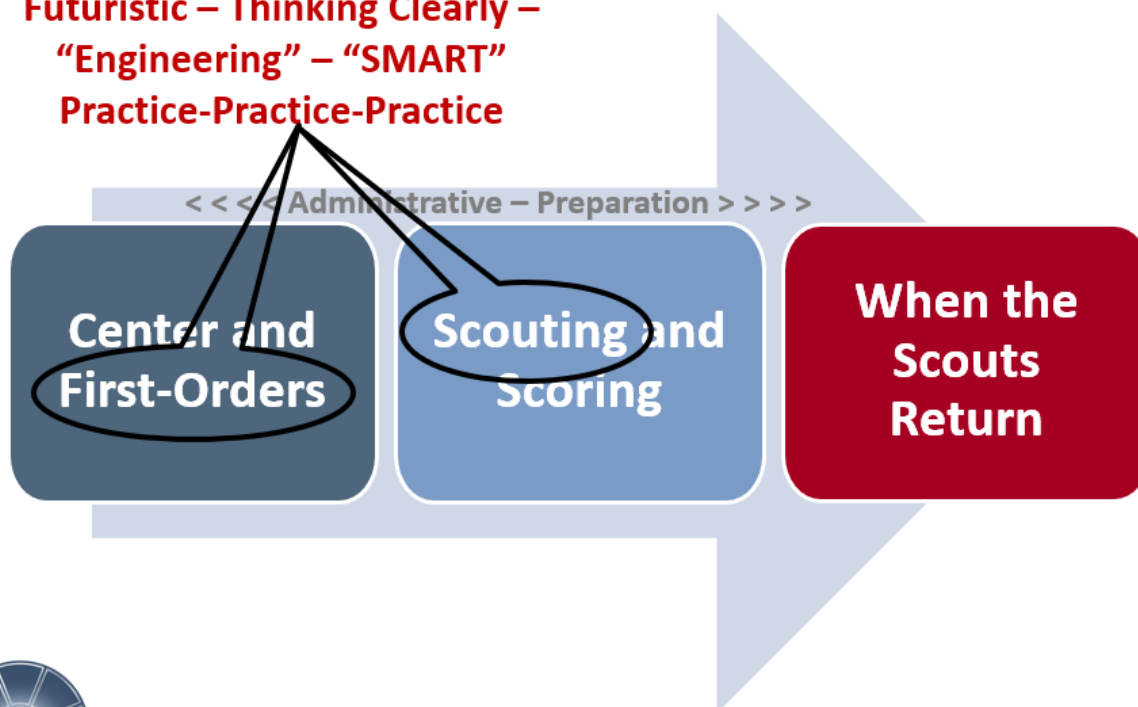
Stages of an Exploration



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27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22			
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3			
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15			
5	14	7	34	27	25	10	8	18	32	28	30	24	13	17	31	29	21	11	15	23	33	26	9	19	12	22	20	2	4	3	6	1	16			

Stages of an Exploration

**Futuristic – Thinking Clearly –
“Engineering” – “SMART”
Practice-Practice-Practice**



EXECUTING										INFLUENCING							RELATIONSHIP BUILDING							STRATEGIC THINKING												
People with dominant strength in the Executing domain know how to make things happen. When you need someone to implement a solution, these are the people who will work tirelessly to get it done.										Those with Influencing strengths help their team reach a broader audience. . . When you need someone to take charge, speak up, and make sure your group is heard, look to someone with the strength to influence.							Those with Relationship Building strengths are the essential glue that holds a team together. Without these strengths on a team, in many cases, the group is simply a composite of individuals.							People with great Strategic Thinking strengths are the ones who keep us all focused on what could be. They are constantly absorbing and analyzing information and helping the team make better decisions.												
Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative		Activator	Command	Communicative	Competition	Maximizer	Self-Assurance	Significance	Woo		Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator		Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic
5	15	13	30	29	28	12	21	33	7	11	23	27	1	10	16	22	25	14	26	34	32	24	4	17	19	20	31	18	6	3	9	2	8			
10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6			
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1			
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18			
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16			
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22			
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3			
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15			
5	14	7	34	27	25	10	8	18	32	28	30	24	13	17	31	29	21	11	15	23	33	26	9	19	12	22	20	2	4	3	6	1	16			

Diversity and Inclusion

In Gallup’s recent, clearly landmark book, “It’s the Manager,” there is a chapter that speaks directly to diversity and inclusion. The discussion starts with a clear, simple statement: “Diversity categories are expanding rapidly.” That was followed by:

“Here’s a sampling: race, age, gender, religion, sexual orientation, socio-economic status, disability, lifestyle, personality characteristics, height, weight, other physical characteristics, family composition, educational background, tenure with the organization, political ideology, worldview and so on—**essentially the full spectrum of human differences.** [emphasis added]

Gallup then lays out three “requirements” for diversity and inclusion:

- “Treat me with respect.”
- “Value me for my strengths.”
- “Leaders will do what is right.”



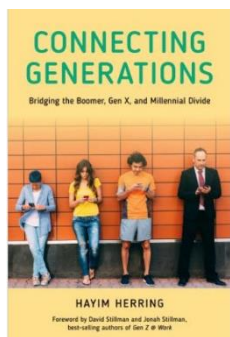
From the viewpoint of the Implications Wheel process – and the role and importance of the Implications Wheel Facilitator – we a clear, simple statement that echoes these requirements:

“Every voice is heard!”

Gallup also makes an excellent distinction that relates to the Implications Wheel Facilitator’s challenge in organizing “scouts” for an exploration and their role in actually facilitating the “contributing” phase. “...diversity and inclusion are not the same thing. Diversity is the distribution of people you bring into your organization (into your exploration). Inclusion is how you involve and treat your employees (your participants).

This segment of “It’s the Manger” plus other work I’ve done with “strengths” prompted the examination of a “strengths” profile for Implications Wheel Facilitators presented at the beginning -- particularly for our experienced, trusted “E-Team.” The results were surprising --- and not surprising.

EXECUTING										INFLUENCING							RELATIONSHIP BUILDING							STRATEGIC THINKING									
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Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	Activator	Command	Communicative	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Analytical	Context	Futuristic	Ideation	Input	Intellecion	Learner	Strategic
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10	12	15	32	18	26	21	8	30	25	9	20	23	14	16	33	28	27	7	17	22	31	24	5	34	1	19	29	11	4	13	3	2	6
2	12	11	29	28	23	21	8	33	20	24	27	25	16	17	31	26	30	3	7	14	34	19	22	9	18	15	32	13	5	10	6	4	1
16	14	21	31	33	30	23	25	28	12	17	11	26	2	19	29	4	7	10	24	8	32	9	6	3	15	34	27	1	5	13	22	20	18
2	13	15	20	27	11	4	9	19	30	23	18	5	14	8	3	10	6	21	24	31	28	12	34	7	22	25	26	1	29	32	33	17	16
27	9	20	24	34	28	26	6	1	8	31	19	17	33	30	21	13	3	23	11	2	16	18	10	5	15	32	29	14	4	12	7	25	22
6	9	32	25	23	22	11	10	30	19	17	20	31	1	13	8	27	16	28	26	29	33	34	12	21	2	7	15	24	18	5	14	4	3
11	17	24	29	18	26	27	7	34	16	31	23	33	3	21	32	25	1	20	6	2	28	22	12	9	8	30	14	19	5	13	4	10	15
5	14	7	34	27	25	10	8	18	32	28	30	24	13	17	31	29	21	11	15	23	33	26	9	19	12	22	20	2	4	3	6	1	16



One of our “E-Team” facilitators, Rabbi Hayim Herring, in his book, **“Connecting Generations,”** makes a strong case for adding the important perspective of the generational perspective of diversity. “...each generation has its own wonderful lens through which they look at the world. Each lens provides a point of view that is not only valid, but so needed. If only we would take off our own lens and look through the lens of a different generation. The more we put on other lenses, the wider our view becomes. There is no denying that ***we need all the generations’ voices at the table and working together.***” [Emphasis added]

The Reality for Explorations

Diversity for an exploration is the goal – but it’s frequently driven by the decisions of a client who invites participants. Often the group is more homogeneous than diverse, e.g. a senior leadership team or the members of a particular church. Occasionally, there may even be a “public” exploration where assignments to teams are made “on the fly” as participants arrive. Here’s where the message of “the full spectrum of human differences” becomes critical to understand for facilitation. There will always be factors that allow for diversity on teams. More importantly, “inclusion,” for the Implications Wheel, “where every voice is heard” is a critical, core dynamic of the process.

