



WLC 2021 CONFERENCE
COMPANION GUIDE

— THE 6 TYPES OF —
Working Genius



Krista Kotrla

Krista.Kotrla@TableGroupConsulting.com

(517) 331-5165

Powered by:  **table**group



Two Requirements for Success:

SMART

- Strategy
- Marketing
- Finance
- Technology

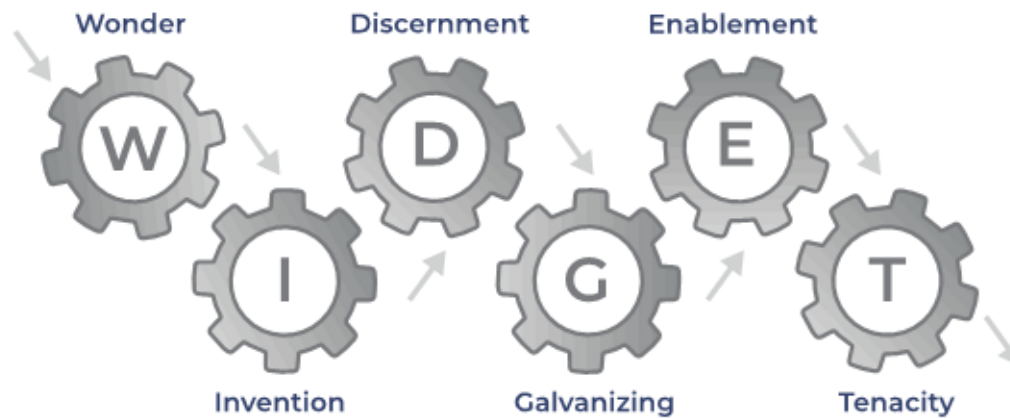
HEALTHY

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover

**Health receives disproportionately little attention
from leaders in most organizations.**



The 6 Types of Working Genius ®



WONDER

People with the Genius of Wonder love to speculate and question. They ask questions like, "Why are things the way they are? Is there a better way?" They love to sit in the ambiguity and imagine the possibilities. People with the Genius of Wonder help create the conditions for Invention.

INVENTION

People with the Genius of Invention get joy from taking challenges and generating solutions. They enjoy innovating from scratch and love a blank whiteboard or piece of paper on which they can brainstorm. Invention is the most commonly recognized Genius but all six Geniuses are needed to get work done.

DISCERNMENT

People with the Genius of Discernment have a natural ability to evaluate the workability of ideas. They are good curators of what's going on around them and can recognize patterns. They know how to connect the dots and give people good feedback across a broad range of topics.

GALVANIZING

People with the Genius of Galvanizing love to get things moving. They are great at pushing people out of their comfort zone and inspiring them to get started. They enjoy rallying people around an idea and getting them moving in the right direction.

ENABLEMENT

People with the Genius of Enablement make things happen. They know how to help, when to help, and can flex to whatever the situation calls for. People with the Genius of Enablement are people-oriented and want to help realize a vision. This Genius provides the support needed to move solutions into the first stages of Implementation.

TENACITY

People with the Genius of Tenacity are task-oriented and love to take things across the finish line. They ensure a project is going to have the impact it's supposed to have and lives up to agreed-upon standards. They don't respond to the emotional appeal of the Galvanizer, but to the need to see the work completed. They get joy and energy from checking off a box on the "to do" list.



The **Working Genius Categories**

There are a total of six Working Geniuses. All are required for getting work done successfully. We all have two Working Geniuses, two Working Competencies, and two Working Frustrations.

WORKING GENIUS indicates your natural ability and what brings you joy and fulfillment. It consistently gives you energy.

WORKING COMPETENCY indicates what you can do well but are not fulfilled by. Over time this drains your energy.

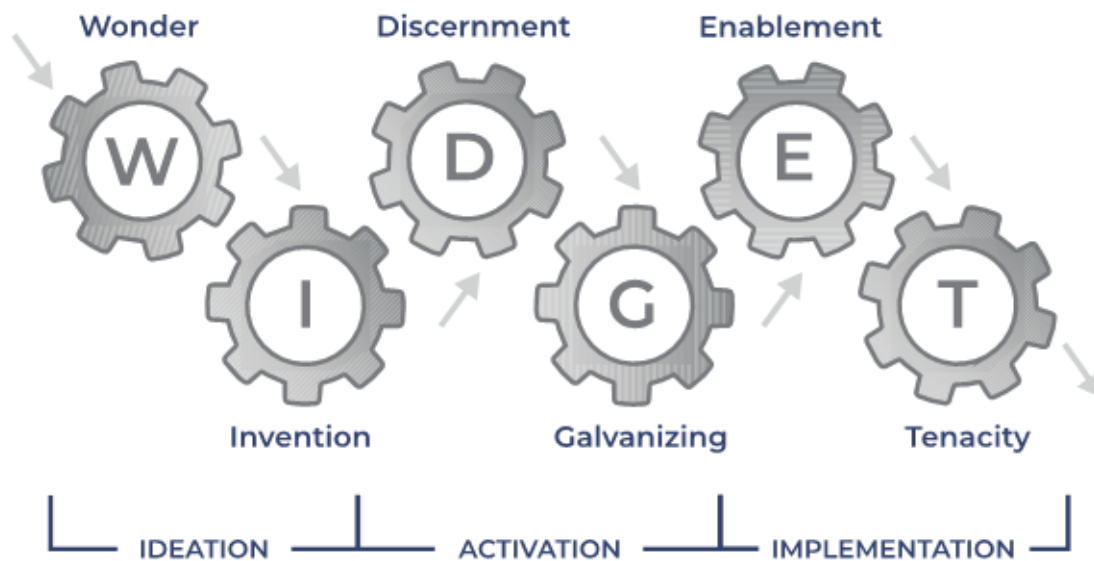
WORKING FRUSTRATION indicates what you dislike doing and may not be good at. This quickly drains your energy.

We should be doing a good portion of our work where we can hold onto the energy for a long time. Working in our geniuses doesn't feel like work at all.

Notes



Three Stages of Work



There are three basic stages of work that apply to any successful endeavor. Each involves two of the Working Geniuses, one responsive Genius, and one disruptive Genius.

IDEATION

This is about identifying a need and coming up with the idea of how to meet it. Ideation incorporates the first two Working Geniuses of **Wonder** and **Invention**. Wonder asks the questions, and the inventor says, "I have an idea."

ACTIVATION

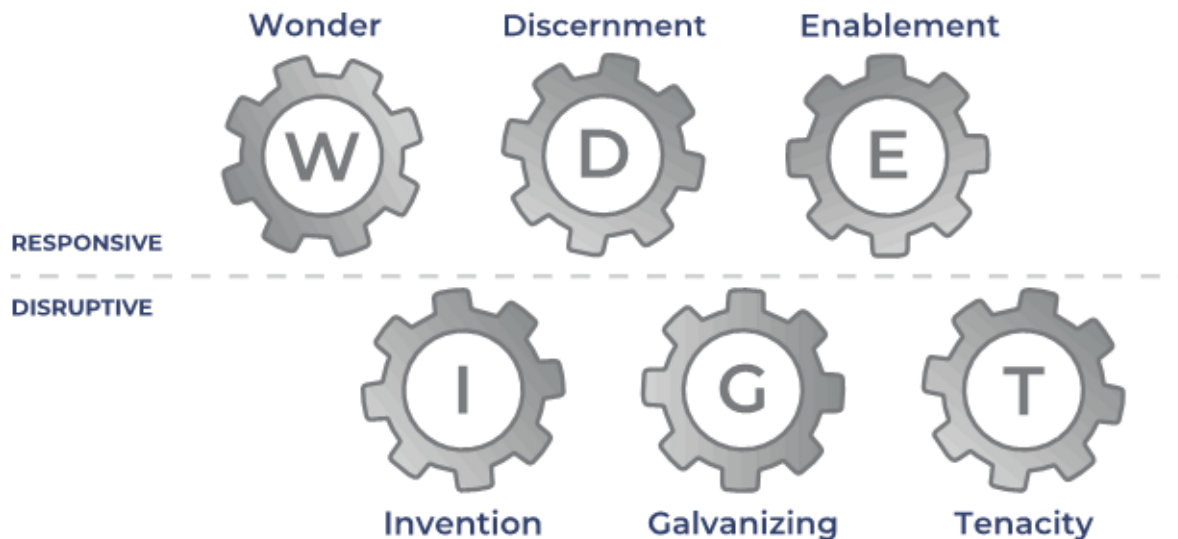
This is the step that has previously been most often overlooked. Activation incorporates **Discernment** and **Galvanizing**. Discernment assesses the workability of the idea or solution. Galvanizing gets people excited about it and moving forward.

IMPLEMENTATION

Implementation incorporates the **Enablement** and **Tenacity** Geniuses. People with the Working Genius of Enablement are ready to support and assist in implementing the idea or solution. Tenacity will stay on top of a project or initiative until it is accomplished and meets the desired outcome.



Responsive vs Disruptive



RESPONSIVE

Geniuses react to the world around them, the environment within an organization, or to the promptings and needs of colleagues.

- **Wonder** involves identifying inadequacies or opportunities in the world.
- **Discernment** involves responding to the ideas of someone who invents and giving thoughtful feedback.
- **Enablement** involves responding to the call of the Galvanizer, helping to shepherd and support initiatives into the first stages of Implementation.

DISRUPTIVE

Geniuses provoke change in the world, in an organization, and in the people around them.

- **Invention** involves coming up with a new way of doing things that will, by definition, require change.
- **Galvanizing** involves getting people to change what they are doing, adjusting their focus and attention to something new.
- **Tenacity** involves getting people to change their intensity and standards, ensuring completion and success.



Guilt and **Judgement**

GUILT

Many people attribute their failures and struggles to having a bad attitude, not being smart enough, or making bad decisions.

When people realize they have certain areas of Genius, and other areas of Frustration, they can attribute their struggles to the lack of alignment between their Geniuses and their roles. This reduces their sense of guilt and shame, allowing them to move into work that provides a better chance of fulfillment and success.

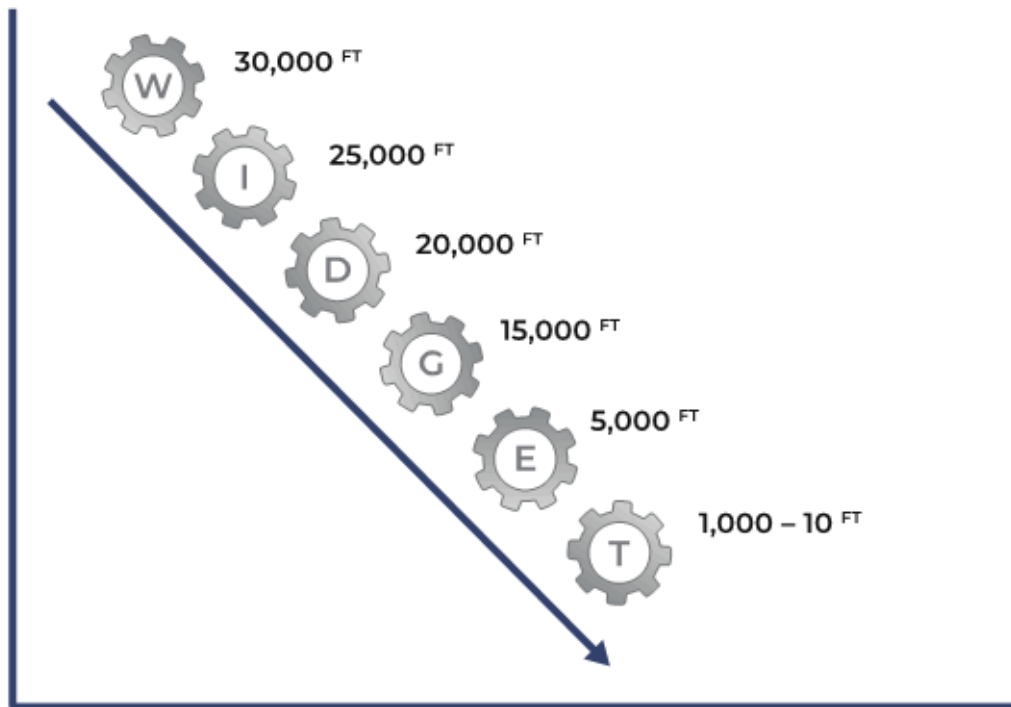
JUDGMENT

People who don't understand the Working Geniuses of others (as well as their Frustrations) will inevitably find themselves judging their colleagues' performance and behavior. They will likely come to the erroneous conclusion that their teammates or collaborators aren't trying hard enough, aren't smart enough, or need to be let go. This can make others feel misunderstood, judged, and rejected.

When we understand our colleagues' Working Geniuses, we can more accurately attribute their challenges to the root cause and, as leaders, to place them in more appropriate roles. And even if there are no such roles, this knowledge provides leaders with the opportunity to let them go with dignity and clarity, along with a better understanding of what role or job might be a better fit.



The Altitude of Geniuses



WONDER

Wonder takes place at the highest elevation, with our heads in the proverbial clouds. Pondering and questioning and speculating happens long before, and high above, the place and time where the rubber meets the road.

INVENTION

Invention comes a little lower in elevation but still quite high. Once a question is posed or a need is uncovered, Invention kicks in, but still long before and above Implementation.

DISCERNMENT

Discernment takes the idea just a bit lower than Invention, assessing the practicality and usefulness of the idea or proposal. After this vetting takes place, the idea or endeavor is getting closer to the ground.

GALVANIZING

Galvanizing comes next, marshaling the human capital needed for implementation and buy-in. People are inspired, recruited, enlisted, and organized for support. Things are getting close to the ground now.

ENABLEMENT

Enablement is where Implementation begins, with people pitching in and getting an initiative or endeavor rolling.

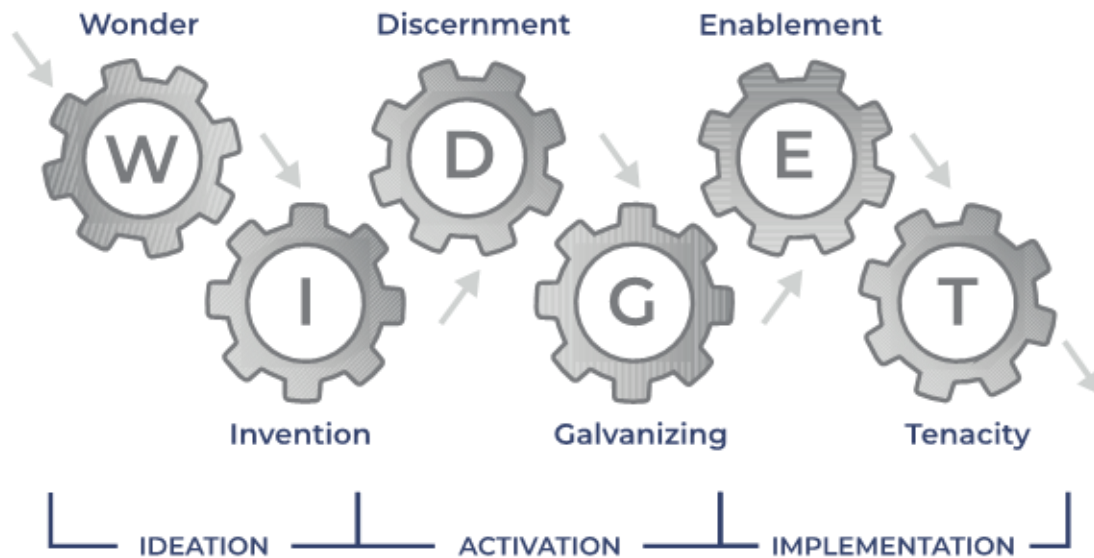
TENACITY

Tenacity is where the work gets completely finished and on the ground. This is where the rubber meets the road, if you will.



Working Genius

Regulating Your Genius



We tend to make every meeting, conversation, and interaction conform to our Geniuses. This can disrupt meetings and productive flow of work. For this reason, we need to understand when and how to regulate our Geniuses.

CONSIDERATIONS FOR REGULATING GENIUSES

1. Where are you in the Stages of Work?
2. Are your Geniuses called for at this stage?
3. Announce that you are tapping into your Genius.



Productive Meetings

Meeting Types	Questions	Key Points
<p>Brainstorm or Offsite</p> <p>Elevation: 25,000 - 30,000 ft.</p>	<p>Are we solving the right problems?</p> <p>Are we living up to our potential?</p> <p>Are we missing something?</p> <p>Could we serve our clients better?</p>	<p>Step back and look at the market/environment.</p> <p>This meeting should stay in the Ideation stage and not get dragged into tactics.</p> <p>This is a W/I meeting and "I" should lead.</p>
<p>Solutions Oriented or Ad Hoc Strategic</p> <p>Elevation: 20,000 - 30,000 ft.</p>	<p>What is our strategic focus?</p> <p>How can we tweak our strategy?</p> <p>How can we refine our solution?</p>	<p>We identified a problem and need to spend time tackling a strategic focus.</p> <p>We need to invent a solution to address the issue and take time refining/tweaking it.</p> <p>This is an I/D meeting (with some W). "I" should probably lead this meeting.</p>
<p>Rally & Tactical or Weekly Staff</p> <p>Elevation: 15,000 - 1,000 ft.</p>	<p>Are we moving the ball forward?</p> <p>How are we doing against goals?</p> <p>What do we need to get done so next week is better?</p>	<p>We've identified our strategic focus, and we are inspiring and pushing people to execute.</p> <p>This is a G/E/T meeting. We don't need to re-discern our primary objective.</p> <p>"G" should probably lead this meeting.</p>
<p>Task Oriented or Daily Standup</p> <p>Elevation: 1,000 - 10 ft.</p>	<p>What's everyone working on?</p> <p>What will we get done today?</p> <p>What can we check off the list?</p>	<p>Briefly ask what everyone is working on.</p> <p>"T" meeting. "D" should lead because it's about prioritizing and allocating resources.</p>



Working Genius

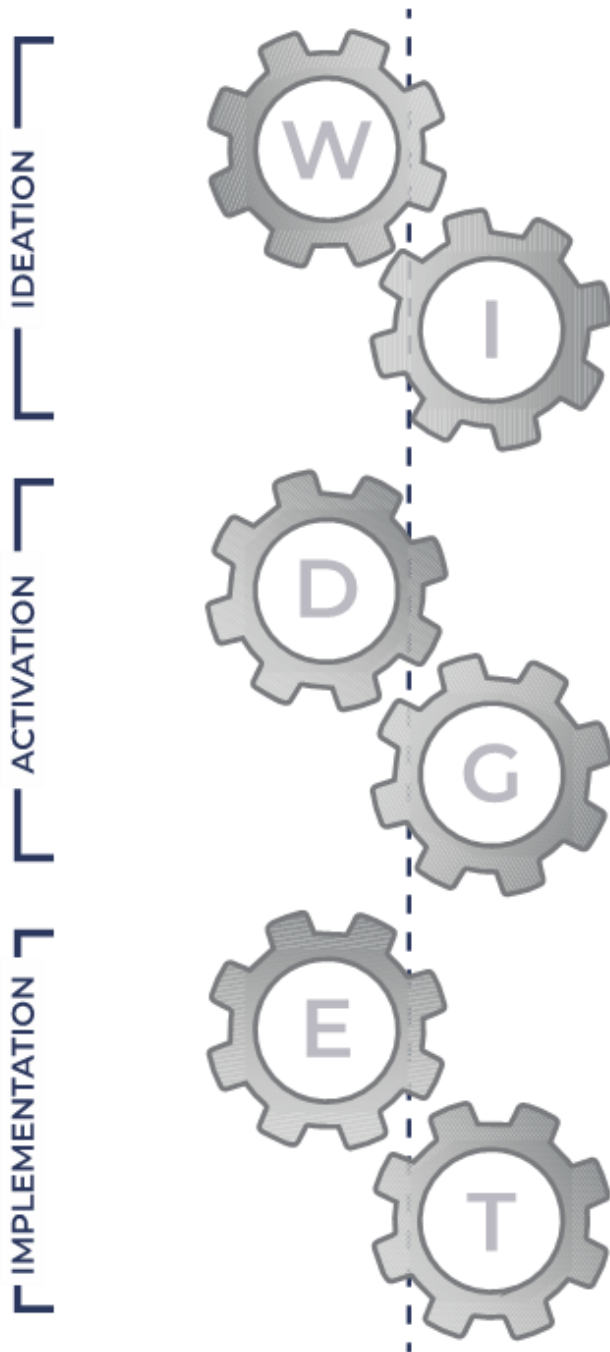
All-in-One Model

STAGES OF WORK

RESPONSIVE VS DISRUPTIVE

THE 6 TYPES

ELEVATION OF WORK



WONDER ▼ 30,000 FT

- Identifies the need for change
- Responds to the environment
- Steady energy

INVENTION ▼ 25,000 FT

- Generates ideas and solutions
- Disrupts the status quo
- Bursts of energy

DISCERNMENT ▼ 20,000 FT

- Assesses workability of ideas
- Responds to and refines ideas
- Steady energy

GALVANIZING ▼ 15,000 FT

- Inspires and pushes to action
- Disrupts comfort zones
- Bursts of energy

ENABLEMENT ▼ 5,000 FT

- Helps move things forward
- Responds to need
- Steady energy

TENACITY ▼ 1,000-10 FT

- Ensures successful results
- Disrupts by imposing standards and plans
- Bursts of energy



Working Genius

Team Gap Analysis

Problems your team may encounter when it lacks...

WONDER

Too busy to notice
Slow to identify big opportunities and problems



INVENTION

Unable to innovate
Keeps recycling old ideas and products

DISCERNMENT

Surprised by failures
Fails to adequately evaluate and refine ideas or initiatives

GALVANIZING

Fails to inspire
Doesn't generate excitement and momentum around new initiatives

ENABLEMENT

Lacks help and support
Doesn't get new initiatives off the ground

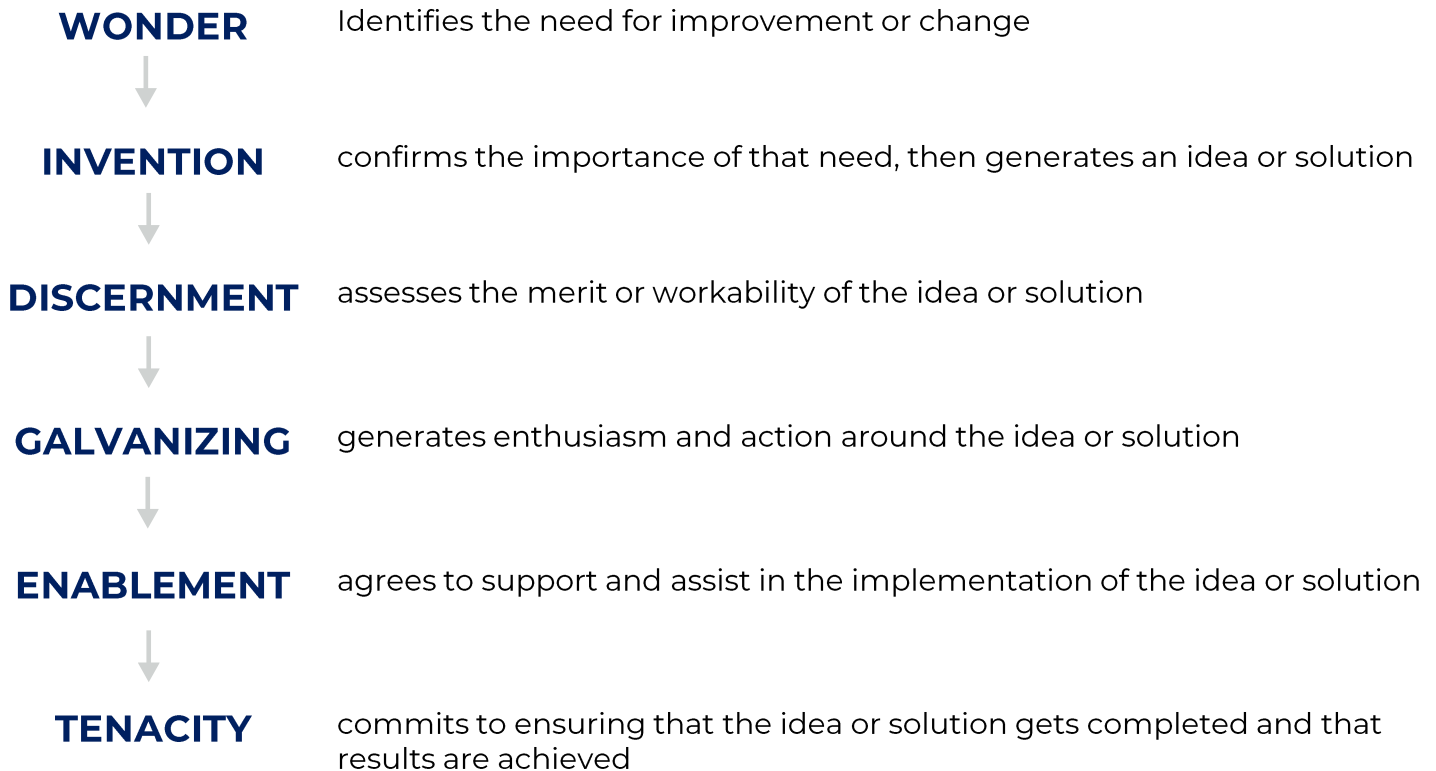
TENACITY

Doesn't finish
Fails to complete projects or initiatives



Putting Your Genius to Work on Teams

The 6 Types of Working Genius create an interdependent model and provide a comprehensive process for accomplishing any type of work. Each type of Genius receives and/or gives something to adjacent types, creating a work flow leading from Ideation (Wonder and Invention) to Activation (Discernment and Galvanizing) to Implementation (Enablement and Tenacity).



BENEFITS FOR TEAMS

When teammates better understand their own and their coworkers' areas of Genius, Competency, and Frustration, they are immediately more capable of doing five things:

1. Understanding why they have been successful or unsuccessful in past endeavors.
2. Avoiding making unfair and inaccurate judgments about another's motivation.
3. Alleviating their own guilt about struggles they've had in work.
4. Making quick and concrete adjustments to their roles and responsibilities, to better tap into others' strengths and avoid others' weaknesses.
5. Getting more done in less time.