

5

Discover The 4 Talent Types

It's estimated that eight out of ten people in organizations are in jobs not ideally suited to their talents. This type of mismatch is disheartening for employees and hinders your ability to get things done.

Dwight started a medical device company that was wildly successful. The organization grew from five to fifty employees in the first year. After six years, the organization had quadrupled in size. Dwight should have been ecstatic. But he was miserable. Work simply wasn't fun any more. He longed for the good old days when money was tight and he was calling on customers every day. Though he was talented as an entrepreneur, managing a mature business was simply not his deal.

It's important to help employees realize where their talents do—and don't--fit. The same employee can be superior in one job and dreadful in another. All projects and change initiatives require different talent types to implement them successfully from start to finish. One employee might be exceptional in the start up phase of a project while another is better at tying up the loose ends. If the knowledge worker is in the wrong role, the project will suffer.

Efficiency Programs Miss The Mark

Six sigma, process improvement, and quality management help leaders streamline work processes and making them more efficient. But these programs do little to align employee talents with changing work requirements. Optimizing employee

talents is an untapped opportunity that can help leaders radically improve performance.

As a manager you need to ask, “What talents does the project require? Who are the right people to lead the project at this stage?” As the leader, you need to give permission for different talents to take the lead in certain areas and during certain phases of the project. You must ensure that the right mix-of-talent types are on the team for effective execution of strategies.

The Four Distinct Talent Types

In my research on talents, I’ve discovered four distinctly different talent types. Each of the talents is necessary and contributes to success in a different way. For ease of use, I have named these talents types: ‘Diamond Talents, Heart Talents, Club Talents and Spade Talents’. Our Talent Assessment reveals that individuals use a mixture of these four talents in their roles. However, most individuals have a favorite or ‘preferred talent’. And roughly eighty-percent of the individuals who take the Talent Assessment indicate they are ‘low’ or deficient in one of these four essential talents.

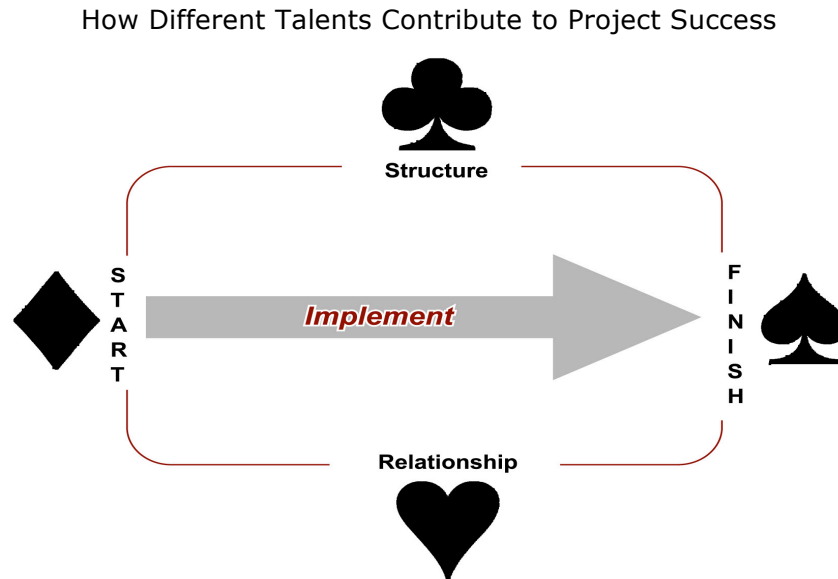
What’s important to know is that very few individuals have an equal measure of capability in all four talents. Yet all four of talent types are necessary to implement work projects and change initiatives.

For leaders, this means that you need to recognize the four talent types and make sure projects have the right mix of talents to succeed. You need to ensure that the four talent types are represented on the team, that each has a voice, and that their ideas are respected.

The more savvy knowledge workers are about when to leverage their talents and when to rely on others the most likely projects and initiatives are to succeed. You can learn more about the Play to Your Strengths® Talent Assessment by visiting my website at www.PlaytoYourStrengths.com. The Talent Assessment is ideal for leaders who want to assess their personal leadership strengths, as well as team member strengths.

Every talent type has a role to play

The following model reveals how each talent type contributes to project success. At the beginning of a project, a Diamond talent initiates the project. The Diamond talent often comes up with new and innovative ideas. But, when the project is nearing completion, a Spade talent is needed. The Spade talent likes to manage the details and tie up loose ends.



Overseeing the entire project is the Club talent. The Club talent likes to champion the idea and set up a structure that ensures success. Underneath, it all is the Heart talent. The Heart talent makes sure employees are working well together and motivated to achieve the goals. All four of talent types have a role to play at different times in the life cycle of a project. In each stage of a project different talents take the lead.

OVERVIEW OF THE 4 TALENT TYPES

The following is a brief summary of the four talent types. Notice how each talent contributes to project success in a different way.

Diamond Talents like to recognize emerging needs and imagine solutions. They are masters of possibility thinking. The Diamond Talent looks for options and comes up with out-of-the-box solutions. Diamonds look for 'diamonds in the rough,' or those ideas among many that hold hidden potential. Without Diamond Talents there's little creativity or innovation on the team.

Club Talents like to champion a good idea and set up structures that ensure its success. The Club Talent uses his or her personal and organizational power to transform ideas into reality. Without the structure and support offered by Club Talents, new ideas lack sufficient funding or resource — and they wither and die.

Spade Talents like to organize what needs to be done and make sure projects are taken to completion. The Spade Talent literally 'digs in' and gets things done. The Spade Talent orchestrates the details of implementation and makes sure projects are completed on time and within budget. Without Spade Talents, deadlines and details are frequently missed.

Heart Talents like to motivate others, foster teamwork, and gain buy-in and commitment to new initiatives. Heart talents often deal with 'matters of the heart'. Low morale, mistrust, and team conflicts require the skills of Heart talents to resolve. Without adequate Heart Talents, employee commitment and frustration can skyrocket.

Essentially, Diamond Talents provide the innovative spark that creates new products and services. Club Talents make it possible for new ideas to become a reality. Spade Talents make sure projects are completed and cross the finish line. And Heart Talents keep teamwork and relationships on track and humming. To succeed, projects and new initiatives need all four talents. By recognizing these different talent types, you can make sure you have the right talents in place to succeed with organizational initiatives.

As you read the descriptions of each type, think of an individual in your organization that fits the description. This will help you remember the qualities of each talent type for use later with your team.

Leverage Diamond Talents

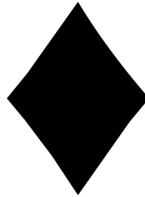
Individuals with Diamond Talents like to think outside the box. They are good at spotting trends, creating innovative solutions, and generating ideas. They are expert problem solvers because they can see a problem from every angle. Diamond Talents like to think about what's possible. With their keen insights they perceive needs, revamp systems and processes, and suggest alternative solutions. Diamond Talents

like to synthesize ideas, develop theories, research information, and design innovative solutions. A Diamond Talent often challenges the status quo.

The Diamond mind runs a mile a minute. They link ideas from unusual and unrelated sources. In conversations, they quickly jump from one thought to the next — and their statements may appear to have no connection to what you are talking about. The Diamond's ideas seem to come out of the blue.

If you are working with several Diamonds in a team meeting, they may brainstorm ideas that others can't follow. Diamond Talents are not bound by the realities of the current situation. They can see reality, but they're not constricted to it. Diamonds are more interested in what could potentially exist or be created than in the here and now. They invent solutions that others can't imagine.

Diamond Talents



Diamond Talent Strengths

Without Diamond talents on board, a team or an entire organization can miss windows of opportunity. Diamonds are the ones who ask, "What about this idea? Have you thought about trying that?" If a team has few Diamond Talents, they may get stuck in the status quo and see limited options and solutions.

Diamond Talents like to:

- Create innovative solutions
- Challenge the status quo
- See issues and opportunities
- Think outside the box
- Envision a brighter future

The Diamond Intellect

Diamonds love a mental challenge. The Diamond Talent is perfect if your team is developing a new product or program. At the start of a project, Diamonds quickly generate innovative ideas, and trudge through data and information to find the 'jewel' that makes things work. Diamonds are frequently the geniuses behind new products and innovations that enter the marketplace.

Diamonds thrive on the stimulation of new ideas and possibilities. They like to start with a blank sheet of paper or a vague concept. Ambiguity and the unknown invigorate them. They are innovative and creative in this situation. Often, they are good at research because it stimulates their active minds. They love to come up with the big idea that has great potential.

Key Challenges for a Diamond Talent

The Diamond Talent often sees ideas and solutions before others even start to think about the problem. Diamonds are visionaries. They observe trends and see into the future. The problem is they don't take other people through their thinking process. Many times colleagues are confused and don't understand the value of the Diamond's idea until later. Frequently, the Diamond Talent will have to wait for others on the team to catch up with their visionary ideas. Diamonds need to help others understand how they came to a conclusion. They also need to be careful not to send condescending vibes when others don't understand their ideas.

Diamond Talent Work Preferences

Diamonds enjoy consulting and advising with many diverse groups and individuals. They are proud of their expertise — and rightly so. They don't like to be stuck physically or mentally in one place. Too much of the same thing is boring and stagnating. Variety and novelty are what interests them. In a large organization the ideal scenario for a Diamond Talent is to serve as an expert advisor to a variety of individuals, teams, and projects. Diamonds want to be with others who stimulate their thinking. They like being involved in the start up of projects and through out to tackle challenging problems that arise. But they do not want to get 'stuck' with the day-to-day activities and demands.

Diamonds want to be appreciated — not shunned for their thinking and out-of-the-box solutions. They love to learn and grow. Diamonds will seek stimulating environments and outlets for their creative minds.

The Diamond-Type Organization

Sometimes entire organizations are dominated by Diamond Talents, particularly research and development firms. When you visit these firms it's not uncommon to encounter a lot of freewheeling, independent mavericks. Sandia National Labs in Albuquerque, New Mexico typifies an organization dominated by Diamond Talent. In these labs there are hundreds of Ph.D.'s scurrying around with all kinds of creative energy working to develop new ideas and programs.

Apple Computer is another Diamond organization. The iPod is an out-of-the-box innovation of famed entrepreneur and inventor Steve Jobs. If you step inside the company headquarters, you experience the chaos that permeates this Diamond-intensive organization. Today, this Diamond organization is changing the marketplace and causing competitors to scramble.

How to Lead Diamond Talents

Getting Diamond talents to line up and march in unison is difficult. These individuals see themselves as entrepreneur working within a corporate environment. Diamond-dominated companies and teams benefit by partnering with the other talent types. They need Club Talents who provide structure and ensure funding; Spade Talents who help them complete what they start, and Heart Talents who foster the collaboration necessary to implement their idea. Otherwise, a solely Diamond-driven team or organization can spin out of control with too many ideas and too little execution.

Maximize Club Talents

The Club Talent wants to launch new initiatives. Club Talents champion ideas, secure resources, build alliances, and initiate changes needed to bring a vision into reality. Individuals with Club Talents envision a brighter tomorrow and advocate for change. They often have a singular vision and clear purpose. Club Talents set things up for long-term success.

Club Talents



Without Club Talents to champion new ideas, strategic initiatives falter and good ideas die on the vine. An organization or team without Club Talents can falter for lack of a larger vision and purpose. Or there may be a vision, but without Club Talents what's lacking are the systems, structures, and resources to support the vision.

Club Talent Strengths

Clubs are the ones who say, "Let do it," and "Let's do it right." The Club Talent likes to initiate change. They use their personal and organizational power to bring about significant change. Club Talents like to:

- Sponsor initiatives
- Advocate for change
- Build alliances and partnerships
- Put systems and resources in place
- Set up projects and change initiatives up for success.

Clubs Talents are looking for an idea or a project that can grow and develop into something bigger. Once the Club Talent has a good idea, she or he locks onto it and doesn't let go. The Club launches into action and rallies the necessary people and resources to support the idea. Club Talents aren't interested in small insignificant change. The Club needs to have a big vision to work on.

Club talents exist at every level in the organization — and especially in leadership positions. Look for Club Talents as team leaders, project managers, in leadership positions and staff roles. They may be the formal or the informal 'lead' because they like to take charge.

A Club Talent scans the environment and sees what's missing. Unlike the Diamond Talent, who also looks for ideas, the Club settles in on one BIG idea and makes it happen.

The Club Talent is gifted at creating structure. A Club may hang out with Diamonds to find a new idea or source new opportunities. Someone with a Club Talent quickly sees the value of an idea and does something about it. Transforming ideas into reality energizes the Club Talent.

Clubs Talents are excellent at forging alliances both inside and outside the organization. Relationships are formed to support their vision. Clubs know what it takes to create lasting success. And despite the grandeur of their vision, they are not likely to get in over their head. Once the Club has a vision, he or she sits back and assesses what's needed to turn the idea into reality. Then the Club goes to work and systematically lays a solid foundation and puts the building blocks in place to support the vision.

Challenges for Club Talents

In the process of driving the vision, the Club Talent may ignore relationships unrelated to the vision. Conversely, they can also overvalue relationships that support their vision. In other words, Club Talents value individuals who bring resources and support to their vision but can overlook those who don't directly serve their goals. Because Clubs are focused on achievement, they may overlook the emotional needs of others to be valued and appreciated. In their haste, they may not secure adequate buy-in from the people impacted by their ideas and what they're trying to achieve. Their intense focus on project success may turn off others seeking a more balanced approach to change. However, the Club Talent's systematic actions bring about impressive and sustainable change.

The Club Talents may even distance themselves from individuals who are negative about their vision. Clubs need to learn to how to stay open to negative feedback and not take it personally. Club Talents can gain greater buy-in and commitment by listening to Heart talent colleagues. And they will benefit from the support of Spades who get things done.

Club Talent Work Preferences

Club Talent individuals want to move mountains. The bigger the mountain, the more energized the Club Talent feels. Club Talents do not like to maintain the status quo. They are all about creating something tangible and different. In leadership roles, Club Talents are involved in acquisitions, joint ventures, new product development and product launches. Club Talent individuals exist at all levels of the organization. These individuals want to work on large projects of importance.

In a leadership role, Club Talents find new ventures and companies to buy. As team leaders, they look for the next big strategic initiative to lead. Club Talents often work behind the scenes. They like to 'work the deal' quietly and over time. Success, not power, is what matters.

The Club-Type Organization

Bill Gates is a perfect example of a Club Talent. He did not invent the Microsoft Operating System. Rather he recognized the value of what a Diamond researcher had developed, brought the idea to market, and built the Microsoft organization from there.

MS-DOS proved to be a lucrative product but the structure that Bill Gates put in place was critical to its success. A quarter of a century later, this structure is still intact. Microsoft is one of the most successful companies in the world; it has a huge share of its respective markets, consistently displays strong earnings, and shows little sign of slowing down. Bill Gates continues to use his Club talents to take Microsoft to the next level.

HOW TO LEAD CLUB TALENTS

Ask individuals who have strong Club Talents to work on projects that need development and require time to come to fruition. Expect Clubs to sell the idea,

assemble the resources, and design the infrastructure to support this project. Tell them the outcome that you want and let them go to it. Be alert to success because when the launch is done and the systems are in place, the Club talent wants a new project. They quickly become bored and want a new challenge once the project is up and running. You may be surprised how fast they can walk away from what they have created once it's up and running smoothly. The Club talent always needs a new challenge.

Clubs rarely get involved in doing the actual work that needs to be done. They set up structures where others actually do the work and tend to the details. Their forte is turning an idea into reality. They are the architects who set up the system so that the vision or project becomes real.

ENERGIZE SPADE TALENTS

The Spade Talent likes to tackle projects and get them done. Spade Talents 'dig in' and drive project across the finish. Spades like to take practical actions to move things forward. Spade Talents are the backbone of strategy execution. Individuals with Spade Talents often manage, run, and improve core processes and systems. They orchestrate both large and small actions needed to ensure progress. Spades remove barriers to performance, organize the work that needs to be done, and make sure all the 'i's are dotted and the t's are crossed'.

Spade Talents



With their persistent efforts and attention to details, Spade Talents manage the details and ensure results.

Essentially, Spade Talents like to:

- Complete projects
- Manage and improve processes
- Define and clarify actions needed
- Meet deadlines
- Handle the details

Spades Talents are outcome driven. They want to know goals, deadlines, and what's expected of them. Spades are task-orientated and dedicated. For Spades, reaching the goal is their *raison d'être*. While Diamond Talent talents like to conceive of new ideas Spade Talents like to complete them.

Spades are 'no-nonsense' individuals who loathe inefficiency. They are frustrated by delays and wasted effort. They dislike doing something twice when once should be sufficient. They like to have expectations in writing so the specifics are clear.

Challenges for the Spade Talent

Too many loose ends and chaos are disconcerting for Spades. Spades can become enmeshed in details and frustrated when problems don't get resolved. Often the Spade Talent assumes too much responsibility. They can get caught up in crises and too entwined in a project. Then they seek to control things even more and their efforts backfire or rub colleagues the wrong way. This frustrates Spades even further—they hate it when interpersonal glitches interfere with performance. They like to get things done and feel that relationship tensions are unnecessary distractions.

Spade Talents forget to back off and look at the big picture. Spades are focused on the immediate goals and what's essential to complete a project. They may not see the forest for the trees. A Spade will continue to relentlessly pursue an initiative when it's time to pull the plug. A project design may have critical flaws that need to be reworked but Spades take no time to regroup. They'll simply try to plow their way through and make things work. This can be exhausting for them and those who report to them.

Like Club Talent, they can overlook the human component and hence need Heart talents to oil the interpersonal relationship gears. Spades need Diamond Talents to create new projects that they can implement. Club Talents help Spade Talents remove barriers beyond their reach. Whereas, Heart Talents remind them to care about people as well as tasks.

Spade Talent Work Preferences

Spade Talents dislike starting from scratch. They find it easier to react to an idea or fill in a template. They prefer specifications and directions to a blank slate. If told to "go for it" they will ask for more directions and clarification. In a meeting where everyone is brainstorming ideas, a Spade Talent will try to nail down the specifics.

Spades want clarification and specifications from the leader. Often Spades will ask, "Who is doing what? What are the milestones? When is this due? And "Let's get clear on what we are doing." To a Spade, good ideas are meaningless until such realities are addressed.

It's frustrating for a Spade Talent to sit in a meeting where a bevy of ideas are introduced. Until these ideas are given form and substance and put into a plan, Spade Talent considers it a waste of time.

Involve Spades more when the blue-sky brainstorming phase is over. For Spades, too much brainstorming and ideation are tedious. A Spade will say, "Just tell me what you want me to do." Spades love managing the details and making sure projects are on track. Give the Spade Talent a clear goal and charter, clarify their role and your expectations of them, and they will make it happen.

Offer Spade Talents as much meaningful responsibility as you can. They love to work hard and do it well. Some Spades like to manage large projects. Others like to respond to immediate needs and requests. But all Spades love details and taking care of the fundamentals that keep projects moving in the right direction.

The Spade-type organization

Retail organizations are frequently dominated by Spade Talents. Nordstrom's and Macy's are wonderful examples of two value-driven, Spade organizations. At the

retail level, details and customer service are extremely important in these two Spade-driven organizations. Success is all about follow through. The devil is in the detail. The sales personnel go out of their way to follow up, advise, find a replacement if needed, and ship products to customer's homes. Sales personnel are empowered but also given specific Spade-friendly guidelines to follow. In these stores, the extra time and attention customers receive in finding just the right item--with minimum hassle--is an example of a Spade organization in action.

Spade Talents are found at every level in the organization. Spade executives have a distinctive leadership style. The Spade executive or manager does not engage in idle chitchat or go to perfunctory meetings that lead nowhere. These individuals want agendas and documented progress reports. They are detail and results oriented. On projects, they often want staff to submit a written summary with a detailed follow up plan. They will leave no stone unturned, or detail untended to get the results they want.

HOW TO LEAD SPADE TALENTS

Spade Talents want clear direction and the authority to do what the project requires. Once a Spade starts a project, he or she brings considerable energy to it. Throughout the project, Spade Talents want direction and input on the overall plan. With clear structure and goals, the Spade Talent can shine. When there is no clarity and direction, they'll work to create it.

Expect Spade talents to ask the tough questions that no one else brings to the table. Invite Spades to anticipate and head off issues before they happen. And don't be put off by the Spades ability to see what's wrong and recognize potential pitfalls that might hinder the project. Listen and respect their concerns and you'll prevent problems later. Make it a point to recognize their hard work and acknowledge their heroic efforts to complete projects on time and within budget.

Value Heart Talents

The fourth talent that's critical to project success is the Heart Talent. Heart Talents are the invisible glue that makes projects and relationship work successful. Ironically enough, the Heart Talent is noticed most when it's missing rather than when it is present. Heart Talents keep relationships vital, team spirit high, and commitment

strong. If your team or department is lacking these qualities enlist a Heart Talent individual to help you.

Recognizing Heart Talents

Heart Talent individuals pay special attention to teamwork and employee morale. They are attuned to others needs and concerns. Heart talents have a keen ability to sense people's needs and use their persuasive skills to get to the heart of the matter. They are experts at listening, coaching, communicating, and facilitating. Heart Talents like to connect, communicate, and inspire others to do their best.

Heart Talents



This talent type is highly intuitive and sensitive to other's emotions. They know when relationships are tense and headed towards conflict. They are excellent communicators and like to build trust and foster high morale. Heart Talents excel at developing others talents and expressing appreciation.

Heart Talents like to:

- Gain commitment
- Build trust and teamwork
- Resolve conflicts
- Listen and advise
- Influence others

Without Heart Talents, morale and trust levels can drop to an all-time low. The Heart talent realizes that lack of motivation and poor teamwork delay project implementation. High turnover, mistrust, and turf wars indicate that Heart Talents are missing.

Heart Talents Strengths

Heart Talents build and promote successful relationships. They are sensitive to organizational dynamics and interpersonal tensions. Hearts help others understand why a decision or change is needed. They infuse others with positive enthusiasm and energy. They also promote the buy-in and commitment so essential for success.

A Heart Talent has many allies, friends, and acquaintances. Hearts Talents like to connect so they like to be out and about interacting and observing what's going on at all levels. They are often seen talking, persuading, motivating, and inspiring others.

Heart Talents enjoy lively meetings with colleagues who are connecting in meaningful ways. Heart Talents can sense lack of commitment on the part of others. They're attuned to those who are at or near burnout. They hear and sense when there is tension in the air. During meetings, they ask key questions that surface underlying tensions. All the while, they strive to bring harmony and clarity to the group.

Challenges for Heart Talents

Heart Talent can assume too much responsibility for the burdens of others. They feel all the dynamics going on among individuals and team members. Others frequently come to them with their problems and concerns. Heart types can become overwhelmed when confronted with more issues than they can feasibly handle. The Heart Talent loves to care about others. However Heart talents need to care for themselves first and not internalize every argument and interpersonal dynamic that exists in the company.

Most Heart Talents find it hard to draw the line, set clear limits, and simply let go of people and situations beyond their control. They prefer to be of service when and where their talents are needed. Heart Talents may need to set boundaries and be aware of trying to be all things to all people. Saying 'no' more frequently is often a positive step for the Heart Talent.

Wise Heart Talents have learned how to manage and protect themselves from those who will drag the organization down. They know that if they dispense their caring

energy in too many directions, they too will burn out. They avoid spending time or worrying about situations beyond their control.

As a manager, you can help your Heart Talent employees set boundaries with peers and projects that consume them unnecessarily. Heart talents benefit from the Club Talents clear vision and clarity about structure, they are energized by the Diamond's creative mind, and they are grounded by the practical realism of a Spade Talent.

Heart Talent Work Preferences

Heart Talents like to work with others. Solitary work drains their energy. Ask Heart talents to lead groups and oversee cross-functional projects. Ask them to advise you on people issues and solutions. The Heart Talent can be an excellent team builder for a group in trouble. They are also exceptional coaches. Make sure the Heart Talent is not doing these activities 'on top' of their regular job.

Regardless of their function, the Heart Talents should be influencing people and building collaborative relationships. Heart Talents like to work many different projects and initiatives. But their primary asset is motivating others and building an effective team. The Heart Talent is an ideal coach for those who want advice in these areas. Heart Talents like to work on projects that have meaning and purpose. They get behind programs that make a difference in people's lives. Hearts are the natural Pied Pipers in the organization and others are willing follow their lead.

The Heart-Type Organization

One Heart-type organization that is mission-driven is the Whole Foods Market. The vision of this company goes beyond the normal food retailer. Whole Foods Market is committed to creating a collaborative and interdependent community. They want their vendors, employees, and customers to be part of this community and encourage participants to communicate openly and with compassion. They celebrate the 'breaking of bread' together and believe that eating healthy food is a source of joy in life. This amazing chain has astonished the marketplace with its exponential growth. Even the store itself is seen as a community-gathering place where everyone is welcome. Whole Foods is an excellent example of a Heart-focused organization.

How to Lead Heart Talents

Heart Talents need a safe place to talk about the issues they and concerns they observe. Without this outlet, they carry too much on their backs. They want your guidance about how much to get involved with issues and when to draw the line. Help Heart Talents set boundaries, limit priorities, and sort out how much they can expect from themselves. Watch for signs of burn out and invite the Heart talent to talk about their concerns to alleviate stress.

The Heart Talents benefit from receiving their own medicine. Hearts can offer you excellent advice about employee motivation and teamwork strategies. They have excellent insights about ways to approach different groups and individuals. Hearts talents want to know you appreciate their efforts to develop trust and build positive relationships within the organization.

Appreciate Each Employee's Unique Talent

Realize that most employees have a preferred talent. Identify which of the talent types best describes different employees. Encourage employees to take our online Talent Assessment at www.quiz.playtoyourstrengths.com to discover their top talent strengths. Using this assessment, you can identify the composition of your team's talents and where you can leverage strengths and minimize potential weaknesses.

Your role as a leader is to help employees see the value of their talents and what they bring to the business. Encourage individuals to seek out opportunities to use their talents fully. Assign projects and work that utilize their talent strengths. Foster teamwork among the different talent types on projects and teams. Finally, share your best talent with employees and let them know how you can help them. Leaders and knowledge workers who leverage each other's talents are more likely to succeed.

KEY HIGHLIGHTS FROM CHAPTER 5

- At different stages in a project, different talent types are needed.
- Diamond Talents like to think outside the box and create innovative solutions.
- Club Talents like to champion new ideas and set up structures to support the growth of a new vision.
- The Spade Talent likes to 'dig in' and get things done. They pay attention to implementation and the details.
- Heart Talents are good at motivating others, building teamwork, and gaining buy-in and commitment to projects.