
Career Self- Discovery Assessment

Shine light on your unique
professional strengths and
chart a path toward more
meaningful, energizing work.

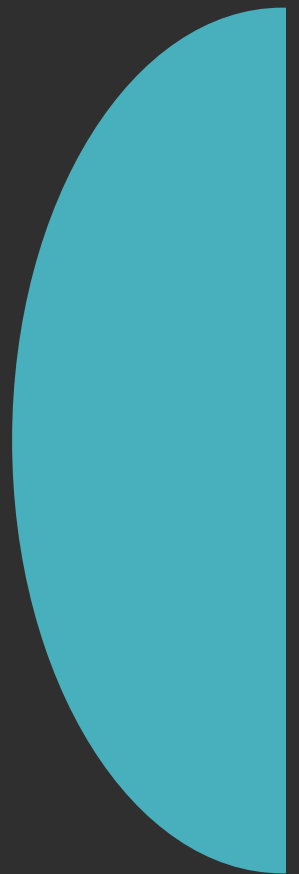
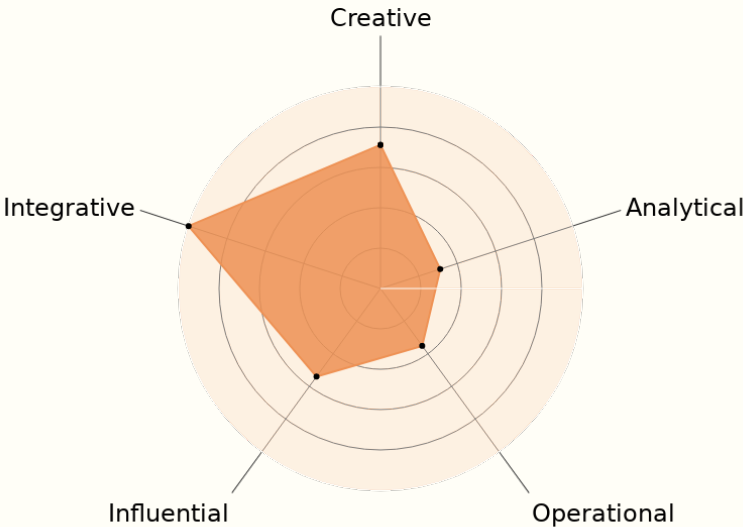


Table of Contents

Overview	/01	Understanding Styles	/14
The Patterns of your Mind	/02	Finding Energizing Work	/23
Discovering Your Strengths	/05	Aligned Careers	/28
Uncovering your Blind Spots	/10	Conclusion	/33

Interpreting Your Results

Your Career Self Discovery Assessment results offers insights into your strengths, natural working style, and energizing work. Think of these results not as a fixed label, but as a compass pointing toward your authentic path. Use them to make intentional choices that align with your intrinsic talents.

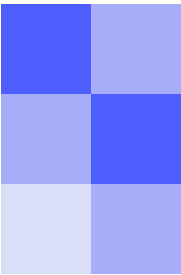
Sample Report / Assessment Results		
Accelerator		
Your Top Strengths	Energizing Work	
✦ Synthesis ✦ Decisive Risk-Embracing Activation Time Management ✦ Coordination Process Architecture Context Switching Conceptual Thinking Independence		

Meaningful Work

Roles to Explore		
Ecosystem Development	Campaign Development	Product Marketing
Innovation Development	Project and Product Management	Change Management
Product Design	Organizational Development	Community Development

The Patterns of Your Mind

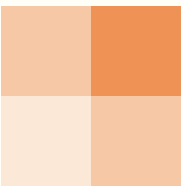
Your mind has natural patterns for processing information, making decisions, and engaging with the world – patterns as unique as your fingerprint. By understanding these nine cognitive dimensions, you gain a map to navigate life with less friction and more flow. This self-awareness becomes your compass for choosing roles, building teams, and structuring your work in ways that flow with your patterns rather than fight them.



Processing Information

/01

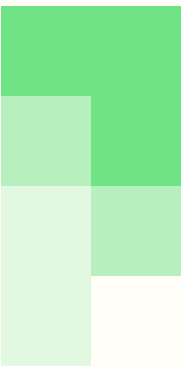
Your mind naturally works from the big picture down to the details, using your intuition to guide your understanding rather than getting caught in lengthy analysis. While others might methodically build knowledge from the ground up, you prefer grasping the overall framework first before filling in the specifics. To leverage this natural approach, give yourself permission to sketch out the broad strokes of a situation before diving into details, trusting your gut to highlight what matters most.



Building Understanding

/02

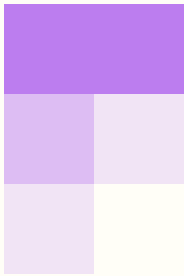
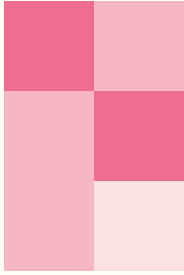
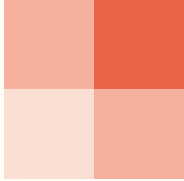
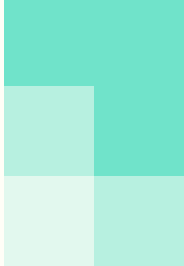
You have a remarkable gift for weaving together diverse pieces of information into coherent, meaningful patterns that others might miss. Unlike specialists who drill deep into single subjects, your strength lies in connecting dots across different areas to create a more complete understanding. To make the most of this synthesizing talent, position yourself at intersection points where you can gather and integrate insights from various sources, turning fragmented information into valuable, cohesive knowledge.

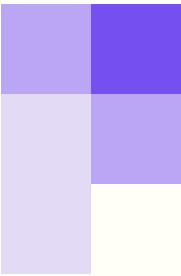


Thinking at Your Best

/03

Your mind naturally gravitates toward visual processing and connecting ideas, with a good sense for the emotional undercurrents in situations. While others might excel through words or numbers, you shine when you can see patterns and understand how different elements relate to each other and to people's feelings. To leverage these strengths, look for opportunities to map out concepts visually and trust your ability to spot meaningful connections that others might overlook.

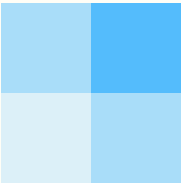
	Focusing Attention /04 You naturally juggle multiple streams of work simultaneously while maintaining a broader organizational perspective rather than getting lost in details. Unlike those who prefer deep immersion in a single task or area, you thrive when you can keep several plates spinning and see how they connect to the bigger picture. To work with this tendency, create systems that help you track various initiatives without losing sight of their relationships to each other and the overall goals.
	Making Decisions /05 You make decisions quickly and confidently, embracing risk and preferring to make many small choices rather than agonizing over big ones. Unlike more cautious colleagues who might analyze extensively before acting, you trust your ability to course-correct as you go, making you exceptionally nimble in fast-changing situations. To leverage this decisiveness, surround yourself with implementers who can execute on your rapid decisions, and build in light-touch reflection points to ensure your risk tolerance remains an asset rather than a liability.
	Engaging with Projects /06 You shine brightest at the beginning of projects, bringing tremendous energy to kickstarting initiatives and designing the processes that will carry them forward. Unlike those who excel at steady execution or finishing touches, your natural rhythm favors the excitement of launch phases and the satisfaction of seeing progress unfold. To make the most of this pattern, look for opportunities to hand off well-designed projects once they're running smoothly, freeing you to ignite the next venture with your spark of activation energy.
	Engaging with Others /07 You're deeply invested in developing the capabilities of your team and building meaningful relationships, preferring collaborative approaches that coordinate diverse contributions. While you value these connections and collective achievements, you don't necessarily draw your energy from group settings, suggesting you're relationship-oriented without being classically extroverted. To thrive, create a balance that allows you to nurture important work relationships without depleting your energy reserves, perhaps through a mix of one-on-one interactions and thoughtfully structured team engagements.



Sustaining Motivation

/08

You're guided by an internal compass that points toward the future, with your sense of identity and purpose coming from within rather than external validation. Unlike those driven primarily by recognition or rewards, you measure success against your own standards and find meaning in work that aligns with your values and vision. To stay energized, seek opportunities that honor this internal direction-setting and allow you to contribute to meaningful progress that resonates with your personal beliefs about what matters.



Finding Creativity

/09

Your creative process benefits from independent thinking time where you can explore possibilities before bringing them to others. While you're moderately comfortable with change and somewhat open to novel approaches, you're not someone who seeks disruption for its own sake or constantly pushes boundaries. To nurture your creativity, allow yourself space for solo reflection when tackling new challenges, then selectively incorporate feedback that enhances rather than fundamentally redirects your thinking.

Identifying Your Strengths



Your top ten strengths are revealed on the next page. These aren't just things you are great at — they're the intrinsic capabilities that energize rather than drain you.

Research shows that people who build careers around their natural strengths are more engaged, productive, and satisfied with their work.

Yet most of us undervalue what comes naturally, dismissing our greatest assets as "nothing special."

As you explore your strengths, pay attention to ones that surprise you. What feels effortless to you might be draining to others — that's exactly where your competitive advantage lies.

QUESTIONS FOR REFLECTION

- Which strengths feel most true to who you are?
- Which ones have you been undervaluing?
- Where could you lean into these strengths more intentionally?
- How are they currently showing up in your work and life?

AMPLIFY YOUR IMPACT

Choose three strengths that resonate most. For each one:

1. Identify an upcoming opportunity where you could use this strength more deliberately.
2. Define one specific action you'll take to engage it.
3. Picture the outcome when you fully lean into this capability.

COLOR LEGEND



Cognitive Processing



Knowledge Orientation



Intelligence Modalities



Focus Orientation



Decision Making



Project Dynamics



Social Dynamics



Motivational Drivers



Creativity & Ideation

LOOK FOR RARE TRAITS



This symbol marks strengths that 80% of people don't have in their top 10. Here is where you'll find your greatest differentiation.

FULL LIST OF STRENGTHS

View all 47 strengths at
www.pigment.is/resources/strengths

Discovering Your Strengths

+ Stronger

✦	Synthesis
✦	Decisive
	Risk-Embracing
	Activation
	Time Management
✦	Coordination
	Process Architecture
	Context Switching
	Conceptual Thinking
	Independence
	

Everyone has natural talents that make certain tasks feel effortless and rewarding. These aren't just things you're good at, they're intrinsic strengths that energize you and make time fly by. The key is to lean into these natural gifts rather than trying to fix every weakness. When you build your work around your strengths, you can achieve extraordinary results with less effort and more satisfaction.



Synthesis

/01

Synthesis reflects an ability to connect different ideas and information into unified, coherent solutions. You likely excel at:

- Seeing valuable connections across different areas of work
- Creating new insights by combining existing information in novel ways
- Helping others understand how different pieces fit together

To amplify this strength, actively seek opportunities to work across different domains or teams. Practice finding patterns and connections in seemingly unrelated areas. Build bridges between different perspectives to create more complete solutions.



Decisive

/02

Decisive reflects an ability to make clear choices quickly while maintaining good judgment. You likely excel at:

- Making effective decisions under time pressure
- Moving projects forward through clear direction
- Taking action when others might hesitate

To amplify this strength, practice making clear decisions in low-stakes situations to build confidence in your quick judgment. Look for opportunities to move projects forward through clear choices. Create frameworks that help you make rapid but informed decisions.



Just as flowing water finds its natural course, your greatest impacts come from channeling your natural strengths.

Risk-Embracing

/03

Risk-Embracing reflects a comfort with uncertainty and ability to move forward in unclear situations. You likely excel at:

- Taking calculated risks that others might avoid
- Finding opportunities in uncertain situations
- Maintaining progress when the path forward isn't clear

To amplify this strength, practice taking measured risks in situations where potential benefits outweigh downsides. Look for opportunities to push boundaries thoughtfully. Create safe ways to experiment with new approaches.

Activation

/04

Activation reflects an enthusiasm for new beginnings and ability to generate initial momentum. You likely excel at:

- Getting new projects off the ground with energy
- Creating excitement around new initiatives
- Finding creative ways to begin difficult work

To amplify this strength, seek opportunities to initiate new projects and help others get started. Look for ways to bring fresh energy to existing work. Create momentum that helps others move forward with confidence.

Time Management

/05

Time Management reflects an ability to thrive under time constraints and maintain effectiveness with deadlines. You likely excel at:

- Staying productive when time is limited
- Managing multiple deadlines effectively
- Finding efficient ways to complete important work

To amplify this strength, practice breaking down time-sensitive work into manageable pieces. Create clear timelines that help maintain steady progress. Build buffer time into schedules for unexpected challenges.



The path to fulfilment is not found by fixing something broken, but rather developed through nurturing what already blooms naturally within you.



Coordination

/06

Coordination reflects an ability to bring different elements and efforts together into successful collective outcomes. You likely excel at:

- Aligning various teams and contributions toward shared goals
- Creating clarity in complex collaborative situations
- Ensuring different parts of work fit together effectively

To amplify this strength, practice looking for ways to create connections between different work streams and teams. Build frameworks that help others see how their work connects. Create opportunities to bring different perspectives together toward shared outcomes.

Process Architecture

/07

Process Architect reflects an ability to create effective systems that enhance team and individual performance. You likely excel at:

- Designing workflows that make work smoother and more efficient
- Creating systems that help teams collaborate effectively
- Building processes that stand up to real-world challenges

To amplify this strength, look for opportunities to improve how work gets done through thoughtful system design. Create processes that make complex work more manageable. Build frameworks that help others work more effectively together.

Context Switching

/08

Context Switching reflects an ability to move effectively between different types of work while maintaining quality. You likely excel at:

- Managing multiple projects simultaneously without losing track of important details
- Quickly adapting to different types of tasks throughout your day
- Staying productive when your work requires frequent shifts in attention

To amplify this strength, practice moving between different types of work intentionally. Build clear transition points between tasks. Build organization systems with notes to support quick context changes.



We search endlessly for our purpose, yet it often lies in plain sight - in the things we do effortlessly with joy.

Conceptual Thinking

/09

Conceptual Thinking reflects an ability to start with big concepts and effectively break them into manageable pieces. You likely excel at:

- Creating clear frameworks that help organize complex work
- Breaking large projects into logical, achievable components
- Helping others see how specific tasks connect to larger goals

To amplify this strength, challenge yourself to validate conceptual models against business outcomes. Test frameworks by explaining them to diverse audiences. Learn when simpler approaches might serve better than complete models.

Independence

/10

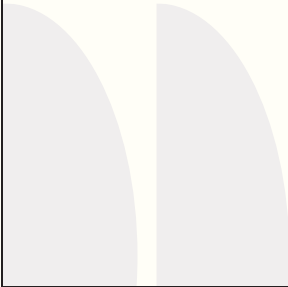
Independence reflects an ability to drive work forward and maintain progress through self-direction and clear ownership. You likely excel at:

- Taking initiative to solve problems without waiting for explicit direction
- Maintaining momentum on projects through self-generated motivation
- Creating clear paths forward in ambiguous situations

To amplify this strength, seek opportunities to define and shape new initiatives where you can take meaningful ownership. Practice making autonomous decisions while keeping stakeholders informed. Look for ways to expand your sphere of influence through well-executed independent work.

Navigating Blindspots

+ Stronger

	Pattern Rush
	Snap Judgment Risk
	Risk Romanticizing
	Initiative Overload
	Artificial Urgency
	Coordination Overhead
	System Rigidity
	Attention Dispersion
	Over-Engineering
	Stakeholder Blindness
	

Our greatest strengths often come with natural blind spots, tendencies that can get in our way. Rather than viewing these as something to fix, think of them as the natural counterpart of what makes you exceptional. Awareness of these patterns helps you stay mindful of potential pitfalls while keeping your focus on what you do best.

Pattern Rush

/01

Your quick ability to connect information can lead to premature conclusions and missed nuances.

- You may draw connections too quickly before fully understanding individual elements
- Your synthesizing speed might skip over important contextual details
- Your pattern-seeking could create false equivalencies between different situations

To mitigate this blindspot, force yourself to examine each element individually before making connections. Additionally, test your syntheses by looking for evidence that might contradict your pattern matching.

Snap Judgment Risk

/02

Your quick decision-making can sometimes lead to overlooking important factors and long-term implications.

- You might make decisions without gathering crucial context that could alter your choice
- Your speed could lead to insufficient consideration of downstream impacts
- You may miss valuable input from stakeholders in the rush to decide

To mitigate this blindspot, create a quick mental checklist of key considerations before finalizing important decisions. Build in brief reflection points to verify that speed isn't coming at the cost of quality.



Just as every peak creates a valley, every strength shapes a blindspot. It is not a problem warranting a solution, only understanding.

Risk Romanticizing

/03

Your comfort with uncertainty can lead to underestimating real dangers and necessary precautions.

- You might take on risks without fully considering their potential negative impacts
- Your embrace of uncertainty could create anxiety for team members who need more stability
- You may overlook important safety nets and backup plans in your enthusiasm to move forward

To mitigate this blindspot, create a structured risk assessment process for significant decisions. Build in regular checkpoints to evaluate if risk levels remain acceptable as situations evolve.

Initiative Overload

/04

Your enthusiasm for starting new things can lead to too many concurrent initiatives and incomplete projects.

- You might initiate new projects before existing ones are properly established
- Your start-up energy could create excitement that isn't sustainable for the long term
- You may unknowingly overwhelm teams with too many new beginnings

To mitigate this blindspot, establish a limit on concurrent new initiatives. Create a checkpoint system that requires proper closure or handoff of existing projects before starting new ones.

Artificial Urgency

/05

Your comfort with time pressure can lead to creating unnecessary stress and rushed decisions.

- You might inject urgency into situations that would benefit from more measured approaches
- Your pace could create anxiety for team members who need more processing time
- You may sacrifice quality or thoroughness in pursuit of speed

To mitigate this blindspot, regularly evaluate whether timelines are driven by real constraints or habitual urgency. Create deliberate slow-down points for decisions with long-term implications.



Excellence isn't about eliminating blindspots, but dancing gracefully with their presence. Let awareness be your guide and systems your guardrails.

Coordination Overhead

/06

Your focus on alignment and integration can create unnecessary complexity and slow down straightforward work.

- You might create excessive coordination requirements for tasks that could be handled independently
- Your drive for collaboration could lead to meeting fatigue and reduced individual productivity
- You may overlook the efficiency benefits of occasional siloed work

To mitigate this blindspot, evaluate whether each coordination point adds sufficient value to justify the time investment. Create clear criteria for when work needs coordination versus when it can proceed independently.

System Rigidity

/07

Your drive for systematic approaches may sometimes create unnecessary barriers and inflexibility.

- You might build overly complex processes for simple tasks
- Your love of structure could stifle natural, organic workflows
- You may resist valuable improvisations or exceptions to established processes

To mitigate this blindspot, regularly ask if each step in your processes truly adds value. Make it a practice to identify one process each month that could be simplified or eliminated.

Attention Dispersion

/08

Your comfort with frequent context changes can fragment your impact and create confusion yourself or for those around you.

- You may underestimate the time needed to properly complete each task before switching
- Your quick transitions might leave loose-ends that create complications for others
- Your flexible attention could result in missed details that require sustained focus

To mitigate this blindspot, implement a 'definition of done' checkpoint before each context switch to ensure you're not leaving critical gaps. Additionally, group similar tasks together in focused time blocks rather than switching randomly between different types of work.



Managing blindspots involves building awareness and simple counterbalance systems. Create windows where walls once stood.

Over-Engineering

/09

Your drive to create comprehensive conceptual frameworks can lead to unnecessarily complex solutions and wasted effort.

- You might build elaborate structures for problems that need simple, straightforward solutions
- Your conceptual frameworks may add unnecessary complexity to straightforward work processes
- You could spend excessive time on theoretical models when quick action is needed

To mitigate this blindspot, always ask if a simpler solution could solve the core problem. Start with minimal viable frameworks and add complexity only when needed. Focus on practical outcomes over theoretical elegance.

Stakeholder Blindness

/10

Your self-reliant approach can overlook important perspectives and create unnecessary resistance to your decisions.

- You may move forward without considering key stakeholder impacts
- Your independence might create misalignment with team priorities
- Your autonomous style could miss valuable input that would improve outcomes

To mitigate this blindspot, map essential stakeholders before major decisions and gather brief input from critical partners. Additionally, create regular alignment checks to ensure your direction supports broader team goals.

Understanding Your Working Style



Ever wonder why certain colleagues just "get" you while others seem to speak a different language?

It comes down to working styles — the natural ways we communicate, make decisions, and contribute on teams. Understanding yours (and recognizing others') transforms frustrating dynamics into productive partnerships.

Your assessment reveals which of four fundamental working styles comes most effortless to you. This isn't about putting you in a box— it's about understanding your natural patterns so you can work with them, not against them.

AS YOU READ YOUR STYLE

Pay attention to:

- How teammates might operate differently — Recognizing that others' approaches aren't wrong, just different from yours
- Your natural communication patterns — How you prefer to share information and ideas
- Your decision-making approach — The process that helps you feel confident in choices
- What you prioritize in work — Whether it's speed, accuracy, consensus, or practicality

THE FOUR WORKING STYLES



ACCELERATOR

Accelerators naturally drive progress and energize teams toward ambitious goals through decisive action and forward momentum.



HARMONIZER

Harmonizers instinctively create connection and psychological safety through empathetic understanding and inclusive collaboration.



ANALYST

Analysts naturally dive deep to understand root causes and create systematic solutions through rigorous, methodical thinking.



PRAGMATIST

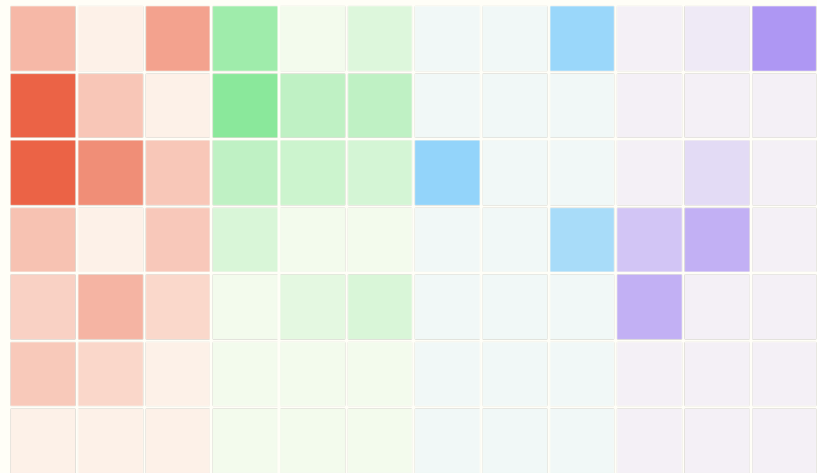
Pragmatists excel at cutting through complexity to find practical solutions through efficient, grounded thinking.

Your Working Style: Accelerator

As an Accelerator, you naturally drive momentum and inspire action in everything you touch — while others might prefer more planning or consensus-building first.

Your ability to create rapid progress moves teams forward when Analysts might still be researching or Harmonizers are still building alignment, turning ambitious visions into tangible results through decisive action.

01 / Accelerator 02 / Harmonizer 03 / Pragmatist 04 / Analyst



i The Four Styles are color-coded and ordered from most to least pronounced. Each square represents a strength associated with that style. Dark squares represent pronounced strengths. The more spread out your colors are, the more balanced you are across styles.

Appreciating Your Accelerator Style

“

Understanding yourself is the beginning of all wisdom.

Your Strengths as an Accelerator

- You synthesize complex information into instant action exceptionally well. Your rare ability to gather diverse inputs and immediately see patterns enables decisive movement while others are still processing, creating competitive advantages through both speed and accuracy.
- You develop teams through empowerment rather than control. Your blend of independence and team development means you grow others by giving them meaningful ownership and autonomy, building capable leaders who can match your pace.
- You thrive when starting multiple initiatives simultaneously. Your exceptional activation energy combined with multi-focus abilities lets you launch several projects at once, creating organizational momentum while cross-pollinating insights between ventures.
- You navigate uncertainty with remarkable confidence. Your complete comfort with risk and emergence means you can lead through ambiguity when others need guarantees, creating clarity through action rather than endless analysis.

Blindspots as an Accelerator

- Your processing speed can leave others behind. You synthesize and decide so rapidly that teammates might feel steamrolled, potentially missing valuable input or necessary buy-in that could strengthen your bold initiatives.



Understanding our differences allows us all to work better together.

- Your activation focus may neglect follow-through. Starting things energizes you far more than completing them, potentially leaving unfinished initiatives that can erode organizational trust and dilute your considerable impact.
- Your comfort with risk might overlook others' need for safety. While uncertainty energizes you, teammates may need more structure and predictability to perform well, creating anxiety that undermines the momentum you generate.
- Your urgency can sacrifice strategic patience. The drive for immediate action might bypass opportunities that require longer cultivation, potentially missing deeper value that emerges through sustained investment rather than rapid iteration.

How to be a more effective team member as an Accelerator

- Create structured moments for team input before decisions. Schedule brief windows for others to contribute, especially those who need reflection time, without sacrificing your natural momentum or decision-making speed.
- Design handoff protocols for your initiated projects. Establish clear transition points where others who thrive on completion can take ownership, celebrating these handoffs as successful launches rather than abandonments.
- Build information-gathering partnerships with complementary styles. Your synthesis skills need complete inputs; actively seek those whose thoroughness balances your speed to strengthen your rapid assessments and decisions.
- Translate your rapid insights into digestible narratives. Your instant pattern recognition can bewilder others; taking moments to explain your reasoning helps teams understand and commit to your direction.

How to thrive as an Accelerator

- Rotate between rapid-fire collaboration and slower-paced interactions. After intense sessions with fellow Accelerators, engaging with Analysts' depth or Harmonizers' connection provides necessary perspective while preventing burnout from constant velocity.
- Build patience reserves for different processing speeds. Schedule meetings with deliberate styles when your energy peaks, allowing you to engage with their thoroughness without frustration derailing the valuable collaboration.
- Create "speed agreements" with different styles upfront. Negotiate when quick decisions are acceptable versus when deeper processing is needed, preventing friction while respecting both your urgency and others' needs.
- Partner strategically with complementary styles for sustainability. Pairing with Pragmatists for execution and Analysts for validation prevents your initiatives from flaming out, while Harmonizers ensure adoption without resistance.

EMOTIONAL ACCELERATION

◆ Unique Ability

Compared to other Accelerators, you have a unique ability to drive rapid progress while maintaining deep human connection. You read emotional dynamics instantly, adjusting your approach to maintain trust while pushing forward, creating momentum through alignment rather than force.

Uncommon ability—16% of Accelerators

PATTERN SYNTHESIS

◆ Unique Ability

Compared to other Accelerators, you have a unique ability to connect disparate information streams into actionable insights at exceptional speed. You see relationships between ideas that others need time to discover, making intuitive leaps that prove remarkably accurate.

Very rare ability—only 25% share this

MAKE IT ACTIONABLE

1. Reflect on a recent team conflict — can you trace it back to a clash in working styles rather than personal differences?
2. Identify one colleague whose approach frustrates you — could their style actually be complementing yours?
3. In your next meeting, notice how different people contribute — who pushes for action, who asks for data, who checks on team dynamics, who suggests practical solutions?
4. Take a recent idea you struggled to explain — how would you re-frame it for an Accelerator, Analyst, Harmonizer, and Pragmatist?



Working with Harmonizers

🎯 Spotting Harmonizers

Look for those that check the room's emotional temperature constantly. They notice when someone hasn't spoken, mediate tensions before they explode, and reframe conflicts as misunderstandings.

Building trust with Harmonizers

- Slow your pace for relationship-building moments. While you process instantly, Harmonizers often need personal connection first; investing a few minutes in genuine dialogue can unlock hours of productive collaboration and sustained commitment to your shared goals.
- Share the human impact of your rapid decisions. Your risk-taking can feel less reckless to Harmonizers when you acknowledge how changes affect people and show you've considered emotional implications alongside business objectives and measurable outcomes.
- Partner with Harmonizers to translate your vision organizationally. Their relationship networks and trust-building abilities can help your rapid innovations gain broader acceptance across teams and stakeholder groups who might otherwise resist sudden changes.

In decisions, they ask "how will this affect the team?" first. They naturally facilitate discussions where all voices are heard. They often gauge success by both outcomes and how the team feels about the process.

Understanding Harmonizers

- Communication Style: Diplomatic, inclusive, focused on building consensus and connection
- Decision-Making Approach: Collaborative, considers impact on people and relationship
- Energy Source: Building connections, fostering unity, helping others thrive

Making decisions with Harmonizers

- Present your synthesized information through a people-first lens. Frame your rapid conclusions by considering team dynamics and stakeholder relationships alongside business logic to engage Harmonizers more fully in decision-making processes and secure their authentic buy-in.
- Build consensus moments into your urgent timelines. Brief structured opportunities for Harmonizers to gauge team readiness and surface concerns can prevent resistance before your next rapid pivot, ultimately saving time and preserving crucial relationships long-term.
- Collaborate with Harmonizers to identify relational risks in decisions. Their sensitivity to interpersonal dynamics can reveal implementation challenges your speed and pattern-focus might completely overlook, strengthening your solutions before you launch them organizationally.

Managing conflict with Harmonizers

- Address emotional dynamics before driving to solutions. When tensions arise, acknowledging feelings and relationships first can help Harmonizers engage with problems more effectively than your natural tendency toward immediate problem-solving approaches.
- Moderate your directness while maintaining clarity. Your rapid-fire, risk-embracing communication style might feel aggressive to Harmonizers; softening delivery without sacrificing decisiveness can keep them engaged and receptive to your ideas.
- Team up with Harmonizers as bridges when your speed creates friction. They can help repair relationships and rebuild trust while you maintain forward momentum on critical initiatives, creating parallel paths for both progress and connection.



Working with Pragmatists

Spotting Pragmatists

Look for those who bring conversations back to available resources and current capabilities. Pragmatists often abstract ideas into concrete steps and prefer tested solutions to experimental ones.

Building trust with Pragmatists

- Ground your big visions in practical next steps. Pragmatists often respect your activation energy but need concrete plans; translating synthesized insights into specific, achievable milestones can build credibility and demonstrate your ideas are truly actionable.
- Demonstrate follow-through on your rapid-fire commitments. Your speed might initially impress Pragmatists, but trust typically comes from consistently delivering on promises and proving your risk-taking yields tangible results they can measure and replicate.

They might ask about budget, suggest starting with existing tools before buying new ones, and propose phased approaches to ambitious projects. They often help groups understand what's actually needed to turn ideas into reality.

Understanding Pragmatists

- Communication Style: Clear, concrete, focused on practical realities
- Decision-Making Approach: Practical, based on experience and what works
- Energy Source: Solving problems, simplifying complexity, getting things done

- Partner with Pragmatists to operationalize your innovations. Their execution focus can effectively scale your successful experiments, showing respect for their practical expertise while you move on to initiate the next breakthrough or transformation.

Making decisions with Pragmatists

- Balance your risk appetite with their need for feasibility. Finding middle ground by breaking bold visions into pragmatic phases can satisfy both your urgency and their practical concerns about resources, timelines, and actual organizational capacity.
- Define "good enough" thresholds that enable action. Your comfort with uncertainty can meet their need for clarity when you establish minimum viable criteria that trigger forward movement without requiring perfect information or ideal conditions.
- Collaborate with Pragmatists to pressure-test your synthesized solutions. Their practical lens can identify implementation barriers your pattern-thinking misses, helping adjust course before committing resources to potentially unfeasible paths or unrealistic timelines.

Managing conflict with Pragmatists

- Focus disagreements on outcomes rather than methods. When you clash over approaches, redirecting to shared goals and letting Pragmatists find practical paths to your ambitious targets can resolve tensions while respecting both perspectives equally.
- Acknowledge how your constant activation disrupts their execution. Your stream of new initiatives might derail their steady progress; providing buffer zones or transition periods can maintain productive collaboration without sacrificing either person's natural rhythm.
- Team up with Pragmatists to ground the team during turbulence. When your risk-taking creates anxiety, their practical perspective can provide concrete next steps that calm worried colleagues while maintaining the forward progress you both value.



Working with Analysts

Building trust with Analysts

- Support your pattern recognition with concrete data points. While you synthesize information instantly, Analysts often need evidence; providing key metrics or examples can illuminate your rapid reasoning and build confidence in your bold conclusions.

Spotting Analysts

Look for people who use frameworks for evaluation, prefer written documentation to verbal agreements, and those who ask clarifying questions that reveal unconsidered angles.

Analysts might request metrics to measure success, or point out logical inconsistencies in plans. They often prefer having complete information and may be comfortable with longer decision timelines if it means better outcomes.

Understanding Analysts

- Communication Style: Precise, thorough, focused on accuracy and clarity
- Decision-Making Approach: Methodical, data-driven, seeks comprehensive understanding
- Energy Source: Discovering insights, solving complex problems, finding truth

- Respect their depth while maintaining your pace. Giving Analysts focused questions to research while you keep moving shows you value their rigor without sacrificing your natural velocity, creating complementary workflows that honor both styles effectively.
- Partner with Analysts as quality validators for your initiatives. Working together to stress-test rapid experiments uses their analytical depth to strengthen bold moves before organization-wide rollout begins, reducing risk while maintaining essential speed.

Making decisions with Analysts

- Set explicit time boundaries for analysis phases. Your urgency and their thoroughness can coexist when you agree upfront on research deadlines and what constitutes sufficient information for decisions, preventing paralysis while ensuring appropriate diligence.
- Create parallel tracks for deep analysis and rapid action. While Analysts examine complexities, maintaining momentum on clear next steps and reconvening at defined points can integrate their insights effectively without stalling progress entirely.
- Collaborate with Analysts to spot hidden risks in your solutions. Their systematic thinking can identify failure points your synthesis speed and pattern-focus might miss, building more robust outcomes through genuinely complementary perspectives and approaches.

Managing conflict with Analysts

- Separate your urgency from their analytical concerns. When tensions rise, distinguishing between your impatience for action and their need for thorough understanding can help respect both as equally valid approaches to achieving excellence.
- Allow processing time before expecting commitment. Your instant synthesis might overwhelm Analysts who need to work through logic methodically; providing space without interpreting it as resistance helps maintain trust and productive collaboration.
- Team up with Analysts as objective arbiters in heated conflicts. When your passion and risk-taking create friction, their fact-based perspectives can refocus everyone on data rather than emotions or personalities, cooling tensions effectively.



Working with Fellow Accelerators

Spotting Accelerators

Look for those who naturally create momentum in groups. In projects, they're already dividing tasks while others are still defining the problem.

They'll set aggressive deadlines, celebrate quick wins, and get frustrated when discussions drag on without decisions. They keep meetings short and focused, may send voice notes instead of long emails, and typically prefer trying things over than discussing them.

Amplifying Shared Strengths

- Create rapid-innovation partnerships that break new ground. When two Accelerators align, your combined synthesis abilities and risk tolerance can achieve breakthroughs others might not dare attempt, pushing boundaries at unprecedented speed together.
- Divide initiatives to maximize activation energy. Instead of competing for the same new projects, strategically splitting ventures ensures you both get the startup rush that energizes you most while covering more organizational ground.
- Build momentum through mutual accountability. Your shared urgency and rapid decision-making can create powerful peer pressure; quick check-ins can keep each other moving at maximum velocity while celebrating wins along the way.

Navigating Shared Blindspots

- Institute completion protocols before major launches. If neither of you naturally drives follow-through, building structured checkpoints with detail-oriented team members can prevent oversight-driven failures from derailing your ambitious initiatives and shared momentum.
- Recruit operational partners for systematic execution. Your shared activation focus might mean completion suffers; deliberately bringing in people energized by finishing and systematizing can address this gap while you both move forward.
- Schedule relationship maintenance amid the constant sprint. Your mutual results focus can neglect team morale and interpersonal dynamics; building deliberate moments to attend to human needs helps sustain long-term performance and engagement.

Understanding Accelerators

- Communication Style: Direct, decisive, focused on outcomes and next steps
- Decision-Making Approach: Quick, intuitive, bias for action over analysis
- Gets Energy From: Achieving results, creating momentum, beating goals

Creating Complementary Rhythms

- Alternate who leads primary initiatives. Taking turns being the main driver versus the accelerant can prevent collision while maintaining high engagement and allowing each person to shine independently in their natural leadership style.
- Stagger your risk-taking for portfolio balance. While one pursues bold experiments, the other might optimize existing wins, creating sustainable growth without boring either of you with routine work or predictable challenges.
- Design clear handoff points between initiation and scaling. One Accelerator can launch ventures while another takes successful experiments to the next level, honoring your shared activation preference while ensuring complete value creation occurs.

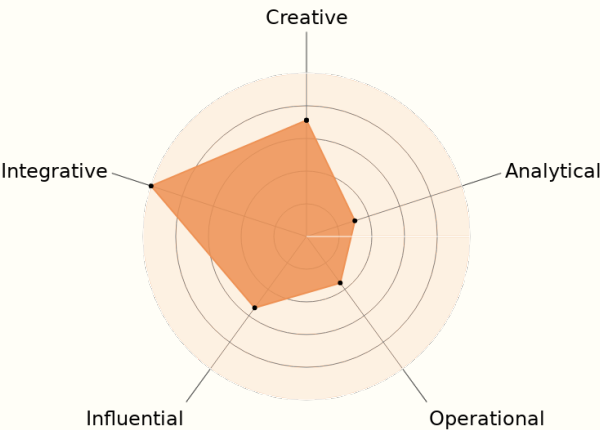
The Five Types of Work

INTRODUCTION

The work you find most energizing naturally aligns with one of five distinct types of work found in the modern workplace. This reflects how your innate strengths shape the ways you most effectively create value and solve problems.

	ABOUT	KEY STRENGTHS	EXAMPLE WORK
ANALYTICAL	Studies information to find important patterns and answers, turning complex data into clear insights others can use.	Abstract Reasoning, Logical Analysis, Depth Creation, Specialization	Analyzing weekly user reports to identify which products perform best and why customers choose them.
CREATIVE	Brings ideas to life through design and original expression, focusing on making things that look and feel engaging.	Creation, Aestheticism, Self-Ideation, Innovation, Language	Creating compelling media campaigns that tell a brand's story through compelling words and visuals.
INTEGRATIVE	Combines different parts, people, and ideas into complete solutions that work well together as one system.	Integration, Synthesis, Coordination, Process Architecture, Polymathic	Bringing together marketing, sales, and product teams to launch new features that customers actually want.
INFLUENTIAL	Builds relationships and persuades others through clear communication and human motivations.	Language, Emotional Understanding, Energy Creation, Collective Energy, Confidence	Developing sales presentations that show how products solve customer problems and drive business value.
OPERATIONAL	Makes reliable systems and processes that help teams deliver consistent, high-quality results every time.	Structure Creation, Completion, Vigilance, Detail Orientation, Time Management	Creating clear processes and guides that help support teams resolve customer issues consistently and quickly.

Finding Energizing Work

The Five Types of Work	
Different types of work need different approaches - some tasks require creativity, others need careful analysis. Knowing which types of work light you up helps you find roles that play to your strengths. When your daily tasks match your natural talents, work becomes more engaging and satisfying.	

	Your Primary Type: Integrative
“ The key to fulfillment lies in prioritizing what energizes you, not what impresses others.	You are energized by connecting different pieces into cohesive wholes. You're most in your element when you're bringing together various elements whether they're ideas, systems, or people, into smoothly functioning solutions. What is Integrative Work? Integrative work is about seeing the big picture and making all the pieces work together effectively. It's the craft of building bridges between different parts to create something greater than the sum of its parts. • Designing systems that connect different functions and processes, ensuring all parts work together smoothly to achieve shared goals • Coordinating diverse teams and activities to deliver complex outcomes, making sure everyone's efforts align and support overall objectives • Building strategic frameworks that help organize complicated projects, creating clear structures that help people understand how everything fits together • Finding ways to connect different tools and processes, developing solutions that make work flow more smoothly across different areas • Creating approaches that balance competing needs and priorities, finding ways to meet multiple objectives without sacrificing key requirements

Integrative Traits

People who excel in integrative work often share certain characteristics that help them thrive in roles requiring coordination and systems thinking.

- Strong Integration abilities - naturally seeing how different pieces fit together and identifying ways to connect separate elements effectively
- Developed Process Architecture skills - designing systematic approaches that help teams work together more effectively across boundaries
- Natural Coordinative capability - bringing different people and activities together in ways that create smooth, effective collaboration
- Strength in Conceptual Thinking - seeing the big picture clearly and breaking it down into manageable, connected pieces
- A Synthesis orientation - combining different ideas and approaches into cohesive, workable solutions that serve multiple needs
- Polymathic abilities - applying insights from one area to another, finding patterns that help connect different domains
- Structure Creation abilities - building frameworks that help organize complex activities and guide effective execution
- Systems Thinking orientation - understanding how different parts influence each other and impact overall outcomes

Finding Integrative Work



When you work in your natural flow, time passes differently and you don't need as much effort.

In today's interconnected workplace, integrative opportunities are crucial. The key is identifying roles and projects where bringing things together effectively drives success.

- Look for projects that involve coordinating multiple teams or functions, particularly ones requiring smooth collaboration across boundaries
- Seek opportunities to design systems or processes that connect different areas, especially roles that focus on improving how things work together
- Find teams that value big-picture thinking and coordination, particularly in areas like program management or systems integration
- Focus on roles where you can regularly bring different pieces together, helping create more effective ways of working across groups
- Join projects that need someone to see the whole picture and help make all the pieces fit together smoothly

Your Natural Complement: Creative Work



Reflect on moments that light you up, they're clues leading to your most rewarding contributions.

What is Creative Work?

Creative work transforms imagination into tangible reality through innovative design and original expression. It combines artistic vision with practical purpose to create meaningful experiences that engage and inspire others.

- Designing visual elements and crafting content that captures attention and drives engagement, drawing from your natural ability to understand what resonates with different audiences
- Expressing complex ideas through clear, visually compelling mediums that make important concepts accessible and memorable, leveraging your communication skills and creative insights
- Discovering fresh approaches to presenting information by thinking beyond conventional solutions, applying your creative problem-solving abilities to uncover unique perspectives
- Crafting experiences that forge emotional connections while conveying complex concepts in relatable ways, balancing audience needs with engaging design elements
- Building solutions that thoughtfully combine functional requirements with appealing aesthetics, ensuring your work delivers practical value and visual impact

Key Creative Traits

Your creative talents are driven by a unique combination of natural abilities and developed skills that enable you to consistently produce original, high-impact work.

- A drive to generate fresh ideas and approaches that enhance your work, finding energy and satisfaction in the process of bringing new concepts to life
- An eye for visual harmony and a talent for applying design principles effectively, creating polished, professional results that resonate with others
- The ability to independently develop unique concepts and solutions, energized by the process of transforming abstract ideas into concrete reality
- A natural inclination to identify opportunities for improvement and apply creative thinking to discover innovative possibilities
- Skill in generating multiple unique solutions to challenges, fueled by the energy of exploring different angles and unconventional approaches
- A gift for expressing ideas in visually compelling ways, finding fulfillment in making information engaging and accessible to others

Leveraging Creative Work

“

The goal isn't where your skills meet demand, but rather where your strengths meet meaningful challenges

Your creative capabilities provide a powerful complement to your primary work style, enabling you to enhance your overall effectiveness and deliver more engaging, impactful results.

- Incorporate design elements strategically to capture attention and drive engagement, drawing from your understanding of what resonates with different audiences
- Apply creative problem-solving to discover innovative solutions that align with your primary strengths, energized by the productive combination of different approaches
- Transform complex information into compelling visual stories that make your work more accessible and memorable, amplifying the impact of your natural communication abilities
- Leverage your innovative thinking to infuse fresh perspectives into your dominant work style, finding satisfaction in discovering more effective ways to achieve your goals
- Enhance your work with creative elements that boost engagement and impact, guided by your strong grasp of design principles and sense of visual harmony

Aligned Careers

Roles to Explore		
Ecosystem Development	Campaign Development	Product Marketing
Innovation Development	Project and Product Management	Change Management
Product Design	Organizational Development	Community Development

When we align our work with our natural inclinations, it feels less like effort and more like flow. This section offers perspectives on roles that might energize you - not as definitive answers, but as inspiration to broaden your career horizons. While we often view career choices through the lens of status or others' expectations, this is your chance to explore possibilities that truly resonate with who you are and how you intrinsically work best.

Ecosystem Development		/01 Integrative	/02 Influential
Creates and nurtures platform/partnership ecosystems that drive network effects and sustainable growth through strategic design and operations			
EXAMPLE WORK Managing platform ecosystems, developing partner programs, implementing ecosystem metrics, designing growth strategies COMMON TITLES Partner Manager, Strategic Partnership Manager, Director of Partnerships, VP of Business Development, VP of Partnerships COMMON TEAMS Platform & Ecosystem, Partnerships & Business Development, Strategy & Planning, Innovation & R&D		WHY THIS WORK MAY FIT • Your exceptional synthesis abilities enable you to connect diverse partnerships and platforms into cohesive ecosystems. • Your integrative thinking helps you design systems where different elements work together effectively. • Your comfort with risk and future-orientation positions you well for building innovative platform strategies. • Your relationship focus and coordination skills help you manage complex stakeholder networks successfully. • Your ability to quickly recognize patterns helps you identify strategic opportunities across diverse business ecosystems.	

Campaign Development		/01 Creative	/02 Integrative
Creates integrated marketing campaigns that drive specific outcomes through strategic messaging, creative execution, and coordinated delivery			
EXAMPLE WORK Designing campaign strategies, developing creative concepts, coordinating multi-channel execution, measuring campaign performance COMMON TITLES Marketing Manager, Campaign Manager, Director of Marketing, VP of Marketing, VP of Growth COMMON TEAMS Marketing & Communications, Strategy & Planning, Innovation & R&D, General		WHY THIS WORK MAY FIT • Your creative thinking and synthesis abilities help you craft integrated marketing campaigns with compelling narratives. • Your rapid decision-making allows you to adapt campaign strategies quickly as market conditions change. • Your activation energy excels at launching new initiatives and building excitement around marketing concepts. • Your coordination skills help you orchestrate multiple campaign elements across different channels effectively. • Your relationship focus enables you to develop campaigns that resonate emotionally with target audiences.	
Innovation Development		/01 Creative	/02 Analytical
Creates novel solutions to significant problems by combining creative exploration with practical execution to deliver valuable innovations			
EXAMPLE WORK Developing new business models, creating breakthrough features, exploring emerging technologies, designing innovative solutions COMMON TITLES Product Manager, Innovation Manager, Director of Product, Director of Innovation, VP of Product COMMON TEAMS Innovation & R&D, Product & Design, Strategy & Planning, Engineering		WHY THIS WORK MAY FIT • Your comfort with risk and uncertainty makes you well-suited for pioneering novel solutions. • Your creative thinking helps you envision possibilities that others might miss or dismiss prematurely. • Your activation energy excels at initiating experimental projects and building momentum around new ideas. • Your synthesis abilities help you connect diverse concepts into breakthrough innovations with practical applications. • Your future-orientation helps you anticipate emerging trends and develop solutions for tomorrow's challenges.	

Project and Product Management		/01 Operational	/02 Integrative
Plans, executes, and delivers discrete initiatives by coordinating resources, timelines, and stakeholders to achieve specific objectives			
EXAMPLE WORK Product launches, engineering initiatives, operational changes, cross-functional coordination COMMON TITLES Product Manager, Program Manager, Technical Program Manager, Director of Product, VP of Product COMMON TEAMS Product & Project Management, Operations & Process, Strategy & Planning, General		WHY THIS WORK MAY FIT • Your process architecture strengths help you design effective workflows that keep projects moving forward. • Your coordination abilities enable you to align diverse stakeholders and resources toward common objectives. • Your rapid decision-making helps maintain momentum when projects encounter unexpected obstacles or changes. • Your synthesis skills help you integrate different perspectives and requirements into cohesive product strategies. • Your activation energy excels at launching new initiatives and generating enthusiasm for product visions.	
Product Design		/01 Creative	/02 Integrative
Shapes solutions that meet user needs and business objectives through iterative design thinking and deep understanding of user behavior			
EXAMPLE WORK Creating user interfaces, developing interaction patterns, designing product features, crafting user experiences COMMON TITLES Product Designer, UX Designer, Design Manager, Director of Product Design, VP of Product COMMON TEAMS Product & Design, Innovation & R&D, Engineering, General		WHY THIS WORK MAY FIT • Your creative thinking helps you envision innovative solutions to user problems and experience challenges. • Your integrative abilities enable you to balance aesthetic considerations with practical functionality and technical constraints. • Your synthesis skills help you transform user research and business requirements into coherent design solutions. • Your future-orientation positions you well for designing products that anticipate evolving user needs. • Your conceptual thinking helps you create frameworks that guide consistent user experiences across products.	

Organizational Development		/01 Integrative	/02 Influential
Designs and implements organizational changes to improve effectiveness through systematic assessment and strategic intervention approaches			
EXAMPLE WORK Managing organizational change, developing culture initiatives, implementing transformation programs, designing org structures COMMON TITLES HR Business Partner, Organization Development Manager, Director of HR, VP of HR, VP of People COMMON TEAMS People & Recruiting, Strategy & Planning, Operations & Process, General		WHY THIS WORK MAY FIT • Your integrative thinking helps you design organizational structures that balance efficiency with human needs. • Your synthesis abilities enable you to connect business strategy with people systems and cultural elements. • Your process architecture strengths help you design effective frameworks for organizational change and growth. • Your relationship focus helps you navigate the human dynamics essential to successful organizational transformation. • Your conceptual thinking helps you create models that make complex organizational challenges more manageable.	
Product Marketing		/01 Influential	/02 Integrative
Develops and executes go-to-market strategies that connect products with customers through compelling positioning, messaging, and launch execution			
EXAMPLE WORK Creating product positioning, developing launch plans, creating sales enablement materials, managing product communications COMMON TITLES Product Marketing Manager, Marketing Manager, Director of Product Marketing, VP of Product Marketing, VP of Marketing COMMON TEAMS Marketing & Communications, Product & Design, Strategy & Planning, General		WHY THIS WORK MAY FIT • Your synthesis abilities help you craft compelling product narratives that connect features with customer benefits. • Your relationship focus enables you to develop messaging that resonates emotionally with different audience segments. • Your coordination skills help you align product marketing efforts across various channels and stakeholder groups. • Your rapid decision-making helps you adapt marketing strategies quickly as market conditions change. • Your activation energy excels at generating excitement around product launches and new feature announcements.	

Change Management			
		/01 Influential	/02 Integrative
Guides organizations through transitions by managing human impacts, communication, and implementation of organizational changes			
EXAMPLE WORK Organizational changes, process transformations, product transitions, change implementation COMMON TITLES Project Manager, Program Manager, Change Manager, Director of Program Management, VP of Operations COMMON TEAMS People & Recruiting, Operations & Process, Strategy & Planning, General		WHY THIS WORK MAY FIT • Your relationship focus helps you build the trust necessary for guiding people through organizational transitions. • Your process architecture strengths help you design effective frameworks for implementing complex organizational changes. • Your synthesis abilities enable you to communicate how separate change initiatives connect to broader organizational goals. • Your coordination skills help you orchestrate multiple change elements across different teams and departments. • Your activation energy excels at generating initial momentum and enthusiasm for change initiatives.	
Community Development			
		/01 Influential	/02 Creative
Creates and nurtures engaged groups around shared interests by combining strategic community design with practical engagement tactics			
EXAMPLE WORK Developing community programs, managing engagement initiatives, creating community content, fostering member connections COMMON TITLES Community Manager, Program Manager, Community Director, Director of Community, VP of Marketing COMMON TEAMS Marketing & Communications, Customer Success & Support, Partnerships & Business Development, General		WHY THIS WORK MAY FIT • Your relationship focus helps you build authentic connections that form the foundation of engaged communities. • Your creative thinking enables you to design engaging programs and experiences that foster community participation. • Your synthesis abilities help you identify common interests that can unite diverse community members. • Your coordination skills help you orchestrate community initiatives that involve multiple stakeholders and activities. • Your future-orientation positions you well for developing communities that evolve and grow over time.	

Where to Go from Here

CONCLUDING WORDS

You've discovered patterns about how you naturally work. Whether you're thriving in your current role or seeking something new, self-knowledge without application is merely entertainment. The real question is what you'll do differently tomorrow. Careers aren't built on assessments but on experiments—small, intentional adjustments that compound over time.

STEP 1: AWARENESS RECOGNIZING YOUR PATTERNS IN REAL TIME

Notice what's already happening without trying to change it. Your strengths and energy patterns are operating right now, shaping every interaction and decision—the invitation is simply to witness them with curiosity rather than judgment.

Activity

Share your assessment with three people who know you well—a colleague, a friend, and someone you live with. Ask each person to highlight the three positive things that most accurately capture who you are.

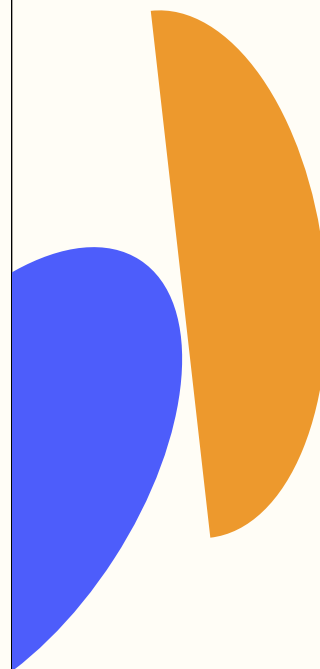
Others often see your patterns more clearly than you do, and Pigment gives them the language to finally tell you what they've always noticed.

Journal Prompts

-  What permission do you now have, knowing that others see and accept these strengths in you?
-  What would you change if you stopped trying to be good at everything but instead focused on becoming exceptional at a few things?
-  What hard project would you dare to attempt, knowing that as long as you used your strengths you could not fail?

ACTION ITEMS

-  Share your strengths with your manager to get more fitting work
-  Extract specific language for interviews, reviews, and LinkedIn
-  Join our newsletter for guidance on turning strengths into career momentum



FINDING CHANGES

Look for small, effortless adjustments that honor who you already are rather than who you think you should be. The goal isn't transformation but optimization—finding ways to swim downstream instead of fighting the current.

Activity

Carry a notecard this week. When you feel energized, in flow, or drained, jot the activity with a mark (+, ~, -). Aim for at least 10 activities daily. At week's end, review your patterns. Notice what consistently energizes versus drains you.

This simple tracking reveals which work to pursue versus avoid—giving you a compass to design a life that energizes rather than exhausts you.

Journal Prompts

-  Which obligation pretends to be mandatory but is actually a choice you keep making?
-  What if your career strategy was simply to follow your energy—where would it lead you that planning never could?

MAKING CHANGES

Start exactly where you are with whatever energy you have today. The smallest authentic action taken now beats the grandest intention postponed forever—your career changes through what you actually do, not what you plan to do.

Activity

Schedule a 10-minute weekly check-in using your assessment as a mirror. Ask yourself: Where can I double-down on strengths vs. forcing through weaknesses? What work is energizing and what draining work needs restructuring? What's one effortless adjustment I can make next?

Without regular check-ins, it's easy to drift back to old patterns. This weekly ritual compounds small changes into real transformation.

Journal Prompts

-  What's the one change you know you should make but are scared of actually making? What's the worst that could happen? What's the best?

ACTION ITEMS

-  Save this to your desktop and revisit when making career decisions
-  Send Pigment to three colleagues to improve collaboration
-  Invite your team to take Pigment and transform how you work

Onwards ☺,

*The
Pigment
Team*