

# Harmony

You look for areas of agreement. In your view there is little to be gained from conflict and friction, so you seek to hold them to a minimum. When you know that the people around you hold differing views, you try to find the common ground. You try to steer them away from confrontation and toward harmony. In fact, harmony is one of your guiding values. You can't quite believe how much time is wasted by people trying to impose their views on others. Wouldn't we all be more productive if we kept our opinions in check and instead looked for consensus and support? You believe we would, and you live by that belief. When others are sounding off about their goals, their claims, and their fervently held opinions, you hold your peace. When others strike out in a direction, you will willingly, in the service of harmony, modify your own objectives to merge with theirs (as long as their basic values do not clash with yours). When others start to argue about their pet theory or concept, you steer clear of the debate, preferring to talk about practical, down-to-earth matters on which you can all agree. In your view we are all in the same boat, and we need this boat to get where we are going. It is a good boat. There is no need to rock it just to show that you can.

## Action Items for This Theme

In discussions, look for the practical side of things. Help others see this practical side. It is the starting point of agreement.

Use your Harmony strength to build a network of people with differing perspectives on whom you can rely when you need expertise. Your openness to these differing perspectives will help you learn.

Accept the responsibilities of being a good team member. Your willingness to adjust and your tolerance for differing views can become significant strengths.

When two people are arguing, ask others in the group to share their thoughts. By increasing the number of voices in the conversation you are more likely to find areas where all parties can agree. You can draw people together.

Avoid roles that will lead you to confront people on a daily basis. Sales roles based upon "cold calls," or roles within highly competitive workplaces, for example, will frustrate or upset you.

Be ready to:

Practice your techniques for resolving conflict without confrontation. Without these polished techniques you might find yourself simply running away from conflicts, leaving them unresolved. This could lead you to passive/aggressive behavior.

Partner with someone with a strong Command or Activator theme. This person can help you confront the conflict head-on, when all your best efforts to resolve it have met with no success.

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