What Kind of *Genius* Runs Your Organization

Every organization has a personality, and no, it's not the one on the careers page. It's the real one, the one that shows up when a hard problem lands on the table at 4 p.m. on a Thursday.

Answer the questions below based on how your organization actually behaves, not how you wish it did. Circle one letter per question. Then tally.

1. Your all-hands meetings mostly sound like:

- **a.** Big questions about where the industry is drifting
- **b.** "What if we…" roughly forty times
- **c.** An honest discussion about which of the current ideas is the best one
- **d.** A rallying cry to move the team forward
- **e.** Teams offering each other help and volunteering for things.
- **f.** Status, metrics, and what actually shipped

2. Budget season. Your organization's core argument is:

- **a.** "We should be asking whether this whole budget category still makes sense."
- **b.** "Fund the three new things."
- **c.** "Two of these line items are wishful thinking. Here's the honest picture."
- **d.** "Let me get the room behind this and the money will follow."
- **e.** "Whatever gets decided, we'll make it work."
- **f.** "Here's what we committed to and here's what it costs. Sign."

3. The phrase most likely to be overheard in your hallway:

- **a.** "Is anyone else noticing this?"
- **b.** "Okay, I have an idea."
- **c.** "Something's off about that."
- **d.** "You all need to see this…we should move."
- **e.** "Send it over, I've got you."
- **f.** "Is it done?"

4. Meetings here tend to end:

- **a.** With a better question than the one they started with
- **b.** With more ideas than they started with
- **c.** With a clear read on what's real and what isn't
- **d.** With people on board and genuinely energized
- **e.** With several peoplevolunteering to help each other
- **f.** On time, with owners and dates

5. If your organization had a motto stenciled on the wall:

- **a.** "Ask better questions."
- **b.** "There's always another way."
- **c.** "Get it right."
- **d.** "Let's go."
- **e.** "Nobody works alone."
- **f.** Finish."

Tally

____	a	____	d
____	b	____	e
____	c	____	f

Scoring

Add up your letters. Combine them into pairs:

Your Letters	Your Culture
Mostly **A + B**	**Ideation Culture** (Wonder + Invention): You are the room people bring their impossible problems to, and you love it. Complex client puzzles are oxygen. The whiteboard is never clean.
Mostly **C + D**	**Activation Culture** (Discernment + Galvanizing): You prioritize and cut through noise fast, and when you decide to move, the whole building moves with you. Your instincts are good and your people are rallied.
Mostly **E + F**	**Implementation Culture** (Enablement + Tenacity): You are an execution machine. You ship, you support each other, you hit the date. Nobody has to chase you.

Your Results

Mostly As and Bs — Ideation Culture

The catch: you struggle to cross the finish line on time. Ideas get replaced by newer ideas. "Almost done" is a state you can live in for months. Your clients love the thinking and quietly wonder when the thing arrives.

One of your key missing gears: Tenacity. Somebody in the room has to care more about finished than about interesting

Mostly Cs and Ds — Activation Culture

The catch: you can move so fast that long-term sustainability suffers. You're great at deciding and mobilizing, less great at the unglamorous eighteen months after. The next rally gets called before the last one finishes.

Two missing gears: Enablement and Tenacity. Momentum isn't delivery, and your best people can only be rallied so many times before they stop looking up.

Mostly Es and Fs — Implementation Culture

The catch: you may be working exceptionally hard on outdated goals, because nobody pauses to ask why you're on this project or whether it's moving the needle. You'd rather deliver the wrong thing on time than be late.

Missing gear: Wonder. Someone needs standing permission to stop the machine and ask whether it's pointed the right direction.

No Clean Majority

It doesn't mean a failed quiz. It's actually a real result.

Two strong pairs, one near-zero: the most common pattern, and the weak pair is your bottleneck. Strong Ideation plus strong Implementation with no Activation means great ideas, flawless execution, and no one choosing the direction, so you build whatever showed up first. Check your lowest score.

Even across all six: either you're truly balanced, or you scored the organization as it wishes to be. Re-run it with a more cynical colleague.

One letter way out front (six Ds, say): that's not a culture, it's a person, usually a loud one. Ask whether the organization shares that strength or just orbits whoever has it.

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