 **YOUR
PERSONALITY
DANGER ZONE**

COMPANION GUIDEBOOK TO **HOW THE WORLD SEES YOU**

BY SALLY HOGSHEAD

YOUR PERSONALITY DANGER ZONE

Your personality has natural Advantages. But be careful. There is such a thing as too much of a good thing.

Here's why:

Your personality normally uses two Advantages: primary and secondary. These two Advantages balance each other and help your Archetype communicate within a healthy range.

Primary Advantage + Secondary Advantage = Archetype

Yet when you feel unusually stressed, overwhelmed, or fearful, your normal positive attributes can turn into weaknesses. In these situations, your combined Advantages get thrown out of equilibrium, and you begin using only your primary Advantage.

In this case, you're in "Double Trouble" mode. Your normal range of communication disappears, and you start using one Advantage to an exaggerated degree.



DOUBLE TROUBLE

When you use one Advantage to an exaggerated degree, it becomes a disadvantage.

For instance, when you feel highly stressed, overwhelmed, or fearful, your combined Advantages get thrown out of equilibrium, and you "double up" on one Advantage rather than keeping a healthy balance.

DOUBLE TROUBLES

THE ANARCHY

VOLATILE ■ STARTLING ■
CHAOTIC

Innovation provides a strong dose of creative energy to any organization. But in excess, you can become unruly and insubordinate. Out-of-the-box ideas can be great but don't become a troublemaker or throw crazy ideas into the brainstorming session just for the sake of it. Avoid creating a volatile and chaotic work space.

THE DRAMA

THEATRICAL ■ EMOTIVE ■
SENSITIVE

Passion makes people intimately attuned to the feelings of others. But taken too far, without blending in a Secondary Advantage, Passion can become too sensitive. Avoid becoming overly theatrical. And don't let yourself take things too seriously.

THE AGGRESSOR

DOMINANT ■ OVERBEARING ■
DOGMATIC

A Power personality exudes a natural authority. Yet taken to the extreme, without blending in a Secondary Advantage, you can become too dominant and forceful. Avoid crushing the creativity of others and silencing their contributions to the group discussion.

THE IMPERIAL

ARROGANT ■ COLD ■
SUPERIOR

Prestige thrives on public recognition. But too much focus on your achievements can make you look pretentious. Being completely unafraid to promote yourself can cause others to be annoyed easily. Avoid thinking you are superior to others. This can make you seem arrogant and cold.

THE OLD GUARD

PREDICTABLE ■ SAFE ■
UNMOVABLE

Trust builds consistency and loyalty. But when you don't combine Trust with a Secondary Advantage, it can become too predictable, and perhaps a little boring. Avoid becoming too stuck in your own ways. Sometimes it's essential to try new things. Don't become so unmovable that people don't look to you for help.

THE DEADBOLT

UNEMOTIONAL ■ INTROVERTED ■
CONCENTRATED

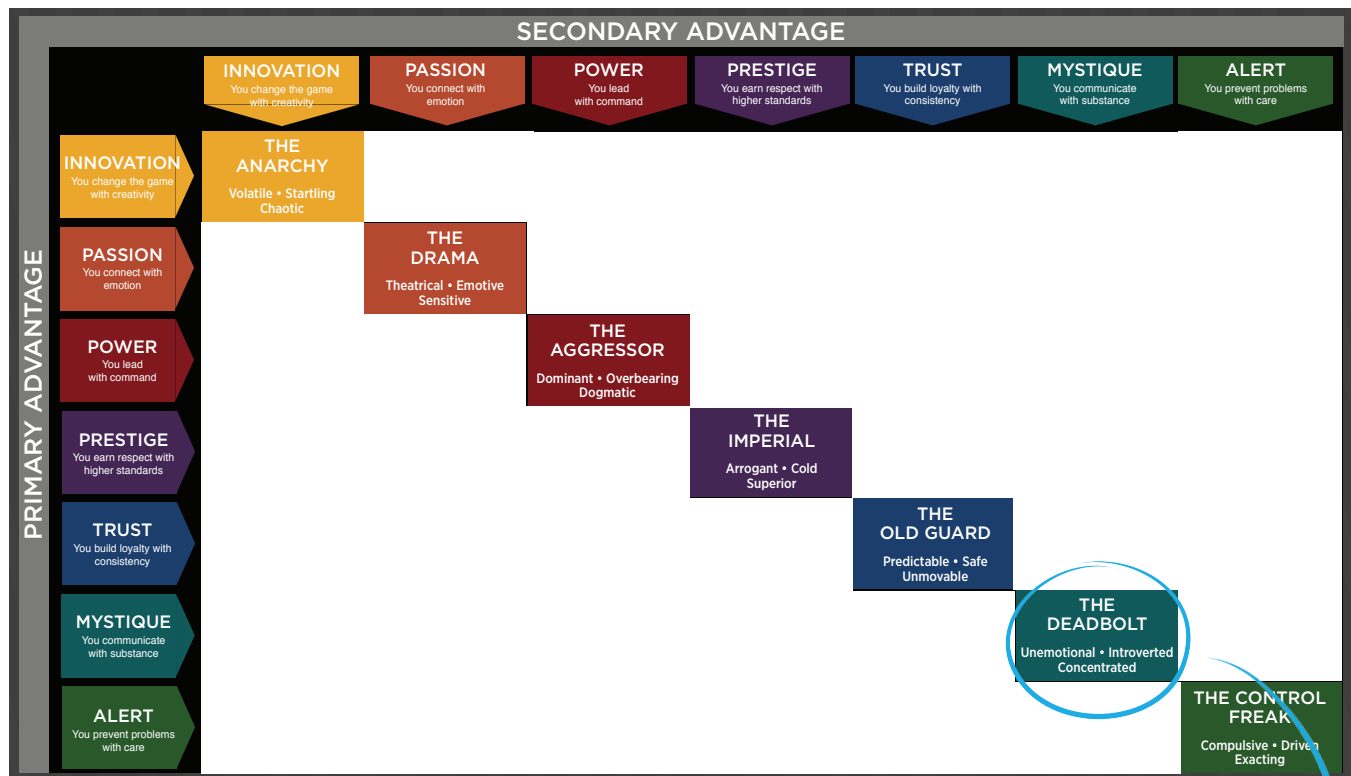
Mystique tends to be secretive. You rarely share information about yourself, but too much secrecy can negatively impact your trustworthiness. People may wonder whether you have something to hide. Avoid becoming too introverted and unemotional that you completely shut others out. This can make it hard for others to work with you.

THE CONTROL FREAK

COMPULSIVE ■ DRIVEN ■
EXACTING

In Control Freak mode, when you forget to use your Secondary Advantage, negative energy can make you unpleasant company. Don't be so compulsive and exacting that others don't want to work with you. Don't be such a downer that you constantly dismiss the ideas of others. Avoid micromanaging to such an extreme that you make it impossible to be productive.

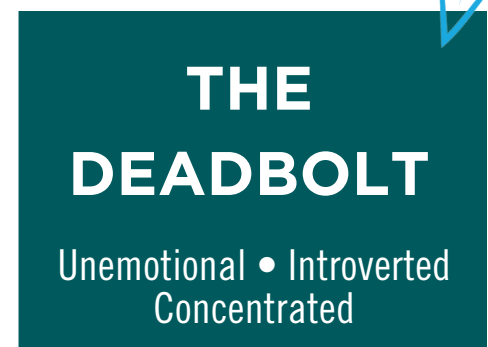
DOUBLE TROUBLES



On the color Matrix of Personality Archetypes (inside the front and back covers of *How The World Sees You*), you might have noticed a diagonal line from the upper left corner to the lower right.

Your Archetype blends the best of two different Advantages. When you communicate with these top two Advantages, you embody the strongest traits from each of them. However, **when you communicate with only one Advantage, pitfalls begin to outweigh Advantages. This is when you're at risk of becoming a Double Trouble.**

You might not realize that you're in Double Trouble mode, and thus it's a potential blind spot. It's important to be aware of these blind spots, because they can build negative impressions.



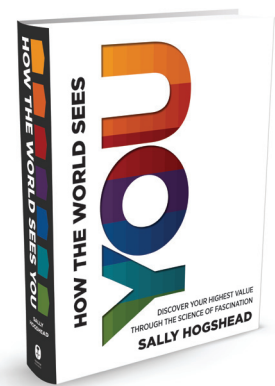
When you rely too much on one Advantage, your personality becomes one-dimensional, and rather than fascinate others, you can potentially turn them off.

Let's say you have a manager at work, and she's known for being social and expressive. Customers value her warm and approachable personality, and she effortlessly builds connections among her staff, helping everyone share their ideas. But one day, she suffers a romantic breakup. Just as she shared her positive emotions with the world before, now she shares her heartbreak. The theatrics make you a little uncomfortable, and shed a different light on her personality. People feel a little uneasy. It's like having a raw nerve exposed in the office.

In this situation, the PASSION Advantage totally overrides the other facets of her communication. She's temporarily turned into The DRAMA (PASSION + PASSION). Her Advantage has temporarily become a pitfall.

Here's an example with the TRUST Advantage. TRUST seems like an Advantage that everyone would aspire to embody. But not always. While these personalities are stable and dependable, there's also a potential pitfall: TRUST can become overly predictable, or even locked in a rut. In this situation, a TRUST personality becomes the OLD GUARD (TRUST + TRUST).

In your Fascination Advantage® report, you will see the degree to which your own personality uses all seven of the Advantages. You will see how you score on POWER, PASSION, MYSTIQUE, and so on. Think of this combination as a recipe. **Blend more than one ingredient, in order to avoid an imbalanced concentration of one ingredient.** It's the difference between eating a mouthful of flour versus a mouthful of cake. Combine your Advantages in different ratios, to create a more dimensional and appealing response from others.



Find out more in
How The World Sees You

THE ANARCHY: INNOVATION + INNOVATION

		SECONDARY ADVANTAGE						
		INNOVATION You change the game with creativity	PASSION You connect with emotion	POWER You lead with command	PRESTIGE You earn respect with higher standards	TRUST You build loyalty with consistency	MYSTIQUE You communicate with substance	ALERT You prevent problems with care
PRIMARY ADVANTAGE	INNOVATION You change the game with creativity	THE ANARCHY Volatile • Startling Chaotic	THE ROCKSTAR Bold • Artistic Unorthodox	THE MAVERICK LEADER Pioneering • Irreverent Entrepreneurial	THE TRENDSETTER Cutting-Edge • Elite Progressive	THE ARTISAN Deliberate • Thoughtful Flexible	THE PROVOCATEUR Clever • Adept Contemporary	THE QUICK-START Prolific • Thorough Diligent
	PASSION You connect with emotion	THE CATALYST Out-of-the-Box • Social Energizing	THE DRAMA Theatrical • Emotive Sensitive	THE PEOPLE'S CHAMPION Dynamic • Inclusive Engaging	THE TALENT Expressive • Stylish Emotionally-Intelligent	THE BELOVED Nurturing • Loyal Sincere	THE INTRIGUE Discerning • Perceptive Considerate	THE ORCHESTRATOR Attentive • Dedicated Efficient
	POWER You lead with command	THE CHANGE AGENT Inventive • Untraditional Self-Propelled	THE RINGLEADER Motivating • Spirited Compelling	THE AGGRESSOR Dominant • Overbearing Dogmatic	THE MAESTRO Ambitious • Focused Confident	THE GUARDIAN Prominent • Genuine Sure-Footed	THE MASTERMIND Methodical • Intense Self-Reliant	THE DEFENDER Proactive • Cautionary Strong-Willed
	PRESTIGE You earn respect with higher standards	THE AVANT-GARDE Original • Enterprising Forward-Thinking	THE CONNOISSEUR Insightful • Distinguished In-the-Know	THE VICTOR Respected • Competitive Results-Oriented	THE IMPERIAL Arrogant • Cold Superior	THE BLUE CHIP Classic • Established Best-In-Class	THE ARCHITECT Skillful • Restrained Polished	THE SCHOLAR Intellectual • Disciplined Systematic
	TRUST You build loyalty with consistency	THE EVOLUTIONARY Curious • Adaptable Open-Minded	THE AUTHENTIC Approachable • Dependable Trustworthy	THE GRAVITAS Dignified • Stable Hardworking	THE DIPLOMAT Levelheaded • Subtle Capable	THE OLD GUARD Predictable • Safe Unmovable	THE ANCHOR Protective • Purposeful Analytical	THE GOOD CITIZEN Principled • Prepared Conscientious
	MYSTIQUE You communicate with substance	THE SECRET WEAPON Nimble • Unassuming Independent	THE SUBTLE TOUCH Tactful • Self-Sufficient Mindful	THE VEILED STRENGTH Realistic • Intentional To-the-Point	THE ROYAL GUARD Elegant • Astute Discreet	THE WISE OWL Observant • Assured Unruffled	THE DEADBOLT Unemotional • Introverted Concentrated	THE ARCHER On-Target • Reasoned Pragmatic
	ALERT You prevent problems with care	THE COMPOSER Strategic • Fine-Tuned Judicious	THE COORDINATOR Constructive • Organized Practical	THE ACE Decisive • Tireless Forthright	THE EDITOR-IN-CHIEF Productive • Skilled Detailed	THE MEDIATOR Steadfast • Composed Structured	THE DETECTIVE Clear-Cut • Accurate Meticulous	THE CONTROL FREAK Compulsive • Driven Exacting

INNOVATION personalities are creative. They enjoy experimenting. They trial new procedures, reimagine products, and envision new business models. Because they communicate with creativity, they can be valuable assets in any organization that seeks to improve and innovate.

HOW INNOVATION CAN BECOME A PITFALL

INNOVATION personalities provide a strong dose of creative energy to any organization. But in excess, they can become unruly and insubordinate. When they forget to blend in a secondary Advantage, they start to resist being told that's how we do things here. They interrupt a meeting with a seemingly crazy idea. They become troublemakers.

People in ANARCHY mode don't like routine. They may challenge everyone to shelve proven methods and experiment with new ways of working. They may ignore the potential disruption innovation can bring to an organization. They don't understand why others may be resisting change.

They see new opportunities everywhere and forget that company performance can be improved by fine-tuning and by serving existing customers better. They jump from idea to idea, sometimes without ever finishing a project.

Too much INNOVATION leads to unnecessary risk-taking. Ideas can become wildly successful, but they can lead to catastrophic failures, too.

COACHING FOR ANYONE IN "ANARCHY" MODE

- » Use PASSION to build warm connections with the team. Use your positive energy to gain buy-in for your ideas.
- » Use TRUST to improve consistency. Your creative idea generation makes it difficult for others to keep up. Slow down a little and focus on your most important ideas.

THE ANARCHY

Volatile • Startling
Chaotic

THE DRAMA: PASSION + PASSION

		SECONDARY ADVANTAGE						
		INNOVATION You change the game with creativity	PASSION You connect with emotion	POWER You lead with command	PRESTIGE You earn respect with higher standards	TRUST You build loyalty with consistency	MYSTIQUE You communicate with substance	ALERT You prevent problems with care
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	POWER You lead with command	THE CHANGE AGENT Inventive • Untraditional Self-Propelled	THE RINGLEADER Motivating • Spirited Compelling	THE AGGRESSOR Dominant • Overbearing Dogmatic	THE MAESTRO Ambitious • Focused Confident	THE GUARDIAN Prominent • Genuine Sure-Footed	THE MASTERMIND Methodical • Intense Self-Reliant	THE DEFENDER Proactive • Cautionary Strong-Willed
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PASSION personalities easily make emotional connections with co-workers, customers, and suppliers. They build strong networks and deep relationships because their communication demonstrates their emotion for others. They have positive interactions with co-workers, suppliers, and clients.

HOW PASSION CAN BECOME A PITFALL

PASSION makes people intimately attuned to the feelings of others. But taken too far, without blending in a secondary Advantage, PASSION personalities become too delicate. **They become overly sensitive and vulnerable. The wrong glance or words can lead to a heated reaction.**

Strong demonstrations of feelings can make you seem temperamental and a little unpredictable. Being authentic is usually an advantage, but it doesn't mean that people want to know exactly what's going on with your relationship, your problems at home, and your frustrations with the boss.

Too much PASSION in negotiations can also weaken your position.
Showing disappointment or eagerness can quickly ruin a sale.

A one-dimensional focus on PASSION can make people act like drama queens. They start wearing their hearts on their sleeves too much.

COACHING FOR ANYONE IN "DRAMA" MODE

- » Use MYSTIQUE to shade your feelings from view. Reduce your boundless energy and take a more rational approach to choices and setbacks.
- » Use PRESTIGE to emphasize your achievements. Your Passion allows you to build quick connections with potential customers. Don't forget to point out the reputation of your company, and use rational as well as emotional arguments to close a deal.

THE DRAMA

Theatrical • Emotive
Sensitive

THE AGGRESSOR: POWER + POWER

		SECONDARY ADVANTAGE						
		INNOVATION You change the game with creativity	PASSION You connect with emotion	POWER You lead with command	PRESTIGE You earn respect with higher standards	TRUST You build loyalty with consistency	MYSTIQUE You communicate with substance	ALERT You prevent problems with care
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POWER personalities are natural leaders, comfortable with being in command. This is a positive attribute and makes them decisive leaders. Yet in certain situations, a POWER personality can be seen as overly opinionated, forceful, or dominant.

HOW POWER CAN BECOME A PITFALL

A POWER personality exudes a natural authority. Yet taken to the extreme, without blending in a secondary Advantage, this person becomes dominant and forceful. When he steps into a room, others become deferential, waiting for him to give his opinion first. Taken too far, the POWER Advantage can crush creativity in others and silence the group's voices.

When a POWER personality starts acting as an AGGRESSOR, you'll find them dominating the discussion, speaking in absolute terms as if there's no alternative possible. Decisions become facts. Co-workers may feel belittled or even bullied into accepting a decision. Rather than building consensus, they order their subordinates (that's how they see them) to do as they are told.

Leaning too much on POWER creates a sense of dictatorial leadership, distilling fear rather than nurturing loyalty in their team.

COACHING FOR ANYONE IN "AGRESSOR" MODE

- » Use PASSION to inspire participation from the team. Gain buy-in by making people feel part of the decision-making process.
- » Use ALERT to focus on the nuts and bolts of your projects. Don't just focus on the ultimate goal. Be sure to understand the milestones involved in getting to your destination.

THE AGRESSOR

Dominant • Overbearing
Dogmatic

THE IMPERIAL: PRESTIGE + PRESTIGE

		SECONDARY ADVANTAGE						
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PRESTIGE personalities are admired achievers who set high standards. They are ambitious, goal-oriented, and determined. They keep an eye on details and excel in each project they take on. They continuously strive to improve performance.

HOW PRESTIGE CAN BECOME A PITFALL

PRESTIGE personalities thrive on public recognition. But too much focus on their achievements can make them look pretentious. Unafraid to promote themselves, they may show off their awards, proudly talk about their expensive car, and boast about their accomplishments.

When PRESTIGE personalities forget to blend in a second Advantage, they start flaunting their successes, and they can make others feel inferior. Their fierce competitiveness starts to damage the team spirit. They constantly strive to win and to triumph over other people. They don't allow anything to stand in their way to success.

Their intense focus on quality may come across as needlessly perfectionistic and uncompromising. Their relentless drive to be successful can make them look like pushy careerists.

Too much PRESTIGE can turn people into big egos who become overly individualistic in their pursuit of success.

COACHING FOR ANYONE IN "IMPERIAL" MODE

- » Use INNOVATION to become more open-minded. Invigorate the team by injecting a sense of adventure and creativity.
- » Use MYSTIQUE to tone down your public display of achievements. You don't have to tell everyone about your successes. Step back now and then. There's no need to be center stage all the time.

THE IMPERIAL

Arrogant • Cold
Superior

THE OLD GUARD: TRUST + TRUST

		SECONDARY ADVANTAGE						
		INNOVATION You change the game with creativity	PASSION You connect with emotion	POWER You lead with command	PRESTIGE You earn respect with higher standards	TRUST You build loyalty with consistency	MYSTIQUE You communicate with substance	ALERT You prevent problems with care
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TRUST personalities build a loyal team. They are even-tempered, committed, and dependable. Cool under pressure, they offer stability in times of stress. They follow through on what they promise, use tried-and-tested methods, and deliver on time.

HOW TRUST CAN BECOME A PITFALL

TRUST builds consistency and loyalty. But when TRUST personalities forget to use their secondary Advantage, they can become too predictable, and perhaps a little boring. You don't need to ask their opinion, because you know exactly what they'll say.

People in OLD GUARD mode can get stuck in traditions. A strong dependence on proven methods can lead to rigidity. They become overly resistant to change. You'll find they unwaveringly insist that's how we do things here. Occasionally, they can even be perceived as obsessive-compulsive because they adhere too strictly to patterns.

A strong focus on TRUST can make people boring old fogies. They become stuck in their ways. Their aversion to experimenting and risk-taking can lead to staleness. New opportunities may be missed.

COACHING FOR ANYONE IN "OLD GUARD" MODE

- » Use PASSION to inject impulsiveness into your routine. Passion will also help you to build rapport quickly with new team members or prospects.
- » Use PRESTIGE to encourage your team to achieve better results and strive for excellence.

THE OLD GUARD

Predictable • Safe
Unmovable

THE DEADBOLT: MYSTIQUE + MYSTIQUE

		SECONDARY ADVANTAGE						
		INNOVATION You change the game with creativity	PASSION You connect with emotion	POWER You lead with command	PRESTIGE You earn respect with higher standards	TRUST You build loyalty with consistency	MYSTIQUE You communicate with substance	ALERT You prevent problems with care
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	PASSION You connect with emotion	THE CATALYST Out-of-the-Box • Social Energizing	THE DRAMA Theatrical • Emotive Sensitive	THE PEOPLE'S CHAMPION Dynamic • Inclusive Engaging	THE TALENT Expressive • Stylish Emotionally-Intelligent	THE BELOVED Nurturing • Loyal Sincere	THE INTRIGUE Discerning • Perceptive Considerate	THE ORCHESTRATOR Attentive • Dedicated Efficient
	POWER You lead with command	THE CHANGE AGENT Inventive • Untraditional Self-Propelled	THE RINGLEADER Motivating • Spirited Compelling	THE AGGRESSOR Dominant • Overbearing Dogmatic	THE MAESTRO Ambitious • Focused Confident	THE GUARDIAN Prominent • Genuine Sure-Footed	THE MASTERMIND Methodical • Intense Self-Reliant	THE DEFENDER Proactive • Cautionary Strong-Willed
	PRESTIGE You earn respect with higher standards	THE AVANT-GARDE Original • Enterprising Forward-Thinking	THE CONNOISSEUR Insightful • Distinguished In-the-Know	THE VICTOR Respected • Competitive Results-Oriented	THE IMPERIAL Arrogant • Cold Superior	THE BLUE CHIP Classic • Established Best-In-Class	THE ARCHITECT Skillful • Restrained Polished	THE SCHOLAR Intellectual • Disciplined Systematic
	TRUST You build loyalty with consistency	THE EVOLUTIONARY Curious • Adaptable Open-Minded	THE AUTHENTIC Approachable • Dependable Trustworthy	THE GRAVITAS Dignified • Stable Hardworking	THE DIPLOMAT Levelheaded • Subtle Capable	THE OLD GUARD Predictable • Safe Unmovable	THE ANCHOR Protective • Purposeful Analytical	THE GOOD CITIZEN Principled • Prepared Conscientious
	MYSTIQUE You communicate with substance	THE SECRET WEAPON Nimble • Unassuming Independent	THE SUBTLE TOUCH Tactful • Self-Sufficient Mindful	THE VEILED STRENGTH Realistic • Intentional To-the-Point	THE ROYAL GUARD Elegant • Astute Discreet	THE WISE OWL Observant • Assured Unruffled	THE DEADBOLT Unemotional • Introverted Concentrated	THE ARCHER On-Target • Reasoned Pragmatic
	ALERT You prevent problems with care	THE COMPOSER Strategic • Fine-Tuned Judicious	THE COORDINATOR Constructive • Organized Practical	THE ACE Decisive • Tireless Forthright	THE EDITOR-IN-CHIEF Productive • Skilled Detailed	THE MEDIATOR Steadfast • Composed Structured	THE DETECTIVE Clear-Cut • Accurate Meticulous	THE CONTROL FREAK Compulsive • Driven Exacting

MYSTIQUE personalities restrain their emotions. Their air of mystery piques curiosity. They are independent, analytical, and systematic in their way of working. They can be formidable negotiators as they keep their cards close to their chest. They always think two steps ahead.

HOW MYSTIQUE CAN BECOME A PITFALL

MYSTIQUE personalities tend to be private. They rarely share information about themselves, but too much secrecy can negatively impact their trustworthiness. You may wonder whether they have something to hide.

When a MYSTIQUE personality gets into DEADBOLT mode, they may struggle to work as part of a team. They can become outsiders and loners. They don't join in the conversation at the water cooler. They eat lunch in their own room. You might not even know whether they have a partner or live on their own. They can come across as inaccessible, or even antisocial.

Too much MYSTIQUE can make people cold fish. They become aloof and standoffish. Their lack of warmth may make them seem disinterested. And it becomes difficult to connect with colleagues and engage with clients.

COACHING FOR ANYONE IN "DEADBOLT" MODE

- » Use PASSION to open yourself up a little, and to add warmth to your relationships. It will help you to gain buy-in for your projects.
- » Use TRUST to gain the confidence of others, and to become a valued member of the team.

THE DEADBOLT

Unemotional • Introverted
Concentrated

THE CONTROL FREAK: ALERT + ALERT

		SECONDARY ADVANTAGE						
		INNOVATION You change the game with creativity	PASSION You connect with emotion	POWER You lead with command	PRESTIGE You earn respect with higher standards	TRUST You build loyalty with consistency	MYSTIQUE You communicate with substance	ALERT You prevent problems with care
PRIMARY ADVANTAGE	INNOVATION You change the game with creativity	THE ANARCHY Volatile • Startling Chaotic	THE ROCKSTAR Bold • Artistic Unorthodox	THE MAVERICK LEADER Pioneering • Irreverent Entrepreneurial	THE TRENDSETTER Cutting-Edge • Elite Progressive	THE ARTISAN Deliberate • Thoughtful Flexible	THE PROVOCATEUR Clever • Adept Contemporary	THE QUICK-START Prolific • Thorough Diligent
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ALERT personalities are natural project managers. They go to great lengths to avoid problems and to deliver on time. They are reliable, practical, and perceive the details with great clarity. They keep the team safe by steering clear of negative consequences.

HOW ALERT CAN BECOME A PITFALL

ALERT personalities provide a strong dose of harsh reality and are good at poking holes in unrealistic ideas and theories. They can be a helpful devil's advocate. Taken too far though, they become a negative influence and they can put up a barrier and block attempts at innovation.

In CONTROL FREAK mode, when ALERT personalities forget to use their secondary Advantage, their negative energy can make them unpleasant company. **They forget to look at the bright side of life. Instead, they point out glitches, complications, problems, and potential conflicts.** They warn you not to trial something new for fear of making a fool of yourself. They suggest not taking on that exciting new role you've been offered, because you might not be up for it.

Their team may get irritated or frustrated by their micromanagement. They constantly check whether you've completed your tasks on time. They call you first thing to ensure you know what needs to be done that day.

When they get into Double Trouble mode, they might be perceived as detail-mongers, or potentially even neurotic. They hamper progress for fear of making mistakes.

COACHING FOR ANYONE IN "CONTROL FREAK" MODE

- » Use POWER to become an authoritative voice. Get your team to want to work for you rather than executing their tasks out of fear of negative consequences.
- » Use MYSTIQUE to tone down your strong focus on meeting deadlines. Observe the reaction of your teammates when you point out deadlines and responsibilities.

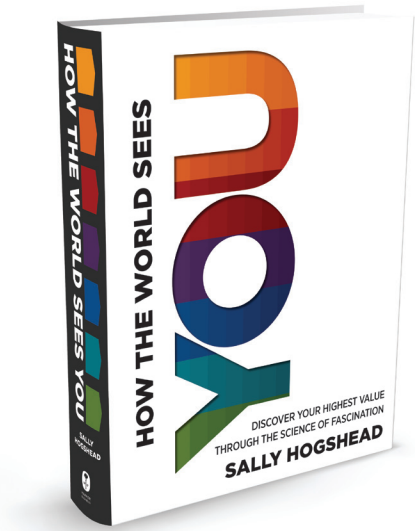
THE CONTROL FREAK

Compulsive • Driven
Exacting

Every Advantage has a unique way of communicating. And each Advantage can persuade and influence the world around you. It's essential that you understand how you communicate so that you can avoid over-dosing on just one Advantage. In order to succeed, you need to find the balance.

Are you ready to discover how to communicate as your most authentic self (and avoid Double Trouble mode)? It's all there, in *How The World Sees You*.

Are you ready to discover how to communicate as your most authentic self (and avoid Double Trouble mode)? It's all there, in *How The World Sees You*.



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