



TTI
SUCCESS
INSIGHTS®

TriMetrix® EQ
Management-Staff

Mike Mann
Manager
ABC Company
3-20-2017

Executive Coaching & Consulting Services to maximize potential for individuals and companies.
Simon Leads
215.620.1475
shawn@simonleads.com

SIMON  LEADS_{LLC}



Introduction Where Opportunity Meets Talent

The TriMetrix® EQ Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, driving forces and emotional intelligence. Understanding strengths and weaknesses in each of the three areas will lead to personal and professional development and a higher level of satisfaction.

The following is an in-depth look at your personal talents in the five main sections:

Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

Driving Forces

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

Integrating Behaviors And Driving Forces

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and driving forces blend together, your performance will be enhanced and you will experience an increase in satisfaction.

Emotional Intelligence Section

This section of the report provides information on your emotional intelligence, which with application and coaching, can impact the way you respond to emotionally charged situations. In turn you will increase your performance and decision making.

Blending Behaviors, Driving Forces And EQ

This section will illustrate the impact your Emotional Intelligence has on your core behavioral style as well as your top four driving forces.



Introduction Behaviors Section

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



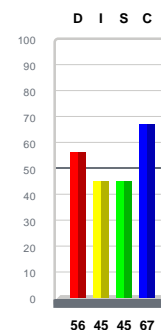
General Characteristics

Based on Mike's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Mike's natural behavior.

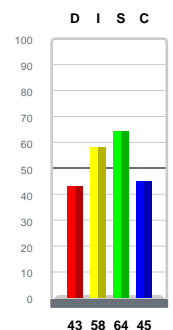
Mike can be open, patient and tolerant of differences. His natural quality of being nonjudgmental is a great strength. Because he is receptive and listens well, he excels in gathering information. He is eager to please others. He wants others to be satisfied and he may go out of his way to accommodate others, sometimes even to his own discomfort. Mike's flexibility will allow him to fit into almost any environment. He is family-oriented. He may go to great lengths to ensure the "happiness" of his personal or work family. Mike is a team player but can also exhibit a desire for independence. He tends to build a close relationship with a relatively small group of associates. Others see him as a good neighbor, since he is always willing to help those he considers to be his friends. He is usually steady, easygoing and relaxed. Mike is good at maintaining relationships both on and off the job. He manifests a caring and warm demeanor to the people in his life. He prefers to help and support others rather than compete against them.

Mike finds making decisions easier when he knows that others he respects are doing the same thing; he then has a feeling of stability and "family." He can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties. He is persistent and persevering in his approach to achieving goals. Once he has arrived at a decision, he can be tough-minded and unbending. He has made his decision after gathering much data, and he probably won't want to repeat the process. Mike prefers to plan his work and work his plan. Others may find it refreshing to have him on their team. He often thinks over major decisions before acting. He is good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced. His motto is, "facts are facts."

Adapted Style



Natural Style



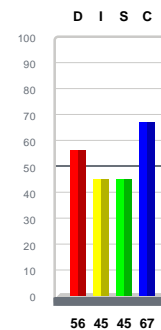


General Characteristics Continued

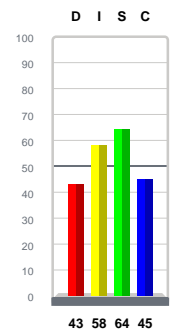
Mike likes a friendly, open style of communication. He is quick to pick up on group dynamics and skilled in fitting in with a group. He brings both speaking and listening skills to the group. He usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when his ideals and beliefs are confronted. He likes to know what is expected of him in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. Mike will be open with those he trusts; however, reaching the required trust level may take time.



Adapted Style



Natural Style





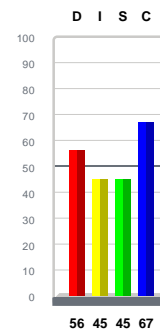
Value to the Organization

This section of the report identifies the specific talents and behavior Mike brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

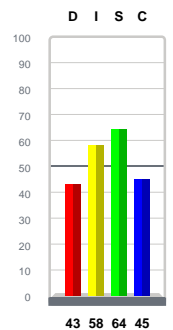
- Accomplishes goals through people.
- Verbalizes his feelings.
- Dependable team player.
- Creative problem solving.
- Builds confidence in others.
- Works for a leader and a cause.
- People-oriented.



Adapted Style



Natural Style





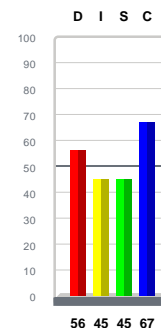
Checklist for Communicating

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Mike. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Mike most frequently.

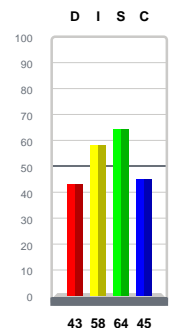
Ways to Communicate

- Start, however briefly, with a personal comment. Break the ice.
- Show sincere interest in him as a person. Find areas of common involvement and be candid and open.
- Define clearly (preferably in writing) individual contributions.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Provide ideas for implementing action.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Move casually, informally.
- Provide a friendly environment.
- Leave time for relating, socializing.
- Talk about him, his goals and the opinions he finds stimulating.
- Read the body language for approval or disapproval.
- Use enough time to be stimulating, fun-loving, fast-moving.

Adapted Style



Natural Style





Checklist for Communicating Continued

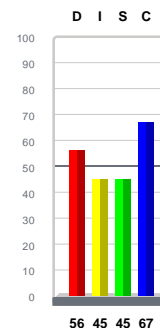
This section of the report is a list of things NOT to do while communicating with Mike. Review each statement with Mike and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways NOT to Communicate

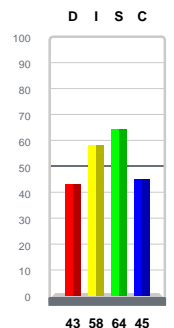
- Offer assurance and guarantees you can't fulfill.
- Be curt, cold or tight-lipped.
- Drive on to facts, figures, alternatives or abstractions.
- Be abrupt and rapid.
- Leave decisions hanging in the air.
- Take credit for his ideas.
- Be dictatorial.
- Keep deciding for him, or he'll lose initiative. Don't leave him without backup support.
- Patronize or demean him by using subtlety or incentive.
- Talk down to him.
- "Dream" with him or you'll lose time.



Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Mike's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Mike will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



Perceptions

See Yourself as Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Mike's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Mike to project the image that will allow him to control the situation.

Self-Perception

Mike usually sees himself as being:

- Considerate
- Good-Natured
- Team player
- Thoughtful
- Dependable
- Good listener

Others' Perception - Moderate

Under moderate pressure, tension, stress or fatigue, others may see him as being:

- Nondemonstrative
- Unconcerned
- Hesitant
- Inflexible

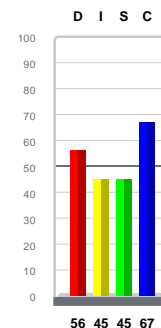
Others' Perception - Extreme

Under extreme pressure, stress or fatigue, others may see him as being:

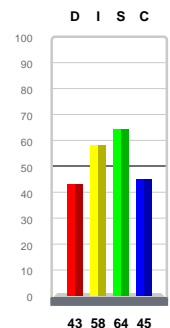
- Possessive
- Detached
- Stubborn
- Insensitive



Adapted Style



Natural Style





The Absence of a Behavioral Factor

The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral style, we are able to better articulate a person's talents and create environments where people can be more effective.

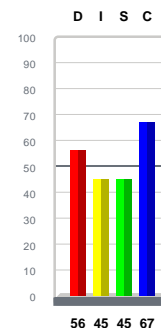
Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- Avoid work environments with a moving target as the only constant.
- Needs meeting and planning sessions with pre-disclosed agenda items in order to feel prepared.
- Avoid environments that focus on constant innovation.

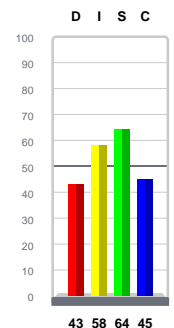
Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with D above the energy line and/or tips for seeking environments that will be conducive to the low D.

- Seek an environment that allows for a humoristic approach to conflict situations.
- Focus on one task at a time to assure quality in problem solving.
- Seek partnership when forced to make decisions that do not have a procedure or set precedence.

Adapted Style



Natural Style





Descriptors

Based on Mike's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



Natural and Adapted Style

Mike's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

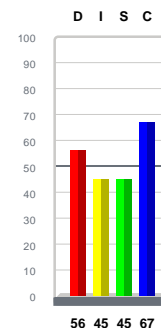
Problems - Challenges

Natural	Adapted
<p>Mike is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. Mike will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a person who is "easy" to work with.</p>	<p>Mike sees the need to be competitive, results-oriented and a little innovative in his approach to problem solving. He has a tendency to evaluate the risk before rushing into solving a problem.</p>

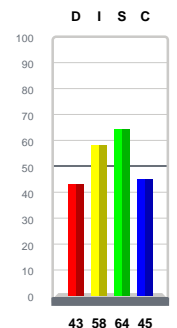
People - Contacts

Natural	Adapted
<p>Mike is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He likes to be on a team and may be the spokesman for the team. He will trust others and likes a positive environment in which to relate.</p>	<p>Mike sees a need to be factual and logical while attempting to influence others. He feels a direct and straightforward approach is really what others want before they can be influenced.</p>

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Mike is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.

Adapted

Mike feels the need for mobility and the absence of routine. He feels comfortable juggling several projects at one time and can move from one project to another fairly easily.

Procedures - Constraints

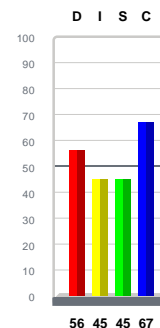
Natural

Mike is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

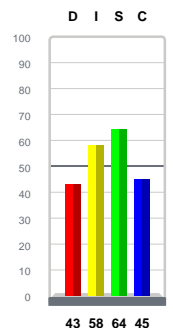
Adapted

Mike sees the need to be open-minded about rules. However, he is aware and sensitive to the implications of not following rules and procedures.

Adapted Style



Natural Style





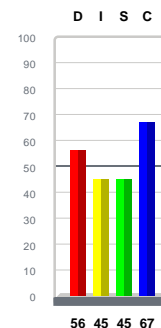
Adapted Style

Mike sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

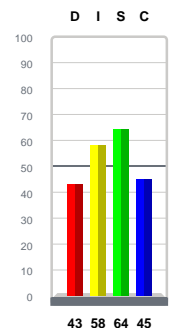
- Disciplined, meticulous attention to order.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Traditional, quality-oriented work model to follow.
- Anticipating and solving problems.
- Critical appraisal of data.
- Careful, thoughtful approach to decision making.
- Calculation of risks before taking action.
- Accurate adherence to high quality standards.
- Acting without precedent, and able to respond to change in daily work.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Persistence in job completion.



Adapted Style



Natural Style





Time Wasters

This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.

Habits

A habit is a specific thought, behavior or way of doing something that was acquired by repetition or by reinforcement from self and/or others.

Possible Causes:

- Have established routines that are comfortable
- Routine creates a feeling of security
- Resist change for change's sake
- Have been praised repeatedly for a specific behavior

Possible Solutions:

- Evaluate habits and decide which contribute to your accomplishments and which deter you from success
- Try new ways of performing a certain task
- Ask others for recommendations on different approaches
- Consciously practice changing your routine

Failure To Clarify Precise Responsibilities With Manager

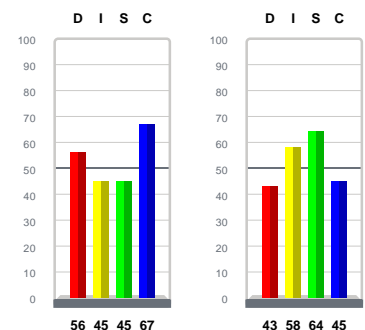
The failure to clarify precise responsibilities with your manager assumes that you have a full understanding of his/her expectations. It infers that your manager understands your job and concurs with your assessment of requirements.

Possible Causes:

- Unsure of how you will be perceived
- Don't want to overstep authority
- Want to be a team player
- Want to help everyone so you don't object to the manager when requests are being made that are not your responsibility

Adapted Style

Natural Style





Time Wasters Continued

Possible Solutions:

- Have informal conversations with the manager about his/her expectations
- Share with manager your expectations
- Clarify with peers and other managers your duties and responsibilities
- Read and discuss articles on "management by objectives"

Resisting Change

Resisting change is the process of consciously or subconsciously not participating in the change process. Measures of resistance may be active or passive, not doing things the new way, or making excuses for not having tasks accomplished.

Possible Causes:

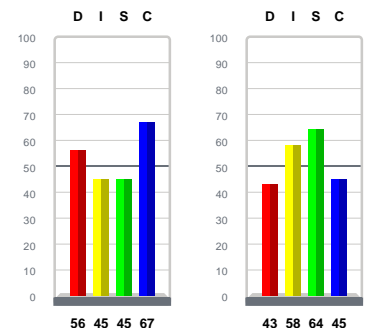
- Need a high degree of security
- Like to maintain the status quo
- Routine/procedures have worked in the past
- One specific aspect of a proposed change violates sense of values
- A specific change is not seen as contributing to successful accomplishments

Possible Solutions:

- Acknowledge that change is a natural part of any job
- Develop the habit of writing down all of the pros and cons of a specific change
- Evaluate each objection to a change
- If there is one specific objection that is overriding the ability to change, share the specific concern with those involved and seek advice or input from others



Adapted Style Natural Style





Time Wasters Continued

Postpone The Unpleasant

Postponing the unpleasant is similar to procrastinating but is usually a continual reprioritizing of daily tasks. It is often a way to delay something that is not enjoyable.

Possible Causes:

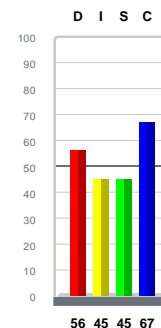
- Like low-conflict environments and relationships
- Want to feel the success of accomplishment so the simple tasks are done first

Possible Solutions:

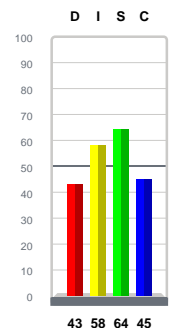
- Change your routine and, for one week, do the unpleasant tasks first
- See the accomplishment of unpleasant tasks as an equal or even greater achievement of success
- Reward yourself for every unpleasant task that you complete without postponing
- Confront those people who are causing you discomfort and discuss the problems



Adapted Style



Natural Style





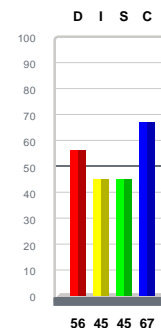
Areas for Improvement

In this area is a listing of possible limitations without regard to a specific job. Review with Mike and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

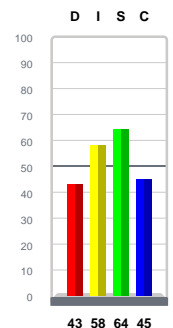
Mike has a tendency to:

- Not let others know where he stands on an issue.
- Yield to avoid controversy--attempt to avoid the antagonistic environment.
- Not take action against those who challenge or break the rules or guidelines.
- Be dependent on others for decisions, even if he knows he is right.
- Need help in prioritizing new assignments.
- Be too conservative--bides time and avoids much that is new.
- Dislike change if he feels the change is unwarranted.
- Underestimate his abilities.
- Avoid accountability by overstating the complexity of the situation.

Adapted Style



Natural Style

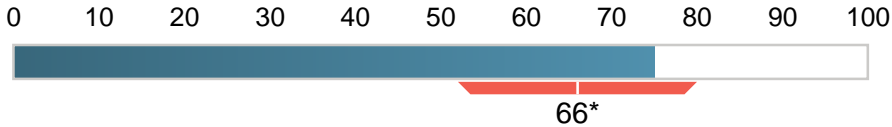




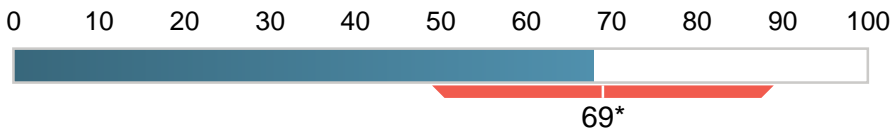
Behavioral Hierarchy

Your observable behavior and related emotions contribute to your success on the job. When matched to the job, they play a large role in enhancing your performance. The list below ranks your behavioral traits from the strongest to the weakest.

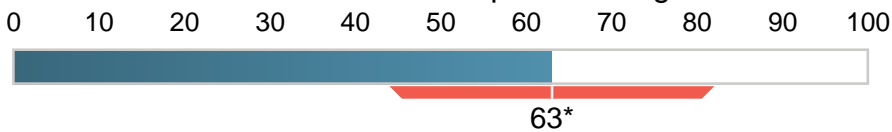
1. Customer-Oriented - Identify and fulfill customer expectations.



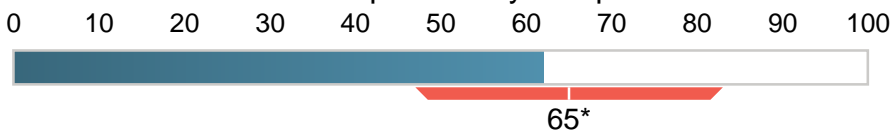
2. Following Policy - Adhere to rules, regulations, or existing methods.



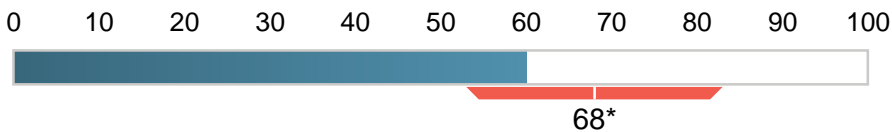
3. Persistence - Finish tasks despite challenges or resistance.



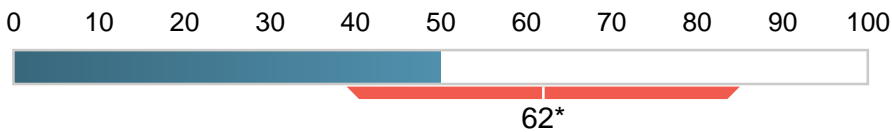
4. Consistent - Perform predictably in repetitive situations.



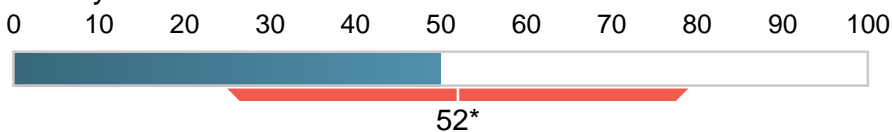
5. People-Oriented - Build rapport with a wide range of individuals.



6. Interaction - Frequently engage and communicate with others.

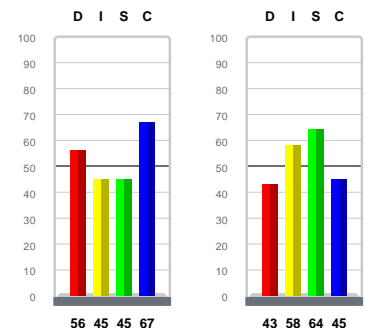


7. Organized Workplace - Establish and maintain specific order in daily activities.



Adapted Style

Natural Style

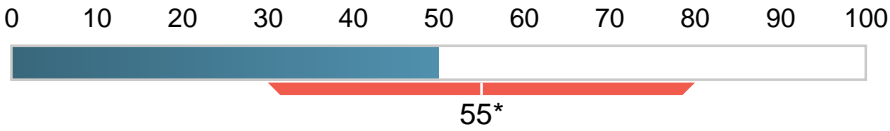


* 68% of the population falls within the shaded area.



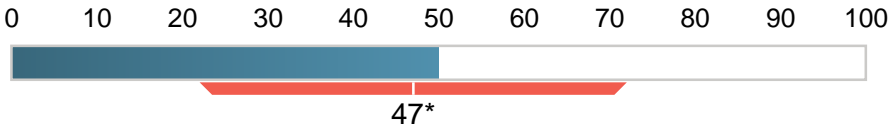
Behavioral Hierarchy

8. Analysis - Compile, confirm and organize information.



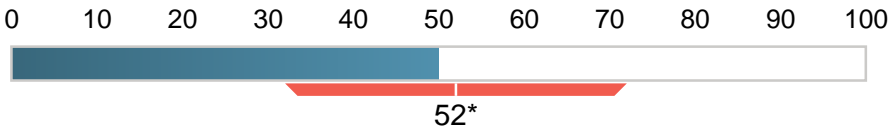
50

9. Competitive - Want to win or gain an advantage.



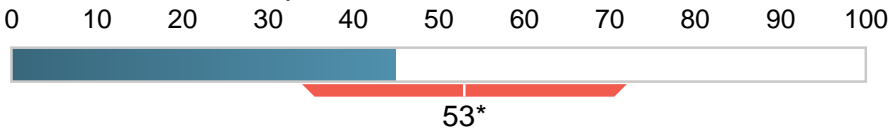
50

10. Frequent Change - Rapidly shift between tasks.



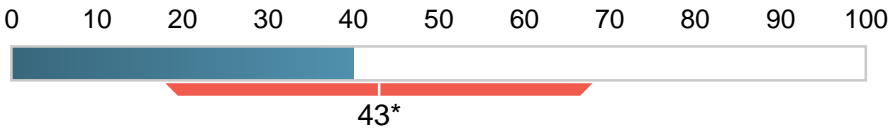
50

11. Versatile - Adapt to various situations with ease.



45

12. Urgency - Take immediate action.

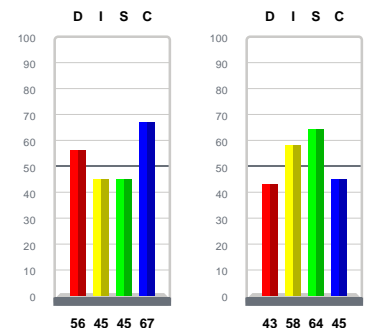


40



SIA: 56-45-45-67 (24) SIN: 43-58-64-45 (17)
* 68% of the population falls within the shaded area.

Adapted Style Natural Style



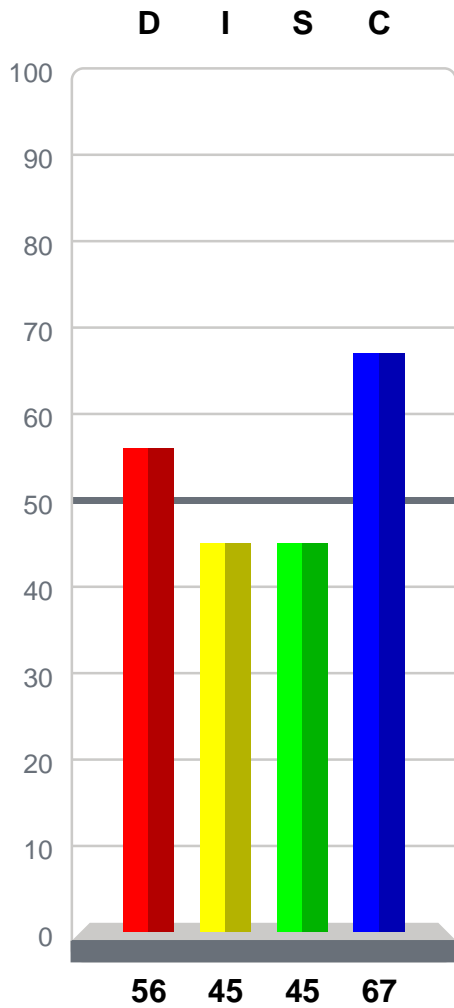


Style Insights® Graphs

3-20-2017

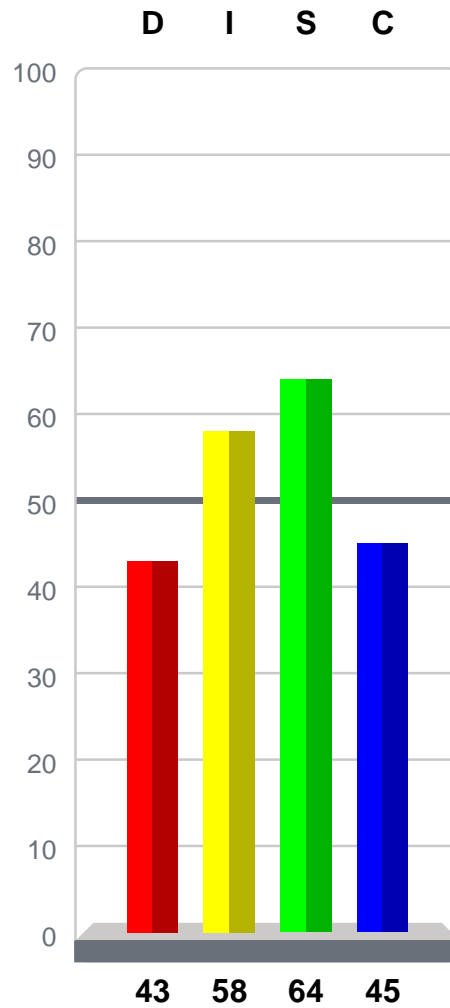
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4



The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.

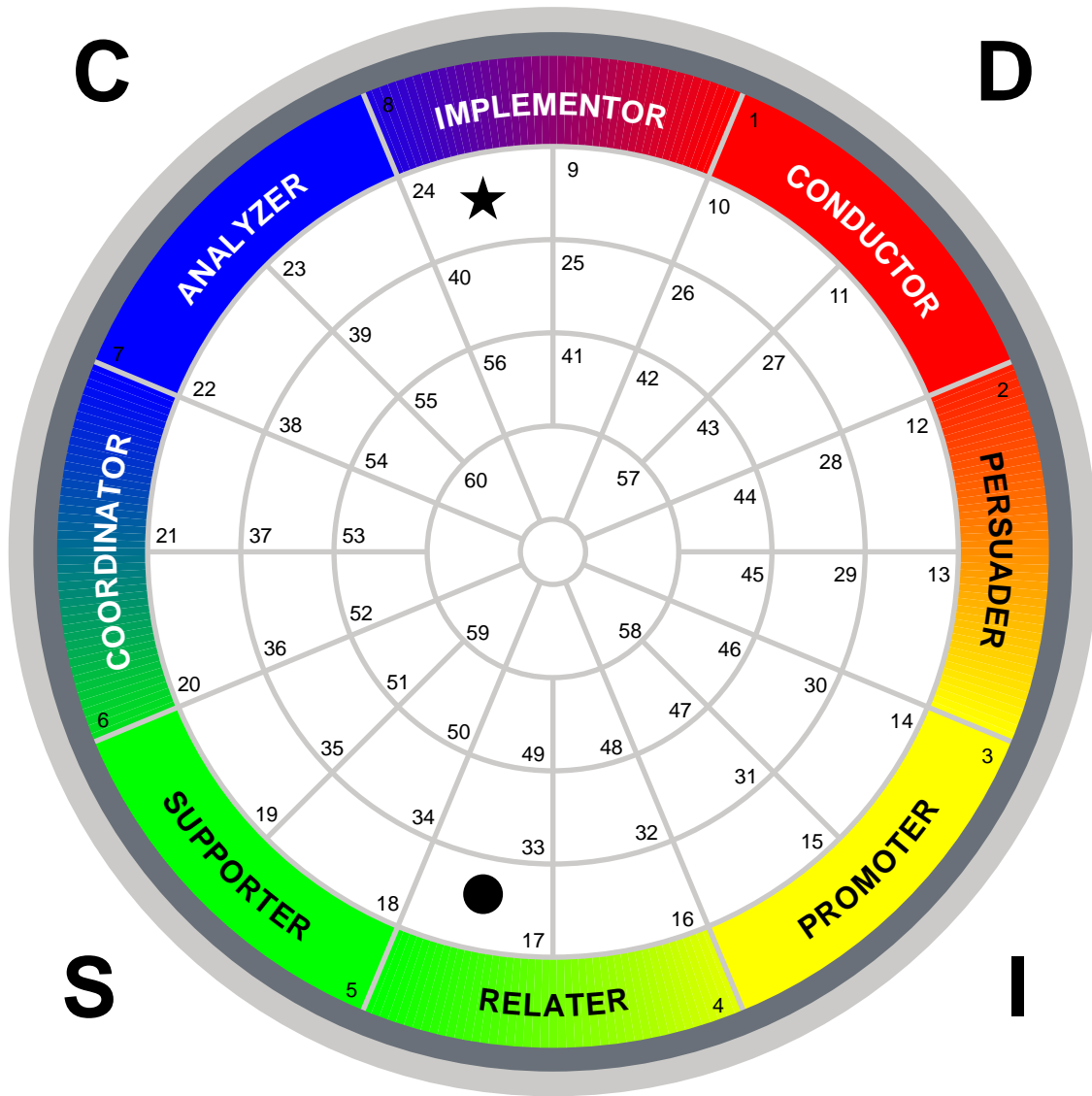
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



The Success Insights® Wheel

3-20-2017



Adapted: ★ (24) ANALYZING IMPLEMENTOR
 Natural: ● (17) SUPPORTING RELATER

Norm 2015 R4

T: 10:07



Understanding Your Driving Forces

Eduard Spranger first defined six primary types or categories to define human motivation and drive. These six types are Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

With TTISI's additional insights into Spranger's original work, the 12 Driving Forces® came to life. The 12 Driving Forces® are established by looking at each motivator on a continuum and describing both ends. All of the twelve descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power and Methodologies.

You will learn how to explain, clarify and amplify some of the driving forces in your life. This report will empower you to build on your unique strengths, which you bring to work and life. You will learn how your passions from 12 Driving Forces® frame your perspectives and provide the most accurate understanding of you as a unique person.

Please pay careful attention to your top four driving forces, as they highlight what most powerfully moves you to action. As you examine the next tier of four driving forces, you'll recognize they may have strong pull for you, but only in certain situations. Finally, when reviewing the bottom four driving forces, you will identify your varying levels of indifference or total avoidance.

Once you have reviewed this report you will have a better grasp of one of the key areas in the Science of Self™ and will:

- Identify and understand your unique Driving Forces
- Understand and appreciate the Driving Forces of others
- Establish methods to recognize and understand how your Driving Forces interact with others to improve communication



General Characteristics

Based on your responses, the report has generated statements to provide a broad understanding of WHY YOU DO WHAT YOU DO. These statements identify the motivation that you bring to the job. However, you could have a potential Me-Me conflict when two driving forces seem to conflict with each other. Use the general characteristics to gain a better understanding of your driving forces.

Mike has the desire to create a winning strategy. He wants to control his own destiny and impact the destiny of others. He is driven to acquire the very best that life has to offer. Being rewarded for his investment of time, talent or resources is not his driving force. Mike will accomplish tasks for the sake of accomplishment. He will value the process and people involved more than the end result. He tends to focus on the task at hand regardless of his surroundings. He tends to compartmentalize issues to keep the momentum moving forward. In those areas where Mike has a special interest he will be good at integrating past knowledge to solve current problems. He will incorporate knowledge as well as experience when making decisions. He can be patient and sensitive to others. At times Mike sees the importance of following a system and how he can apply it to a specific situation.

Mike looks for opportunities to take control of situations. He is driven by public recognition. He is able to let go of possessions without looking at future needs or uses. He views money as a necessary means of surviving not as a sense of accomplishment. Mike may choose to see the world in pieces, not as a whole. He is able to isolate personal issues and focus on professional productivity. If knowledge of a specific subject is not of interest, or is not required for success, Mike will have a tendency to rely on his intuition or practical information in this area. He will seek knowledge based on his needs in individual situations. Mike may help other people in the organization, if it's in his best interest. He will be generous with time, research and information if the cause appeals to him. He may be very helpful when working with others who share similar interests. He may evaluate others based on how and if they follow systems and rules.



General Characteristics

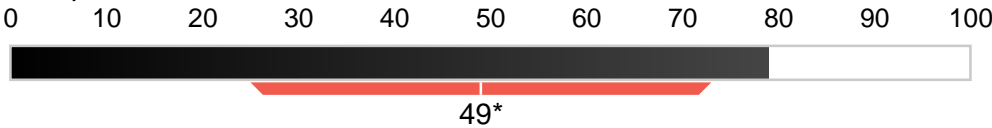
Mike may pick and choose the traditions and beliefs to which he will adhere. Mike's desire to help others is evaluated on an individual basis. A job that challenges Mike's own knowledge may increase his job satisfaction. He is capable of functioning in an environment filled with chaos. Mike focuses on the greater good versus his return on investment. He will focus more on the satisfaction of others rather than being restrained by efficiency. He can go to extremes to win or control the situation. He will work long and hard to advance his position.



Primary Driving Forces Cluster

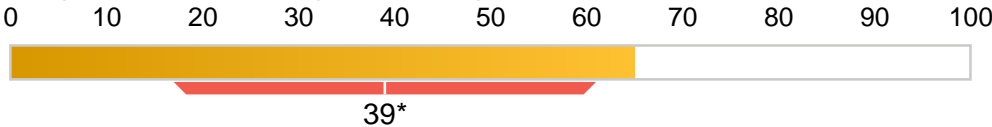
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver that you can relate to most and then see how your other primary drivers can support or complement to create your unique driving force.

1. Commanding - People who are driven by status, recognition and control over personal freedom.



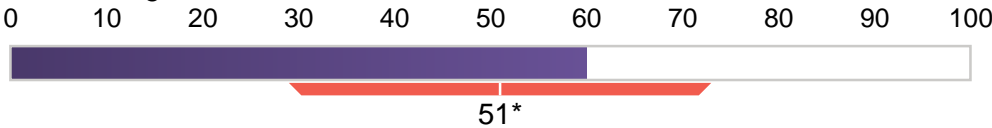
79

2. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.



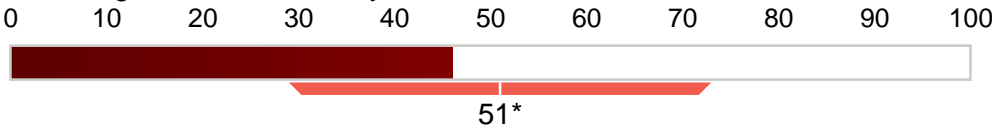
65

3. Objective - People who are driven by the functionality and objectivity of their surroundings.



60

4. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



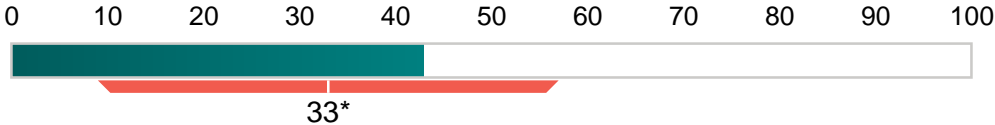
46



Situational Driving Forces Cluster

Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

5. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



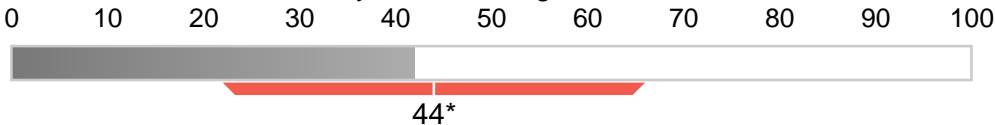
43

6. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



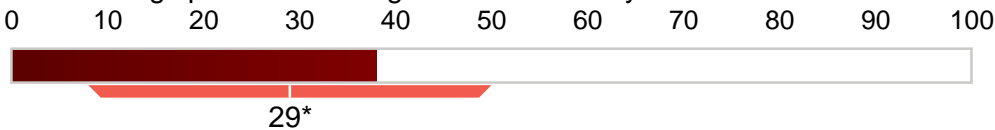
43

7. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



42

8. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



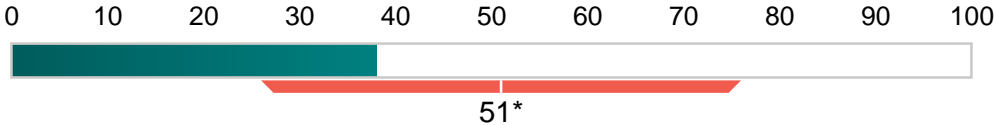
38



Indifferent Driving Forces Cluster

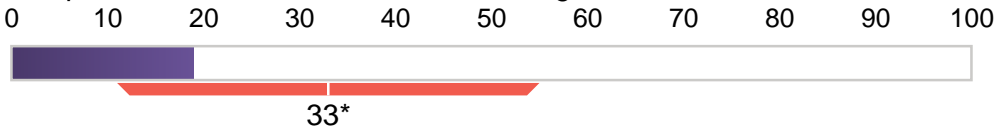
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

9. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



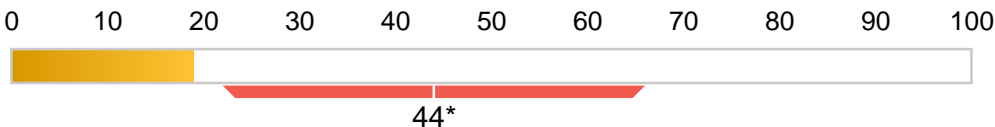
38

10. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



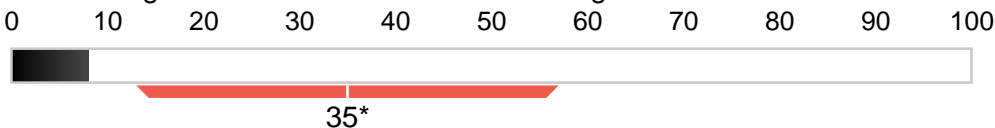
19

11. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



19

12. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



8

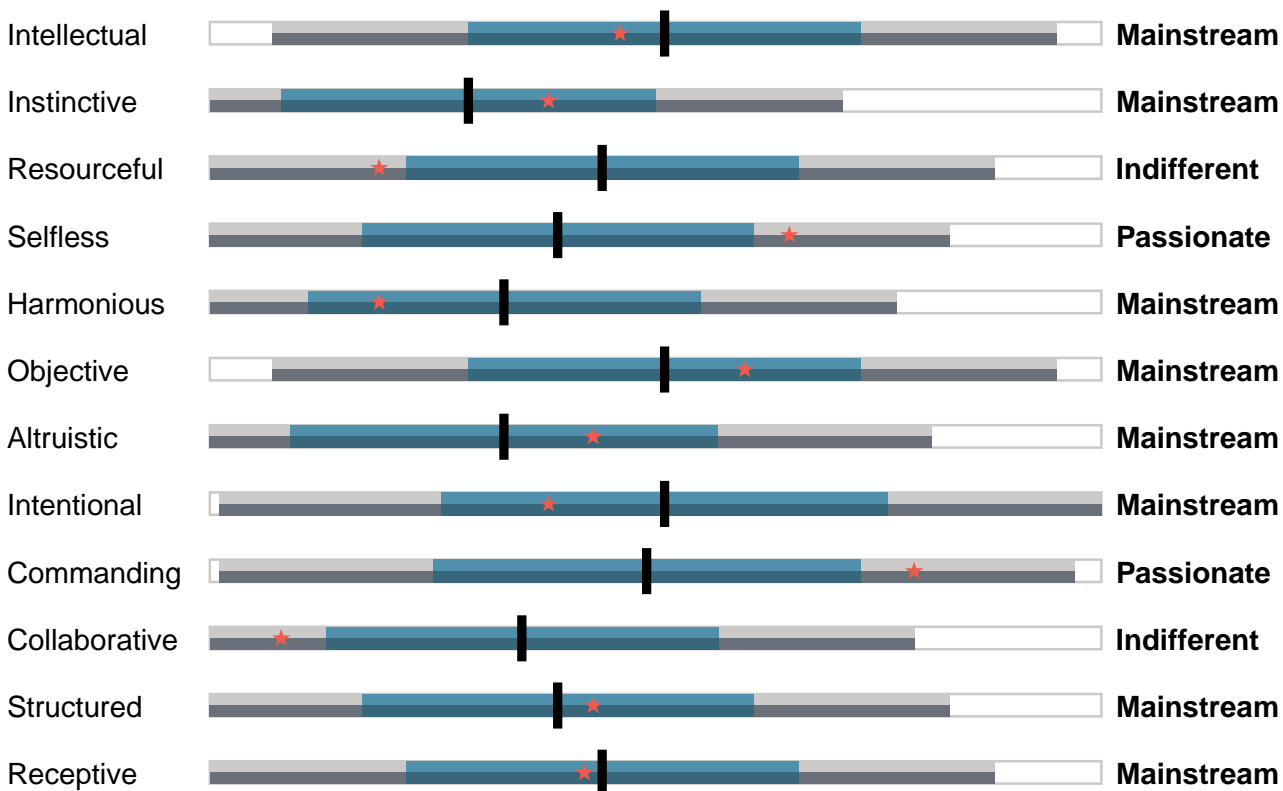


Areas for Awareness

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar driving forces, you will fit in with the group and be energized. However, when surrounded by people whose driving forces are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict.

This section reveals areas where your driving forces may be outside the mainstream and could lead to conflict. The further above the mean and outside the mainstream you are, the more people will notice your passion about that driving force. The further below the mean and outside the mainstream you are, the more people will notice your avoidance or indifference regarding that driving force. The shaded area for each driving force represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2015

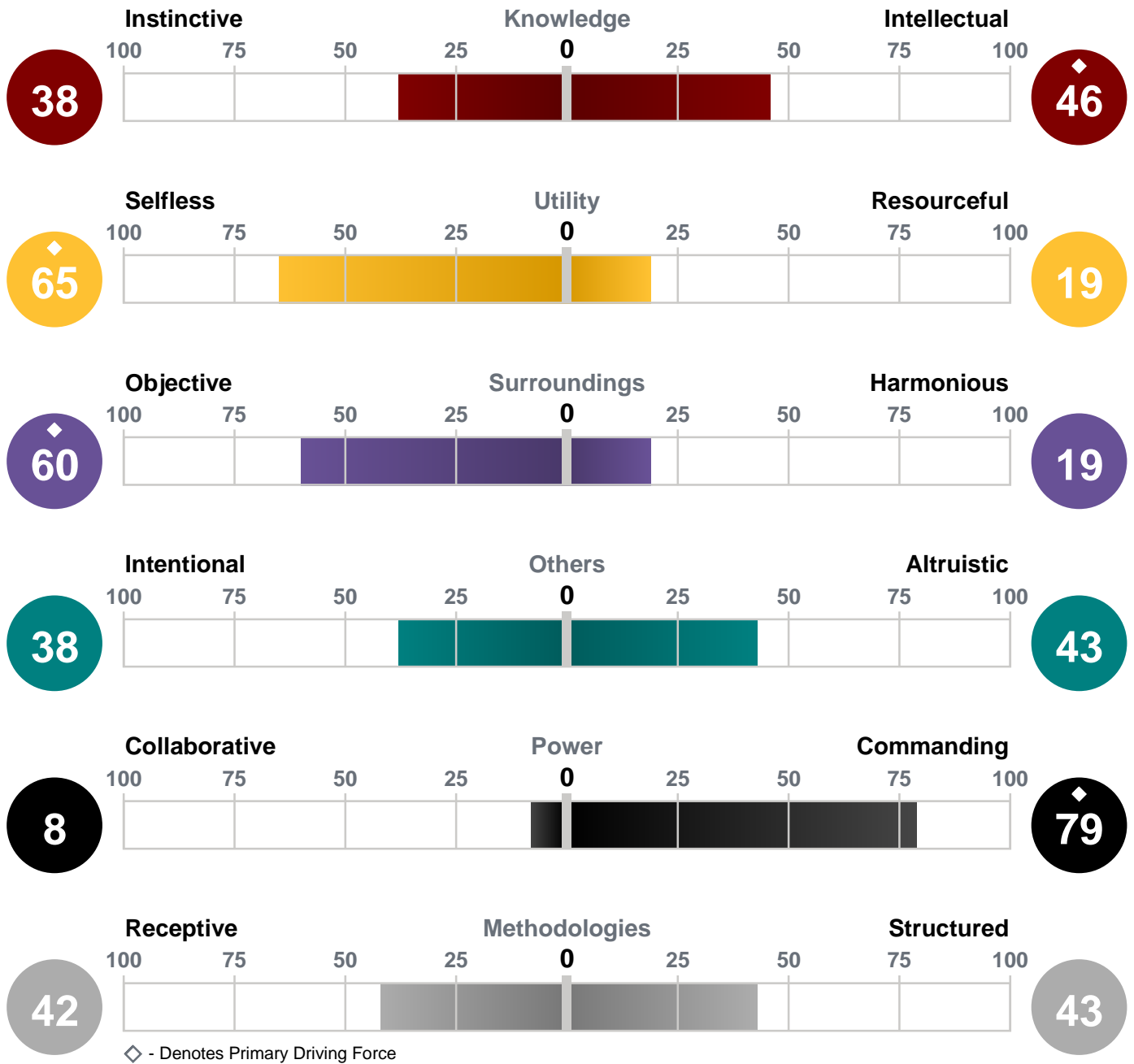


■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
 ■ - 2nd Standard Deviation
 □ - 3rd Standard Deviation

Mainstream - one standard deviation of the national mean
Passionate - two standard deviations above the national mean
Indifferent - two standard deviations below the national mean
Extreme - three standard deviations from the national mean

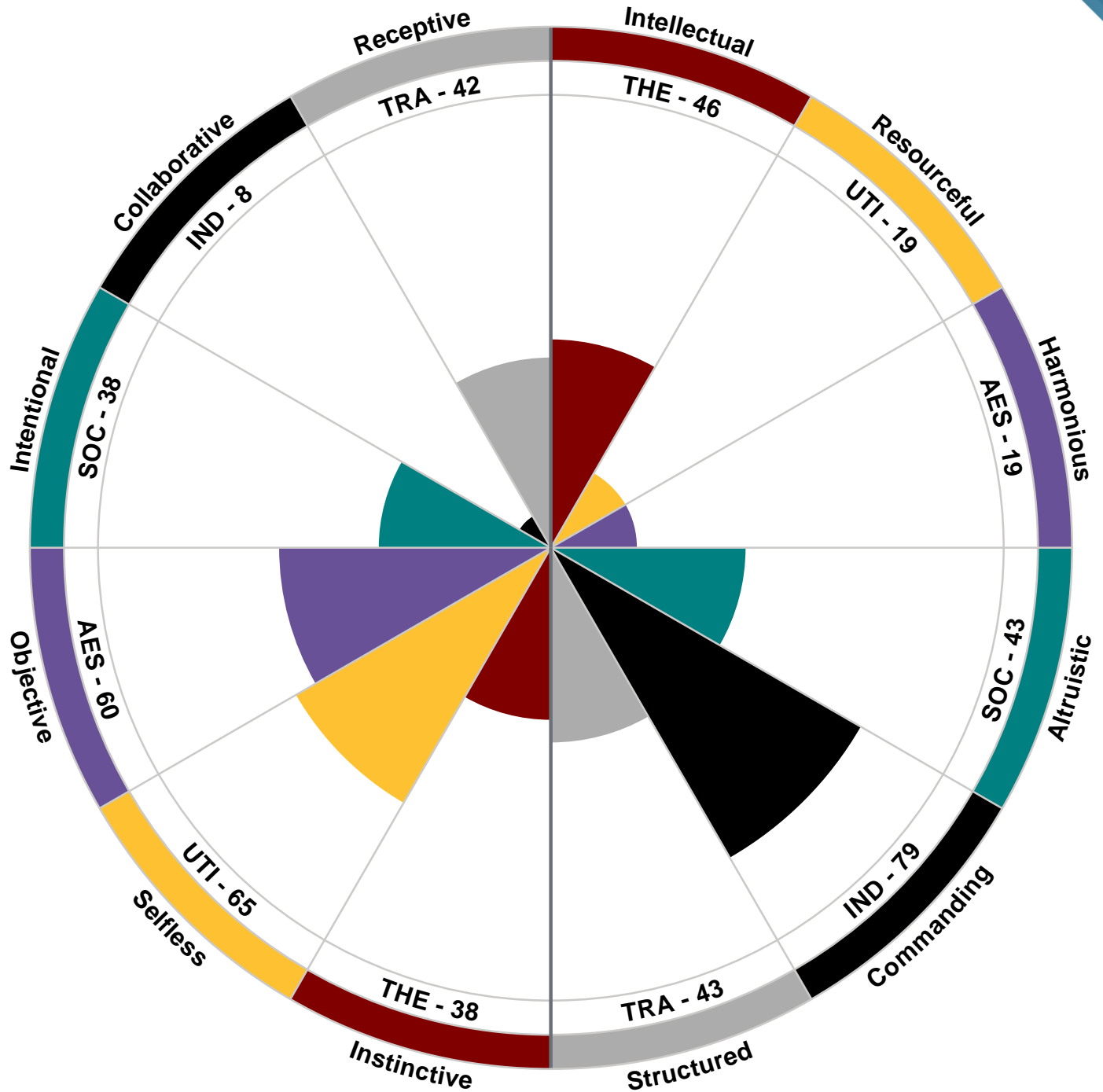


Driving Forces Graph





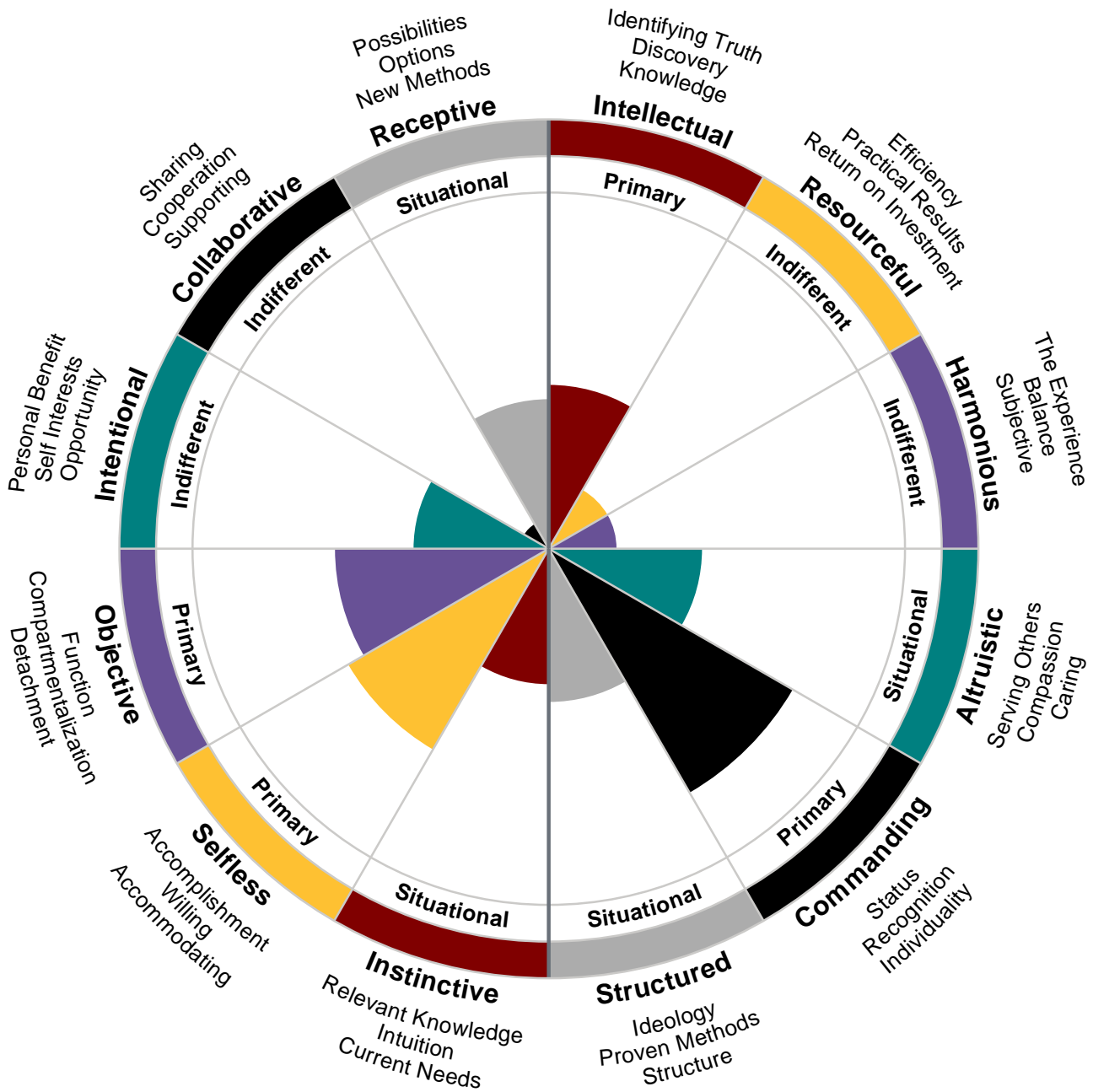
Driving Forces Wheel



T: 6:14



Descriptors Wheel



T: 6:14



Introduction Integrating Behaviors and Driving Forces Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and driving forces. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

In this section you will find:

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



Potential Behavioral and Motivational Strengths

This section describes the potential areas of strengths between Mike's behavioral style and top four driving forces. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.

- Will take a firm stance when his position or status is questioned.
- A "winner" who is consistent but does not brag about accomplishments.
- Methodically follows a strategy to achieve.
- Supports a leader and a cause without the need for a return.
- Wants to do his part for the good of the organization.
- Loyal and consistent in using the resources he has been allocated.
- Accommodating team member that brings function to the organization.
- Highly in tuned and loyal to his responsibilities within the organization.
- Supports a leader and a cause that implements tangible processes.
- Delivers his knowledge and wisdom objectively.
- Desire for continuous learning is one of his greatest strengths.
- Will keep sensitive information under lock and key.



Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between Mike's behavioral style and top four driving forces. Identify two to three potential conflicts that need to be minimized in order to enhance on-the-job performance.

- Will hide emotions until others push his buttons or take advantage of him.
- A fear of change prevents him from advancing.
- May let other's criticism of his work continually frustrate him.
- Could miss out on accommodating others by not acting swiftly.
- May focus on people and process when fearing change.
- May struggle to help with daily objectives if he feels rushed.
- If the environment is in flux, he struggles to speak up but will focus on realignment.
- Difficulty dealing with unknown situations involving subjective views.
- Has difficulty establishing priorities when balancing steadiness and functionality.
- Resents change without logical facts and reasoning behind the change.
- May have difficulty sharing subjective information.
- May not pursue knowledge if it jeopardizes his security.



Ideal Environment

People are more engaged and productive when their work environment matches the statements described in this section. This section identifies the ideal work environment based on Mike's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Mike enjoys.

- Forum to challenge change for the sake of change.
- Opportunity to be the silent leader behind the team.
- Desires to be seen as the gatekeeper of information and sensitive materials.
- Time to allow for completion of current tasks or projects, prior to making a change.
- Where protection of the organization's greater good is rewarded and valued.
- Rewards for a methodical and persistent drive to better the organization.
- Ability to work on pieces of the project behind the scene as part of a team.
- An environment that rewards separating personal and professional issues to complete tasks in the allotted timeframe.
- Time to compartmentalize tasks to complete a project.
- Information to support the reasons for change.
- Time to make decisions based on all available information.
- Time necessary to gather enough information in order to move forward.



Keys to Motivating

All people are different and motivated in various ways. This section of the report was produced by analyzing Mike's driving forces. Review each statement produced in this section with Mike and highlight those that are present "wants."

Mike wants:

- Time to determine when and where to promote winning strategy.
- A manager that appreciates his steadfast approach to leadership.
- The power to protect those he trusts or is loyal to.
- The chance to be a loyal and committed team player for the organization.
- Time to prove the process for accomplishing any new tasks.
- The understanding from management that rewards come in different ways.
- To support the steady pace and momentum of the organization.
- The freedom to separate personal and professional issues to achieve a friendly and familiar workplace.
- Time to make the workplace more functional.
- An opportunity to methodically layout research and work through the information-gathering process.
- To support others through the gathering and delivery of information.
- The time to research and layout information in a methodical way.



Keys to Managing

This section discusses the needs which must be met in order for Mike to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Mike and identify 3 or 4 statements that are most important to him. This allows Mike to participate in forming his own personal management plan.

Mike needs:

- A manager that understands the need for private recognition and one that will not take credit for Mike's ideas.
- A manager that understands his need to be seen as someone that will finish projects and won't let others down.
- To be in control of information and how it's utilized in achieving company objectives.
- Support in standing up for the good of the organization.
- To know when to change directions in order to preserve people and process.
- Be a part of the team exploring personnel opportunities for the organization.
- Help utilizing the chain of command when addressing tangible issues.
- To focus on the functionality of new assignments.
- A manager who seeks out his opinions and perspective to key components.
- To showcase areas of expertise when appropriate.
- Appropriate time to research and understand new information.
- Support in being seen as an expert within the organization.



Introduction Emotional Intelligence Section

The Emotional Quotient™ (EQ) report looks at a person's emotional intelligence, which is the ability to sense, understand and effectively apply the power and acumen of emotions to facilitate higher levels of collaboration and productivity. The report was designed to provide insight into two broad areas: Self and Others.

Research shows that successful leaders and superior performers have well-developed emotional intelligence skills. This makes it possible for them to work well with a wide variety of people and to respond effectively to the rapidly changing conditions in the business world. In fact, a person's EQ may be a better predictor of success performance than intelligence (IQ).

Emotional intelligence is an area you can focus on and develop regardless of your current score in each dimension. One model to help you assess your emotional levels throughout the day is to check your emotional clarity. Think of red as poor emotional clarity or an inability to utilize all skills and resources because of your emotional cloudiness. When you're identifying yourself as having a red glass, you may be experiencing emotions such as fear, anger, sadness or loss. Think of clear glass as your ideal state of clarity, or when you're emotionally "in the zone." You may experience emotions such as happiness, joy, peace or excitement. Most of the time you are somewhere in between. You may not be able to place an exact descriptor on how you feel, but you're relatively clear headed and free from distractions. Remember, the higher your EQ scores, the easier it will be to apply this model to you and to those around you.



Introduction Emotional Intelligence Section

This report measures five dimensions of emotional intelligence:

Emotional Intelligence - Self

What goes on inside of you as you experience day-to-day events.

Self-Awareness is the ability to recognize and understand your moods, emotions and drives, as well as their effect on others. In practice, it is your ability to recognize when you are red, clear or somewhere in-between.

Self-Regulation is the ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting. In practice, it is your ability to influence your emotional clarity from red to clear when the situation requires.

Motivation is a passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.

Emotional Intelligence - Others

What goes on between you and others.

Social Awareness is the ability to understand the emotional makeup of other people and how your words and actions affect others. In practice, it is the ability to assess if he or she is in a red, clear or somewhere in-between state.

Social Regulation is your ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.

Is the report 100% true? Yes, no and maybe. We are only measuring emotional intelligence. We only report statements from areas in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.



General Characteristics

Based on Mike's responses, the report has selected general statements to provide a broad understanding of his level of emotional intelligence.

Mike is consistently able to identify his emotions that will impact his ability to maintain composure during a stressful time. When others give Mike feedback, he will be aware of how his emotions can impact the understanding of the information. When faced with a difficult decision, Mike's self awareness will assist him in moving forward. He has a solid understanding of his emotional strengths and weaknesses. Mike's level of self awareness can be seen as an ability to project confidence in most situations. Mike's self awareness allows him to notice when his emotions begin to escalate in most instances.

Mike may struggle with weighing the practical issues versus emotional issues of a situation, and this can cause confusion in the decision-making process. When Mike is feeling stressed, he tends to manage his emotions enough so he doesn't take it out on others. He might benefit from improving his emotional regulation strategies. Others may question whether Mike can handle more responsibility during times of stress. Mike occasionally struggles when dealing with conflict. He has the ability to lift himself out of a bad mood, but he may not always use it.

Mike will generally see challenges more as opportunities rather than obstacles. He will usually strive for success, only rarely settling for good enough. He will continue to look for ways to succeed when faced with challenges or resistance. He tends to seek out new challenges. Mike generally will not allow objections or obstacles to keep him from achieving his goals. Others tend to see Mike as self-motivated.



General Characteristics

Mike can be thoughtful and understanding, but may not come across this way to others. When Mike holds a strong opinion, he may have trouble understanding others' perspectives. He may have difficulty empathizing when he has not been in the same situation himself. He may have trouble understanding the viewpoints of others who are not like him. Mike is able to work with others but at times will need help understanding their emotional needs. He is able to get along with others but may not always understand where people are coming from.

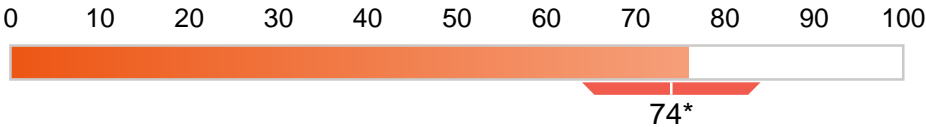
Mike occasionally engages in substantive conversations. He can interpret nonverbal cues in some instances and may adjust to the situation. Others generally view Mike as approachable. He collaborates well with most of his coworkers. Mike may, on occasion, have trouble negotiating with others. Others generally find spending time with Mike a positive experience.



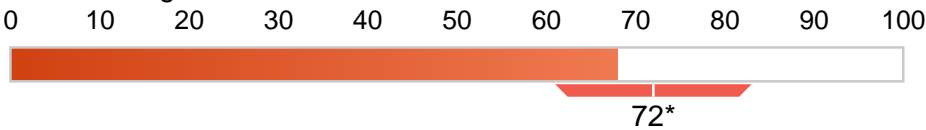
Emotional Quotient Assessment Results

The Emotional Quotient (EQ) is a measure of your ability to sense, understand and effectively apply the power and acumen of your emotions and the emotions of others in order to facilitate high levels of collaboration and productivity. Your total score on the Emotional Quotient Assessment indicates your level of overall emotional intelligence. The higher the number, the more emotionally intelligent you are. If your goal is to raise your EQ, the components on which you have scored the lowest should be the focus of your development.

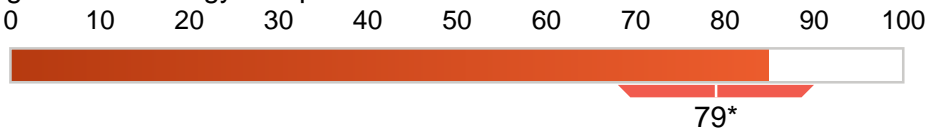
1. SELF-AWARENESS - The ability to recognize and understand your moods, emotions and drives, as well as their effect on others.



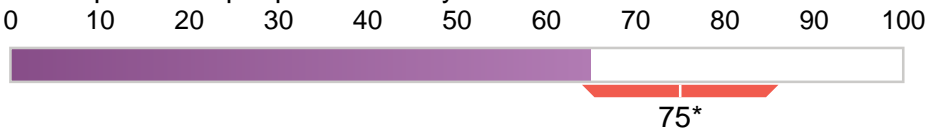
2. SELF-REGULATION - The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.



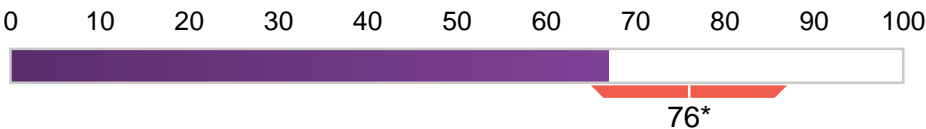
3. MOTIVATION - A passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.



4. SOCIAL AWARENESS - The ability to understand the emotional makeup of other people and how your words and actions affect others.



5. SOCIAL REGULATION - The ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.



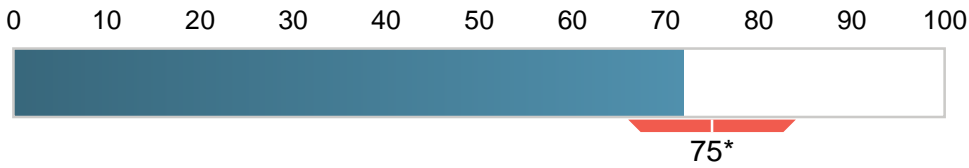
* 68% of the population falls within the shaded area.



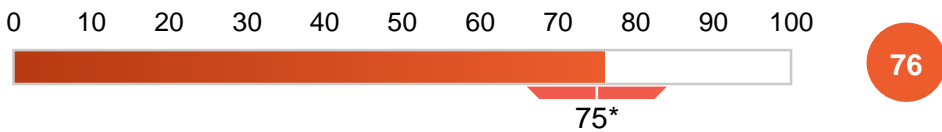
Emotional Quotient Scoring Information

The average of the Self-Regulation, Self-Awareness and Motivation subscales represent your Self Score. The average of the Social Awareness and Social Regulation subscales represent your Others Score. Your total level of Emotional Quotient was calculated by averaging all five EQ dimensions.

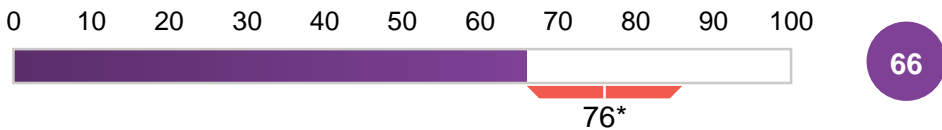
TOTAL EMOTIONAL QUOTIENT - Your total level of emotional intelligence, formed by averaging your Others and Self scores.



SELF - The ability to understand yourself and form an accurate concept of yourself to operate effectively in life.



OTHERS - The ability to understand other people, what motivates others, how they work and how to work cooperatively with them.





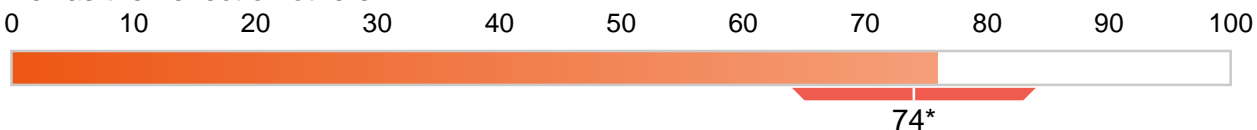
Self-Awareness

Based on Mike's current EQ level, he has a developed awareness of how he is feeling at any given time. Mike is usually able to assess his own emotions and their impact on his decisions.

What Mike can do:

- To improve decision making, keep a journal to identify behavioral trends and discuss your observations with a trusted advisor, family member or friend. Check your emotional clarity several times a day. What is your current state: red, clear or somewhere in-between?
- Continue to practice the realistic perspective you have to identify any areas you may benefit from improving.
- Consider whether you have a realistic self-perception as compared to how others may see you.
- Think of situations where you could better use each of your strengths and minimize weaknesses, especially in the workplace.
- Pay attention to your behaviors and see if you recognize patterns that occur either in the workplace or at home.
- Create an action plan to develop the areas you may want to improve, both at home and at work, and revisit it regularly.
- Document your thoughts and feelings and discuss them with a family member, friend or trusted co-worker to increase your Self-Awareness.
- Consider areas in which you made progress on an area you wish to develop, especially in the workplace.
- Reflect on the connection between your emotions and your behavior. Identify the triggers that lead to potentially negative reactions.
- Identify a few specific, measurable goals for continuing to improve your Self-Awareness and revisit these goals as a part of your personal development plan.
- When involved in situations that may lead to potentially negative emotions, attempt to leverage your emotional enablers to maintain a positive emotional state.

Self-Awareness - The ability to recognize and understand your moods, emotions and drives, as well as their effect on others.



76



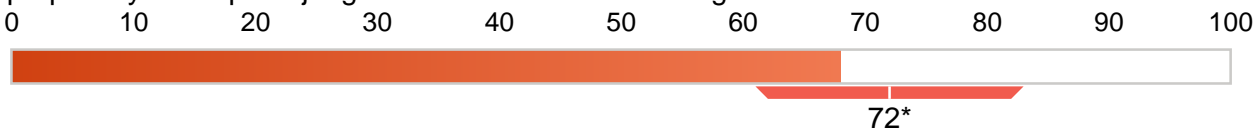
Self-Regulation

Based on Mike's current level of EQ in this dimension, he has a moderately developed level of Self-Regulation. Mike is able to regulate some negative emotions and in these cases allow himself to manage his reactions to given situations.

What Mike can do:

- Implement self-restraint by listening first, pausing and then responding.
- When becoming frustrated, stop and assess your emotional reaction and attempt to disrupt the negative behavior.
- Create effective responses to stressful situations by finding strategies for altering a distraction or negative mood.
- Discuss ways of dealing with change and stress with family members, friends or a trusted advisor.
- Make note of and focus on events that provide a sense of calm or positive emotions to change your clarity from red to clear or somewhere in-between.
- Choose a family member, friend or trusted advisor to discuss how you deal with change and how you can practice self-restraint.
- Ask yourself, "What is the worst thing that can happen?" in order to consider the reality of the situation.
- Journal occurrences during which you were able to regulate your responses or emotions.
- Discuss ways of expressing emotions appropriately with your co-workers.
- There is a strong mind-body connection. Take control of your body through meditation or yoga to learn to self-regulate your emotions over time.
- Begin regular exercise to increase your ability to manage your emotions and relax both body and mind.

Self-Regulation - The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.





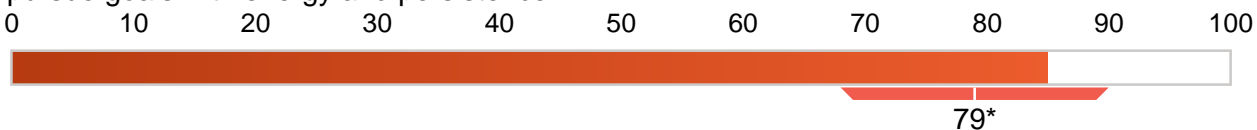
Motivation

Based on Mike's current level of Motivation, he generally manages his goals well and tends to seek out new challenges.

What Mike can do:

- Document specific goals with target dates and revisit them regularly to ensure you are on track to achieve them.
- Post your goals and aspirations in a place where you will see them every day.
- Schedule time each day to reflect on the progress you are making towards your goals.
- Envision someone you know that models internal Motivation and develop those traits in yourself.
- Celebrate when you achieve one of your goals and document your success.
- Conduct a strengths, weaknesses, opportunities and threats analysis of your long-term goals to ensure your success.
- Challenge the status quo and make suggestions for improvement.
- Define qualities that may hold you back from attaining your goals and brainstorm ways to overcome them.
- Share your goals with a trusted advisor, family member or friend and ask them to help hold you accountable for reaching them.
- Spend time visualizing the achievement of your goals.
- Create detailed objectives to reach the overall goals.

Motivation - A passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.



85



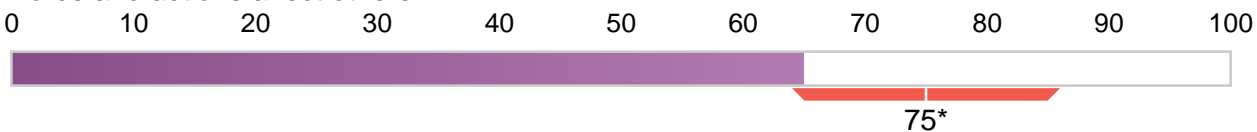
Social Awareness

Based on Mike's level of Social Awareness, at times he may find it difficult to understand others' emotional responses to situations and may need to adapt his communication.

What Mike can do:

- Attempt to predict and understand the emotional responses of others before communicating your point of view.
- Observe nonverbal behavior to evaluate the emotional temperature of others.
- Analyze and understand things from others' perspectives before responding to your peers at work or family members.
- Think about an invisible clarity meter over people and ask yourself, "What is their emotional state: red, clear or somewhere in-between?", knowing that if it is not clear, the optimal outcome may be compromised.
- Continue to develop interpersonal habits, such as listening to others until they are finished with their thought before asking questions or making statements.
- Observe body language for nonverbal messages being expressed.
- Seek clarification from others when attempting to interpret emotional responses.
- Be nonjudgmental in your interactions with others. Ask questions before drawing conclusions.
- Offer assistance to your friends, family and even strangers on occasion. Be careful to give the assistance they are looking for versus what you think they need.

Social Awareness - The ability to understand the emotional makeup of other people and how your words and actions affect others.



65



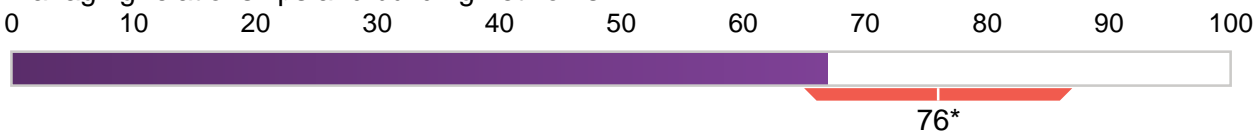
Social Regulation

Based on Mike's level of Social Regulation, he may find relating to others challenging, especially in emotionally charged situations.

What Mike can do:

- Be aware of the message your body language is communicating, try to predict how you can respond positively to the interaction.
- Ask those you admire to describe their experience when socializing with you.
- Remember people's names. Use memory techniques and be known as the one that remembers!
- After a negative interaction or misunderstanding, take accountability and find ways to make amends.
- Describe scenarios to a trusted advisor in order to gain experiential knowledge on how to increase your level of Social Regulation skills.
- Take notice when emotions are taking over an interaction and then find ways to remove yourself from the situation.
- Show a genuine curiosity for others' well-being.
- Allow others to take the lead role so you can learn from their leadership style.
- Connect with people you have just met and find ways to continue to build the rapport.
- Seek quality, rather than quantity, in your social bonds. Converse with others on a deeper level.
- Join a professional association or special interest group to practice building bonds.

Social Regulation - The ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.

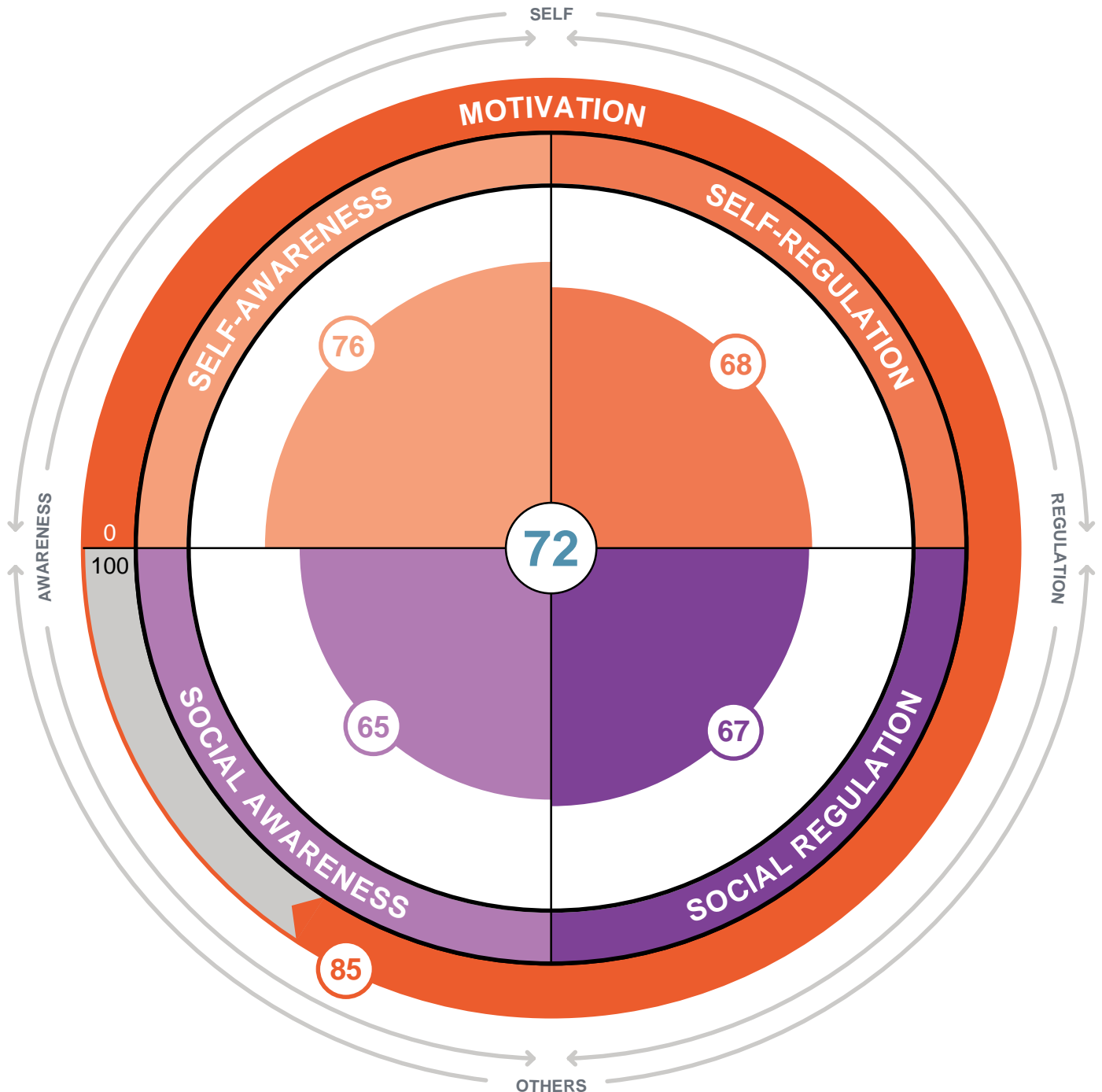


67



Emotional Quotient™ Wheel

The Emotional Quotient wheel is a visualization of your scores in the report. The circle, split into quadrants, is encompassed by Motivation and divided by Self and Others. Your Motivation score starts at Self-Awareness and wraps around the wheel clockwise. This starting position is due to all EQ dimensions being influenced first by your level of Self-Awareness. The volume of color illustrates the strength of your overall EQ score which is also notated in the center circle.



T: 4:31



Introduction

Blending Behaviors, Driving Forces and EQ for Success

Maximizing the effectiveness of one's behavioral style can be a difficult maze to navigate in the workplace, especially in situations where "behavioral labels" are assigned. Often a team will have multiple people with the same behavioral styles faced with the same situation, yet they come across differently.

For years, TTI has educated the corporate world on behaviors, or the "how" of people's actions; meanwhile, driving forces is the "why" they do what they do. This has explained the difference in actions for decades. However, recent research has led to the discovery of people with similar behaviors and driving forces, yet they still respond differently to situations, especially when the situations are emotionally charged.

Why is this? The answer is often found within a person's Emotional Intelligence. Understanding a person's EQ and applying this information to behaviors and driving forces can not only expand the working language and communication of an organization, but can help an individual successfully navigate the workplace maze and feel a sense of accomplishment and reward from doing so.



Blending Behaviors, Driving Forces and EQ for Success

People who understand and appreciate themselves as unique individuals and can apply that same understanding and appreciation to others are more successful. This section is designed to connect an individual's behavioral strengths and primary driving forces cluster with his Emotional Intelligence in order to propel and navigate the day-to-day situations of the business landscape.

To clarify this section Mike's, primary driving forces cluster includes: Commanding, Selfless, Objective and Intellectual.

Mike has a high level of Self-Awareness. He is able to anticipate his feelings and is mentally and physically aware of a change in how he is feeling. Coupled with his high "Steadiness" behavioral style, this can be extraordinarily powerful. People with a high "Steadiness" tend to be methodical, sincere and willing to accommodate the needs of others and may suppress their feelings when particular triggers are ignited. However, with Mike's level of Self-Awareness, he is aware of the physical and emotional response connected to these triggers.

Mike has a moderate level of Self-Regulation. He is able to temper responses and reactions to certain emotionally charged events. Possessing a high "Steadiness" behavioral style indicates that Mike would be non-demonstrative, possessive of information and will want to avoid conflict. However, with moderate Self-Regulation, the typical behavioral characteristics may be tempered in a way to minimize the eventual "enough is enough" erosion that a high "Steadiness" is predicted to have. By utilizing his steady behavioral style, and if he is able to manage his reactions, Mike will be able to more effectively contribute to team efforts and adjust to changing environments. Be careful in instances where the topic at hand directly relates to Mike's primary driving forces cluster. The ability for him to utilize his Self-Regulation skills will be hindered when a perceived threat to his drivers is present.

Mike has a high level of Motivation. He has a motivation and passion to work for reasons that go beyond the rewards of his primary driving forces cluster and a propensity to pursue goals with energy and persistence. This motivation is an internal drive to achieve the goal without external factors or a "carrot" to chase. His high Motivation score will lessen the necessity for his passions to be 100% satisfied on the job, as long as these drivers are not described as passionate or extreme. However, in order to achieve complete engagement and superior performance, it will also be important for his [primary driving forces cluster to be satisfied through his career.



Blending Behaviors, Driving Forces and EQ for Success

Mike has a moderate level of Social Awareness. At times he is able to anticipate how others will receive information or react to a situation. When he is able to harness this information, it will increase his ability to see things from someone else's perspective. Mike typically views things from the perspective of his primary driving forces cluster, whereas not all people filter information from this viewpoint. Being able to step out of this mindset is key in being able to help organizational leaders create a stable and predictable organization, which his "Steadiness" behavioral style requires.

Mike has a moderate level of Social Regulation. He is able to manage relationships and maintain networks. Mike has the ability to maintain the strongest relationships with others that possess similar drivers, as they filter communication from the same viewpoint. His primary areas of interest originate from Commanding, Selfless, Objective or Intellectual however, he will do best in forming relationships that directly lead to the satisfaction of these passions. Behaviorally, Mike prefers a warm and sincere approach. In addition, he wants personal assurance and guarantees that can and will be delivered upon. Based on his moderately developed Social Regulation, he may be able to adapt his communication style to meet the needs of the relationship, providing the relationship leads to the satisfaction of his primary drivers.