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INSIGHTS®

TriMetrix® EQ

Management-Staff

Ned Piper

Marketing

TAG

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The Abelson Group

Solutions for Hiring, Managing, Team Development, Leading & Coaching

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Hiring & Performance Solutions for Staff, Teams & Leaders

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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, motivators 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.

Motivators

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 Motivators

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 motivators 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, Motivators And EQ

This section will illustrate the impact your Emotional Intelligence has on your core behavioral style as well as your top two motivators.

Introduction

Behaviors



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

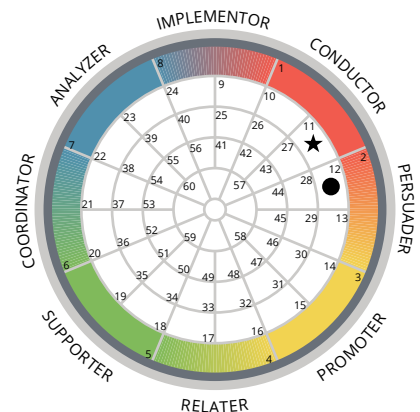
Behavioral Characteristics



Based on Ned'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 Ned's natural behavior.

Ned is extremely results-oriented, with a sense of urgency to complete projects quickly. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." He is deadline conscious and becomes irritated if deadlines are delayed or missed. He may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. Ned has high ego strengths and may be viewed by some as egotistical. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He wants to be viewed as self-reliant and willing to pay the price for success. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. Ned can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. He is often frustrated when working with others who do not share the same sense of urgency.

Ned has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. Sometimes he becomes emotionally involved in the decision-making process. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He will work long hours until a tough problem is solved. After it is solved, Ned may become bored with any routine work that follows. Ned likes to make decisions quickly. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. When faced with a tough decision, he will try to sell you on his ideas. He should realize that at times he needs to think a project through, beginning to end, before starting the project.

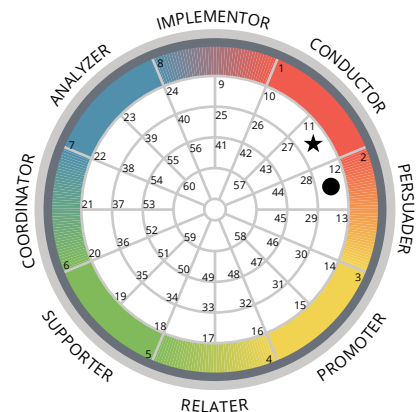


Behavioral Characteristics

Continued



Ned likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He tends to be intolerant of people who seem ambiguous or think too slowly. He tends to influence people by being direct, friendly and results-oriented. Ned should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He may sometimes mask his feelings in friendly terms. If pressured, Ned's true feelings may emerge.

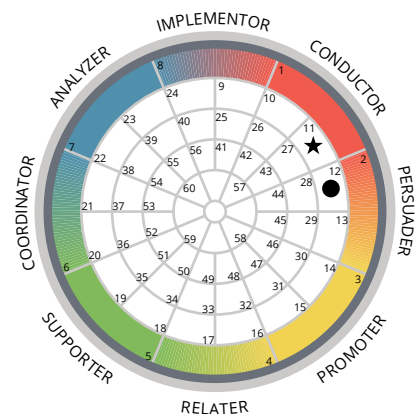


Value to the Organization



This section of the report identifies the specific talents and behavior Ned 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.

- ✓ Tenacious.
- ✓ Thinks big.
- ✓ Pioneering.
- ✓ Forward-looking and future-oriented.
- ✓ Innovative.
- ✓ Usually makes decisions with the bottom line in mind.
- ✓ Inner-directed rather than tradition-directed—brings fresh ideas for solving problems.
- ✓ Self-starter.



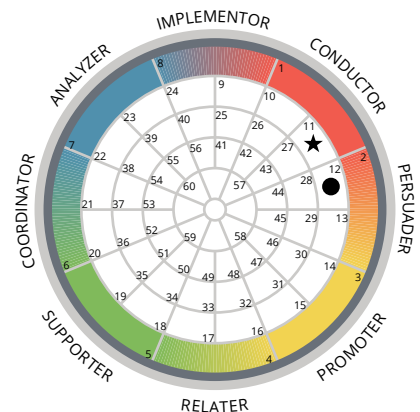
Checklist for Communicating



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 Ned. 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 Ned most frequently.

Ways to Communicate

- ✓ Use a balanced, objective and emotional approach.
- ✓ Clarify any parameters in writing.
- ✓ Look for his oversights.
- ✓ Read the body language—look for impatience or disapproval.
- ✓ Provide facts and figures about probability of success or effectiveness of options.
- ✓ Appeal to the benefits he will receive.
- ✓ Understand his defiant nature.
- ✓ Support and maintain an environment where he can be efficient.
- ✓ Speak at a rapid pace.
- ✓ Come prepared with all requirements, objectives and support material in a well-organized "package."
- ✓ Provide questions, alternatives and choices for making his own decisions.
- ✓ Define the problem in writing.



Checklist for Communicating

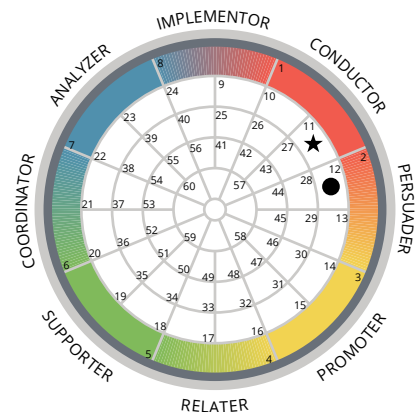
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This section of the report is a list of things NOT to do while communicating with Ned. Review each statement with Ned and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties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

Ways NOT to Communicate

- ⊘ Let him overpower you with verbiage.
- ⊘ Be paternalistic.
- ⊘ Reinforce agreement with "I'm with you."
- ⊘ Muffle or overcontrol.
- ⊘ Ramble on, or waste his time.
- ⊘ Hesitate when confronted.
- ⊘ Come with a ready-made decision or make it for him.
- ⊘ Let disagreement reflect on him personally.
- ⊘ Take credit for his accomplishments.
- ⊘ Direct or order.
- ⊘ Try to build personal relationships.
- ⊘ Be redundant.
- ⊘ Ask rhetorical questions or useless ones.



Communication Tips



This section provides suggestions for methods which will improve Ned'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, Ned 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.

Compliance

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

Dominance

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

Steadiness

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, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

Influence

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.
- ✗ 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 Ned's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Ned to project the image that will allow him to control the situation.



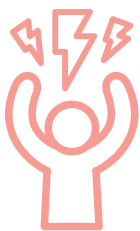
Ned usually sees himself as being:

- ✓ Pioneering
- ✓ Assertive
- ✓ Competitive
- ✓ Confident
- ✓ Positive
- ✓ Winner



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

The Absence of a Behavioral Factor



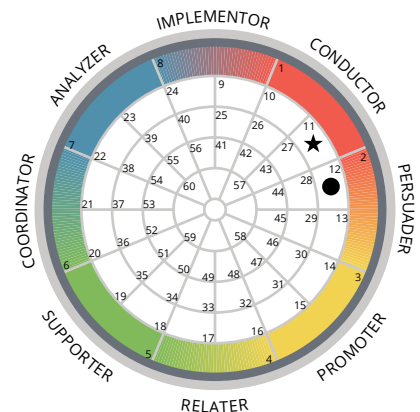
The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral 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 situations where the lack of fear is the driving force versus the return for the organization.
- Avoid situations that require strict adherence to standards without any flexibility.
- Avoid environments where micromanagement is the way of the organization.

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

- Stress is demonstrated through body language; be sure to send the same message verbally and physically.
- The lack of caution exhibited may lead to unnecessary high-risk decisions being made.
- Extremely formal and structured interactions may cause stress.



Descriptors



Based on Ned'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	Influence	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 & Adapted Style



Ned'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

Ned is ambitious in his approach to problem solving, displaying a strong will and a need to win against all obstacles. Ned has a tendency to make decisions with little or no hesitation.

Adapted

Ned sees no need to change his approach to solving problems or dealing with challenges in his present environment.

People & Contacts

Natural

Ned is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Ned is trusting and also wants to be trusted.

Adapted

Ned sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Natural & Adapted Style



Pace & Consistency

Natural

Ned is variety-oriented and demonstrates a need to get from one activity to another as quickly as possible. He usually demonstrates a pronounced sense of urgency. He is eager to initiate change if for nothing else than for change's sake.

Adapted

Ned sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.



Procedures & Constraints

Natural

Ned does not like constraints; at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.

Adapted

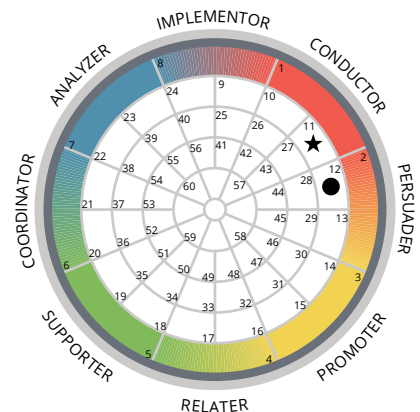
Ned shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant, and Ned sees little or no need to change his response to the environment.

Adapted Style



Ned 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.

- ✓ Being independent and innovative.
- ✓ Firm commitment to accomplishments.
- ✓ Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- ✓ Responding well to challenges: "You say I can't do it? Just watch me!"
- ✓ Willing to take risks when others may be hesitant.
- ✓ Persistence in job completion.
- ✓ Anticipating and solving problems.
- ✓ A good support team to handle paperwork.
- ✓ Using a creative approach in decision making.
- ✓ Using a direct, forthright and honest approach in his communications.
- ✓ Quickly responding to crisis and change with a strong desire for immediate results.
- ✓ A competitive environment combined with a high degree of people skills.



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.

Lack of a Written Plan

A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.

Possible Causes:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

Possible Solutions:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

Poor Delegation

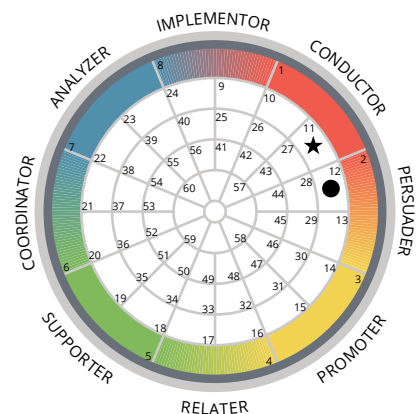
Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.

Possible Causes:

- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

Possible Solutions:

- Train and mentor others





Time Wasters

Continued

- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks

Snap Decisions

Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.

Possible Causes:

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

Possible Solutions:

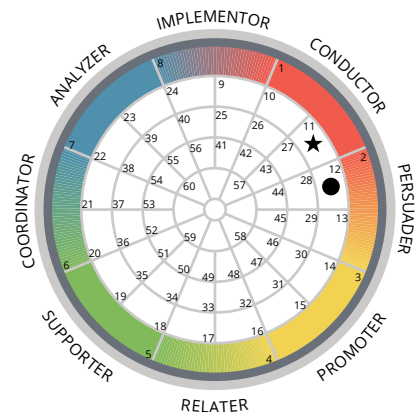
- Ask for recommendations
- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

Firefighting

Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

Possible Causes:

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation



Time Wasters

Continued



Possible Solutions:

- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach

Crisis Management

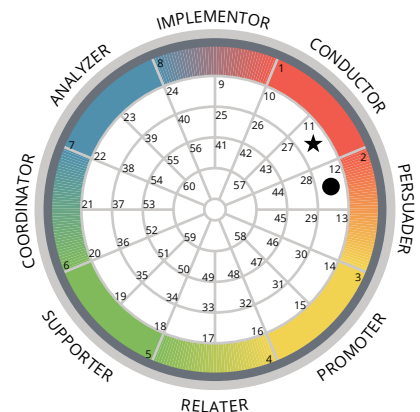
Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.

Possible Causes:

- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve

Possible Solutions:

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible



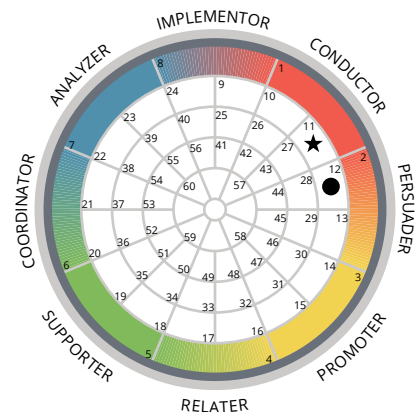
Areas for Improvement



In this area is a listing of possible limitations without regard to a specific job. Review with Ned 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.

Ned has a tendency to:

- ✓ Have difficulty finding balance between family and work.
- ✓ Keep too many balls in the air; if his support is weak, he will have a tendency to drop some of those balls.
- ✓ Be inconsistent because of many stops, starts and ever-changing direction.
- ✓ Be so concerned with the big picture that he forgets to see the little pieces.
- ✓ Dislike routine work or routine people—unless he sees the need to further his goals.
- ✓ Take on too much, too soon, too fast.
- ✓ Have no concept of the problems that slower-moving people may have with his style.
- ✓ Be impulsive and seek change for change's sake. May change priorities daily.

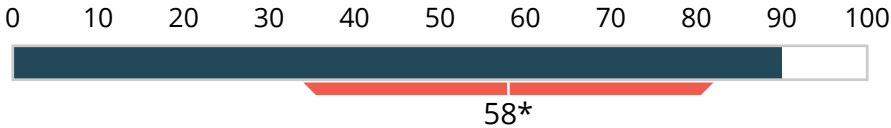


Behavioral Hierarchy

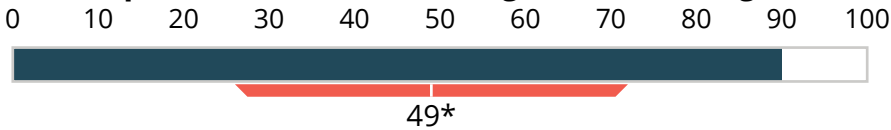


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

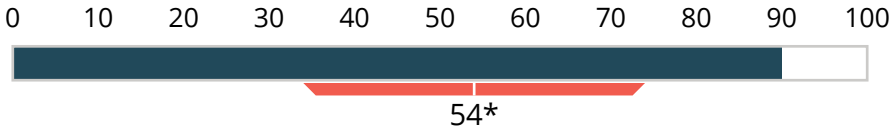
1. Interaction - Frequently engage and communicate with others.



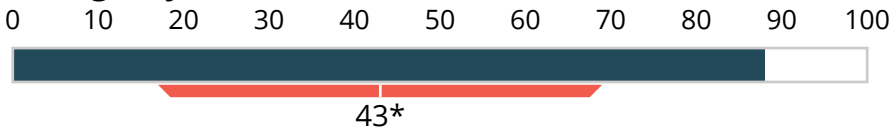
2. Competitive - Want to win or gain an advantage.



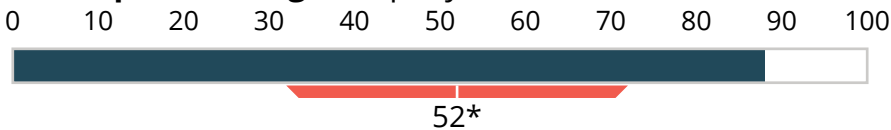
3. Versatile - Adapt to various situations with ease.



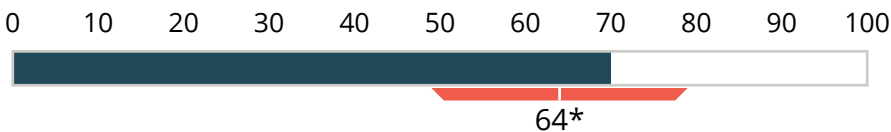
4. Urgency - Take immediate action.



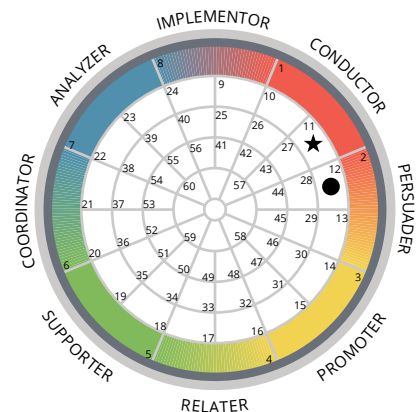
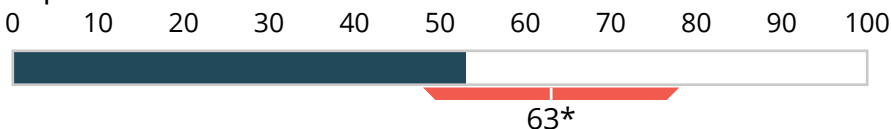
5. Frequent Change - Rapidly shift between tasks.



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



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

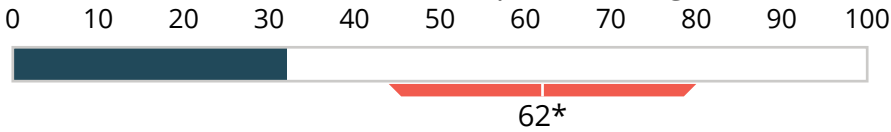


* 68% of the population falls within the shaded area.

Behavioral Hierarchy

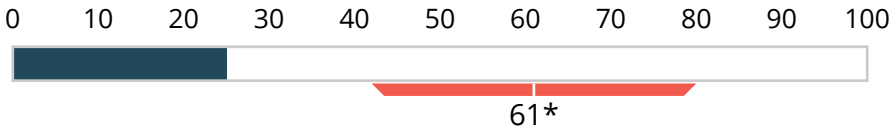


8. Persistence - Finish tasks despite challenges or resistance.



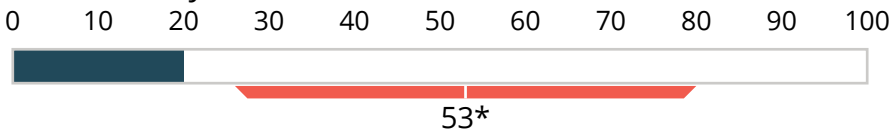
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9. Following Policy - Adhere to rules, regulations, or existing methods.



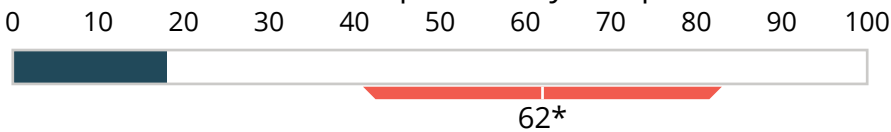
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10. Organized Workplace - Establish and maintain specific order in daily activities.



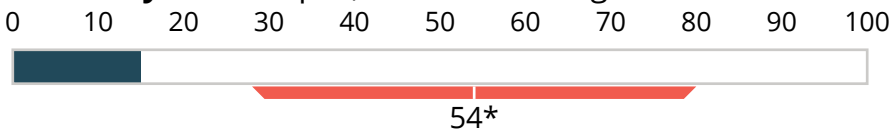
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11. Consistent - Perform predictably in repetitive situations.

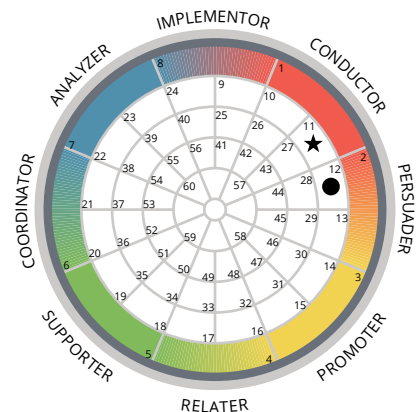


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12. Analysis - Compile, confirm and organize information.



15



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

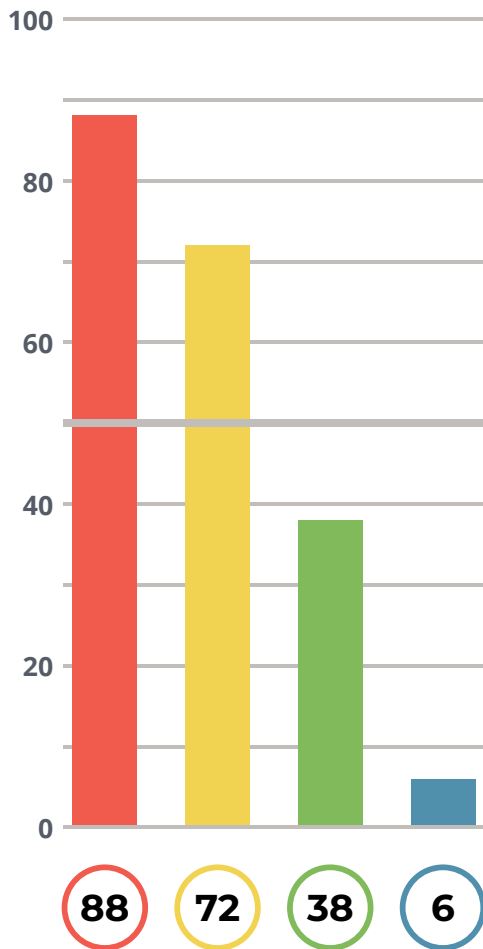
Style Insights® Graphs



Graph I

Adapted Style

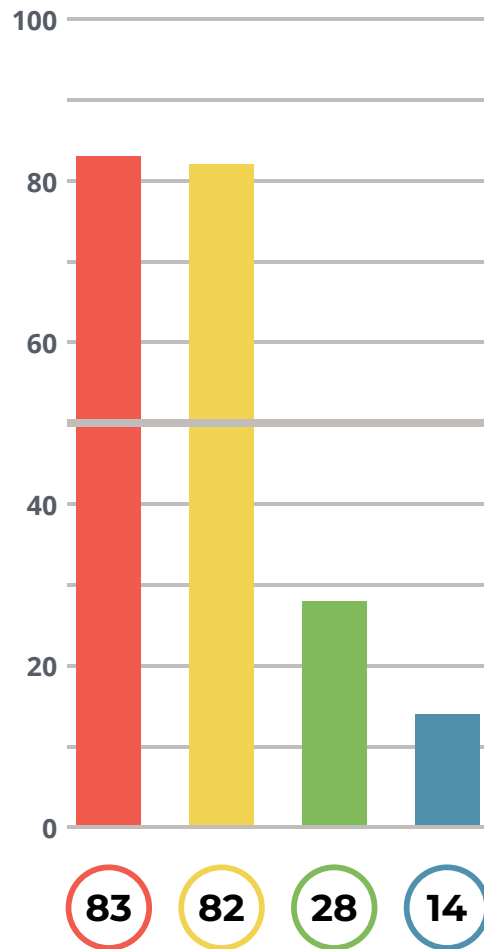
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



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The TTI Success Insights® Wheel



The TTI 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.

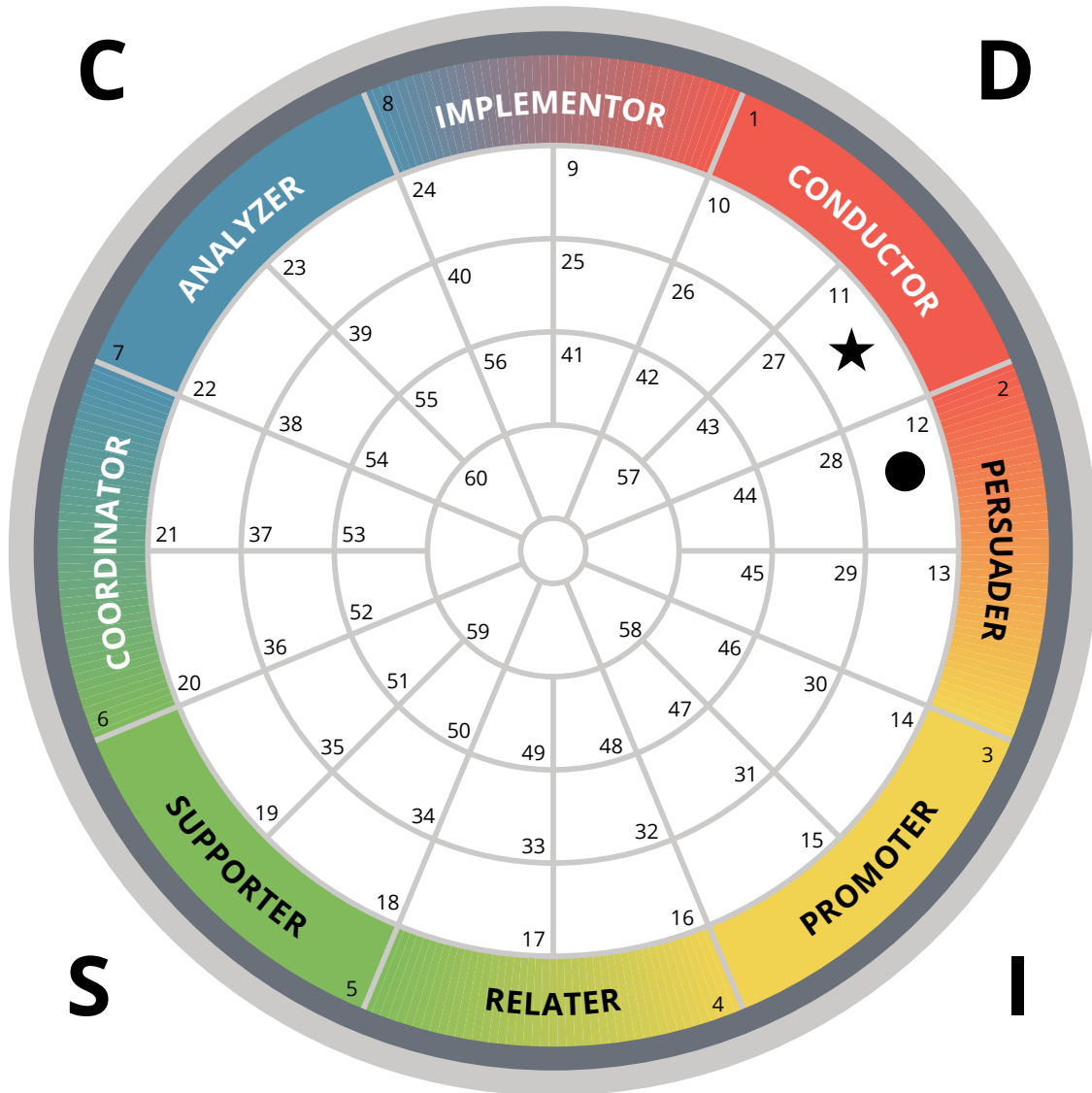
The TTI Success Insights® Wheel



Ned Piper

TAG

12-2-2022



Adapted: ★ (11) PERSUADING CONDUCTOR

Natural: ● (12) CONDUCTING PERSUADER

Norm 2021 R4

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Introduction

Motivators



Knowledge of an individual's motivators help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. The Personal Motivators & Engagement report measures the relative prominence of six basic interests or motivators (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Motivators help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six motivators. Your top two and sometimes three motivators cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top motivators.

The feedback you will receive in this section will reflect one of three intensity levels for each of the six motivators.

- **Strong** - positive feelings that you need to satisfy either on or off the job.
- **Situational** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.
- **Indifferent** - your feelings will be indifferent when related to your 5th or 6th motivator.

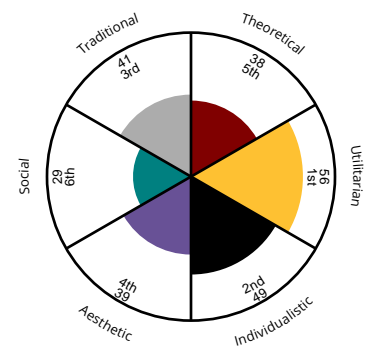
Your Personal Motivators Ranking		
1st	Utilitarian	Strong
2nd	Individualistic	Strong
3rd	Traditional	Situational
4th	Aesthetic	Situational
5th	Theoretical	Indifferent
6th	Social	Indifferent

Utilitarian



The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves but for their present and future family. This motivator includes the practical affairs of the business world — the production, marketing and consumption of goods, the use of credit and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average business person. A person with a high score is likely to have a high need to surpass others in wealth.

- The accumulation of material possessions results from his ability to follow through and accomplish goals.
- Ned is good at achieving goals.
- He will work long and hard to satisfy his needs.
- Ned tends to give freely of time and resources, but will want and expect a return on his investment.
- He may use wealth as a yardstick to measure his work effort.
- He evaluates things for their utility and economic return.

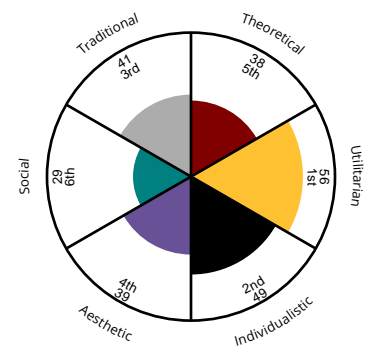


Individualistic



The primary interest for this motivator is POWER, not necessarily politics. Research studies indicate that leaders in most fields have a high power drive. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

- Ned believes "when the going gets tough, the tough get going."
- If necessary, Ned will be assertive in meeting his own needs.
- He believes "if at first you don't succeed try, try again."
- Maintaining individuality is strived for in relationships.
- He wants to control his own destiny and display his independence.
- People who are determined and competitive are liked by Ned.
- Ned takes responsibility for his actions.
- Ned has the desire to assert himself and to be recognized for his accomplishments.
- Ned likes to be in situations that allow him the freedom to control his destiny and the destiny of others. His team's strategy is to attempt to dilute outsiders' influence on the results of their goals.

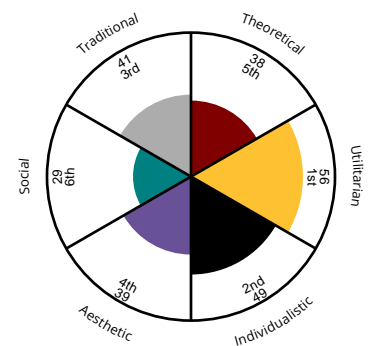


Traditional



The highest interest for this motivator may be called "unity," "order," or "tradition." Individuals with high scores for this motivator seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.

- Ned at times will evaluate others based on his rules for living.
- He will have strong beliefs within a system that he feels most comfortable with, and he will not be as strong in his beliefs or approach if he lacks that interest level.
- Ned lets his conscience be his guide.
- Ned needs to be able to pick and choose the traditions and set of beliefs to which he will adhere.

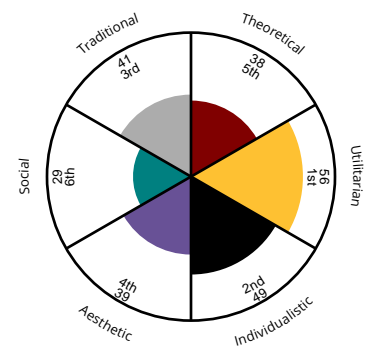


Aesthetic



A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent has talents in creative artistry. It indicates a primary interest in the artistic episodes of life.

- Ned may desire fine things for his spouse or family members.
- There could be a specific area that is of great interest to him. For instance, he may be appreciative of the natural beauty of mountains and streams, but may not be overly impressed by the works of Picasso or Rembrandt.
- The need for the appreciation of beauty is determined on an individual basis and is not generalized in terms of the total world around him.
- At times Ned will look for the beauty in all things.

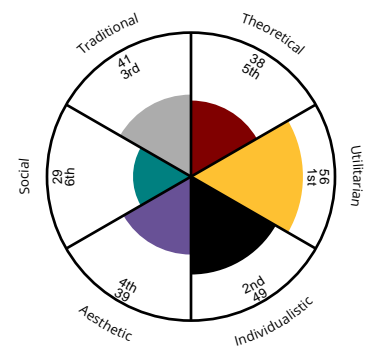


Theoretical



The primary drive with this motivator is the discovery of TRUTH. In pursuit of this drive, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical and rational, the person appears to be an intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.

- Ned will only read books that relate to his chosen field or special interests.
- He may have a hobby or special interest that drives the need to know everything about a particular subject, such as computers, baseball scores, etc.
- He will attempt to take the practical approach and not over-analyze the process.
- Ned will use an instinctual approach to problem-solving.
- Ned can be turned off by people who talk about things in detail if he has no interest in the subject.
- For Ned, personal experiences are a key factor in decision making.
- When required, Ned will seek knowledge to better understand a particular situation.
- Ned will not seek knowledge based on curiosity or just for the sake of knowledge.
- Ned will have a tendency to read only the articles in newspapers or magazines that appeal to his special interests.

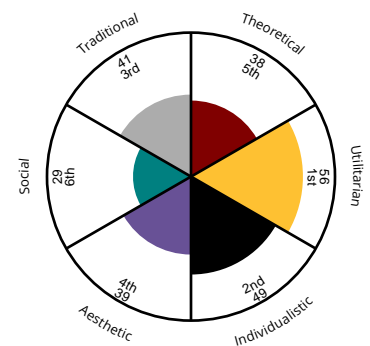


Social



Those who score very high for this motivator have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic motivator, the Social person regards helping others as the only suitable form for human relationships. Research indicates that in its purest form, the Social interest is selfless.

- Ned's passion in life will be found in one or two of the other dimensions discussed in this report.
- He will be firm in his decisions and not be swayed by unfortunate circumstances.
- He will not normally allow himself to be directed by others unless it will enhance his own self-interest.
- Ned is willing to help others if they are working as hard as possible to achieve their goals.
- Ned will be torn if helping others proves to be detrimental to him.
- Believing that hard work and persistence are within everyone's reach — he feels things must be earned, not given.



NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE



The information on this page will highlight areas in which you may struggle relating to, based on your lowest motivator. The information will teach you how to manage your way through discussions focusing on your number six motivator.

Tips for Communicating with "High Social" utilizing your Utilitarian.

As you read through the communication tips, think about the following questions:

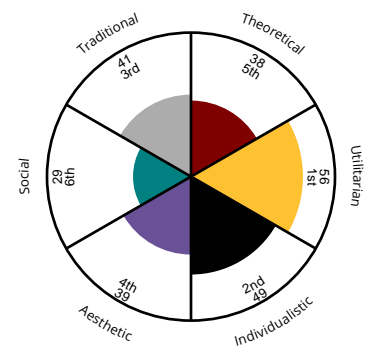
1. How does the mindset of a high Social contribute to today's workforce?
2. How do Socials contribute to the world, your professional life and your personal life?

A person with a high Social may sacrifice bottom-line profit when the decision may be detrimental to the people involved.

- Think about a small sacrifice to the bottom line to increase the productivity and long-term output. Specifically when the bottom-line is healthy, more resources can be allocated toward the betterment of society and people.
- Converse and collaborate with the high social team members in order to jointly commit to moving the bottom-line in the right direction while giving the ability for others to give back to people.

A person with a high Social has the ability and desire to be empathetic toward those who are hurting.

- Understand the drain on the organization if people within the company are hurting. What type of programs can be put in place to help them be more productive without involving others in the organization?
- In order to increase retention, specifically of top performers, an organization must be sensitive to the emotional needs of employees while keeping accountability as a part of the equation.



NAVIGATING SITUATIONS OUTSIDE YOUR COMFORT ZONE

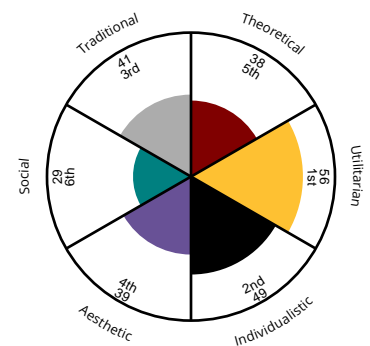


A person with a high Social will blame the system more than the individual and will work diligently to change the system.

- It's important to the organization's bottom line for both systems and people to be performing at 100%. How can both operate more effectively, at a faster rate and with higher success?
- Every challenge should be looked at as an opportunity to improve results. Strive to eliminate blame in the discussions and focus on how the organization can advance.

A person with a high Social may have causes that cannot be won, but he may still be compelled to try.

- Implement appropriate allocation of resources (time, talent, financials) to attempt to solve the problem and hold people accountable for this.
- Utilize inherent problem solving ability to identify new, cost effective methods to help solve the problem.



Motivators - Norms & Comparisons

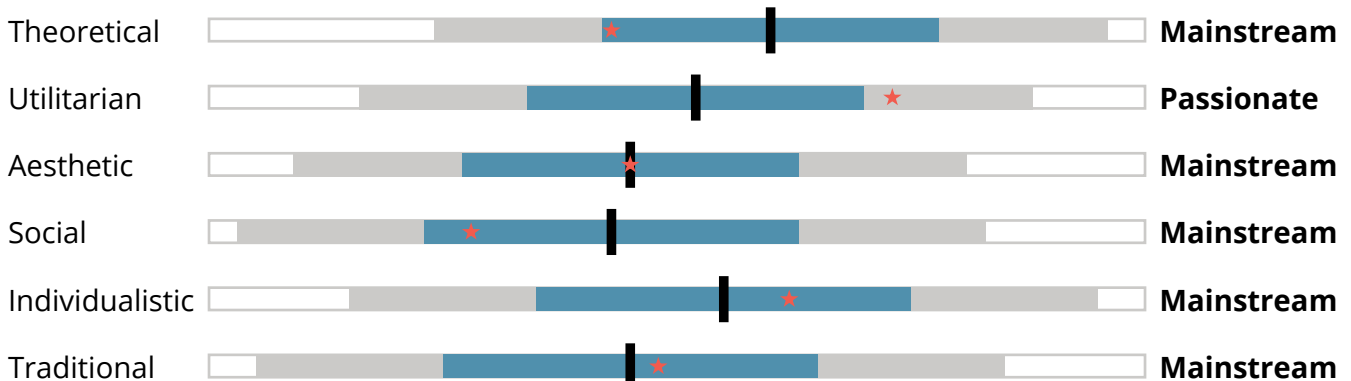


For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people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

- Change the situation.
- Change your perception of the situation.
- Leave the situation.
- Cope with the situation.

This section reveals areas where your motivators may be outside the mainstream and could lead to conflict. The further away you are from the mainstream on the high side, the more people will notice your passion about that motivator. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that motivator. The shaded area for each motivator represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2021



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

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

Motivators - Norms & Comparisons



Areas in which you have strong feelings or passions compared to others:

- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.

Motivators Hierarchy



Your drive to succeed in anything you do is determined by your underlying motivators. You will feel energized and successful at work when your job supports your personal motivators. They are listed below from the highest to the lowest.

1. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

0 10 20 30 40 50 60 70 80 90 100



52*

73

2. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.

0 10 20 30 40 50 60 70 80 90 100



55*

62

3. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

0 10 20 30 40 50 60 70 80 90 100



45*

48

4. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

0 10 20 30 40 50 60 70 80 90 100

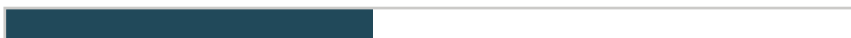


45*

45

5. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

0 10 20 30 40 50 60 70 80 90 100



60*

43

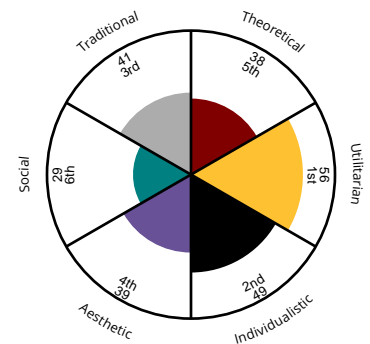
6. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

0 10 20 30 40 50 60 70 80 90 100



43*

28

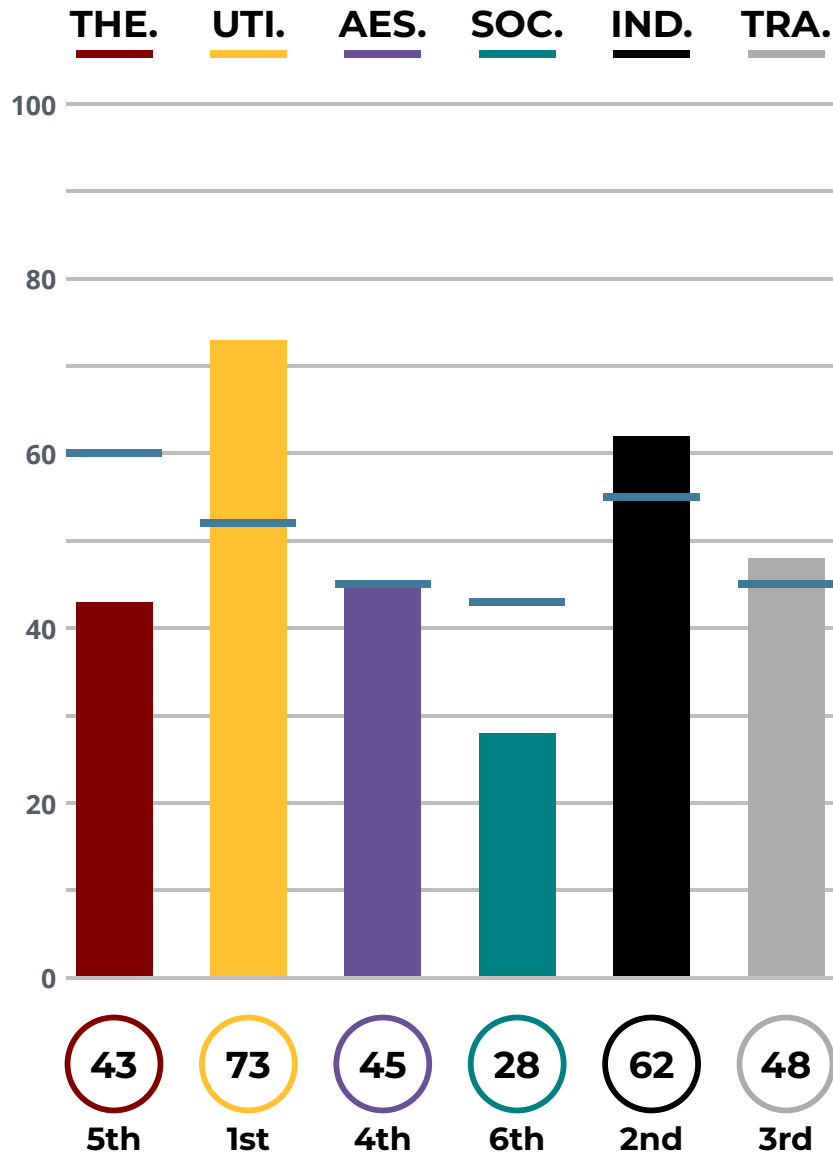


* 68% of the population falls within the shaded area.

Motivation Insights® Graph



The Motivators Graph is a visual representation of what motivates Ned and the level of intensity for each category. These categories include: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

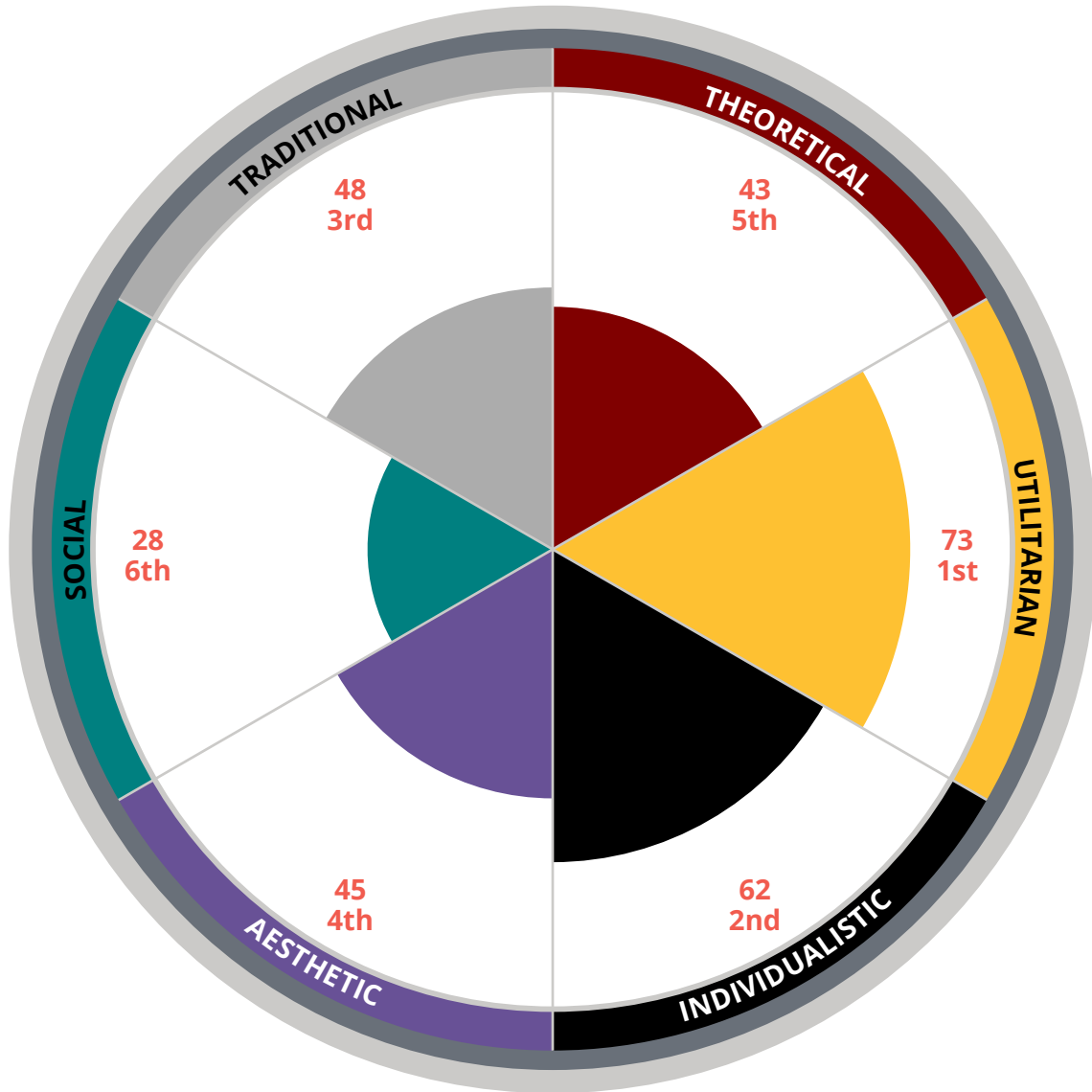


— national mean
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Motivators Wheel™



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Introduction



Integrating Behaviors & Motivators

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and motivators. 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 & Motivational Strengths



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

- Can be resourceful to influence others to get results.
- Wants to maximize time and resources now, as opposed to later.
- Innovative with strategies for success.
- Seeks the challenge and opportunity to win.
- Sees the positive in all resources and will want to use resources accordingly.
- Brings enthusiasm to practical situations.
- Motivates others to be the best they can be.
- Willing to be the spokesperson for the team.

Potential Behavioral & Motivational Conflict



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

- May tend to flaunt success and use money as a scorecard.
- Will override other variables for the sake of an investment.
- Has to be a big player if not the leader and may miss out on beneficial role-playing opportunities.
- May always want to display his superiority through problems or challenges.
- May overlook details when weighing results.
- May not recognize increased risk associated with bigger rewards.
- He may overestimate his authority.
- May struggle with hearing and applying constructive criticism.

Ideal Environment



This section identifies the ideal work environment based on Ned's basic style and top two motivators. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Ned enjoys and also those that create frustration.

- Forum to express ideas and viewpoints.
- Freedom from controls, supervision and details.
- Work tasks that change from time to time.
- The experience is seen as a part of the desired return on investment.
- A manager that brings people and excitement into the act of doing business.
- People-oriented returns are rewarded higher than task-oriented returns.
- An environment where he can "lead the parade".
- An environment to express ideas to influence people.
- Continual opportunity to challenge and win.

Keys To Motivating



This section of the report was produced by analyzing Ned's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Ned and highlight those that are present "wants."

Ned wants:

- Work assignments that provide opportunity for recognition.
- Freedom from control and detail.
- Freedom to talk and participate on the team.
- Public recognition of financial rewards for returns and efficiency.
- To be the spokesperson for team and organizational accomplishments.
- Freedom to include others in the celebration of achievements.
- A podium to express ideas, vision and experiences.
- Public recognition of power and prestige.
- New and difficult challenges that lead to prestige and status.

Keys To Managing



In this section are some needs which must be met in order for Ned 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 Ned and identify 3 or 4 statements that are most important to him. This allows Ned to participate in forming his own personal management plan.

Ned needs:

- Participatory management.
- A rational approach to decision making—analyze the facts.
- To mask emotions when appropriate.
- Help balancing the desire for return and the need for people interactions.
- Assistance in establishing realistic expectations of others in order to maximize contributions.
- To manage enthusiasm in order to be an effective listener.
- A manager that recognizes his need for public recognition of accomplishments.
- To understand that others need "air-time" during meetings to share their own ideas.
- Assistance in staying on task when he is not the leader of the project.

Introduction

Emotional Intelligence



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 a 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



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 they are 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.

Emotional Characteristics



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

Ned's confidence varies with the situation based on emotional triggers or enablers. He tends to be aware of his emotional strengths and weaknesses. When Ned is faced with a difficult decision, his emotional awareness will impact how he moves forward. He is somewhat aware of how his emotions impact his goals, motivations, strengths and key aspirations. Ned tends to notice and understand his emotional reactions to major events. When others give Ned feedback, he may be unaware of how emotions will impact the understanding of the feedback.

Ned may have fallen into a habit of using ineffective emotional regulation strategies. Others may be afraid to approach Ned with bad news, criticism or potentially negative information because his reactions are unpredictable. When stressed, Ned's actions may cause others to feel unnecessary stress as well. He may let emotions overly influence his decision making. When in a bad mood, Ned may brood about it. He may have trouble remaining calm during emotionally charged situations.

Ned may depend on multitasking, making his individual work style less efficient. Others perceive Ned as competent but may not think of him as an overachiever. He may give up when faced with excessive challenges or resistance. He tends to be motivated when he is interested in a project. Ned may not regularly go out of his way to develop his skills. When Ned is not interested in a project, he may procrastinate, leaving assignments to the last minute.

Emotional Characteristics



Ned recognizes if he has potentially offended someone and will make efforts to avoid that in the future. Ned is relatively skilled at deciphering the emotional tone of most interactions. Ned's ability to see things from others' viewpoints can assist him in collaborative circumstances. Ned's ability to gauge the emotional response of others enhances his ability to work with people. Generally, Ned is able to empathize with others, even when he has not been there himself. When using active listening skills, Ned will be able to predict a person's emotional state.

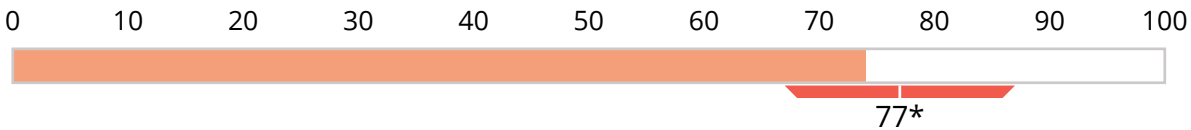
Ned quickly and easily develops relationships with others. He usually prefers deep substantive conversations over superficial ones. He may occasionally focus too much on trying to settle the emotional tone of the situation. Ned's unique ability to identify the differences in people and the best ways to interact with them increases his effectiveness. Ned's comfort with meeting new people is a distinct advantage. He is persuasive and finds it easy to negotiate with others.

Emotional Quotient Assessment Results

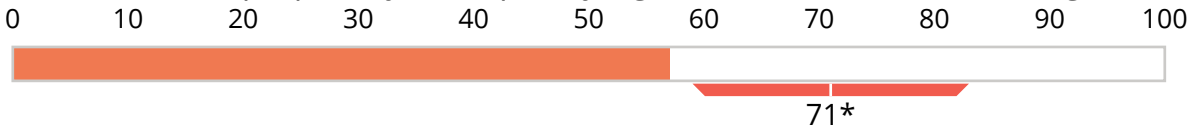


The Emotional Quotient (EQ) is a measure of your ability to sense, understand and effectively apply the power and acumen of your emotions and the emotions of others in order to facilitate high levels of collaboration and productivity. Your total score on the Emotional Quotient Assessment indicates your 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.

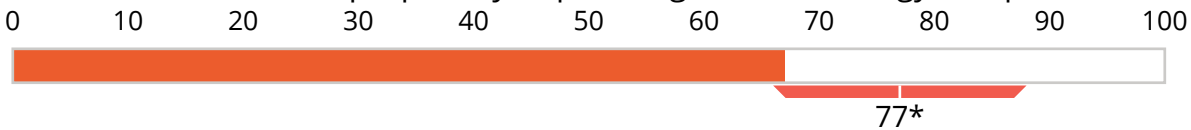
1. Self-Awareness - The ability to recognize and understand your moods, emotions and drives, as well as their effect on others.



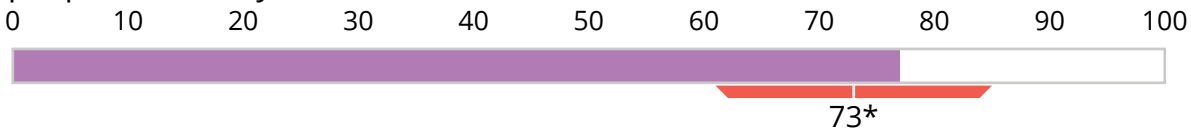
2. Self-Regulation - The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.



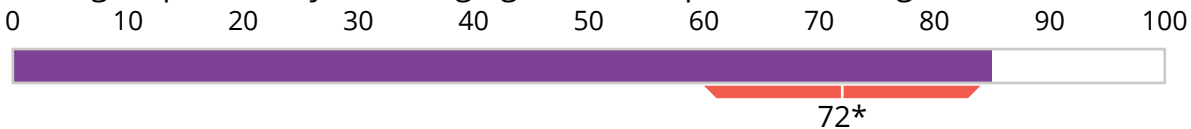
3. Motivation - A passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.



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.
Norm 2019

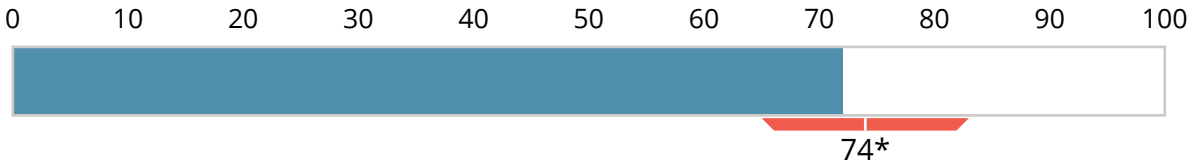
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Emotional Quotient Scoring Information

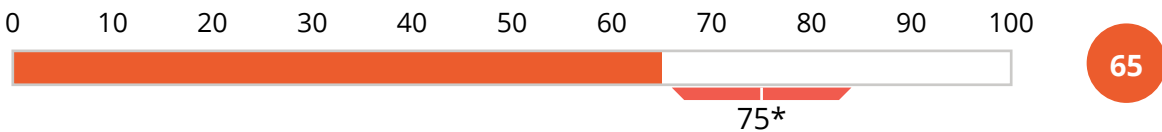


The average of the Self-Regulation, Self-Awareness and Motivation subscales represent your Self Score. The average of the Social Awareness and Social Regulation subscales represent your Others Score. Your total level of Emotional Quotient was calculated by averaging all five EQ dimensions.

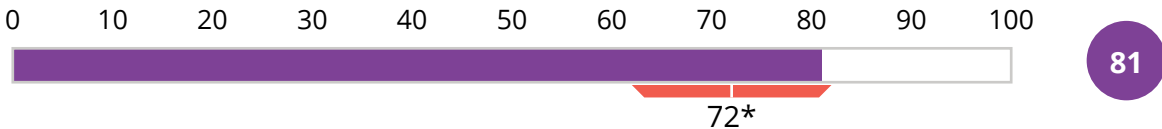
Total Emotional Quotient - Your total level of emotional intelligence, formed by averaging your Others and Self scores.



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

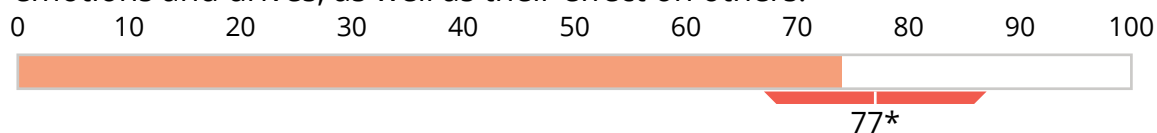


Based on Ned's level of EQ in this dimension, he is moderately self-aware, meaning he may notice what he is feeling but is not always able to explain it.

What Ned can do:

- Practice self-reflection by identifying and naming your current emotional tone. Check your emotional clarity. What is your current state: red, clear or somewhere in-between?
- Once you identify the emotion, describe it aloud or write it down on paper.
- To improve your ability to self-assess, ask a family member or trusted advisor to describe your strengths and weaknesses. Compare with your own self-assessment.
- Pay attention to your behaviors and see if you recognize patterns throughout the day.
- Reflect on the connection between your emotions and your behavior.
- Write in a journal about your emotional responses to situations that were significant.
- Share your introspective discoveries and the impact on your decisions with a family member, friend or trusted advisor.
- Make a list of your strengths and areas for improvement. Look at it daily.
- Create an action plan to develop the areas you want to improve.
- Think of situations in which you made progress on an area you wish to develop, especially in the workplace.
- Identify three specific, measurable goals for improving your Self Awareness and revisit these goals monthly.
- Continue to practice the realistic perspective you are developing.

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



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Self-Regulation

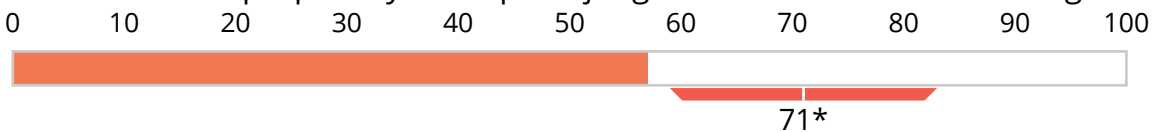


Based on Ned's level of EQ in this dimension, he would benefit from developing his level of Self-Regulation in order to regulate actions fueled by negative or disruptive emotions.

What Ned can do:

- Practice self-restraint by listening first, pausing and then responding.
- Learn to step away from difficult or overwhelming situations.
- Be committed to not interrupting others.
- When frustration has occurred, summarize the situation to determine triggers.
- Role-play effective responses to a stressful situation with a family member, friend or trusted co-worker (use examples of workplace circumstances).
- Determine activities that improve your mood and take action when you feel stressed or overwhelmed.
- Focus on events that provide a sense of calm or elicit positive emotions.
- Keep a log of your effective and ineffective self-management skills so you can recall them in future situations.
- Discuss ways of expressing emotions appropriately with your co-workers.
- When negative emotions take over, try to visualize a positive or calming scene.
- Put things in perspective. Ask yourself, "What is the worst that can happen?" or "How will I feel about this a week from now?"

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



Motivation

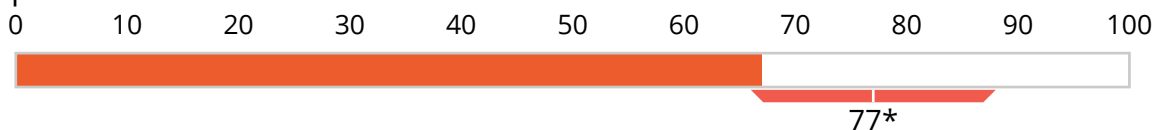


Based on Ned's current level of Motivation, procrastination could be a potential issue for Ned in achieving his goals.

What Ned can do:

- Set specific goals with milestones and dates for achievement.
- Clarify why the goals you have set are important to you. Ask yourself not only, "What are my goals?" but also, "Why are they my goals?"
- Work with a peer or trusted advisor to create detailed action items to work toward your overall goals.
- Set aside time to work on your goals each day, even if it is just five minutes at a time.
- List your goals and post them where you can see them every day.
- Spend time visualizing the outcome of accomplishing your goals. How does it look and feel?
- Ask a close friend to help hold you accountable for reaching your goals.
- Celebrate accomplishments, both big and small.
- Learn from your mistakes; keep track of the lessons learned in a journal.
- Challenge the status quo and make suggestions for improvement.
- Find inspiration from others who use internal Motivation to overcome obstacles to reach their dreams.

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.



Social Awareness

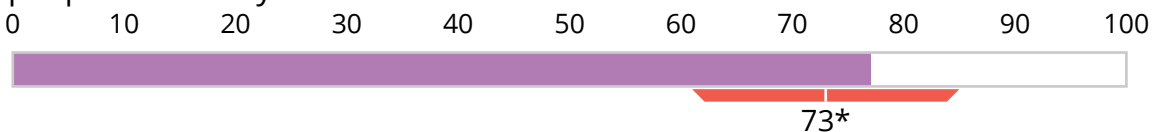


Based on Ned's level of Social Awareness, he tends to communicate with people according to their emotional cues and has the ability to be understanding of others in most instances.

What Ned can do:

- Attempt to understand others by assessing their emotional state before communicating your point of view; if not clear, the optimal outcome may be compromised.
- Observe interactions of other people and how their emotional color can change. Then, share your findings with a trusted advisor, family member or friend to see if they share a similar understanding.
- Consider ways you can use your social awareness to help others improve their emotional color.
- Work with a mentor to further improve your ability to consider others' emotional responses in the workplace.
- Consider ways to demonstrate a nonjudgmental attitude, especially when involved in sensitive situations.
- Make a list of your interpersonal habits and work on further developing positive communication practices.
- Seek clarification from others when reading their emotional responses, especially if you are not confident in your observation.
- Offer assistance to your friends, family and even strangers who may not understand the way they are communicating is impacting what you are trying to achieve.
- Try to find a good balance between being aware of others and considering your own emotional well-being.

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



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Social Regulation

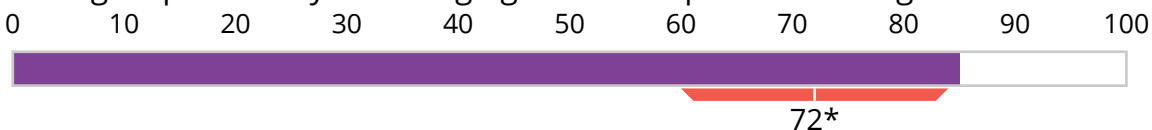


Based on Ned's well-developed level of Social Regulation, he has an ability to find common ground and build rapport with others. Ned has the emotional intelligence level to be persuasive and effective in group or team settings.

What Ned can do:

- Ask those you admire for feedback about your interpersonal style.
- Seek to gain experiential knowledge on how to fine tune your level of Social Regulation to emotionally improve any situation.
- Appeal to others' uniqueness, build on mutual interests and show a genuine curiosity for others' well-being.
- Practice allowing others to take the lead so you can influence from a positive emotional standpoint.
- Find additional ways to be an influence at work by helping others understand what Social Regulation can do to improve communication.
- Give advice and feedback about effective Social Regulation techniques to coworkers.
- Extrapolate leadership wisdom and knowledge from your mentor to continue improving your ability to change the emotional state of the situation.
- Make an effort to stay in touch with people you meet; connect with your contacts regularly.
- Seek quality, not quantity, in your social bonds. Converse with others on a deeper level.
- Talk about ways to recognize and adjust the emotional state of meetings or conversations.
- Join a professional group or affiliation to continue building your ability to enhance networking situations.
- Remember people's name as well as a unique fact about them and refer to it during conversations. This is a great way to keep the communication going in the direction you desire.

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

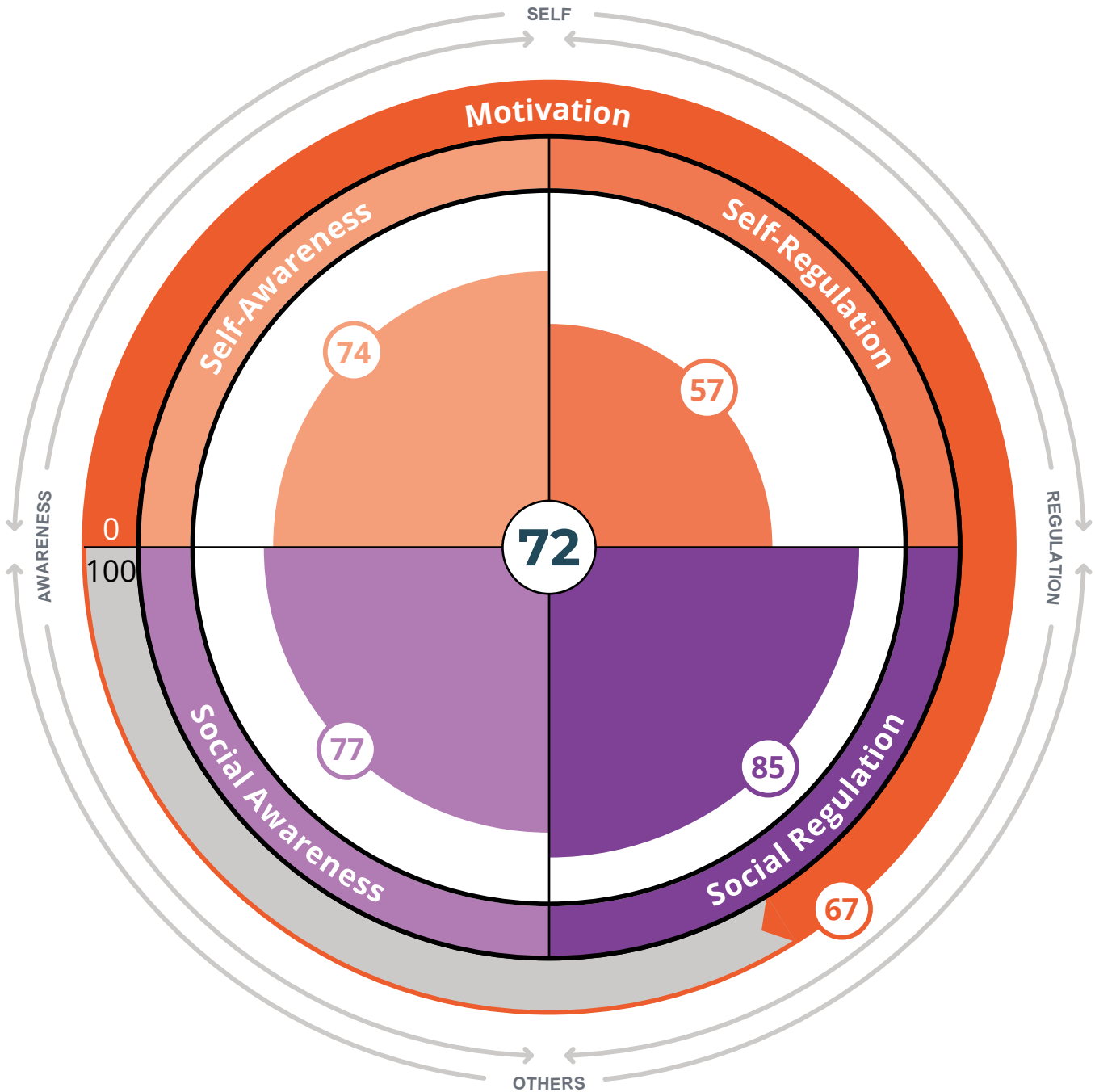


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Emotional Quotient™ Wheel



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.



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Introduction



Blending Behaviors, Motivators & 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, motivators drive those actions, or "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 motivators, 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 motivators 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 for Success

Behaviors, Motivators & EQ



People who understand and appreciate themselves as unique individuals and can apply that same understanding and appreciation to others are more successful. This page is designed to connect behavioral strengths, motivational drives and a person's level of Emotional Intelligence in order to propel their ability to navigate the day-to-day situations of the business landscape.

Ned has a moderate level of Self-Awareness. He is mentally and physically aware of a change in how he is feeling but may not be able to always anticipate or explain the change before it happens. Coupled with his high "Dominance" behavioral style, these feelings may be intensified and acted upon based on the emotional reaction versus thought out. Most high "Dominants" have a short fuse and are unaware of when their particular triggers are ignited. However, with Ned's moderate level of Self-Awareness, he is aware of the physical and emotional response connected to these triggers but is not always able to articulate them.

Ned has a low level of Self-Regulation. He may not be able to temper responses and reactions to emotionally charged events. Possessing a high "Dominant" behavioral style indicates that Ned would be quick to anger, make snap decisions and have a short temper. However, with low Self-Regulation, the typical behavioral characteristics may be intensified slightly, and this can have a negative impact on communications with others. By understanding his dominant behavior and how it impacts the communication flow with others, Ned would benefit from understanding how to adapt this communication style for a more positive outcome. Be careful in instances where the topic at hand directly relates to Ned's Utilitarian and Individualistic motivators in particular. The ability for him to utilize his knowledge of his behaviors will be hindered when a perceived threat to his drivers is present.

Ned has a moderate level of Motivation. He has an average amount of motivation and passion to work for reasons that don't satisfy his Utilitarian and Individualistic drivers. This motivation is an internal drive to achieve the goal; however, with motivation being moderately developed, it's important to utilize an external driver or "carrot" to chase. In order to achieve complete engagement and superior performance, it will be important for his Utilitarian and Individualistic drivers to be heavily satisfied through his career.

Blending for Success

Behaviors, Motivators & EQ



Ned has a high level of Social Awareness. He is able to anticipate how others will receive information or react to a situation. The power of being high in the Social Awareness dimension is the ability to see things from someone else's perspective. Ned typically views things from a Utilitarian perspective, whereas not all people filter information from this viewpoint. Being able to step out of this Utilitarian mindset is key in being able to win and maintain rapid advancement in the organization, which his "Dominant" behavioral style is looking for.

Ned has a high level of Social Regulation. He is able to proficiently manage relationships and build networks. He is able to inspire and guide groups through nurturing relationships and his ability to create group synergy. Ned has a unique ability to build relationships with all types of people, whereas the majority of individuals build the best relationships with people that have like motivators. His Utilitarian and Individualistic drivers are still his primary areas of interest; however, he is able to set these aside in order to form relationships that don't directly lead to the satisfaction of these passions. Behaviorally, Ned prefers a more direct and to the point communication style. Based on his well-developed Social Regulation, he will be able to adapt his communication style to meet the needs of the relationship.