



TTI
SUCCESS
INSIGHTS®

TriMetrix® DNA

Executive

Edward Test
Director of Executive Development
ABC Corp.
7-5-2017

NEW
25



Introduction

The TTI TriMetrix® DNA 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 competencies. 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 three 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.

Competencies

This section presents 25 key competencies and ranks them from top to bottom, defining your major strengths. The skills at the top highlight well-developed capabilities and reveal where you are naturally most effective in focusing your time.



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



General Characteristics

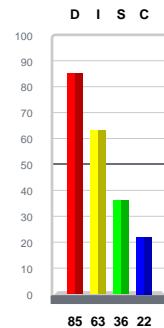
Based on Edward's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the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

Edward likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He is most likely to be at his best in situations where important things, such as values, judgments, feelings and emotions are involved. He prides himself on his "intuition." He does not like other managers looking over his shoulder. He wants to be seen as his own person, but usually projects it in friendly terms. Edward prefers working as a participative manager. He does his best work in this kind of environment. He tends to trust people and may be taken advantage of because of his high trust level. He likes quality social relationships. He often will become friends with his customers or clients. He, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. Edward has a strong ego and usually projects this ego in friendly terms. He places his focus on people. To him, strangers are just friends he hasn't met!

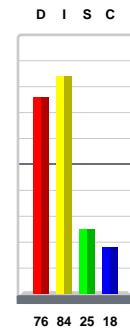
Edward tends to make snap judgments or impulsive decisions. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He tends to break the rules and then attempts to sell you on the fact it was the proper thing to do. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. Edward may be inconsistent in disciplining others. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He likes to be involved in the decision-making process. He likes working with others who make quick decisions.



Adapted Style



Natural Style





General Characteristics Continued

Edward has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions. He tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person. He usually uses many gestures when talking. He can be intense and may not always fit the intensity to the situation. Sometimes he can get caught short on the facts and figures needed to support his ideas. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. Some see him as too talkative and emotional. He will optimistically interact with people in an assured, diplomatic and poised manner.

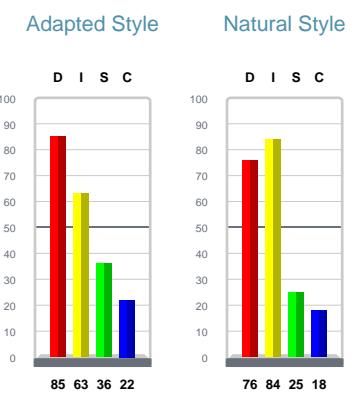




Value to the Organization

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

- Builds confidence in others.
- Verbalizes his feelings.
- Team player.
- Negotiates conflicts.
- Big thinker.
- Optimistic and enthusiastic.
- Can support or oppose strongly.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Pioneering.





Checklist for Communicating

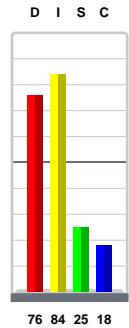
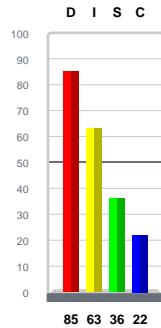
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Edward. Read 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 Edward most frequently.

Ways to Communicate:

- Read the body language for approval or disapproval.
- Provide a warm and friendly environment.
- Appeal to the benefits he will receive.
- Provide "yes" or "no" answers--not maybe.
- Deal with details in writing, have him commit to modes of action.
- Expect him to return to fight another day when he has received a "no" answer.
- Offer special, immediate and continuing incentives for his willingness to take risks.
- Provide ideas for implementing action.
- Define the problem in writing.
- Understand his defiant nature.
- Look for his oversights.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Provide solutions--not opinions.

Adapted Style

Natural Style





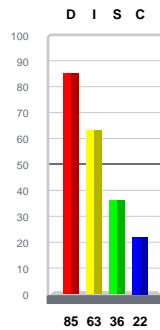
Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Edward. Review each statement with Edward 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.

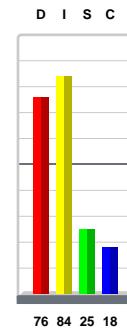
Ways **NOT** to Communicate:

- Let him overpower you with verbiage.
- Give him your opinion unless asked.
- Hesitate when confronted.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Drive on to facts, figures, alternatives or abstractions.
- "Dream" with him or you'll lose time.
- Leave decisions hanging in the air.
- Legislate or muffle--don't overcontrol the conversation.
- Be curt, cold or tight-lipped.
- Be paternalistic.
- Ramble.
- Talk down to him.
- Be dictatorial.

Adapted Style



Natural Style





Communication Tips

This section provides suggestions on methods which will improve Edward's communications with others. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, Edward 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 Edward's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Edward to project the image that will allow him to control the situation.

Self-Perception

Edward usually sees himself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

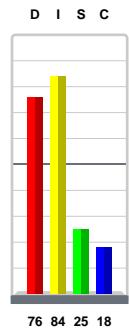
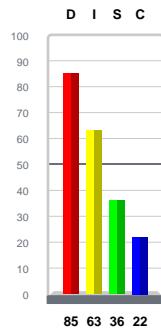
Others' Perception - Extreme

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

- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter

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 situations where the lack of fear is the driving force versus the return for the organization.
- Avoid working environments where risk taking is not rewarded or encouraged.
- Avoid situations where critical analysis is required, and move toward an out-of-the-box brainstorming environment.

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.
- Breaking rules that others must follow, will be seen as reckless and haphazard.
- Understand the need for detail in delegation practices, as this may cause unnecessary stress for others, and the desired result will be more difficult to achieve.





Descriptors

Based on Edward'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

Edward'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

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

Adapted

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

People - Contacts

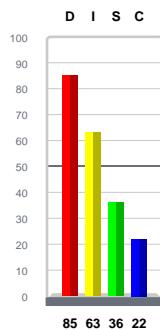
Natural

Edward 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. Edward is trusting and also wants to be trusted.

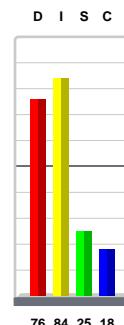
Adapted

Edward feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.

Adapted Style



Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Edward 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

Edward 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.

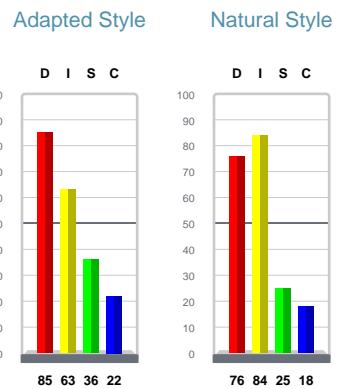
Procedures - Constraints

Natural

Edward is independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.

Adapted

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

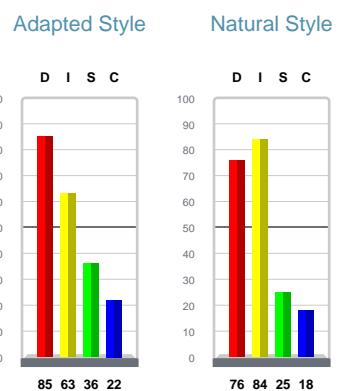




Adapted Style

Edward 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.

- Acting without precedent, and able to respond to change in daily work.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Flaunting independence.
- Dealing with a wide variety of work activities.
- A competitive environment, combined with a high degree of people skills.
- Persistence in job completion.
- Using a direct, forthright and honest approach in his communications.
- Skillful use of vocabulary for persuasive situations.
- A good support team to handle paperwork.
- Being independent and innovative.
- Firm commitment to accomplishments.
- Anticipating and solving problems.





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.

Cluttered Desk

A cluttered desk is one that is overloaded by papers, supplies and equipment to the point of impacting the ability to be productive.

Possible Causes:

- See organizing and filing activities as a waste of time
- Want everything at fingertips
- Do not conceptualize a system for grouping information and materials
- Have not established a timeline for tasks or projects

Possible Solutions:

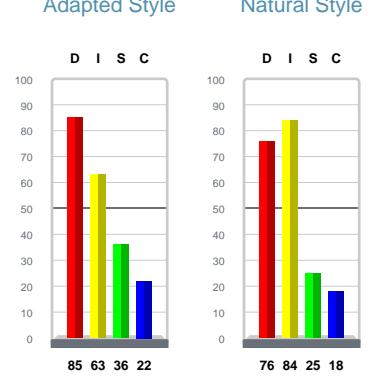
- Handle each piece of mail only once, i.e. pitch it, file it or delegate it
- Set up (or have someone else set up) an information storage and retrieval system
- Get off mailing lists that are of no interest to you
- Remind yourself that the time it takes to open "junk" mail robs you of time for more important tasks
- Establish a time limit for certain projects and only have current project material on your desk

Procrastination

Procrastination is the process of delaying action. It is also the inability to begin action.

Possible Causes:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure





Time Wasters Continued

Possible Solutions:

- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute

Excessive Socializing

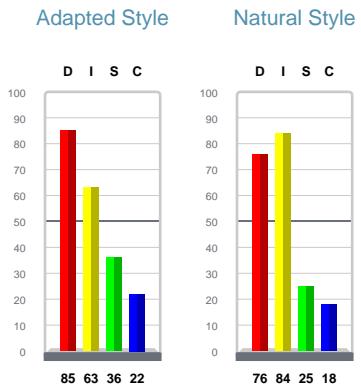
Excessive socializing is defined as those interactions that go beyond the usual required time for discussing an issue or task. It can also be interacting too frequently with those who do not support or contribute to the accomplishment of daily priorities.

Possible Causes:

- Enjoy people
- Want to be liked
- Are creatively motivated when with others
- Allow and even encourage visitors and telephone calls
- Haven't prioritized daily requirements
- Confuse deadlines

Possible Solutions:

- Keep daily priorities in view to keep you on task
- Set time guidelines for informal conversations, lunches and meetings
- Monitor your open door policy
- Screen and put a time limit on telephone calls
- Be willing to tell visitors and callers that you cannot be interrupted at this time



Time Wasters Continued

Open Door Policy

An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.

Possible Causes:

- Want to be seen as supportive and available
- Want the social interaction of people dropping by
- Have a difficult time saying "no"
- Use people interruptions as a way of procrastinating or justifying missed deadlines

Possible Solutions:

- Set aside time to "close your door" and work on projects
- Set aside time to interact with co-workers
- Learn to prioritize activities and say "no" to low priorities
- Place your desk so that it is not always in "view" of those who pass by
- Avoid eye contact with people who walk by your desk or office

Desire To Be Involved With Too Many People

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

Possible Causes:

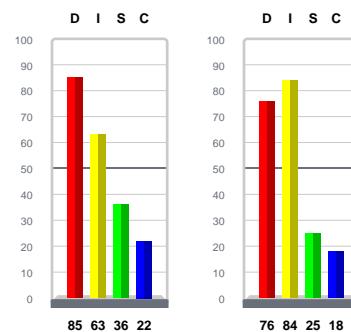
- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

Possible Solutions:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view

Adapted Style

Natural Style





Time Wasters Continued

Long Lunches

Long lunches are those that extend beyond the normal time for eating. They could be kept within a specific time frame but are not.

Possible Causes:

- Get involved in the excitement of conversation and forget about time
- See long lunches as a networking opportunity
- Like doing business in a social, non-threatening environment
- Use long lunches as a way to avoid unpleasant tasks, people or the work environment

Possible Solutions:

- Set a specific time for lunch and STICK TO IT
- Have meetings in the office
- Set meetings right after lunch
- Have working lunches





Areas for Improvement

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

Edward has a tendency to:

- Be so enthusiastic that he can be seen as superficial.
- Be too verbal in expressing criticism.
- Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.
- Make decisions based on surface analysis.
- Be a situational listener if not given an opportunity to tell his ideas.
- Take information at face value without validation or substantial investigation.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.

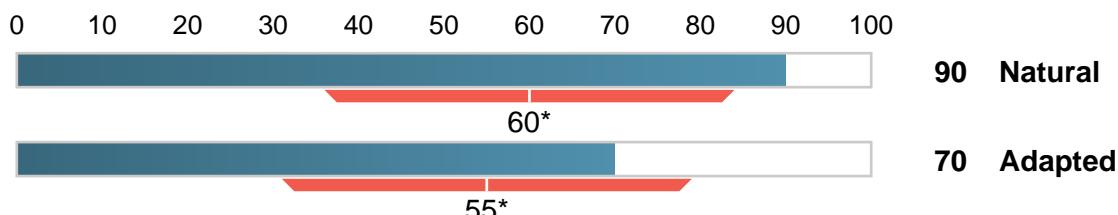




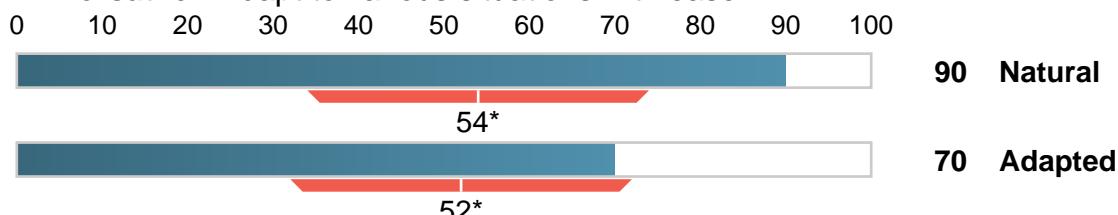
Behavioral Hierarchy

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.

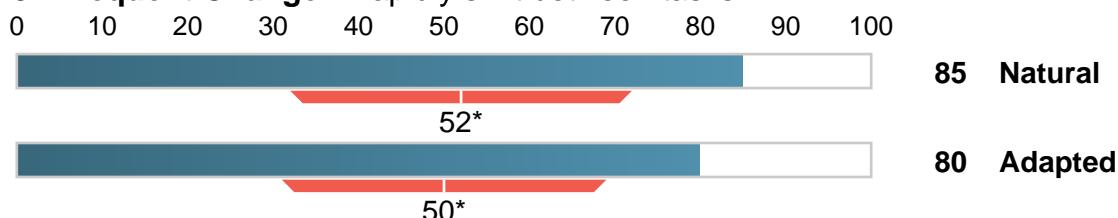
1. Interaction - Frequently engage and communicate with others.



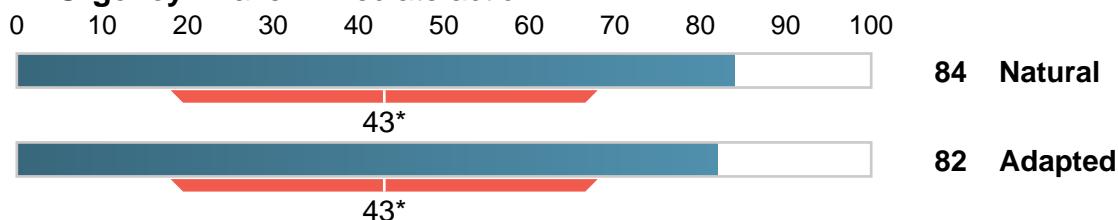
2. Versatile - Adapt to various situations with ease.



3. Frequent Change - Rapidly shift between tasks.



4. Urgency - Take immediate action.

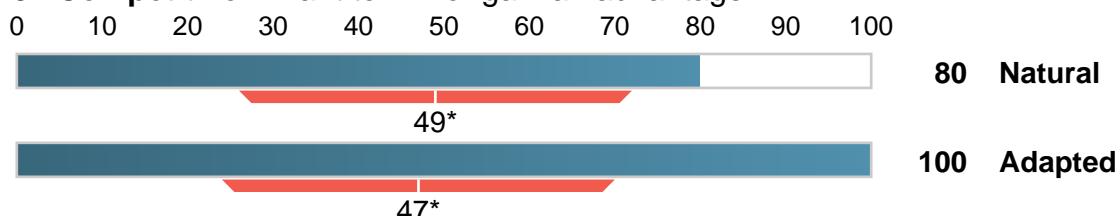


* 68% of the population falls within the shaded area.

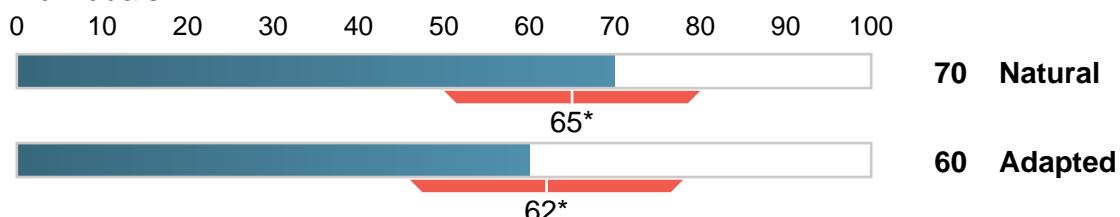


Behavioral Hierarchy Continued

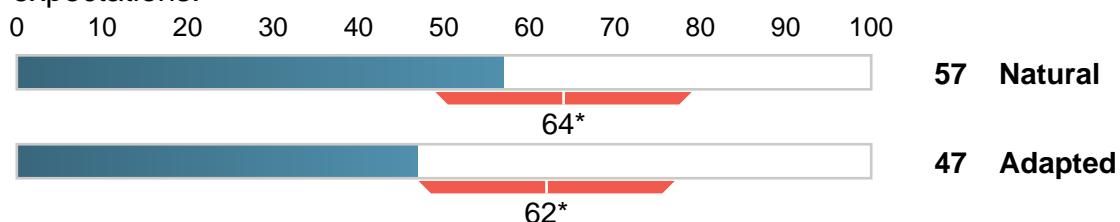
5. Competitive - Want to win or gain an advantage.



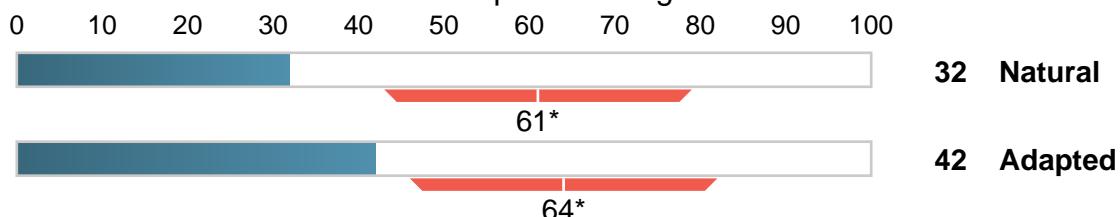
6. People-Oriented - Build rapport with a wide range of individuals.



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



8. Persistence - Finish tasks despite challenges or resistance.

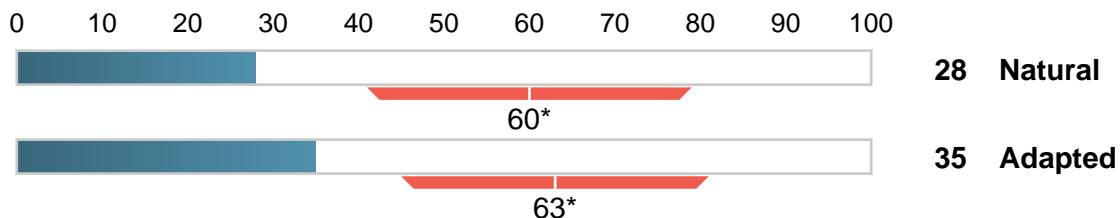


* 68% of the population falls within the shaded area.

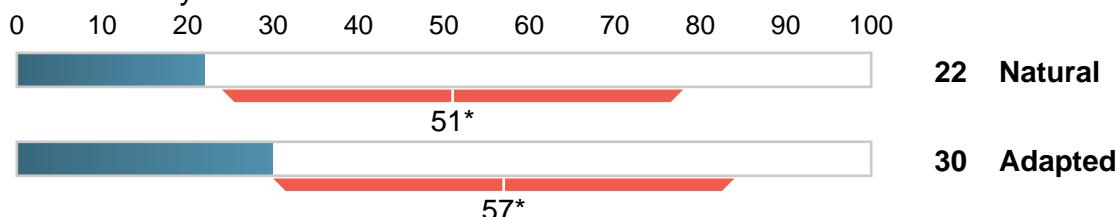


Behavioral Hierarchy Continued

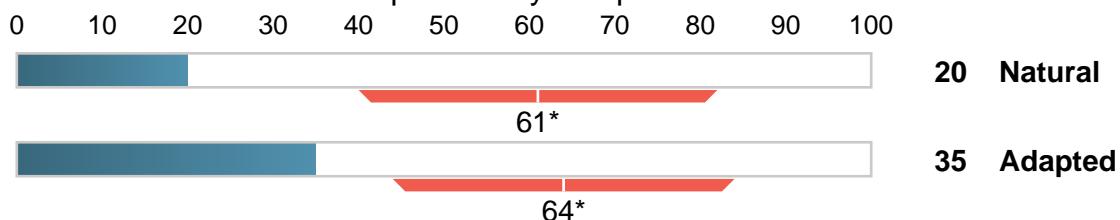
9. Following Policy - Adhere to rules, regulations, or existing methods.



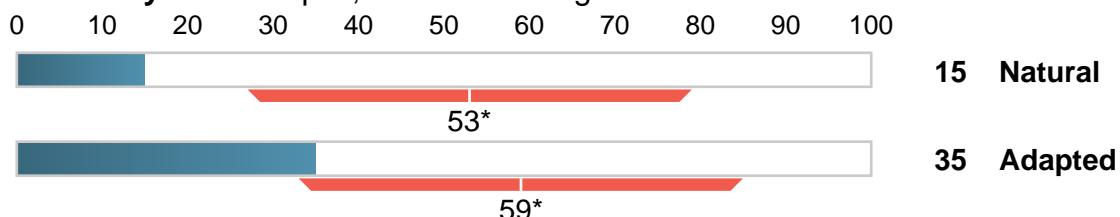
10. Organized Workplace - Establish and maintain specific order in daily activities.



11. Consistent - Perform predictably in repetitive situations.



12. Analysis - Compile, confirm and organize information.



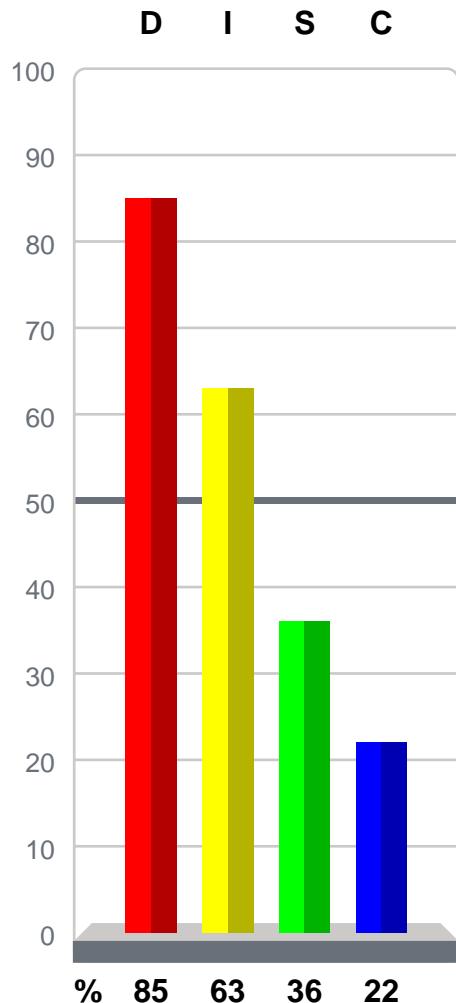


Style Insights® Graphs

7-5-2017

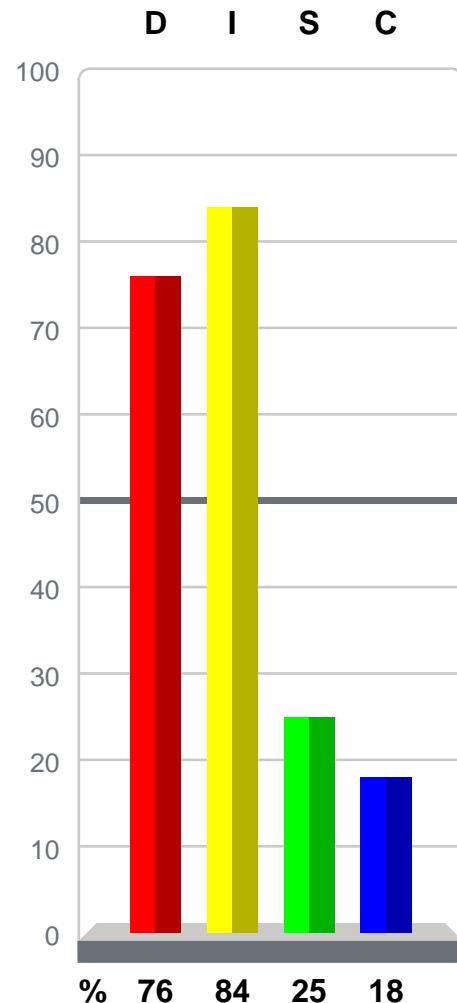
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 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.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

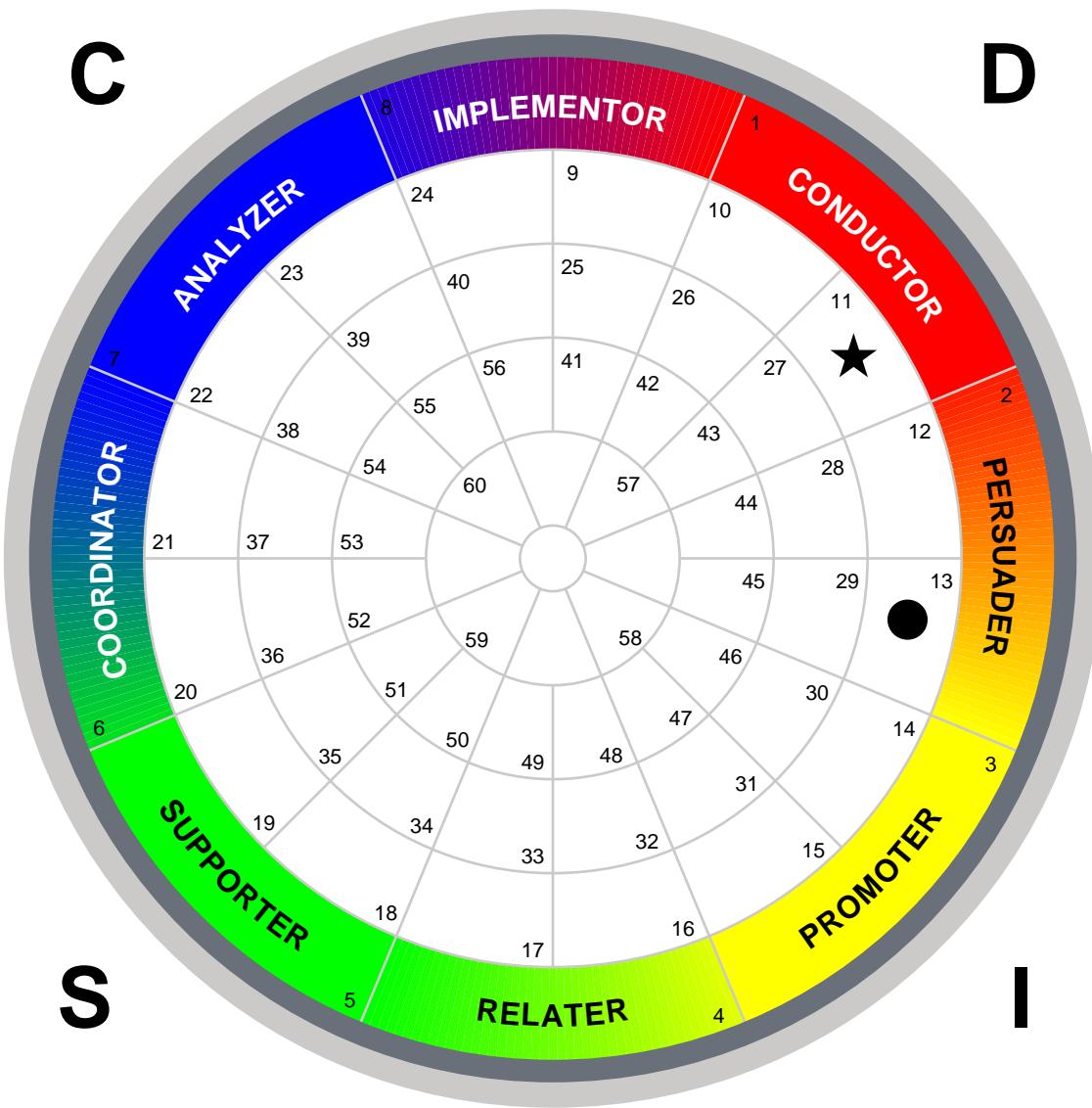
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

7-5-2017



Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (13) PROMOTING PERSUADER

Norm 2017 R4

T: 5:01

Edward Test

Copyright © 2006-2017. Target Training International, Ltd. 25



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.

Edward has the ability to instinctively notice and respond to people in need. He has the desire to be empathetic toward those in need. He believes people should have the opportunity to be the best they can be. He will accomplish tasks for the sake of accomplishment. Edward values people for who they are versus what they can provide. He will value the process and people involved more than the end result. He will thrive in a role where he can experience self-realization and gratification. Looking and feeling good enhances his daily productivity. Edward will view and use knowledge as a needed resource or a means to an end. He will research a subject if it's something Edward is passionate about. He will evaluate each situation and determine how much collaboration is needed. He may be able to pick and choose the traditions to which he will adopt.

If he thinks it will harm the relationship, Edward will avoid confrontation. He looks for ways to help people have positive experiences. Being rewarded for his investment of time, talent or resources is not his driving force. He views money as a necessary means of surviving not as a sense of accomplishment. Edward will flourish in an environment where he has the opportunity to create harmony and balance in his surroundings and relationships. He is able to see the overall situation and strive for harmony. He is comfortable starting a project before gathering all the necessary information. He is comfortable in situations when he can rely on past experiences. Edward may seek situations that allow him the freedom to partner with others. He may strive to maintain collaboration in group settings. He may seek new ways to accomplish routine tasks. He may not focus on a specific approach and will keep momentum moving forward.



General Characteristics

At times Edward sees the importance of following a system and how it applies to a specific situation. He tends to support those who are leading with a vision. He may prefer a summary rather than the full-length version. He feels a high level of satisfaction when he is able to create rapport and tranquility with others. Edward focuses on the greater good versus his return on investment. He is able to let go of possessions without looking at future needs or uses. He will strive to eliminate conflict in the workplace. He will look for faults in a process before blaming an individual.

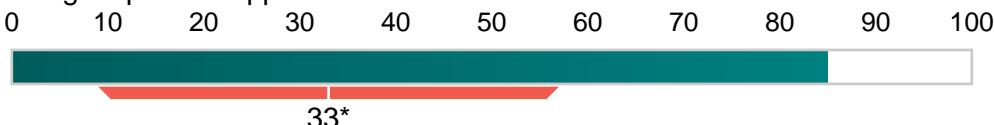




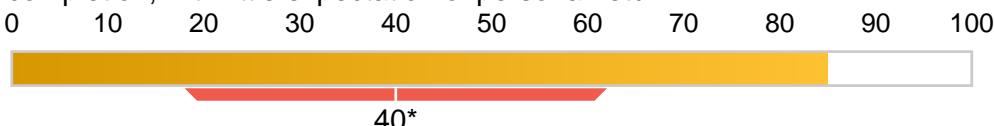
Primary Driving Forces Cluster

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.

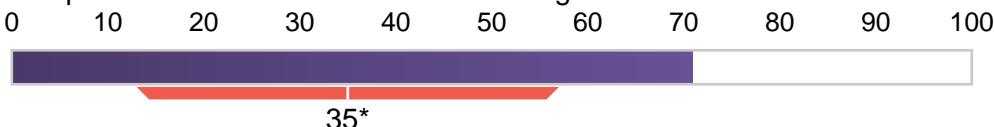
1. Altruistic - People who are driven to assist others for the satisfaction of being helpful or supportive.



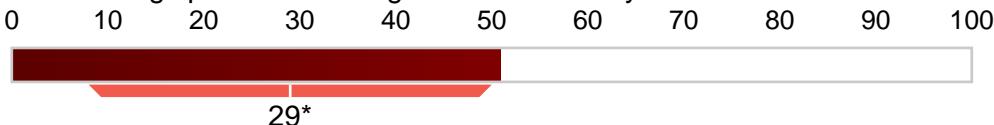
2. Selfless - People who are driven by completing tasks for the sake of completion, with little expectation of personal return.



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



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

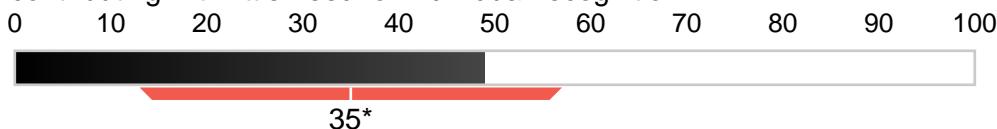




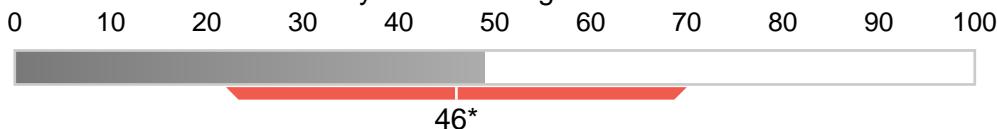
Situational Driving Forces Cluster

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.

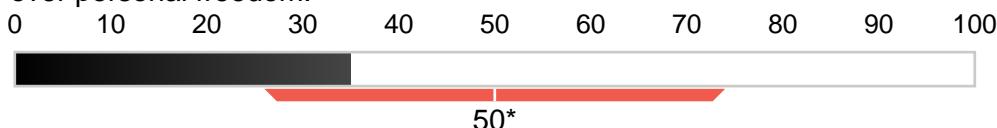
5. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



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



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



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

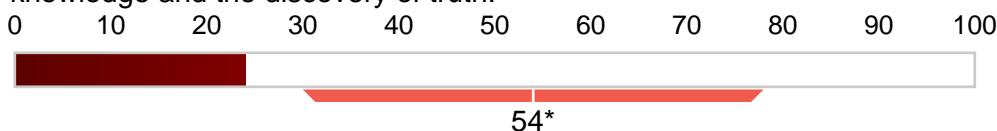




Indifferent Driving Forces Cluster

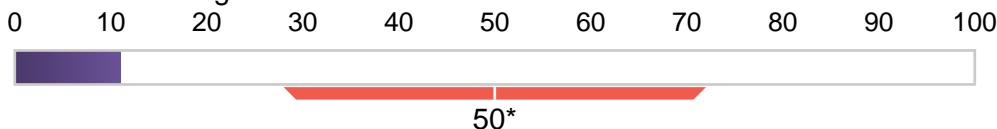
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



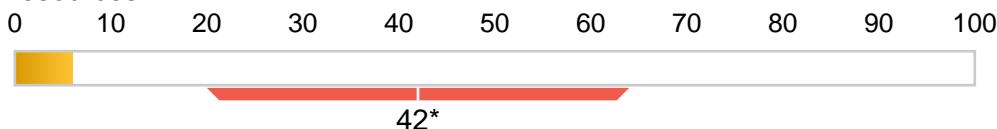
24

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



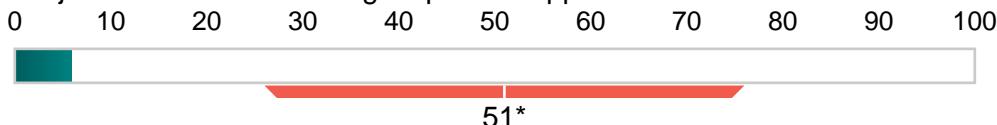
11

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



6

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



6

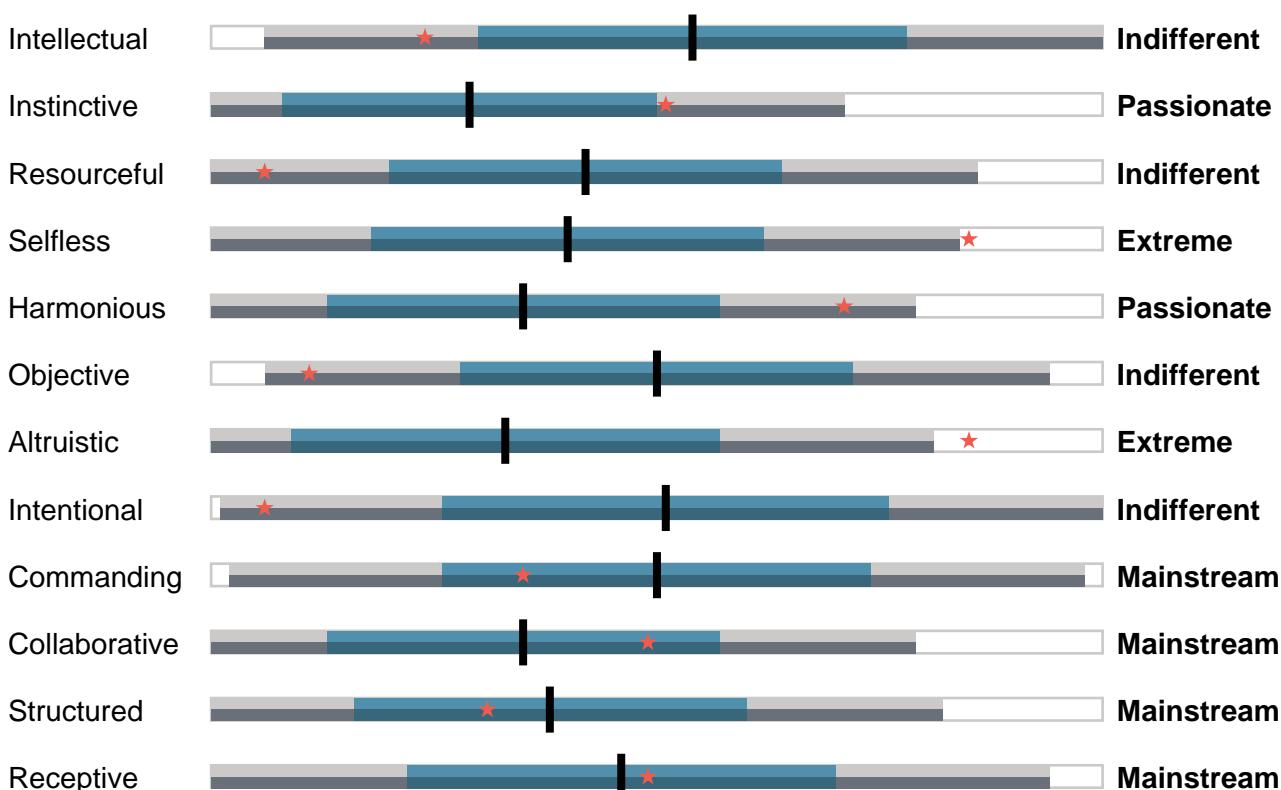


Areas for Awareness

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 2017



■ - 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

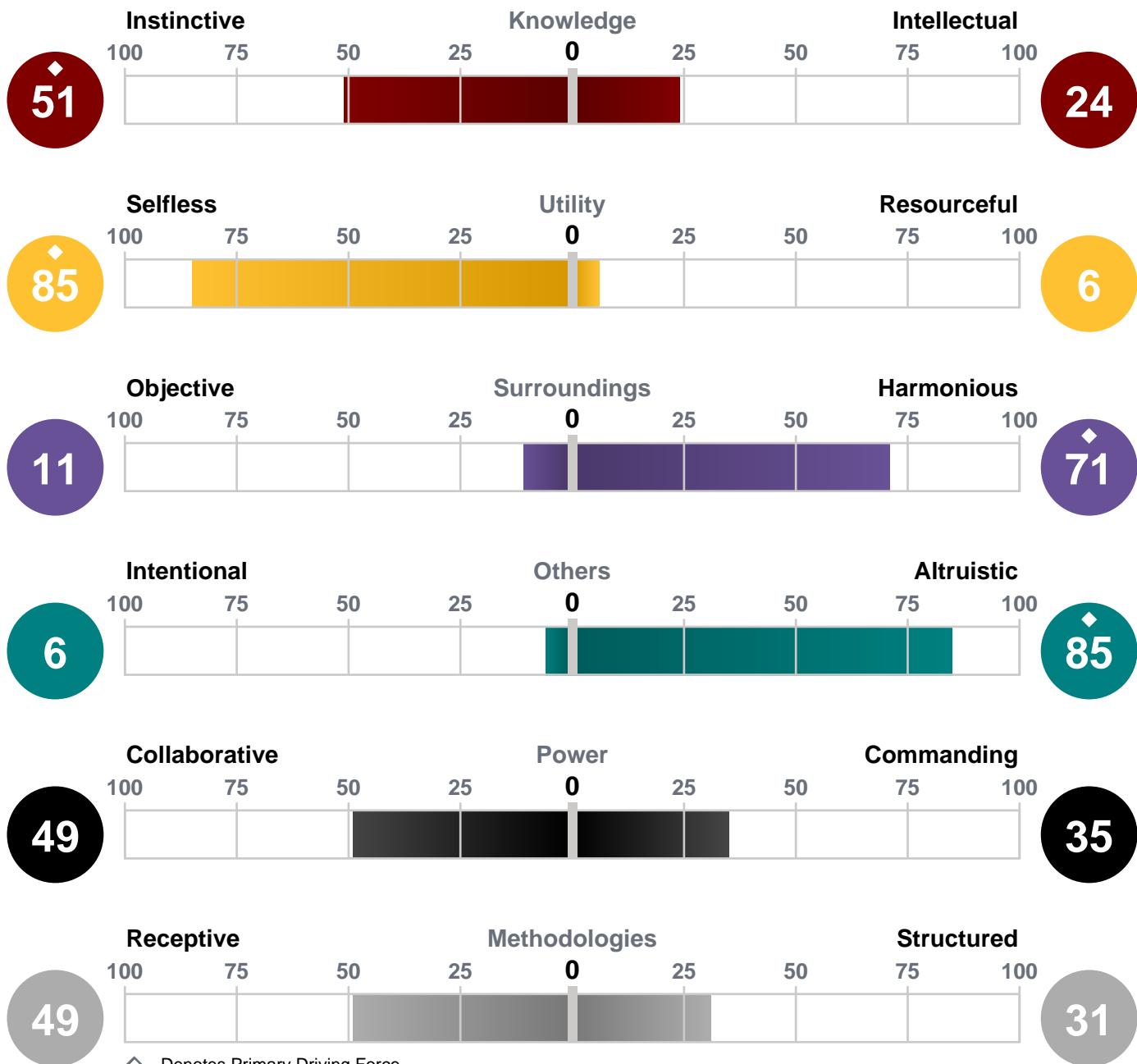
Passionate - two standard deviations above the national mean

Indifferent - two standard deviations below the national mean

Extreme - three standard deviations from the national mean

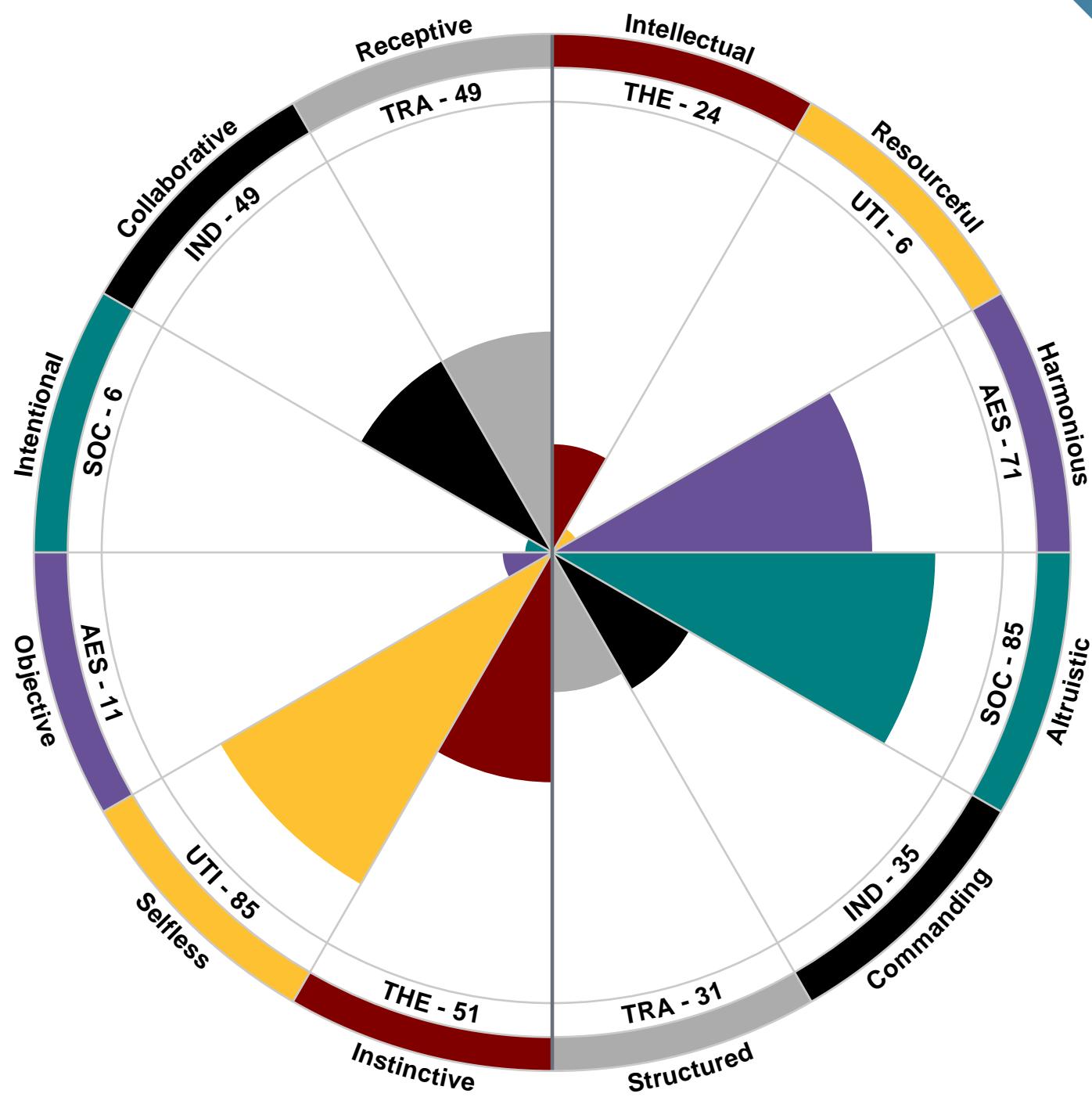


Driving Forces Graph



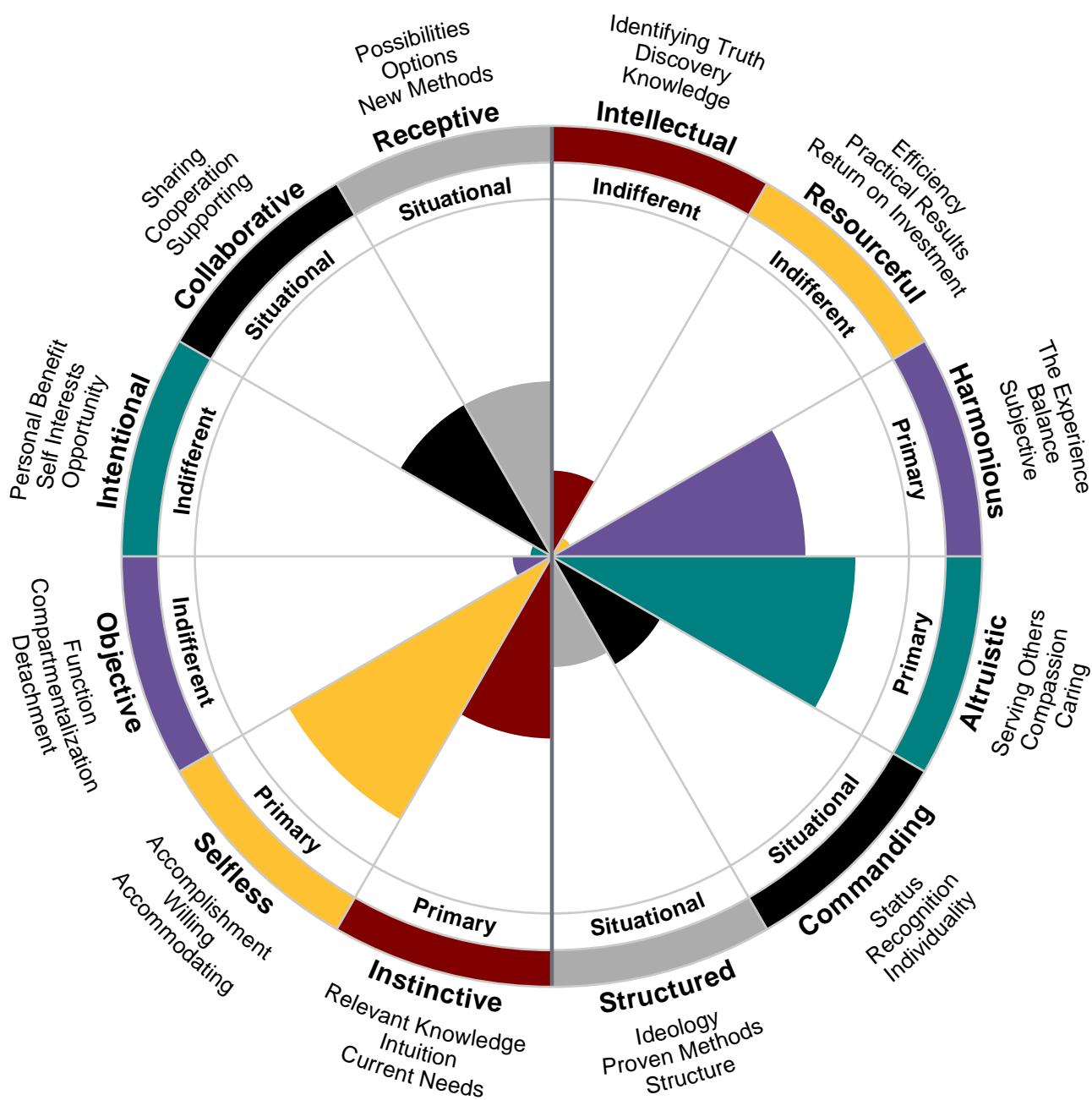


Driving Forces Wheel





Descriptors Wheel





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 Edward'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.

- Always willing to offer his time and perspective.
- Good at promoting causes that improve society.
- Wants to be seen as a leader in humanitarian issues.
- Tends to be accommodating while completing tasks.
- Looks for the positive in people, processes and resources.
- Promotes accomplishments for the greater good of the organization.
- Expresses and strives for a balanced team.
- Motivates others to express themselves.
- Brings enthusiasm to the creative process.
- Thinks outside of the box when gathering specific information.
- Will bring high energy and intuition to the researching process.
- Volunteers relevant knowledge on many subjects.



Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between Edward'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.

- High trust and a desire to help could lead to being taken advantage of.
- Would rather take responsibility for others' actions than have a difficult conversation with a direct report.
- When helping others, may talk too much about himself.
- Accomplishments are diminished as a result of too much small talk.
- May overlook details when completing objectives.
- Struggles balancing advice with actual results.
- Has difficulty looking at situations objectively.
- Overly optimistic in his ability to bring balance to any situation.
- Can over share personal feelings or emotions.
- May overlook vital details in his use of intuition.
- Desire to learn is diminished due to his lack of focus on specific ideas.
- May present facts and figures before gathering the necessary data.



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 Edward's behavioral style and top four driving forces. Use this section to identify specific duties and responsibilities that Edward enjoys.

- Ability to achieve results through the interaction with and helping of others.
- Groups and committees are present in order to assist charities and social causes.
- A forum to advocate for the greater good as it relates to moving the organization forward.
- Rewards determined by contributions to group efforts.
- A manager that focuses on people and brings excitement into the business.
- The experience is seen as a part of the desired accomplishment.
- The need to be liked and to feel a part of a harmonious team.
- Ability to develop new and out-of-the box ideas with others.
- A fun and creative working environment.
- A forum to collect information when needed.
- Flexibility to attend tradeshows and seminars in order to gain specific information to share with others.
- A leadership team that is optimistic about learning new concepts as well as relying on intuition.



Keys to Motivating

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

Edward wants:

- The flexibility to be creative in ways that help others.
- To be a part of the team that contributes to causes and helping others.
- To be seen as an internal resource for people to express problems and challenges.
- The opportunity to express accomplishments of the company to others.
- The opportunity to discuss team and organizational accomplishments.
- The chance to include others as part of the agenda.
- To demonstrate the ways he has worked on the beautification of surroundings, either materialistically or environmentally.
- Positive and open interactions between co-workers and management.
- The experience of the people and the surroundings to be happy and balanced.
- To be able to seek out critical information that is valuable to share with others.
- The opportunity to share relevant knowledge with others.
- To be seen as an expert in a variety of areas and opportunities to share in the discussions.



Keys to Managing

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

Edward needs:

- Assistance in managing time to meet own goals while helping other people.
- To help balance socialization and tangible assistance for others.
- A manager that promotes his ability to positively influence others.
- To listen for the answer he wants in order to benefit the organization.
- Assistance in establishing realistic expectations while increasing involvement of others.
- Help balancing the desire for accomplishment and the need for people interactions.
- Assistance in setting realistic and balanced expectations with tangible outcomes that allow for creativity and expression.
- To find opportunities for self-expression.
- To balance socializing and work load to lower time management issues.
- To seek out ways to organize thoughts in order to effectively convey the relevant information.
- To understand that others may get more excited about learning new information.
- To gather relevant information in an environment filled with opportunities to share.



Introduction Competencies

Your success in any job depends on the value of your contribution to the organization. Managers, mentors and professional coaches can encourage, advise and guide you as you grow professionally. However, the ultimate responsibility for your career development is yours and yours alone.

This report is designed to assist you in managing and developing your career. For many jobs, personal skills are as important as technical skills in producing superior performance. Personal skills are often transferable to different jobs, whereas technical skills are usually more specific.

Based on your responses to the DNA 25 questionnaire, this report indicates your development of 25 personal skills. These 25 personal skills contribute to superior performance in many jobs. Your development of these personal skills are categorized into four levels:

- 1) Well Developed
- 2) Developed
- 3) Moderately Developed
- 4) Needs Development

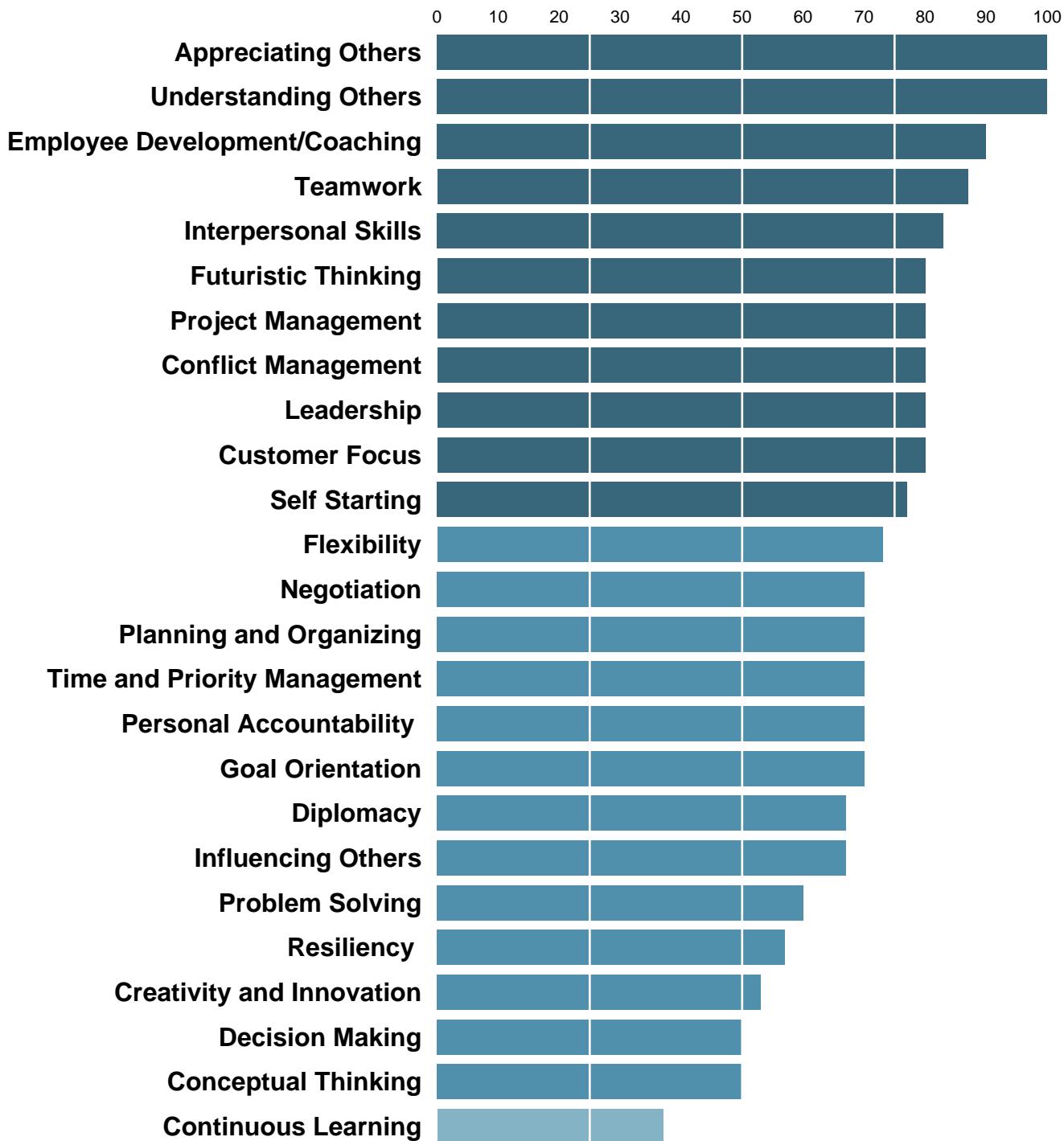
While personal skills are certainly important for career development, it is not necessary to fully develop every one. In fact, development of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development efforts on the personal skills that are required in your current job, or the job you want.

Be sure to read the entire report with an open mind. Everyone has areas where they can improve. Before deciding to work on developing personal skills you have not yet fully developed, you may want to discuss the report with a trusted peer, mentor or professional coach. You may even wish to share the report with your manager. In most cases, management takes a very positive view of individuals who wish to develop their skills.



Development Indicator

This section of your report shows your development level of 25 personal skills based on your responses to the questionnaire.

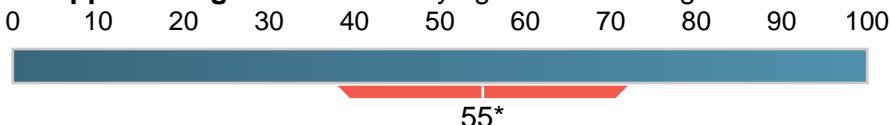




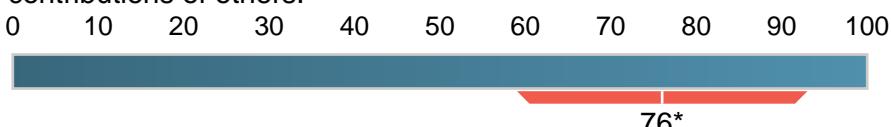
Competencies Hierarchy

Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.

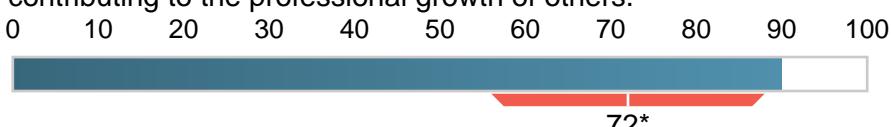
1. Appreciating Others - Identifying with and caring about others.



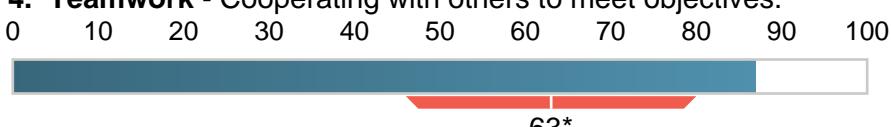
2. Understanding Others - Understanding the uniqueness and contributions of others.



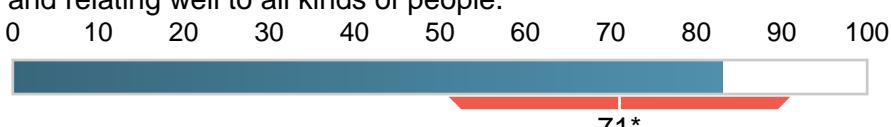
3. Employee Development/Coaching - Facilitating, supporting and contributing to the professional growth of others.



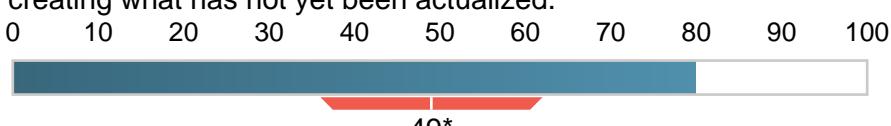
4. Teamwork - Cooperating with others to meet objectives.



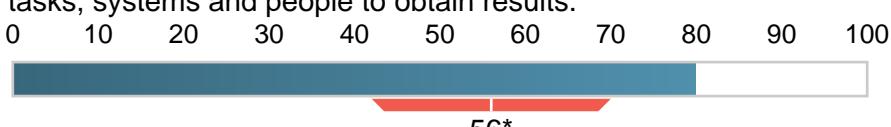
5. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



6. Futuristic Thinking - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



7. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.

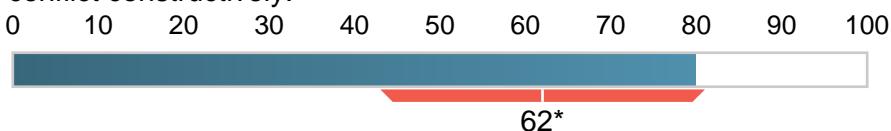


* 68% of the population falls within the shaded area.

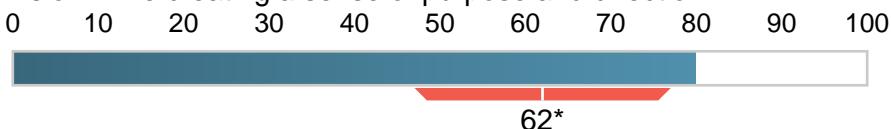


Competencies Hierarchy

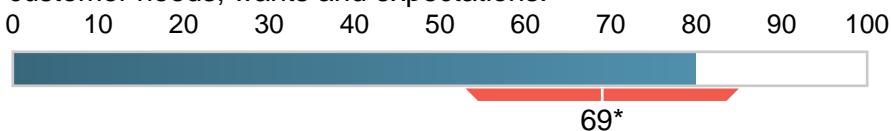
8. Conflict Management - Understanding, addressing and resolving conflict constructively.



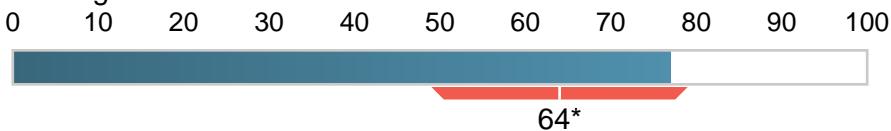
9. Leadership - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



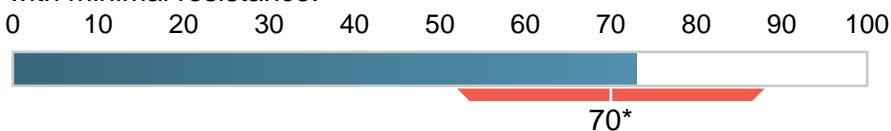
10. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



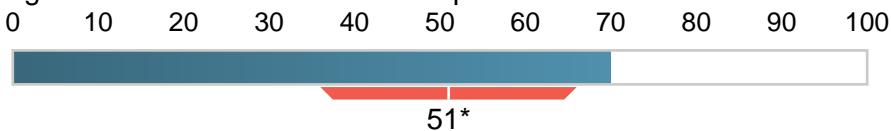
11. Self Starting - Demonstrating initiative and willingness to begin working.



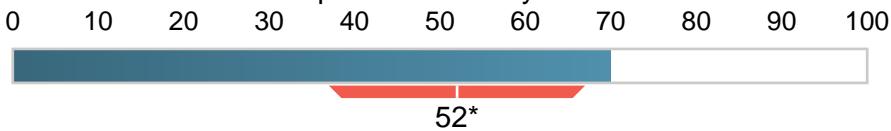
12. Flexibility - Readily modifying, responding and adapting to change with minimal resistance.



13. Negotiation - Listening to many points of view and facilitating agreements between two or more parties.



14. Planning and Organizing - Establishing courses of action to ensure that work is completed effectively.

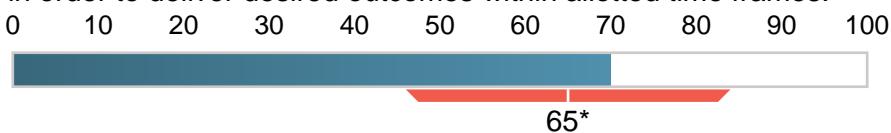


* 68% of the population falls within the shaded area.

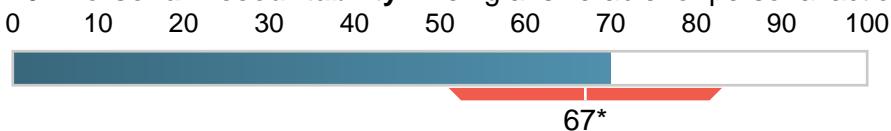


Competencies Hierarchy

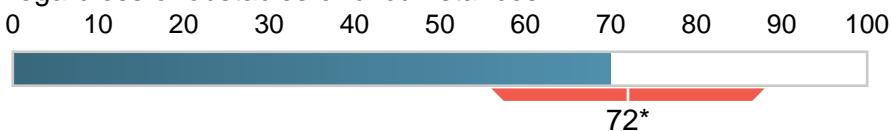
15. Time and Priority Management - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.



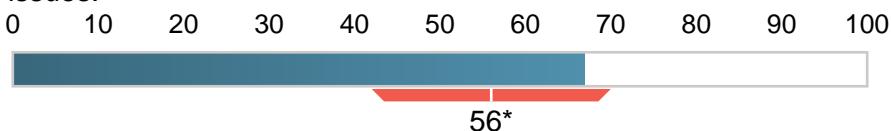
16. Personal Accountability - Being answerable for personal actions.



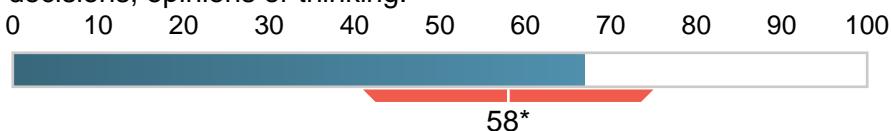
17. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



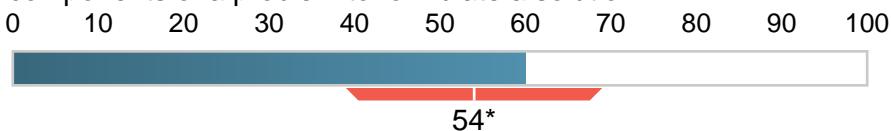
18. Diplomacy - Effectively and tactfully handling difficult or sensitive issues.



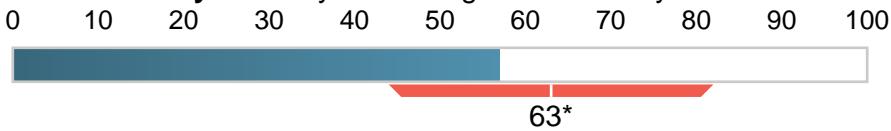
19. Influencing Others - Personally affecting others actions, decisions, opinions or thinking.



20. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



21. Resiliency - Quickly recovering from adversity.

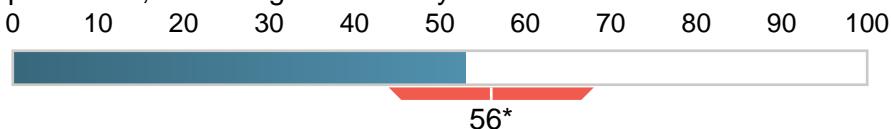


* 68% of the population falls within the shaded area.

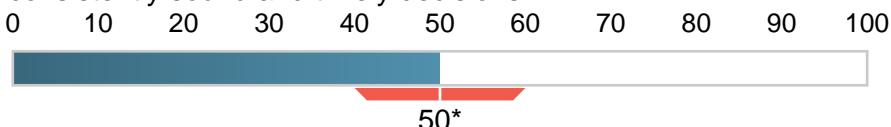


Competencies Hierarchy

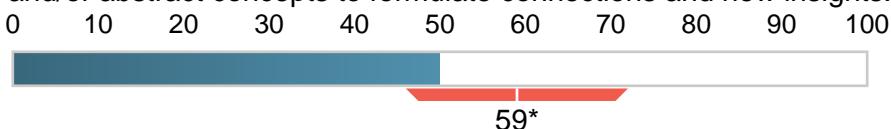
22. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



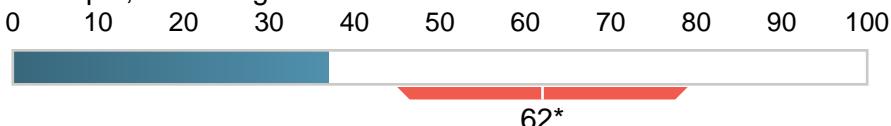
23. Decision Making - Analyzing all aspects of a situation to make consistently sound and timely decisions.



24. Conceptual Thinking - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.



25. Continuous Learning - Taking initiative to regularly learn new concepts, technologies and/or methods.



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



Summary of Competencies

Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals.

1. Appreciating Others: Identifying with and caring about others.

- Demonstrates genuine concern for others.
- Respects and values people.
- Wants to ensure people experience positive emotions.
- Expends considerable effort to impact the needs, concerns and feelings of others.
- Advocates for the interests, needs and wants of others.
- Demonstrates sensitivity and understanding.
- Takes personal and/or professional risks for the sake of others.
- Recognizes and enjoys the good qualities of others.
- Provides support, appreciation and recognition.
- Displays kindness and concern for others.

2. Understanding Others: Understanding the uniqueness and contributions of others.

- Demonstrates the ability to evaluate others.
- Strives to understand the unique qualities of all people.
- Evaluates many aspects of the people in his surroundings.
- Recognizes how other people can contribute.
- Accepts individuals' unique abilities and looks for ways for them to contribute.
- Utilizes feedback to identify strengths in other people.
- Seeks to understand how certain decisions can impact others.
- Sees the unique contributions of colleagues.
- Relates and connects with others.
- Understands the unique motivations, needs and aspirations of others.

3. Employee Development/Coaching: Facilitating, supporting and contributing to the professional growth of others.

- Inspires confidence in others' ability to grow professionally.
- Identifies and facilitates developmental opportunities.
- Encourages initiative and improvement.
- Provides opportunities for enhancement.
- Gives new and challenging work assignments.
- Acknowledges and praises improvements.
- Supports, coaches and mentors the development of others.
- Views mistakes as opportunities for learning.
- Promotes learning and professional growth.
- Understands the uniqueness and current level of each participant.



Summary of Competencies

4. Teamwork: Cooperating with others to meet objectives.

- Respects team members and their individual perspectives.
- Makes team objectives a priority.
- Works toward consensus when team decisions are required.
- Meets agreed-upon deadlines on team assignments and commitments.
- Shares responsibility with team members for successes and failures.
- Keeps team members informed regarding projects.
- Supports team decisions.
- Recognizes and appreciates the contributions of team members.
- Behaves in a manner consistent with team values and mission.
- Provides constructive feedback to team members.
- Responds positively to feedback from team members.
- Raises and/or confronts issues limiting team effectiveness.

5. Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.

- Strives for self-awareness in a social setting.
- Demonstrates sincere interest in others.
- Treats all people with respect, courtesy and consideration.
- Respects differences in the attitudes and perspectives of others.
- Listens, observes and strives to gain understanding of others.
- Communicates effectively.
- Shows sensitivity to diversity issues.
- Develops and maintains relationships with many different kinds of people regardless of differences.
- Handles any situation gracefully by using non-verbal communication, in-depth questioning and listening skills.
- Recognizing other's perspectives, by actively listening, thus providing many views of a given situation.



Summary of Competencies

6. Futuristic Thinking: Imagining, envisioning, projecting and/or creating what has not yet been actualized.

- Demonstrates an ability to connect the dots and see the big picture.
- Looks beyond the forces driving the current reality that may have long-term effects.
- Utilizes foresight and intuitive perception as well as factual events to draw inferences.
- Recognizes, supports and/or champions cutting-edge ideas.
- Anticipates future trends or events.
- Envisions possibilities others may not.
- Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning.
- Creates an environment where forward thinking is the norm not the exception.
- Envisions ideas that may be seen as unobtainable by others.
- Mentally lives in the future and does not allow current technology to cloud their vision.

7. Project Management: Identifying and overseeing all resources, tasks, systems and people to obtain results.

- Identifies all required components to achieve goals, objectives or results.
- Demonstrates the ability to utilize the right people to complete the project.
- Establishes high performance standards.
- Holds people accountable and is focused on goals and priorities.
- Identifies barriers to objectives and removes them.
- Delegates appropriate responsibilities and authority.
- Ensures adequate resources are available to achieve objectives.
- Makes decisions that benefit the outcome of the project.
- Plans, organizes, motivates and controls resources, procedures and protocols to achieve specific goals.
- Maintains the objectives while honoring designated constraints.



Summary of Competencies

8. Conflict Management: Understanding, addressing and resolving conflict constructively.

- Readily identifies and addresses issues, concerns or conflicts.
- Recognizes opportunities for positive outcomes in conflict situations.
- Reads situations accurately to pinpoint critical issues.
- Listens to gain understanding of an issue from different perspectives.
- Diffuses tension and effectively handles emotional situations.
- Assists people in adversarial positions to identify common interests.
- Strives to settle differences equitably.
- Settles differences without damaging relationships.
- Strives to limit the negative aspects of conflict while increasing the positive.
- Focuses on enhancing learning and group outcomes, including effectiveness or performance.

9. Leadership: Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.

- Inspires others with compelling visions.
- Takes risks for the sake of purpose, vision or mission.
- Builds trust and demonstrates integrity with a noticeable congruence between words and actions.
- Demonstrates optimism and positive expectations of others.
- Delegates appropriate levels of responsibility and authority.
- Involves people in decisions that affect them.
- Addresses performance issues promptly, fairly and consistently.
- Adapts methods and approaches to create an environment to allow others to be successful.
- Makes decisions that are best for the organization and attempts to mitigate the negative consequences for people.
- Demonstrates loyalty to constituents.

10. Customer Focus: Anticipating, meeting and/or exceeding customer needs, wants and expectations.

- Strives to anticipate, identify and understand customers' wants, needs and concerns.
- Responds to customers with a sense of urgency.
- Follows through on customer requests.
- Is patient and courteous with customers.
- Resolves issues and complaints to the satisfaction of customers.
- Expends extraordinary effort to satisfy customers.
- Develops relationships with customers.
- Partners with customers to assist them in achieving their objectives.
- Acts as an advocate for customers' needs.
- Takes professional risks for the sake of customers' needs.



Summary of Competencies

11. Self Starting: Demonstrating initiative and willingness to begin working.

- Possesses a strong work ethic and belief in getting results.
- Takes initiative and does whatever it takes to achieve objectives.
- Projects self-assurance in getting the task started.
- Starts quickly to avoid setbacks.
- Asserts self in personal and professional life.
- Willing to begin working regardless of circumstances.
- Accepts personal responsibility for achieving personal and professional goals.
- Functions effectively and achieves results regardless of circumstances.
- Takes initiative and acts without waiting for direction.
- Displays self-confidence, conscientiousness, assertiveness, persistence and is achievement-oriented.

12. Flexibility: Readily modifying, responding and adapting to change with minimal resistance.

- Responds promptly to shifts in direction, priorities and schedules.
- Demonstrates agility in accepting new ideas, approaches and/or methods.
- Effective in shifting priorities and tasks.
- Modifies methods or strategies to fit changing circumstances.
- Adapts personal style to work with different people.
- Maintains productivity during transitions.
- Embraces and/or champions a shift in activity.
- Strives to adapt to situational demands.
- Capable of changing or adjusting to meet particular or varied needs.
- Able to step outside their comfort zone and try something they haven't done before.

13. Negotiation: Listening to many points of view and facilitating agreements between two or more parties.

- Understands both parties must get something they want before agreement is feasible.
- Listens to identify and understand what each party wants.
- Determines what each party is willing to accept in an agreement.
- Establishes a non-threatening environment conducive to open communication for discussing possible terms of agreement.
- Develops the terms for an agreement.
- Ensures each party understands the terms of agreement.
- Binds agreements between parties with verbal and/or written contracts.
- Listens to all sides involved and ensures all parties understand the issues.
- Allows all parties to express their viewpoints.
- Facilitates mutually beneficial outcomes to satisfy various interests.



Summary of Competencies

14. Planning and Organizing: Establishing courses of action to ensure that work is completed effectively.

- Works effectively within established systems.
- Utilizes logical, practical and efficient approaches.
- Prioritizes tasks for optimum productivity.
- Develops procedures, processes and systems for order, accuracy, efficiency and productivity.
- Anticipates probable effects, outcomes and risks.
- Develops contingency plans to minimize waste, error and risk.
- Allocates, adjusts and manages resources according to priorities.
- Monitors implementation of plans and makes adjustments as needed.
- Establishes action plans to ensure desired results.
- Allows for practical, systematic and organized conclusions.

15. Time and Priority Management: Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.

- Effectively manages difficulties and delays to complete tasks on time.
- Effectively manages time and priorities to meet deadlines.
- Presents completed tasks on or before the deadline.
- Demonstrates an ability to maintain deadlines in the midst of crisis.
- Strives to improve prioritization.
- Balances timelines and desired outcomes.
- Takes initiative and prioritizes tasks to stay on schedule.
- Accepts responsibility for deadlines and results.
- Creates an environment conducive to effectiveness.
- Reduces the amount of time spent on non-priorities.

16. Personal Accountability: Being answerable for personal actions.

- Demonstrates the ability to self evaluate.
- Strives to take responsibility for his actions.
- Evaluates many aspects of his personal actions.
- Recognizes when he has made a mistake.
- Accepts personal responsibility for outcomes.
- Utilizes feedback.
- Observes and analyzes data to learn from mistakes.
- Sees new possibilities by examining personal performance.
- Accepts responsibility for actions and results.
- Willing to take ownership of situations.



Summary of Competencies

17. Goal Orientation: Setting, pursuing and attaining goals, regardless of obstacles or circumstances.

- Acts instinctively to achieve objectives without supervision.
- Expends the necessary time and effort to achieve goals.
- Recognizes and acts on opportunities to advance progress to meet goals.
- Establishes and works toward ambitious and challenging goals.
- Develops and implements strategies to meet objectives.
- Measures effectiveness and performance to ensure results are attained.
- Acts with a determination to achieve goals.
- Demonstrates persistence in overcoming obstacles to meet objectives.
- Takes calculated risks to achieve results.
- Employs a strategy that affects how they approach tasks and future projects.

18. Diplomacy: Effectively and tactfully handling difficult or sensitive issues.

- Effectively utilizes tact and diplomacy in working with people across hierarchical, functional and/or cultural borders.
- Understands cultural, climate and organizational issues.
- Adapts conduct and communications to "politically correct" standards.
- Effectively leverages networks of influence to enable progress.
- Is sensitive to the needs of special interest groups within organizations.
- Builds relationships and networks with key people of influence.
- Provides advice, counsel and mentoring on organizational issues.
- Utilizes both formal and informal networks internally to obtain support and achieve results.
- Expresses the context of a situation in a non-confrontational or positive manner.



Summary of Competencies

19. Influencing Others: Personally affecting others' actions, decisions, opinions or thinking.

- Utilizes the knowledge of others' needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
- Builds trust and credibility before attempting to promote concepts, products or services.
- Understands and utilizes the behaviors of others to personally affect an outcome.
- Uses logic and reason to develop rational arguments that challenge current assumptions.
- Identifies and addresses the barriers that prevent people from seeing the benefits.
- Adapts techniques to understand and meet the needs and wants of those being influenced.
- Understands the role self-awareness plays in influencing others.
- Leverages a person in an indirect but important way.
- Produces effects on the actions, behavior and opinions of others.
- Brings others to their way of thinking without force or coercion.

20. Problem Solving: Defining, analyzing and diagnosing key components of a problem to formulate a solution.

- Anticipates, identifies and resolves problems or obstacles.
- Utilizes logical processes to analyze and solve problems.
- Defines the causes, effects, impact and scope of problems.
- Identifies the multiple components of problems and their relationships.
- Prioritizes steps to a solution.
- Defines and develops criteria for optimum solutions.
- Evaluates the potential impact of possible solutions.
- Looks for specific goals, clearly defined solution paths, and/or clear expected solutions.
- Allows for initial planning including some abstract thinking to come up with creative solutions.
- Understands and defines the problem before jumping to a solution.



Summary of Competencies

21. Resiliency: Quickly recovering from adversity.

- Demonstrates the ability to overcome setbacks.
- Strives to remain optimistic in light of adversity.
- Evaluates many aspects of the situations to create a positive outcome.
- Recognizes criticism is an opportunity to improve.
- Accepts setbacks and looks for ways to progress.
- Utilizes feedback to forge forward.
- Seeks to understand how certain obstacles can impact results.
- Sees the unique opportunities by overcoming challenges.
- Swiftly works through the emotions and effects of stressful events.
- Copes with the inevitable bumps in life.

22. Creativity and Innovation: Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.

- Notices unique patterns, variables, processes, systems or relationships.
- Expresses non-traditional perspectives and/or novel approaches.
- Synthesizes data, ideas, models, processes or systems to create new insights.
- Challenges established theories, methods and/or protocols.
- Encourages and promotes creativity and innovation.
- Modifies existing concepts, methods, models, designs, processes, technologies and systems.
- Develops and tests new theories to explain or resolve complex issues.
- Applies unorthodox theories and/or methods.
- Imagines new or revolutionary concepts, methods, models, designs, processes, technology, systems, products, services or industries.
- Combines knowledge, curiosity, imagination, and evaluation to achieve desired results.

23. Decision Making: Analyzing all aspects of a situation to make consistently sound and timely decisions.

- Demonstrates an ability to make thorough decisions in a timely manner.
- Gathers relevant input and develops a rationale for making decisions.
- Evaluates the impact or consequences of decisions before making them.
- Acts decisively once all aspects have been analyzed.
- Focuses on timely decisions after the situations have been completely diagnosed.
- Willing to update decisions if more information becomes available.
- Provides a rationale for decisions when necessary.
- Systematically analyzes information before making a decision.
- Looks at all aspects of a situation including historical components.
- Asks the right questions rather than making assumptions to produce a timely decision.



Summary of Competencies

24. Conceptual Thinking: Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.

- Demonstrates the ability to identify patterns, themes or connections not noticed by others.
- Gathers hypothetical or abstract concepts to formulate new insights.
- Evaluates many patterns to formulate connections.
- Recognizes unique or unusual perspectives.
- Envisions hypothetical situations to formulate new concepts.
- Utilizes patterns to develop new ways to process information.
- Observes and analyzes data to create new methods, techniques or processes.
- Sees new possibilities by dissecting the situation and examining the parts.
- Integrates issues and factors into a practical framework.
- Understands a situation or problem by identifying patterns or connections, to address key underlying issues.

25. Continuous Learning: Taking initiative to regularly learn new concepts, technologies and/or methods.

- Demonstrates curiosity and enthusiasm for learning.
- Takes initiative in acquiring and mastering the skills and knowledge requirements of a position.
- Keeps abreast of current or new information through reading and other learning methods.
- Actively interested in new technologies, processes and methods.
- Welcomes or seeks assignments requiring new skills and knowledge.
- Expends considerable effort and/or time on learning.
- Genuinely enjoys learning.
- Identifies opportunities to gain knowledge.
- May be considered a knowledgeable resource by others.
- Enjoys new resources or methods for learning.



Getting the Most From Your Report

Questions about the personal skills you are well developed in:

- Are you using the personal skills you are well developed in more in your personal or professional life?
- How is your development of these personal skills contributing to your success?
- How can you use these personal skills to advance your career, get a promotion or secure a better job?
- Do other people know that you are well developed in these personal skills?
- If not, what would be the benefit of sharing this information with them?

Questions about the personal skills in which you are developed and moderately developed:

- How has not fully developing these personal skills hindered your ability to succeed personally or professionally?
- Which of these personal skills might help you the most personally, if you developed them more thoroughly?
- Which of these personal skills might help you the most professionally, if you developed them more thoroughly?

Questions about the personal skills you have not yet developed:

- Which of these personal skills might help you the most personally, if you developed them?
- Which of these personal skills might help you the most professionally, if you developed them?