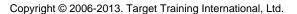# TriMetrix® EQ
Management-Staff

Michael Sample
CEO
Sample Co.
3-28-2013

Your Address Here
Your Phone Number Here
Your Email Address Here

company

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 Section

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

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

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

- How you respond to problems and challenges.

- How you influence others to your point of view.

- How you respond to the pace of the environment.

- How you respond to rules and procedures set by others.

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

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

General Characteristics

Based on Michael'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 Michael's natural behavior.

Michael may lose interest in a project once the challenge ceases. He may then be ready for another challenging project. He embraces visions not always seen by others. Michael's creative mind allows him to see the "big picture." He displays a high energy factor and is optimistic about the results he can achieve. The word "can't" is not in his vocabulary. Most people see him as a high risk-taker. His view is, "nothing ventured, nothing gained." Michael is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He wants to be seen as a winner and has an inherent dislike for losing or failing. He tends to work hard and long to be successful. Many people see him as a self-starter dedicated to achieving results. He can be aggressive and direct, but still be considerate of people. Other people realize that directness is one of his great strengths. Michael has high ego strengths and may be viewed by some as egotistical. He is a goal-oriented individual who believes in harnessing people to help him achieve his goals. He needs people with other strengths on his team.

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

Adapted Style | Natural Style

| D I S C | | D I S C |
| 94 63 6 36 | | 88 82 8 32 |

Michael 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! 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. 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 may lack the patience to listen and communicate with slower acting people. Michael 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, Michael's true feelings may emerge. He tends to be intolerant of people who seem ambiguous or think too slowly. He challenges people who volunteer their opinions.
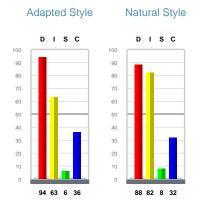
Adapted Style

Natural Style

D	I	S	C
94	63	6	36

D	I	S	C
88	82	8	32

Value to the Organization

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

- Sense of urgency.

- Usually makes decisions with the bottom line in mind.

- Innovative.

- Ability to change gears fast and often.

- Tenacious.

- Good mixer.

- Self-starter.

- Few dull moments.

- Accomplishes goals through people.

Adapted Style   Natural Style

D I S C   D I S C

94 63 6 36   88 82 8 32

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 Michael. 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 Michael most frequently.

Ways to Communicate

- ☐ Put projects in writing, with deadlines.

- ☐ Be specific and leave nothing to chance.

- ☐ Use his jargon.

- ☐ Ask specific (preferably "what?") questions.

- ☐ Support and maintain an environment where he can be efficient.

- ☐ Provide systems to follow.

- ☐ Verify that the message was heard.

- ☐ Stick to business--let him decide if he wants to talk socially.

- ☐ Present the facts logically; plan your presentation efficiently.

- ☐ Be open, honest and informal.

- ☐ Support the results, not the person, if you agree.

Adapted Style	Natural Style
D I S C	D I S C
94 63 6 36	88 82 8 32

Checklist for Communicating Continued

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

☐ Direct or order.

☐ Be put off by his "cockiness."

☐ Forget to follow-up.

☐ Let him change the topic until you are finished.

☐ Assume he heard what you said.

☐ Use paternalistic approach.

☐ Be redundant.

☐ Reinforce agreement with "I'm with you."

☐ Let disagreement reflect on him personally.

☐ Ramble on, or waste his time.

☐ Dictate to him.

☐ Try to convince by "personal" means.

☐ Ask rhetorical questions, or useless ones.

Adapted Style	Natural Style
D I S C	D I S C
94 63 6 36	88 82 8 32

Communication Tips

This section provides suggestions on methods which will improve Michael'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, Michael 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 Michael's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Michael to project the image that will allow him to control the situation.

Self-Perception

Michael usually sees himself as being:

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

Others' Perception - Moderate

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

- Demanding
- Egotistical
- Nervy
- Aggressive

Others' Perception - Extreme

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

- Abrasive
- Arbitrary
- Controlling
- Opinionated

Adapted Style

D I S C

94 63 6 36

Natural Style

D I S C

88 82 8 32

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.

- The need for juggling many tasks at once may jeopardize quality.

- Avoid positions that revolve around routine work.

- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.

Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with S above the energy line and/or tips for seeking environments that will be conducive to the low S.
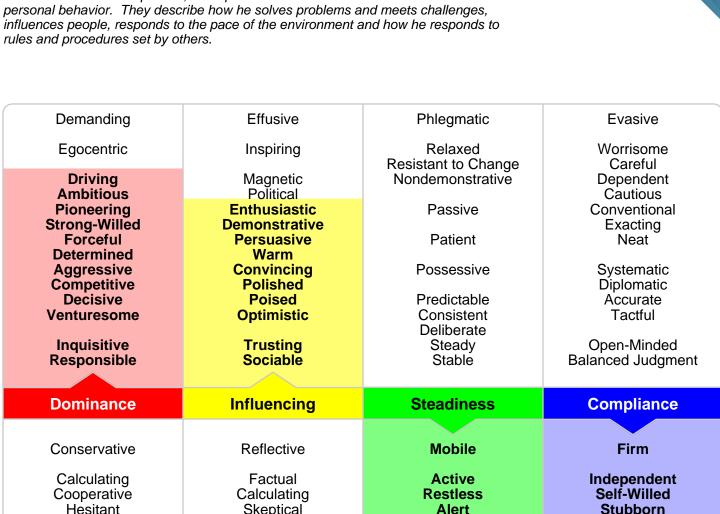
- Be mindful of the signals body language send and how they affect relationships.

- When working on a team, the need for collaboration before moving forward can be a deterrent.

- Rambling, written or verbal, will be avoided to the point of missing a deadline.

Adapted Style   Natural Style

D   I   S   C   D   I   S   C

94 63 6 36   88 82 8 32

Descriptors

Based on Michael'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.

Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
		Resistant to Change	Careful
Driving	Magnetic	Nondemonstrative	Dependent
Ambitious	Political		Cautious
Pioneering	**Enthusiastic**	Passive	Conventional
Strong-Willed	**Demonstrative**		Exacting
Forceful	**Persuasive**	Patient	Neat
Determined	**Warm**		
Aggressive	**Convincing**	Possessive	Systematic
Competitive	**Polished**		Diplomatic
Decisive	**Poised**	Predictable	Accurate
Venturesome	**Optimistic**	Consistent	Tactful
		Deliberate	
Inquisitive	**Trusting**	Steady	Open-Minded
Responsible	**Sociable**	Stable	Balanced Judgment

Dominance	**Influencing**	**Steadiness**	**Compliance**
Conservative	Reflective	**Mobile**	**Firm**
Calculating	Factual	**Active**	**Independent**
Cooperative	Calculating	**Restless**	**Self-Willed**
Hesitant	Skeptical	**Alert**	**Stubborn**
Low-Keyed		**Variety-Oriented**	
Unsure	Logical	**Demonstrative**	Obstinate
Undemanding	Undemonstrative		
Cautious	Suspicious	**Impatient**	Opinionated
	Matter-of-Fact	**Pressure-Oriented**	Unsystematic
Mild	Incisive	**Eager**	Self-Righteous
Agreeable		**Flexible**	Uninhibited
Modest	Pessimistic	**Impulsive**	Arbitrary
Peaceful	Moody	**Impetuous**	Unbending
Unobtrusive	Critical	Hypertense	Careless with Details

Natural and Adapted Style

Michael'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

Michael tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. Michael will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

Adapted

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

People - Contacts

Natural

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

Adapted

Michael 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

D I S C (Adapted): 94 63 6 36

D I S C (Natural): 88 82 8 32

Pace - Consistency

Natural

Michael is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

Adapted

Michael 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

Michael 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

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

Adapted Style

D I S C

94 63 6 36

Natural Style

D I S C

88 82 8 32

Adapted Style

Michael 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.

- Quickly responding to crisis and change, with a strong desire for immediate results.

- Persistence in job completion.

- Handling a variety of activities.

- Anticipating and solving problems.

- A good support team to handle paperwork.

- Meeting deadlines.

- A competitive environment, combined with a high degree of people skills.

- Moving quickly from one activity to another.

- Dealing with a wide variety of work activities.

- Skillful use of vocabulary for persuasive situations.

- Acting without precedent, and able to respond to change in daily work.

- Exhibiting an active and creative sense of humor.

- Working without close supervision.

Adapted Style

D I S C

Natural Style

D I S C

| 94 | 63 | 6 | 36 |

| 88 | 82 | 8 | 32 |

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.

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

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

Adapted Style   Natural Style

D I S C	D I S C

| 94 63 6 36 | 88 82 8 32 |

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

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

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

Adapted Style | Natural Style

Adapted Style	Natural Style
D I S C	**D I S C**
94 63 6 36	88 82 8 32

Possible Solutions:

- Train and mentor others
- 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

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

Possible Solutions:

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

Adapted Style | Natural Style

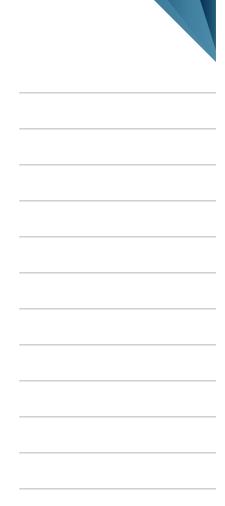| D I S C	D I S C
94 63 6 36	88 82 8 32

Areas for Improvement

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

Michael has a tendency to:

- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.

- Dislike routine work or routine people--unless he sees the need to further his goals.

- Be impulsive and seek change for change's sake. May change priorities daily.

- Make "off the cuff" remarks that are often seen as personal prods.

- Be so concerned with big picture; he forgets to see the little pieces.

- Set standards for himself and others so high that impossibility of the situation is common place.

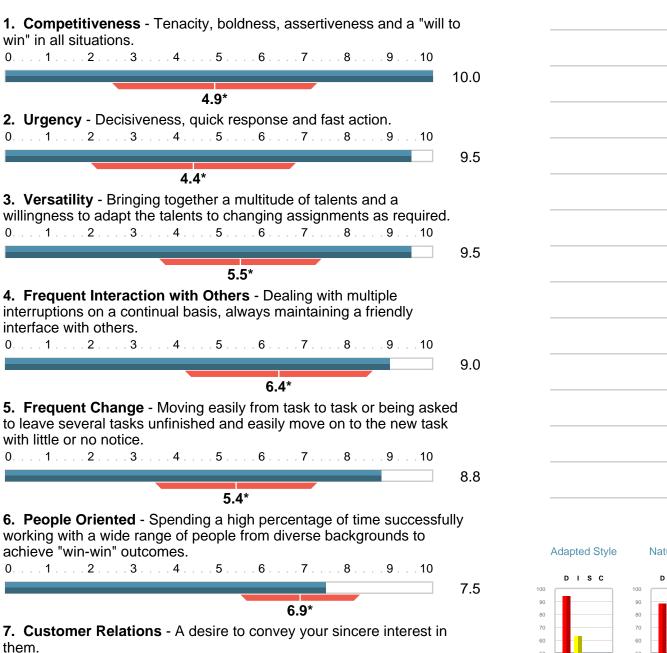- Fail to complete what he starts because of adding more and more projects.

Adapted Style   Natural Style

D I S C

94 63 6 36   88 82 8 32

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. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.

```
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
```
10.0

4.9*

2. Urgency - Decisiveness, quick response and fast action.

```
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
```
9.5

4.4*

3. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.

```
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
```
9.5

5.5*

4. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

```
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
```
9.0

6.4*

5. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.

```
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
```
8.8

5.4*

6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

```
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
```
7.5

6.9*

7. Customer Relations - A desire to convey your sincere interest in them.

```
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10
```
5.5

6.6*

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

Adapted Style

D I S C

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Natural Style

D I S C

88 82 8 32

8. Consistency - The ability to do the job the same way.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

6.3*   3.5

9. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

6.7*   3.2

10. Follow Up and Follow Through - A need to be thorough.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

6.1*   3.0

11. Organized Workplace - Systems and procedures followed for success.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

4.9*   2.5

12. Analysis of Data - Information is maintained accurately for repeated examination as required.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

5.3*   2.5

Adapted Style   Natural Style

D I S C	D I S C
94 63 6 36	88 82 8 32

SIA: 94-63-06-36 (11)   SIN: 88-82-08-32 (12)
* 68% of the population falls within the shaded area.

Your Address Here
Your Phone Number Here
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Style Insights® Graphs
3-28-2013

Adapted Style

Graph I

D	I	S	C

| % | 94 | 63 | 6 | 36 |

Natural Style

Graph II

D	I	S	C

| % | 88 | 82 | 8 | 32 |

Norm 2012 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
3-28-2013

Adapted: ★ (11) PERSUADING CONDUCTOR

Natural: ● (12) CONDUCTING PERSUADER

Norm 2012 R4

Introduction Motivators Section

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.

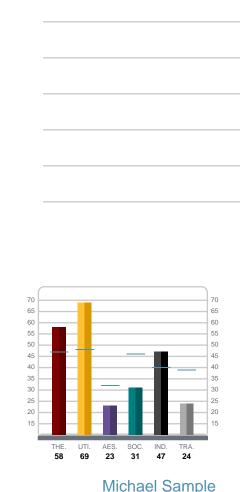- **Indifferent** - your feelings will be indifferent when related to your 5th or 6th motivator.

Your Personal Motivators Ranking

1st	Utilitarian	**Strong**
2nd	Theoretical	**Strong**
3rd	Individualistic	**Situational**
4th	Social	**Situational**
5th	Traditional	**Indifferent**
6th	Aesthetic	**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.

- Having more wealth than others is a high priority for Michael.

- Michael has a long list of wants and will work hard to achieve them.

- All attempts are made to protect future security to ensure that his legacy is protected.

- He can be very practical.

- He uses money as a scorecard.

- With economic security comes the freedom to advance his ideas or beliefs.

- Michael will be motivated by his accomplishments.

- A high sense of satisfaction is gained by earning and sharing his wealth.

- Michael faces the future confidently.

- Michael will protect his assets to ensure the future of his economic security.

- Michael will attempt to structure his economic dealings.

- Wealth provides the security Michael wants for himself and/or his family.

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	58	69	23	31	47	24

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.

- He will usually have the data to support his convictions.

- Michael is comfortable around people who share his interest for knowledge and especially those people with similar convictions.

- Michael has the potential to become an expert in his chosen field.

- A comfortable job for Michael is one that challenges his knowledge.

- He may have difficulty putting down a good book.

- Michael is very good at integrating past knowledge to solve present problems.

THE.	UTI.	AES.	SOC.	IND.	TRA.
58	69	23	31	47	24

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.

- At times Michael can be very competitive.

- Michael can be assertive in meeting his needs.

- He will evaluate each situation individually and determine how much or how little control he will want to exercise.

- The amount of control he attempts will increase if he has strong feelings about the issues involved with the situation. If, however, he has little interest in the issues involved, he will not see the need for exercising control.

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58	69	23	31	47	24

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.

- Michael will definitely attempt to help an individual or group overcome a predicament, but only if they have "touched the right chords" within him.

- Michael's desire to help others (even to his own detriment) or decision not to help others, is reviewed on an individual basis.

THE.	UTI.	AES.	SOC.	IND.	TRA.
58	69	23	31	47	24

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.

- He will not be afraid to explore new and different ways of interpreting his own belief system.

- Michael can be creative in interpreting other systems or traditions and selective in applying those traditions.

- It may be hard to manipulate Michael because he has not defined a philosophy or system that can provide immediate answers to every situation.

- He will work within a broadly defined set of beliefs.

- Michael's passion in life will be found in one or two of the other dimensions discussed in this report.

- In many cases, Michael will want to set his own rules which will allow his own intuition to guide and direct his actions.

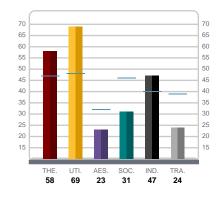- Traditions will not place limits or boundaries on Michael.

THE.	UTI.	AES.	SOC.	IND.	TRA.
58	69	23	31	47	24

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.

- Michael's passion in life will be found in one or two of the other motivators discussed in this report.

- Unpleasant surroundings will not stifle his creativity.

- He wants to take a practical approach to events.

- Intellectually, Michael can see the need for beauty, but has difficulty buying the finer things in life.

- Michael is not necessarily worried about form and beauty in his environment.

- The utility of "something" is more important than its beauty, form and harmony.

- He is a very practical person who is not sensitive to being in harmony with his surroundings.

	THE.	UTI.	AES.	SOC.	IND.	TRA.
	58	69	23	31	47	24

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 Aesthetic" utilizing your Utilitarian.

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

How does the mindset of a high Aesthetic contribute to today's workforce?

How do Aesthetics contribute to the world, your professional life and your personal life?

A person with a high Aesthetic is interested in studying and appreciating the totality of a situation.

- *A comfort level with direct, business minded communication can be perceived as too hard and uncaring. This will shut down communication when trying to solve a problem.*

- *Look for clues that the Aesthetic has had the opportunity to fully absorb the situation. Once this has occurred, the parties involved will be able to move toward achieving return out of the situation.*

A person with a high Aesthetic will have a strong interest in preserving the balance and harmony of the organization.

- *Aesthetics are about balance, and balance increases productivity. Approach the goal with the Aesthetic from a journey perspective. Communicate the current state and desired state. Then leverage the ability for the Aesthetic to get there without alienating the team.*

- *Having a partner to "check the temperature" of the team will help accomplish goals. Allow the Aesthetic to speak in feeling terms and listen to how a goal-directedness approach is impacting the team in a positive or negative way.*

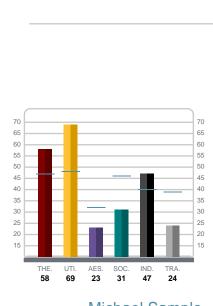| THE.	UTI.	AES.	SOC.	IND.	TRA.
58	69	23	31	47	24

Navigating Situations Outside Your Comfort Zone

A person with a high Aesthetic is in tune with his or her inner feelings and likes surroundings that compliment these feelings.

- Understanding that while efficiency is compelling to some, others need it to look good in addition to operating well. Ask the high Aesthetic questions in order to make them a part of the big picture. Doing so will increase the amount of people moving a project forward.

- Investing in the beautification of the organizational surroundings can increase productivity and retention. Understand this doesn't have to be costly, but can be about self-expression being allowed in the workplace.

Form and harmony are key in providing a high Aesthetic with an experience to remember.

- Seek out viewpoints from Aesthetics when presenting marketing, sales or other influential visuals. They will be able to predict how people will feel and react to words, visuals and colors. This can be the difference in a campaign succeeding or failing.

- Blending functionality and appearance will enhance the experience of the customer or employee. This will lead to more repeat business from a customer perspective and to more retention for employees.

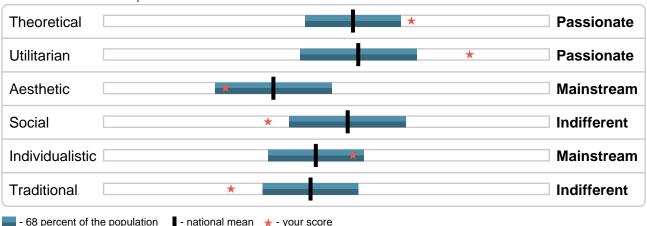| THE.	UTI.	AES.	SOC.	IND.	TRA.
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Motivators - Norms & Comparisons

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 2012

Theoretical		**Passionate**
Utilitarian		**Passionate**
Aesthetic		**Mainstream**
Social		**Indifferent**
Individualistic		**Mainstream**
Traditional		**Indifferent**

■ - 68 percent of the population   ▮ - 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 have an intense passion for learning new things, always searching for opportunities to advance your knowledge. Others may struggle with the amount of time and resources you are willing to invest to learn new things. They might think you should stop learning and start doing.

- 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.
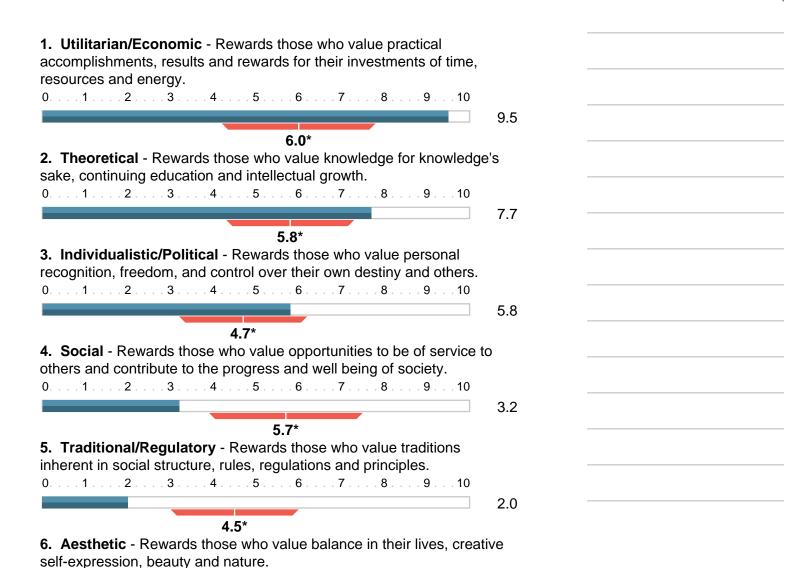
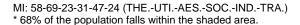Areas where others' strong feelings may frustrate you as you do not share their same passion:

- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.

- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.
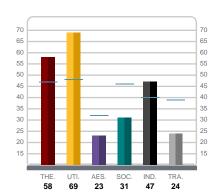
Motivators Hierarchy

Your motivation 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 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

9.5

6.0*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

7.7

5.8*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

5.8

4.7*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.2

5.7*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

2.0

4.5*

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

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

1.8

3.3*

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

	THE.	UTI.	AES.	SOC.	IND.	TRA.
	58	69	23	31	47	24

Motivation Insights® Graph
3-28-2013

	THE.	UTI.	AES.	SOC.	IND.	TRA.
Score	**58**	**69**	**23**	**31**	**47**	**24**
Rank	2nd	1st	6th	4th	3rd	5th

—— national mean
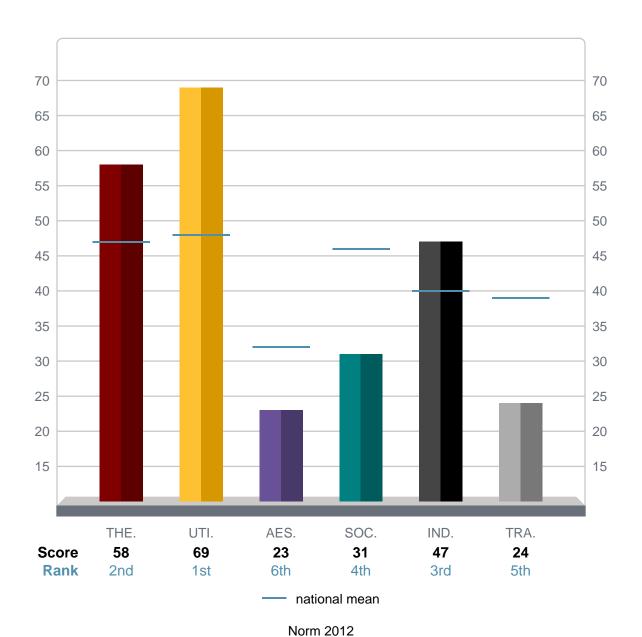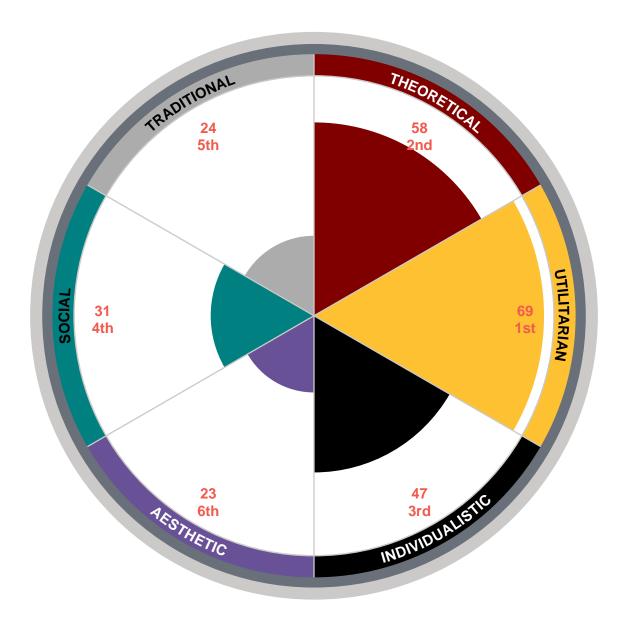
Norm 2012

Motivators Wheel™
3-28-2013

Introduction Integrating Behaviors and Motivators Section

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 and Motivational Strengths

This section describes the potential areas of strengths between Michael'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.

- Has an entrepreneurial mindset.

- Offers informed opinions on a variety of topics.

- Will be decisive and make fact-based decisions.

- Optimistic in process improvement.

- Promotes efficiency and results.

- Willing to share knowledge to benefit the team or organization.

- Will bring high energy and enthusiasm to the researching process.

Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between Michael's behavioral style and 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.

- Tends to think bigger is always better.

- The need to research everything and the corresponding need to do everything too soon and too fast.

- An urgency to get things done may conflict with a desire to know all there is to know about a given subject.

- Struggles with balancing efficiency and interaction with others.

- Struggles balancing financial advice with actual results.

- May be too trusting of people as resources.

- Ability to learn is diminished due to his lack of focus on one thing.

Ideal Environment

This section identifies the ideal work environment based on Michael'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 Michael enjoys and also those that create frustration.

- Nonroutine work with challenge and opportunity.

- An innovative and futuristic-oriented environment.

- Work tasks that change from time to time.

- New and challenging questions or projects.

- Active problems that require researched-based solutions.

- Flexibility to attend tradeshows and seminars in order to gain information and share with others.

- Rewards based-on challenging the status quo resulting in a return to the organization.

- Having economic, competitive and challenging incentives.

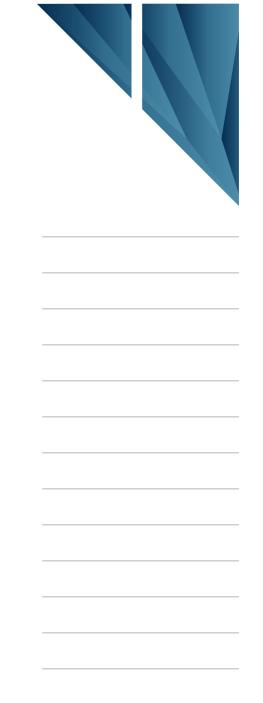- An environment where direct, bottom-line efforts are appreciated.

Keys to Motivating

This section of the report was produced by analyzing Michael'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 Michael and highlight those that are present "wants."

Michael wants:

- Group activities outside the job.

- Power and authority to take the risks to achieve results.

- Flattery, praise, popularity and strokes.

- Complete information in bulleted format for his own investigation.

- Necessary information at his fingertips in order to conquer challenges.

- To be able to seek out new information that will be valuable to share with others.

- Focus on results and rewards, not the process or journey.

- Opportunities for achieving things faster that are bigger and of more value.

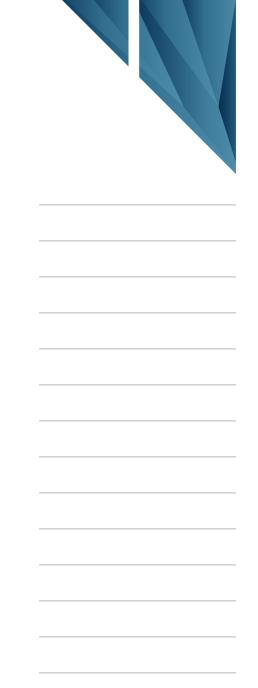- Public recognition of financial rewards for returns and efficiency.

Keys to Managing

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

Michael needs:

- To handle routine paperwork only once.

- To negotiate commitment face-to-face.

- To adjust his intensity to match the situation.

- To be able to seek out new ways to achieve desired results.

- To understand that others possess information he may not.

- To understand that others do not share the same excitement for new ideas as he does.

- The opportunity to receive rewards based on results achieved.

- To understand that people who do not move at his pace may still value and offer a return on investment.

- To understand that not all people are driven by return and challenges.

Introduction Emotional Intelligence Section

The Emotional Quotient™ 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: Intrapersonal and Interpersonal emotional intelligence.

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) emotional intelligence may be a better predictor of success performance than intelligence (IQ).

This report measures five dimensions of emotional intelligence:

Intrapersonal emotional intelligence

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.

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

Motivation is a passion to work for reasons that go beyond money or status and a propensity to pursue goals with energy and persistence.

Interpersonal emotional intelligence

What goes on between you and others.

Empathy is your ability to understand the emotional makeup of other people.

Social Skills is a proficiency in managing relationships and building networks.

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

General Characteristics

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

Self-Awareness

- He has a firm grasp of his emotional strengths and weaknesses.
- In most situations, he has a strong awareness of his emotions.
- Clearly identifies his emotional reactions to life situations.

Self-Regulation

- When he sees conflict arising, he is able to effectively manage his emotions while resolving the issue.
- Proactive in lifting himself out of a bad mood.
- Others see him as someone with a stable temperament.

Motivation

- Often looks for ways to develop his skills or improve his career.
- His passion for his work is evident.
- Runs the risk of being seen as a workaholic if the work leads to the goal.

Empathy

- Needs to be careful not to make too many compromises when faced with conflict due to his understanding of others' emotions.
- Has a unique ability to put himself in another person's shoes.
- When using active listening skills, he will predict a person's emotional state and use this information to communicate more effectively.
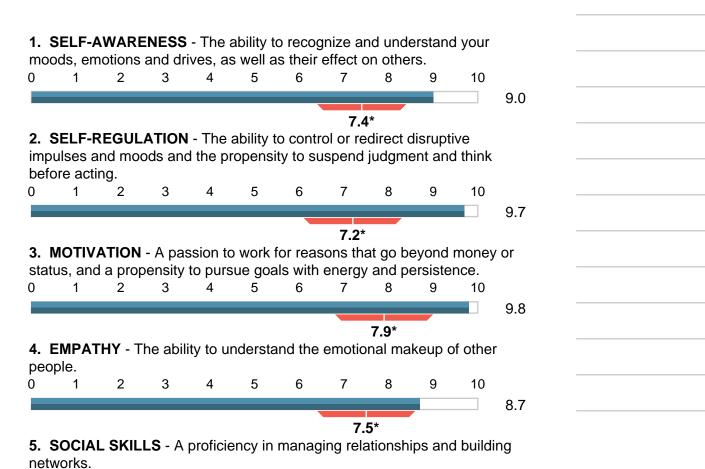
Social Skills

- He is usually persuasive and is able negotiate well with others.
- Generally, others find spending time with him a positive experience.
- He tends to use his relationship connections to reach outcomes.

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 overall 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.

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

9.0

7.4*

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

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

9.7

7.2*

3. MOTIVATION - A passion to work for reasons that go beyond money or status, and a propensity to pursue goals with energy and persistence.

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

9.8

7.9*

4. EMPATHY - The ability to understand the emotional makeup of other people.

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

8.7

7.5*

5. SOCIAL SKILLS - A proficiency in managing relationships and building networks.

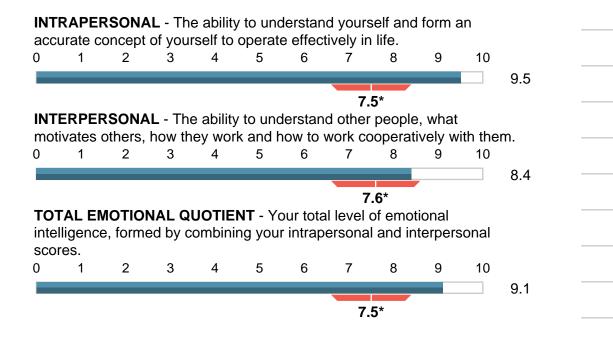| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

8.2

7.6*

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

Emotional Quotient Scoring Information

The sum of the Self-Regulation, Self-Awareness, and Motivation subscales add up to represent your Intrapersonal Emotional Quotient. The sum of the Empathy and Social Skills subscales add up to represent your Interpersonal Emotional Quotient. Your total level of Emotional Quotient was calculated by summing the Intrapersonal and Interpersonal scores.
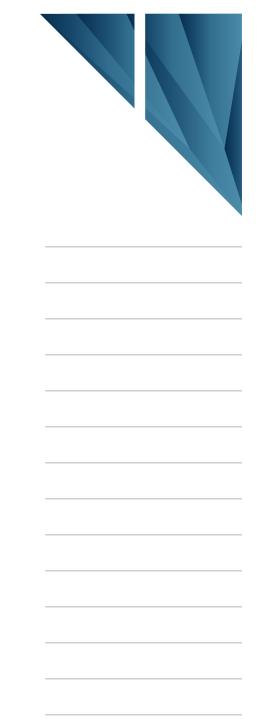
INTRAPERSONAL - The ability to understand yourself and form an accurate concept of yourself to operate effectively in life.

0	1	2	3	4	5	6	7	8	9	10

9.5

7.5*

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

0	1	2	3	4	5	6	7	8	9	10

8.4

7.6*

TOTAL EMOTIONAL QUOTIENT - Your total level of emotional intelligence, formed by combining your intrapersonal and interpersonal scores.

0	1	2	3	4	5	6	7	8	9	10

9.1

7.5*

Intrapersonal Self-Awareness

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

You scored a 9.0.

Your level of Self-Awareness is well developed, meaning you notice and understand what you are feeling and why.

What you can do:

- Describe your emotional triggers to a family member, friend or trusted co-worker in order to polish your ability to self-assess.

- Compare the feedback you receive from others with your own self-assessment.

- To further improve decision making, look for behavioral trends and discuss your observations with a trusted advisor, family member or friend.

- You may want to pause occasionally to consider whether you have a realistic self perception.

- Reflect on the connection between your emotions and your behavior. Identify the triggers that lead to potentially negative reactions.

- Sharpen your Self-Awareness by writing in a journal about your emotional responses to situations that were significant.

- Note your introspective discoveries and discuss them with a family member, friend or trusted co-worker to gain further enlightenment.

- Think about situations that create an emotional charge for you. Keep a list of these and possible solutions to bringing your emotions back to a normal state.

- Think of situations where you use each of your strengths and weaknesses, especially in the workplace.

- Utilizing your high level of Self Awareness, create an action plan of areas you wish to improve. How can your Self Awareness assist you in this journey?

- Reflect on emotionally charged situations from your past, especially in the workplace. How would you feel about the situation today?
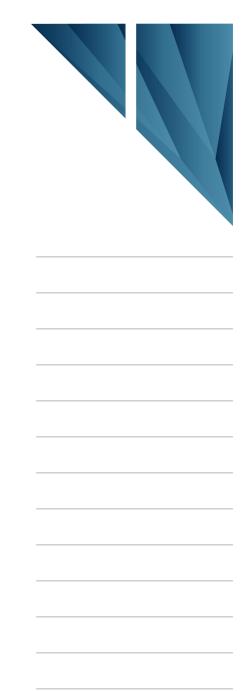
Intrapersonal Self-Regulation

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

You scored a 9.7.

You have a high level of Self-Regulation. You may at times over manage your emotions, especially in high stress situations. You work well under pressure.

What you can do:

- When experiencing negative emotions, continue to summarize the situation to determine triggers and critically observe your behavioral reactions.

- Discuss additional strategies for altering a negative mood with a family member, friend or trusted advisor. Determine what works best for you.

- Discuss with a co-worker opportunities to further advance your Self-Regulation abilities. Ask them to help discover ways to regulate in current trigger areas.

- Keep a log of your effective self-management skills, as you may find yourself in situations in the future that are harder for you to regulate.

- Reflect on times you demonstrated appropriate use of relaxation and emotions; effective communication requires both.

- Discuss with a trusted advisor what may keep you from expressing emotions or trigger points for an upcoming situation.

- Put your feelings in perspective with the big picture; ask yourself, "How will I feel about this one week from now?"

- Use regular exercise to manage your emotions and relax both body and mind.

- Given your behavioral preferences, brainstorm ways to express emotions authentically.

Intrapersonal Motivation

A passion to work for reasons that go beyond money or status, and a propensity to pursue goals with energy and persistence.

You scored a 9.8.

You have a strong drive to achieve your goals, and you will seek out new challenges.

What you can do:

- Continue to challenge yourself when setting goals, and include dates for achievement.

- Clarify why the goals you have are important to you. Ask yourself what happens after your current goals are achieved.

- Continue to create detailed objectives in order to reach the overall goals.

- List your goals and post them where you can see them each day. Make notes and track your success.

- Spend additional time visualizing the achievement of your goals.

- Celebrate accomplishments that bring you closer to your goals.

- Find role models that inspire you and understand the tools they used to become successful.

- Determine if you have qualities that could hold you back and look for ways to turn these into strengths.

- Challenge the status quo and make plans for improvement.

- Write an article, journal entry or blog on how motivation has led to your success. Share this with others.
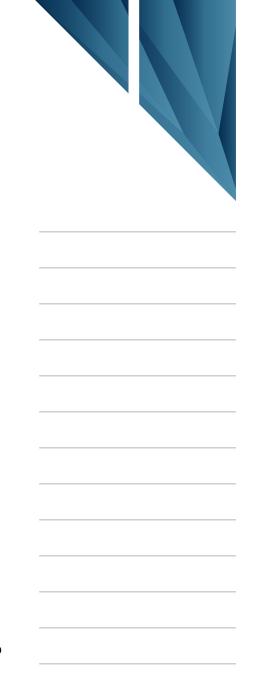
Interpersonal Empathy

The ability to understand the emotional makeup of other people.

You scored a 8.7.

You have a unique skill of treating people according to their emotional reactions. You have the ability to utilize this information when making decisions.

What you can do:

- Attempt to fully understand others before communicating your point of view, this helps to ensure your message is received correctly.

- Watch interactions of other people and discuss your observations with a peer to sharpen your empathy skills.

- Observe body language for nonverbal messages being expressed.

- Empathizing with others can enhance your understanding and your relationships with them.

- Work with a trusted advisor to brainstorm ways to use your empathy to help others take accountability and make tough decisions.

- Mentor co-workers on effective ways to use empathy in the workplace.

- Demonstrate to others how to be nonjudgmental, especially when negative comments are being made about others.

- Offer personal assistance to your friends, family and even strangers who may be in need.

- Evaluate the best way to help elevate the emotional state of others in the way the might best appreciate.

Interpersonal Social Skills

A proficiency in managing relationships and building networks.
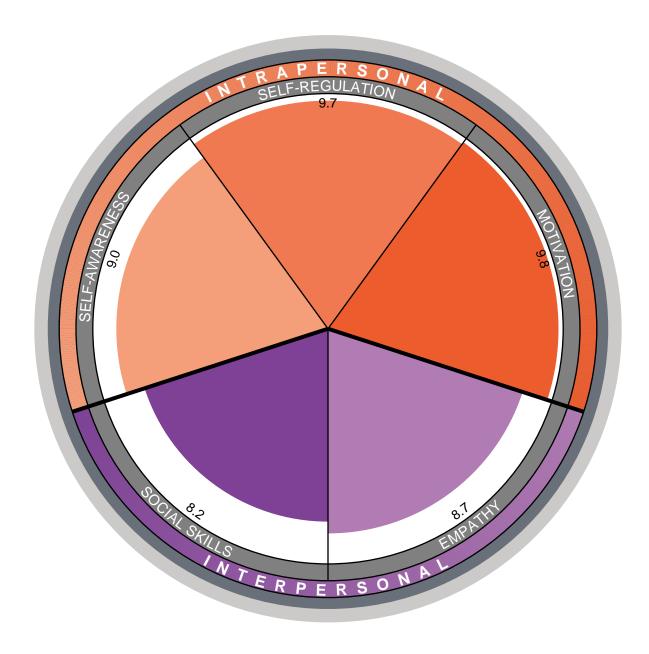
You scored a 8.2.

You are able to find common ground with others and generally are able to build good rapport. You are able to help build a strong team environment.

What you can do:

- Consider traits you admire in other people you know and ask them for feedback about yourself in those areas.

- Identify areas of social interactions that may make you uncomfortable and ask a trusted advisor to help improve in these areas.

- Consider the unique capabilities of those you interact with and how you can further encourage these traits in them.

- Pursue quality, rather than quantity, in your social bonds. Converse with others on an even deeper level.

- Remember unique facts about others. Use memory techniques and be fondly known as the one that remembers!

- Take notice when emotions are taking over an interaction, and then find ways to improve the emotional tone of the situation.

- Talk about your feelings related to work as well as personal circumstances with a trusted advisor, family member or friend.

- Find ways to be a positive influence at work by helping others improve their social skills.

- If you have a miscommunication or negative interaction, take accountability quickly and find ways to make amends.

- Demonstrate a curiosity about others and their well being and consider ways you may be of assistance.

- Consider ways you may be able to provide positive feedback to help others improve their social skills.

- Join a professional association or special interest group that meets regularly to practice building bonds.

Emotional Quotient Wheel

- INTRAPERSONAL
- SELF-REGULATION — 9.7
- SELF-AWARENESS — 9.0
- MOTIVATION — 9.8
- SOCIAL SKILLS — 8.2
- EMPATHY — 8.7
- INTERPERSONAL

Introduction Blending Behaviors, Motivators and EQ for Success

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

For years, TTI has educated the corporate world on behaviors, or the "how" of people's actions; meanwhile, 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 Behaviors, Motivators and EQ for Success

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

Michael has a high level of Self-Awareness. He is able to anticipate his feelings and is mentally and physically aware of a change in how he is feeling. Coupled with his high "Dominance" behavioral style, this can be extraordinarily powerful. Most high "Dominants" have a short fuse and are unaware of when their particular triggers are ignited. However, with Michael's level of Self-Awareness he is aware of the physical and emotional response connected to these triggers.

Michael has a high level of Self-Regulation. He is able to manage responses and reactions to emotionally charged events. Possessing a high "Dominant" behavioral style indicates that Michael would be quick to anger, make snap decisions and have a short temper. However, with high Self-Regulation, the typical behavioral characteristics will be tempered and not seen by others in such an extreme way. By utilizing his dominant behavior and his ability to manage reactions, Michael will be able to win more and be seen as a leader versus autocratic. Be careful in instances where the topic at hand directly relates to Michael's Utilitarian and Theoretical motivators in particular. The ability for him to utilize his Self-Regulation skills may be hindered when a perceived threat to his drivers is present.

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

Michael has a high level of Empathy. He is able to anticipate how others will receive information or react to a situation. The power of being high in the Empathy dimension is the ability to see things from someone else's perspective. Michael 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.

Blending Behaviors, Motivators and EQ for Success

Michael has a high level of Social Skills. 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. Michael 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 Theoretical 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, Michael prefers a more direct and to the point communication style. Based on his well-developed Social Skills, he will be able to adapt his communication style to meet the needs of the relationship.