



TTI
SUCCESS
INSIGHTS®

TriMetrix® EQ
Executive

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Introduction Where Opportunity Meets Talent®

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

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

Behaviors

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

Driving Forces

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

Integrating Behaviors And Driving Forces

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

Emotional Intelligence Section

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

Blending Behaviors, Driving Forces And EQ

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



Introduction Behaviors Section

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

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

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

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

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

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



General Characteristics

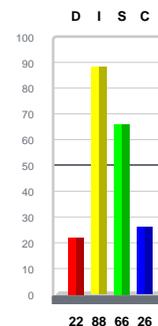
Based on James' responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general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

James likes to develop people and build organizations. 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, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He is good at creating enthusiasm in others. He can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. He believes in getting results through other people. He prefers the "team approach." James can be seen as a person of good will. He tends to trust people and may be taken advantage of because of his high trust level.

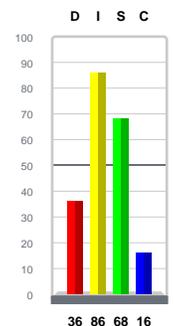
James is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He likes working with others who make quick decisions. He prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. He likes to participate in decision making. 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. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He is good at solving problems that deal with people.



Adapted Style



Natural Style



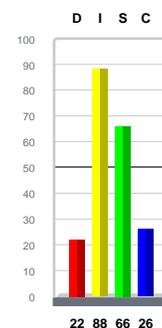


General Characteristics Continued

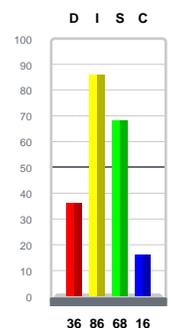
James is good at negotiating conflict between others. James feels that "if everyone would just talk it out, everything would be okay!" He is people-oriented and verbally fluent. He has the ability to sense what people want to hear. He then tends to tell people what he thinks they want to hear. He has 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. James will optimistically interact with people in an assured, diplomatic and poised manner. He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, James will attempt to put them at ease. He usually uses many gestures when talking. He judges others by their verbal skills and warmth.



Adapted Style



Natural Style





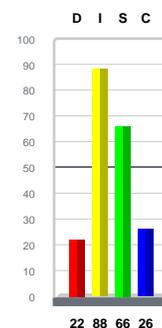
Value to the Organization

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

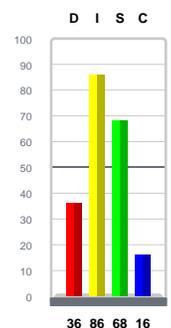
- Team player.
- Negotiates conflicts.
- Accomplishes goals through people.
- Dedicated to his own ideas.
- Optimistic and enthusiastic.
- Bottom line-oriented.
- People-oriented.
- Big thinker.
- Positive sense of humor.



Adapted Style



Natural Style





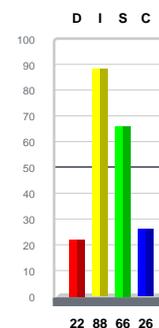
Checklist for Communicating

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

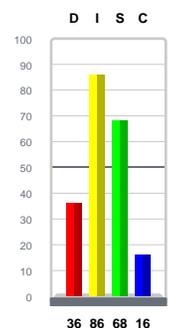
Ways to Communicate:

- Provide ideas for implementing action.
- Provide testimonials from people he sees as important.
- Use a balanced, objective and emotional approach.
- Clarify any parameters in writing.
- Provide a warm and friendly environment.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Talk about him, his goals and the opinions he finds stimulating.
- Provide "yes" or "no" answers--not maybe.
- Appeal to the benefits he will receive.
- Use a motivating approach, when appropriate.
- Leave time for relating, socializing.
- Read the body language for approval or disapproval.

Adapted Style



Natural Style





Checklist for Communicating Continued

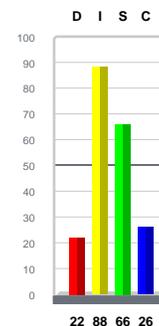
This section of the report is a list of things NOT to do while communicating with James. Review each statement with James and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Ways NOT to Communicate:

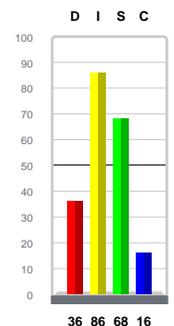
- Talk down to him.
- Be dictatorial.
- Leave decisions hanging in the air.
- Legislate or muffle--don't overcontrol the conversation.
- Be curt, cold or tight-lipped.
- Ramble.
- Drive on to facts, figures, alternatives or abstractions.
- Let him overpower you with verbiage.
- "Dream" with him or you'll lose time.



Adapted Style



Natural Style





Communication Tips

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

Self-Perception

James 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

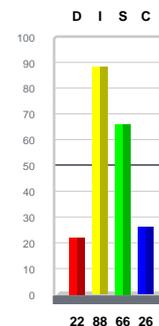
Others' Perception - Extreme

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

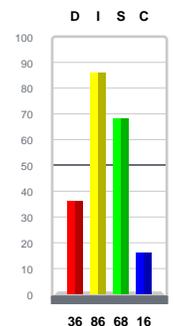
- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter



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 critical analysis is required, and move toward an out-of-the-box brainstorming environment.
- Avoid environments where micro-management is the way of the organization.
- Avoid work environments requiring constant diplomacy, as they may cause stress.

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.

- 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.
- Extremely formal and structured interactions may cause stress.
- The desire to be seen as a unique person may detract from the ideal outcome.





Descriptors

Based on James' 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

James' 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

James is somewhat conservative in his approach to solving problems. He will accept challenges by being quite calculating in his response to the problem or challenge. James will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a person who is "easy" to work with.

Adapted

James seeks a cautious approach to solving problems. He wants to solve problems within the framework of a team environment. Seldom will he force his opinion as he prefers a compromise as opposed to a win-lose situation.

People - Contacts

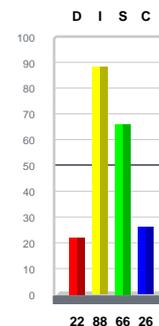
Natural

James' natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

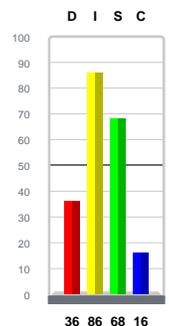
Adapted

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

Adapted Style



Natural Style





Natural and Adapted Style Continued

Pace - Consistency

Natural

James is comfortable in an environment in which there is a relaxed demeanor, or one in which patience is looked at as a virtue. He prefers to complete one task before starting the next and prefers an environment that is predictable.

Adapted

James 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

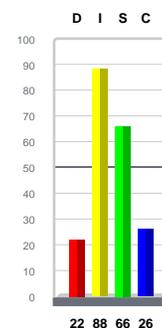
Natural

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

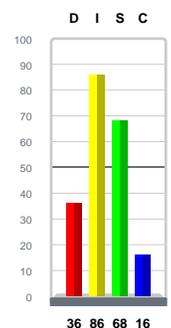
Adapted

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

Adapted Style



Natural Style



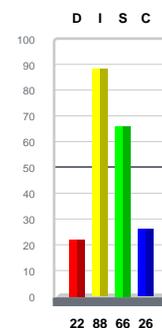


Adapted Style

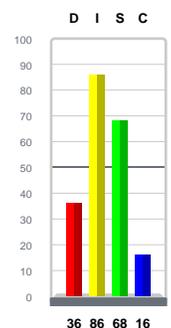
James sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Being cordial and helpful when dealing with new clients or subordinates.
- Positive, outgoing, friendly behavior.
- Considerate of others' time and attention.
- Being conservative, not competitive, in nature.
- Flexibility.
- Making tactful decisions.
- Motivating people to take action by using persuasive skills.
- Being cooperative and supportive.
- Being a good "team player."
- Obtaining results through people.
- Using restraint when confrontation occurs.
- Participative management.

Adapted Style



Natural Style





Time Wasters

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

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

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

Daydreaming

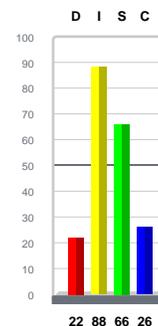
Daydreaming is being preoccupied with non-task or non-work related thoughts. It is being easily distracted from at-hand tasks and focusing on past or future events for prolonged periods of time.

Possible Causes:

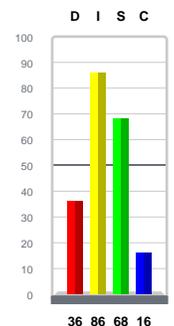
- Being a creative thinker and always thinking of new ideas
- Being more excited about the future than the here and now
- Bring personal problems to work
- See work as routine and unexciting



Adapted Style



Natural Style





Time Wasters Continued

- Experience stress from working on something too long
- Focus on past pleasant experiences as a way of coping with routine and stress

Possible Solutions:

- Learn to read body signals for fatigue
- Change routine
- Remind yourself that worrying about personal problems interferes with your productivity
- Set tasks/objectives

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





Time Wasters Continued

Inability To Say No

The inability to say no is when you are unable to or feel powerless to refuse any request.

Possible Causes:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

Possible Solutions:

- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

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





Time Wasters Continued

- Keep personal and job related priorities in view

Poor Filing System

A poor filing system is one that has no predetermined method for subject matter grouping. It is one that you may understand but is not usable by others who may need to retrieve information from your files.

Possible Causes:

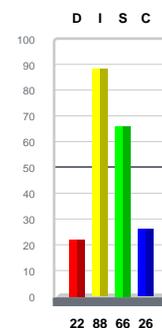
- Have not determined or prioritized subject matter groupings
- Categorize by emotions

Possible Solutions:

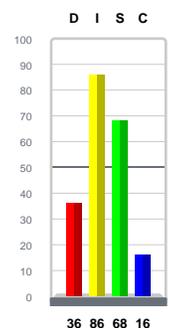
- Set up a cataloging system that you AND others can use easily
- Have someone assist you in setting up a system
- Use cross-referencing indexes
- Computerize information



Adapted Style



Natural Style





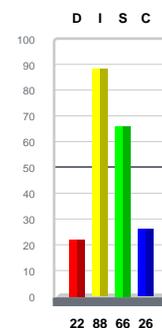
Areas for Improvement

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

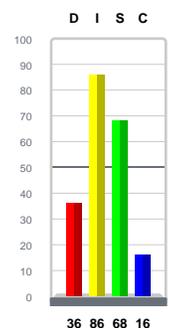
James has a tendency to:

- Overestimate his ability to motivate people or change others' behavior.
- Be optimistic regarding possible results of his projects or the potential of his people.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Make decisions based on surface analysis.
- Take information at face value without validation or substantial investigation.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Overuse praise in motivating others.
- Be too verbal in expressing criticism.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.

Adapted Style



Natural Style

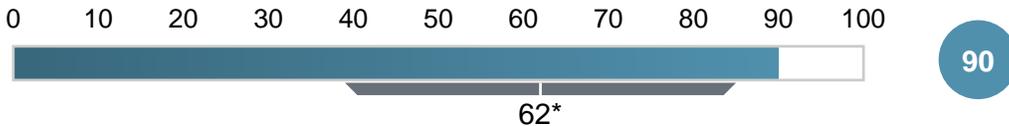




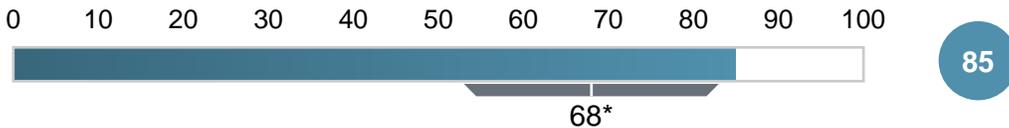
Behavioral Hierarchy

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

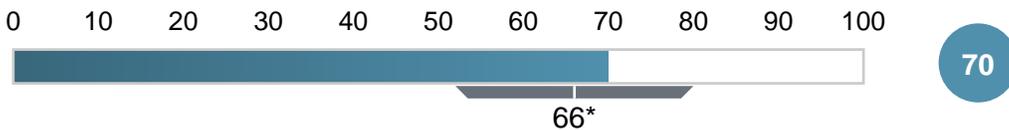
1. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



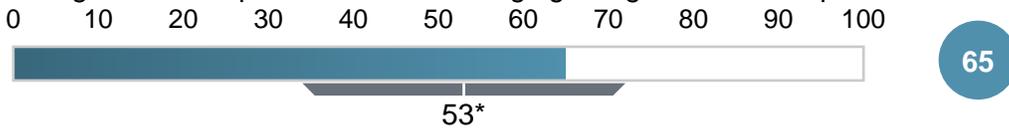
2. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



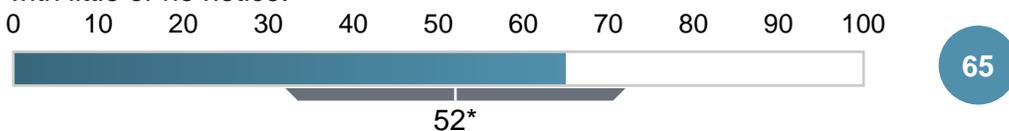
3. Customer Relations - A desire to convey your sincere interest in them.



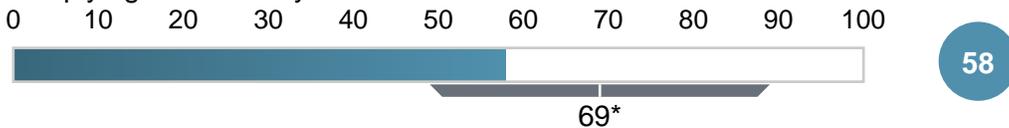
4. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



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.

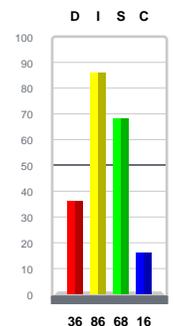
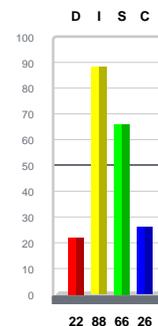


6. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



Adapted Style

Natural Style

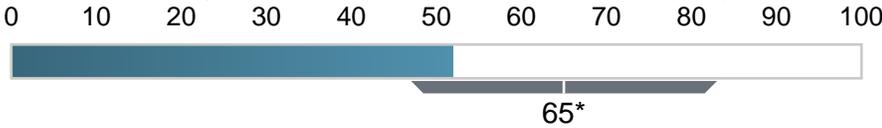


* 68% of the population falls within the shaded area.



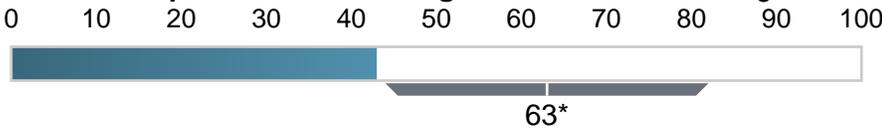
Behavioral Hierarchy

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



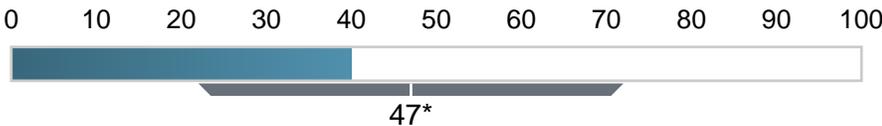
52

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



43

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



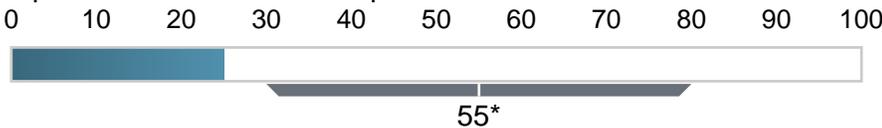
40

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



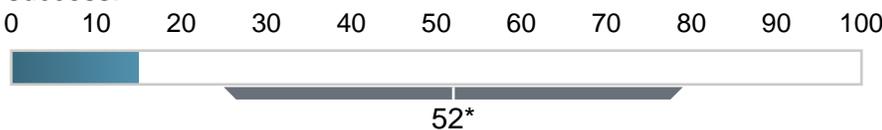
35

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



25

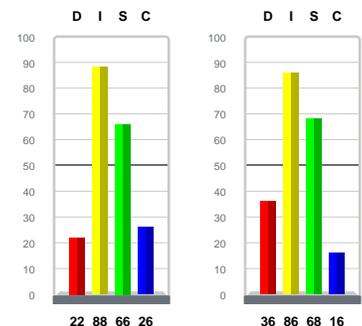
12. Organized Workplace - Systems and procedures followed for success.



15

Adapted Style

Natural Style



SIA: 22-88-66-26 (15) SIN: 36-86-68-16 (15)

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

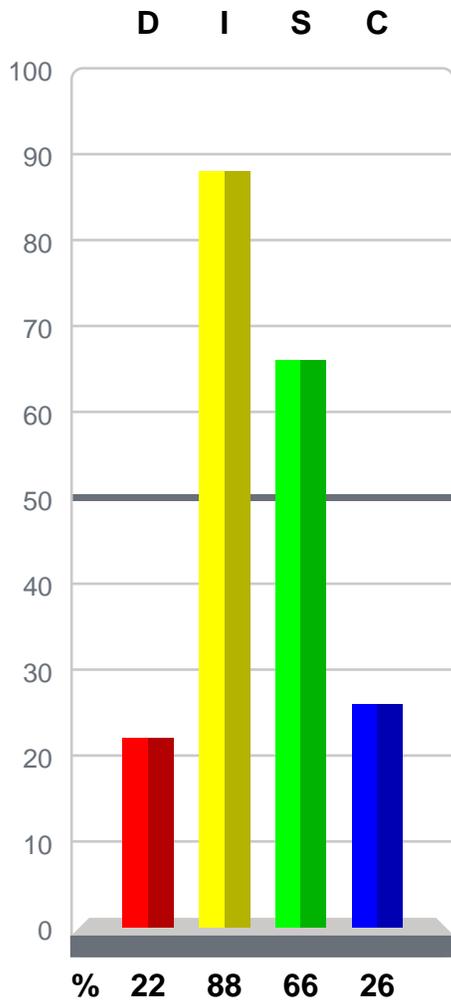


Style Insights® Graphs

12-3-2014

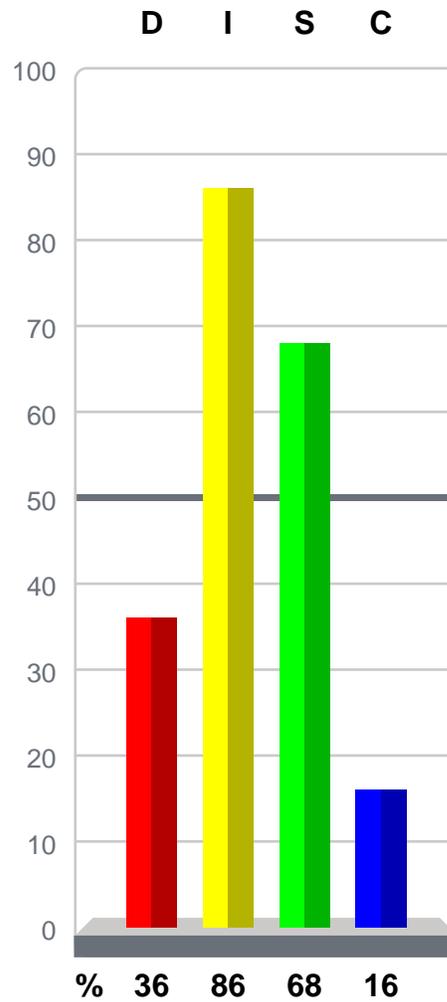
Adapted Style

Graph I



Natural Style

Graph II



Norm 2014 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.

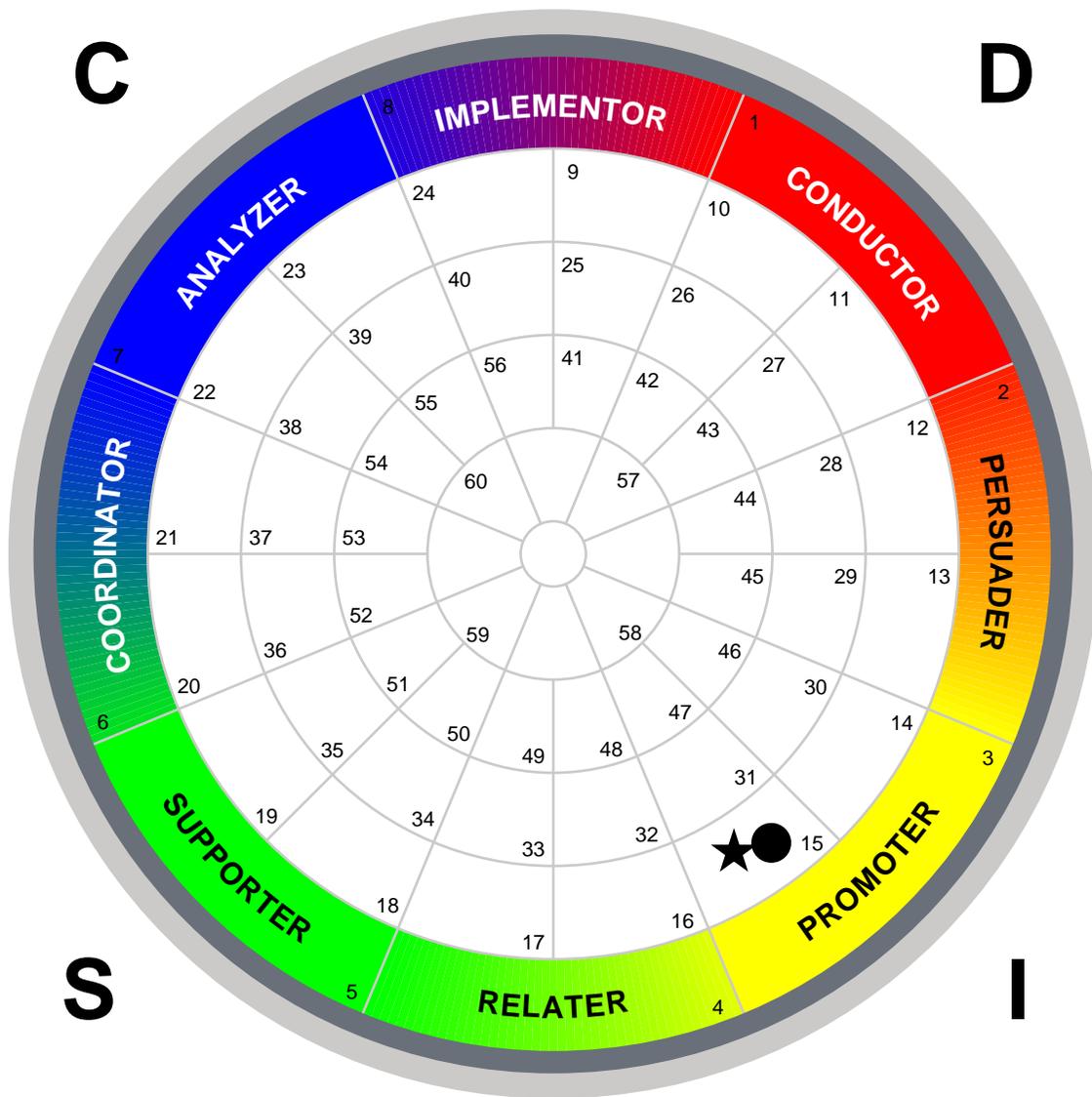
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

12-3-2014



Adapted: ★ (15) RELATING PROMOTER
 Natural: ● (15) RELATING PROMOTER

Norm 2014 R4



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:

- Understand how your driving forces are at play in your career and relationships
- Be able to apply your understanding of your driving forces to your relationships and job-related performance
- Have a clearer impression of your purpose and direction in life, which can lead to greater satisfaction in work and life



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.

James is always looking for new ways to accomplish routine tasks. He likes to set his own plan to guide and direct his actions. He can be an out-of-the-box thinker. He wants to control his own destiny and impact the destiny of others. James is driven by public recognition. He can go to extremes to win or control the situation. He has the ability to instinctively notice and respond to people in need. He looks for ways to help people have positive experiences. Overemphasizing the importance of money may cause James to become disengaged in the conversation. He tends to value the process and people involved more than the end result. He may focus on the overall situation and strive for harmony. When required, James will seek knowledge to better understand a particular situation.

James lives in the moment with the goal of finding new methods for existing activities. He will gather elements from multiple systems to implement as needed. He is passionate about creating something that leads to an enduring legacy. He strives to achieve leadership roles. James will strive to eliminate conflict in the workplace. He is inclined to help other people in the organization, even if it's not in his best interest. He tends to see money as a necessary tool versus a measurement of success. Being rewarded for his investment of time, talent or resources may not be James' driving force. James may look for ways to create a positive customer experience. He may prefer pleasant experiences for himself and others. He is willing to start a project before gathering all the necessary information. He can be turned off by people who talk about things in detail if he has no interest in the subject.



General Characteristics

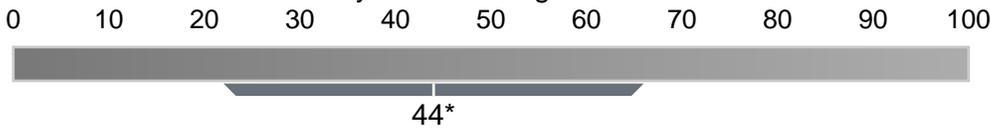
James is creative when interpreting systems and will adopt aspects of them if he sees a benefit. He is looking for new methods and ways to expand his future opportunities. He will work long and hard to advance his position. He looks for opportunities to take control of situations. James will have a strong interest in improving the working conditions. He may focus more on the satisfaction of others rather than being restrained by efficiency. He may evaluate situations and objects based on artistic beauty and unique characteristics as well as other qualifications. He will attempt to take the practical approach and not over-analyze the process.



Primary Driving Forces Cluster

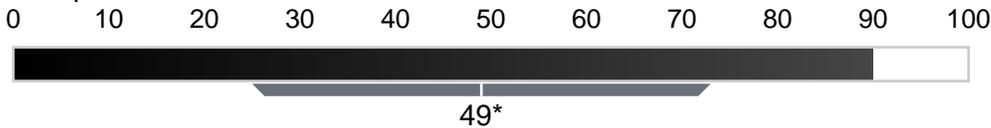
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



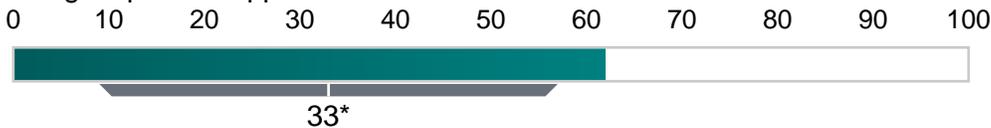
100

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



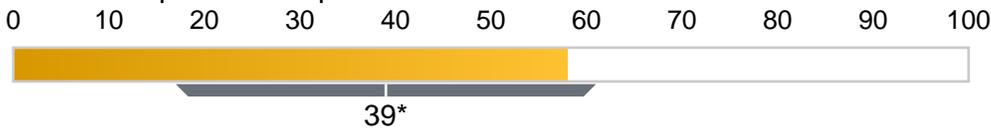
90

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



62

4. Selfless - People who are driven by completing tasks for the greater good, with little expectation of personal return.



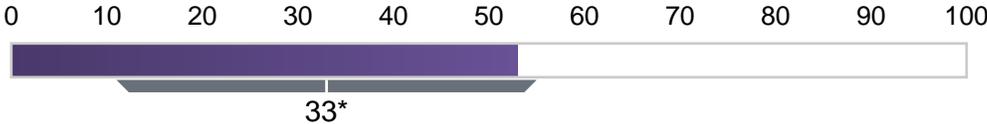
58



Situational Driving Forces Cluster

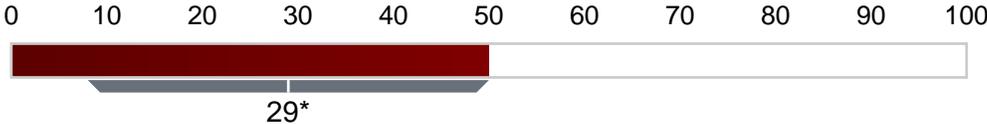
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



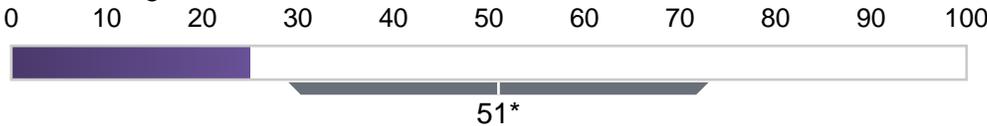
53

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



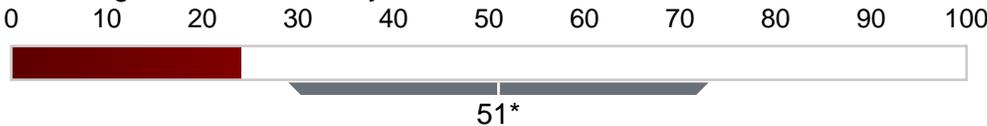
50

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



25

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



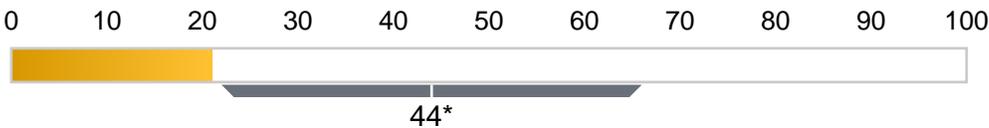
24



Indifferent Driving Forces Cluster

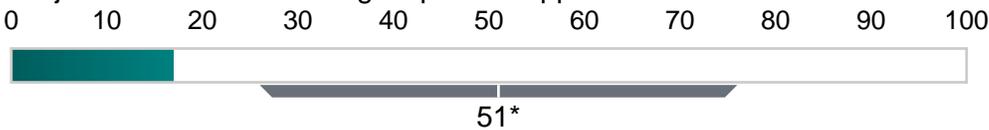
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



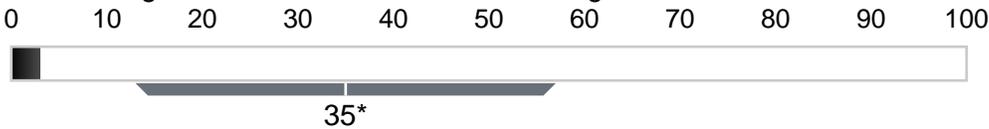
21

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



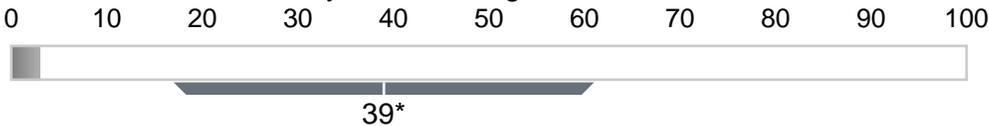
17

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



0

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



0

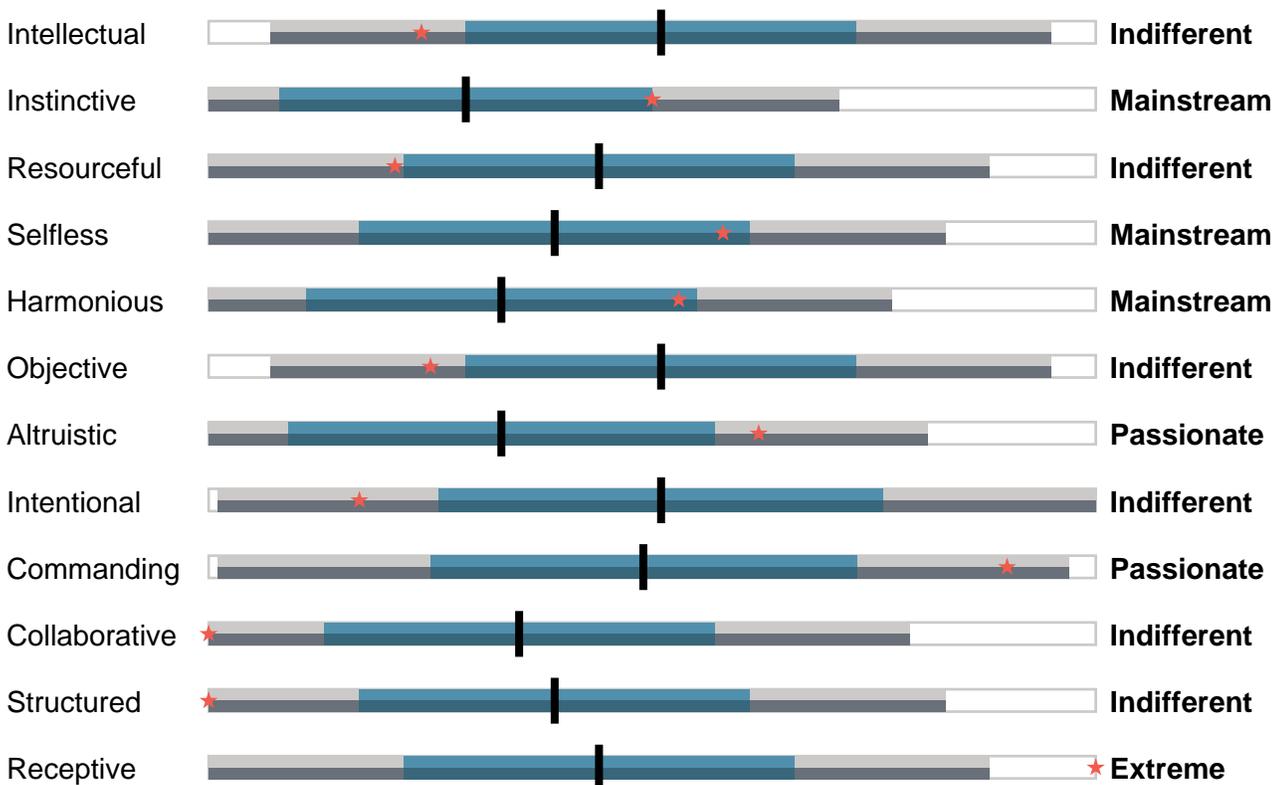


Areas for Awareness

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

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

Norms & Comparisons Table - Norm 2015

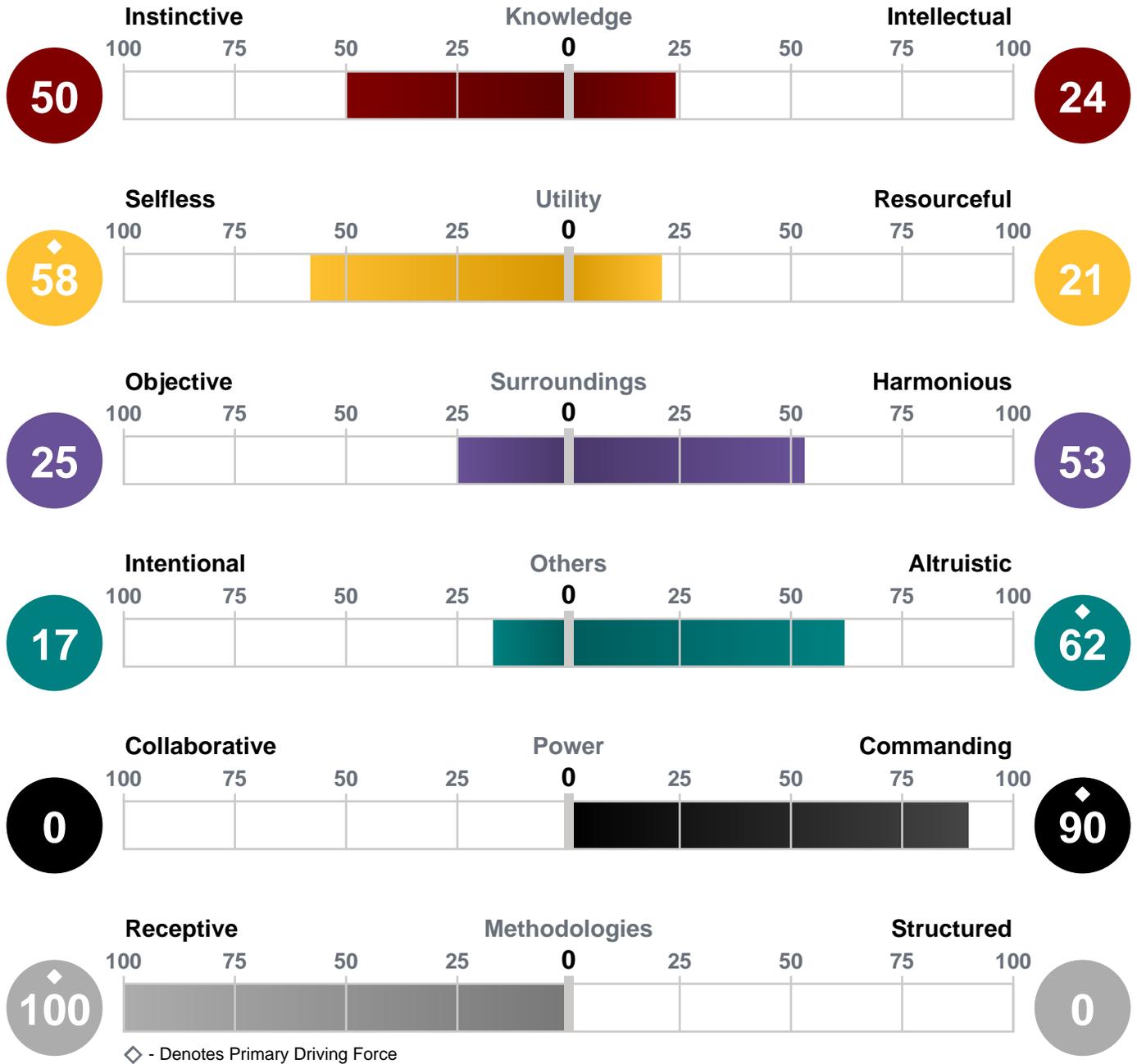


- 1st Standard Deviation - * 68% of the population falls within the shaded area.
 - national mean
 - your score
 - 2nd Standard Deviation
 - 3rd Standard Deviation

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

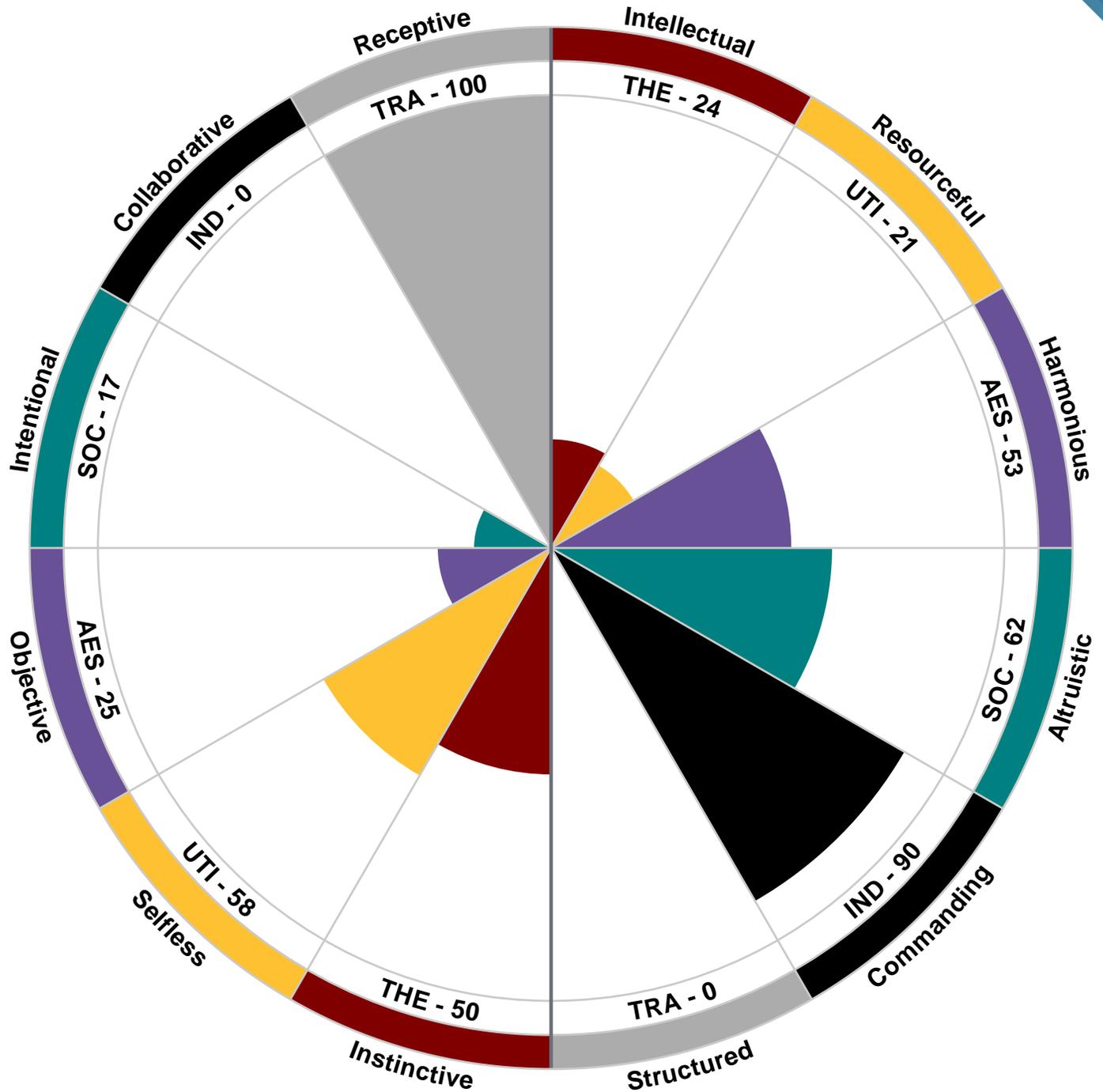


Driving Forces Graph



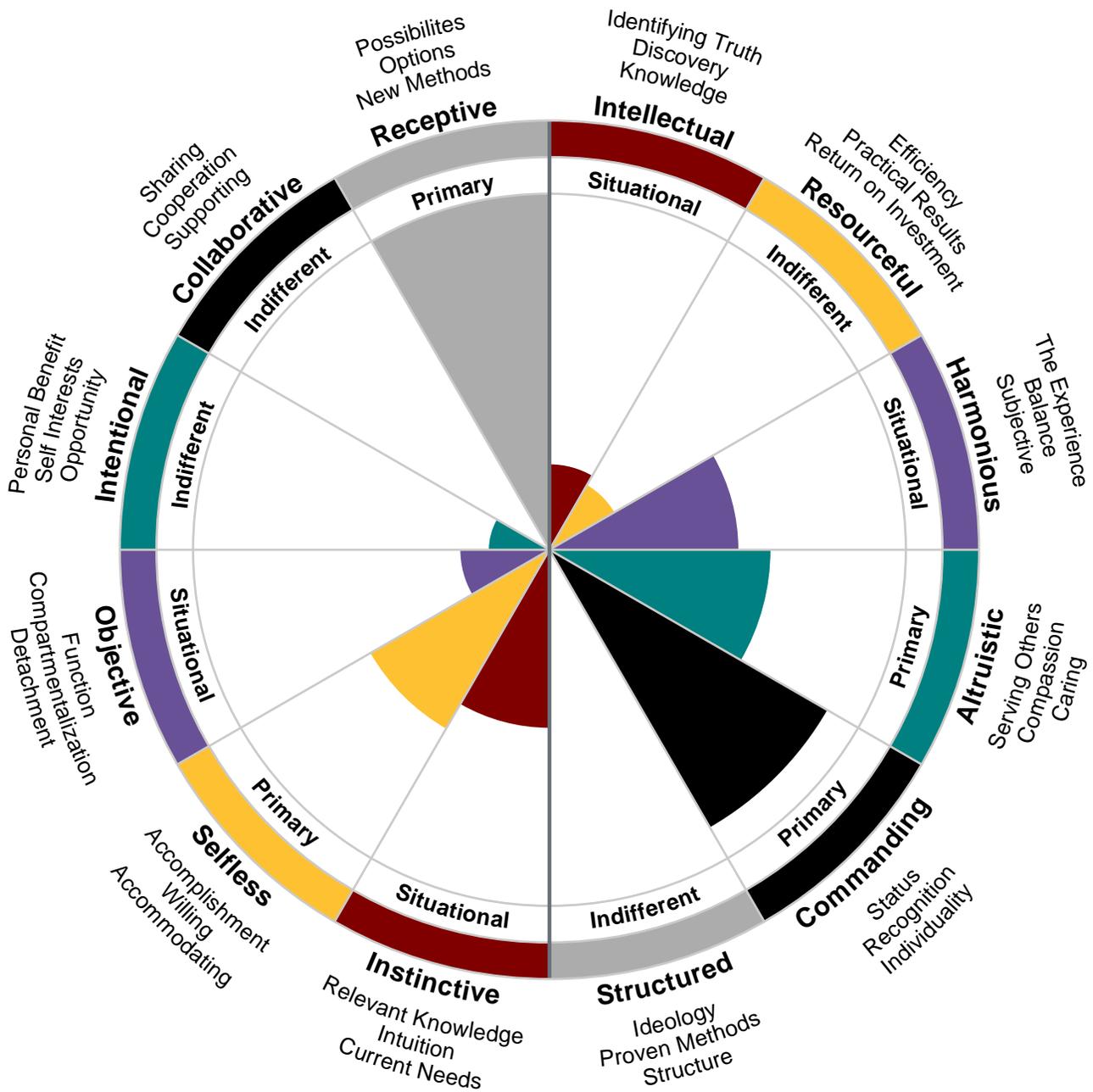


Driving Forces Wheel





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 James' 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.

- Tends to promote new ideas in the organization.
- Good at recruiting membership in organizations he enjoys.
- Expresses all that is great about a new concept.
- Utilizes people to win and accomplish goals.
- Positively promotes the image of the organization.
- Capable of addressing conflict for a win-win scenario.
- Sings the praises of peers and the contributions others make.
- Wants to be seen as a leader in humanitarian issues.
- Demonstrates a will and desire to help others in the organization.
- Optimistic about process improvement related to people.
- Tends to be accommodating while completing tasks.
- Looks for the positive in people, processes and resources.



Potential Behavioral and Motivational Conflict

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

- May be ineffective when sharing the details of new methods with others.
- May think his optimistic view of new ideas is flawless.
- May over look contradictions in his out-of-the-box thinking.
- As a leader may over focus on self and his own needs.
- May only interact with those he feels complement his goals.
- Can disclose their agenda to the wrong people.
- May overestimate the impact he can have on others.
- When helping others, may talk too much about himself.
- Does not always listen to those he is helping.
- Struggles with balancing efficiency and interaction with others.
- Accomplishments are diminished as a result of too much small talk.
- May overlook details when completing objectives.



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

- A forum to express the experience of improving the current system or process.
- Ability to blend his creative and optimistic problem-solving approaches.
- An environment that rewards the communication of changes in the system.
- An environment to express ideas to influence people.
- A forum to celebrate successes as an individual.
- Opportunity to display excitement and fun while getting others to act.
- Ability to showcase altruistic achievements in order to get others involved.
- Ability to achieve results through the interaction with and helping of others.
- A forum to advocate for the greater good as it relates to moving the organization forward.
- Rewards determined by contributions to group efforts.
- People-oriented activities are rewarded higher than task-oriented activities.
- Optimism about group-oriented accomplishments is encouraged.



Keys to Motivating

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

James wants:

- Recognition for his ability to recruit others to new ideas, structures or beliefs.
- To create new ideas for others by exploring the organizational vision.
- A manager that values his optimism about the ability to explore new ways of doing business.
- Public recognition of power and prestige.
- Opportunities for advancement and new experiences.
- Recognition for leadership accomplishments and the results he receives.
- The flexibility to be creative in ways that help others.
- An opportunity to express how he can improve society.
- To be seen as an internal resource for people to express problems and challenges.
- The opportunity to express accomplishments of the company to others.
- Freedom to include others in the celebration of organizational achievements.
- Recognition for helping others without the need for personal return.



Keys to Managing

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

James needs:

- To be realistic about his ability to influence people to his out-of-the-box way of thinking.
- To manage time and avoid getting "bogged-down" by talking to people about new possibilities.
- Support in being an advocate for organizational systems, as long as they are open to new options.
- To understand that others need "air-time" during meetings to share their own ideas.
- To set realistic goals that can be accomplished while improving the organizational recognition.
- To listen to others and understand different perspectives in order to meet objectives.
- Assistance in managing time to meet own goals while helping other people.
- Support in handling situations when others take advantage.
- A manager that promotes his ability to positively influence others.
- To listen for the answer he wants in order to benefit the organization.
- To manage enthusiasm in order to accomplish the desired outcome.
- Assistance in prioritizing goals based on return, more than other organizational needs.



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

Self-Awareness

- His level of Self Awareness can be seen as an ability to project confidence in most situations.
- He has a solid understanding of his emotional strengths and weaknesses.
- When faced with a difficult decision, his Self Awareness will assist him in moving forward.

Self-Regulation

- When he sees conflict arising, he is able to effectively manage his emotions while resolving the issue.
- May experience some conflict with those who make decisions based on feelings and emotions alone.
- He doesn't allow negative feedback or criticism from others to impact his working relationships.

Motivation

- He may not regularly go out of his way to develop his skills.
- May depend on multi-tasking, making his individual work style less efficient.
- May be hesitant to take risks because of additional work and time they require, limiting his success.

Empathy

- When using active listening skills, he will be able to predict a person's emotional state.
- Good at working with people, but at times will need to seek to understand them better.
- Generally is able to empathize with others, even when he has not been there himself.

Social Skills

- Others enjoy interacting with him.
- Usually prefers deep substantive conversations over superficial ones.
- He sees the connection between his actions and the impact they have on others.



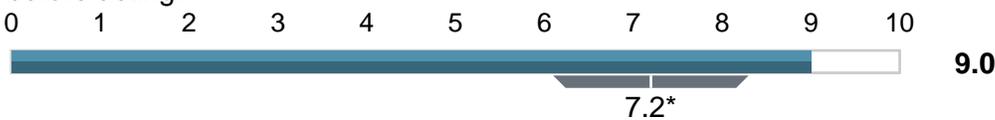
Emotional Quotient Assessment Results

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

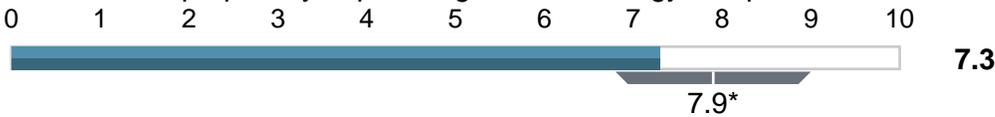
1. SELF-AWARENESS - The ability to recognize and understand your moods, emotions and drives, as well as their effect on others.



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



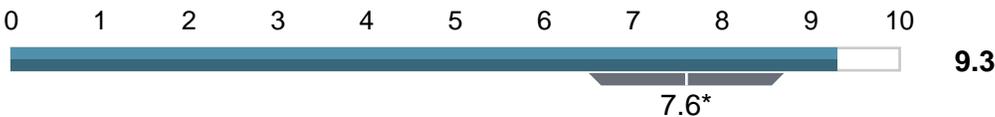
3. MOTIVATION - A passion to work for reasons that go beyond money or status, and a propensity to pursue goals with energy and persistence.



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



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

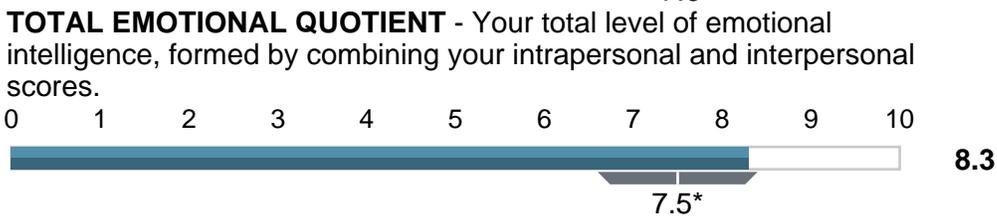
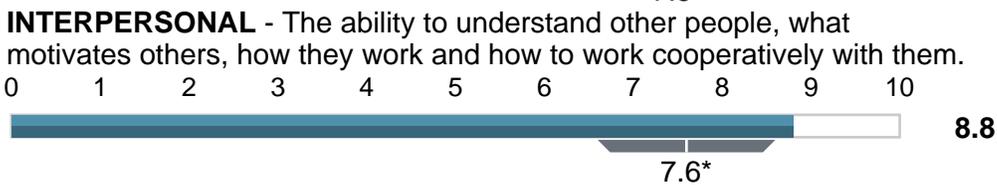
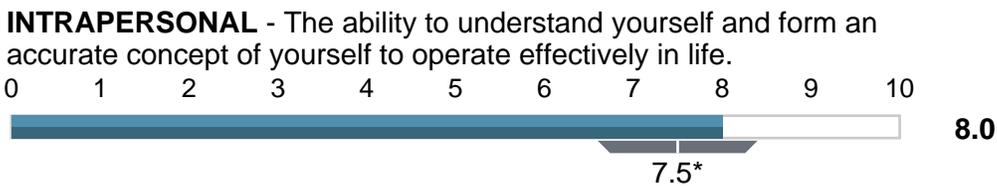


* 68% of the population falls within the shaded area.



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 Self-Awareness

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

You scored a 7.6.

You have developed awareness of your emotional state and are usually able to assess your own emotions and the impact on your decisions.

What you can do:

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



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 9.0.

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 7.3.

Your current level of motivation can cause procrastination to be an issue.

What you can do:

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



Interpersonal Empathy

The ability to understand the emotional makeup of other people.

You scored a 8.3.

Your level of empathy allows you to communicate with people according to their emotional cues and the ability to be understanding of others in most instances.

What you can do:

- Attempt to understand others and their emotional state before communicating your point of view; to ensure you achieve the desired outcome.
- Observe interactions of other people and share your findings with a trusted advisor, family member or friend to see if they share a similar understanding.
- Consider ways you can use your empathy to help others improve their emotional state.
- Work with a mentor to further improve your ability to consider other's emotional responses in the workplace.
- Consider ways to demonstrate to others how to be nonjudgmental, especially when involved in conflicting situations.
- Make a list of your interpersonal habits and work on further developing positive communication practices.
- Seek clarification from others when reading their emotional responses, especially if you are not confident in your observation.
- Offer assistance consistently to your friends, family and even strangers who may be in need. Clarify that you understand what they are trying to achieve.
- Try to find a good balance between empathizing with others and considering your own emotional well-being at the same time.



Interpersonal Social Skills

A proficiency in managing relationships and building networks.

You scored a 9.3.

You have an ability to find common ground and build rapport with others. You are persuasive, effective in leading change and expert in building and leading teams.

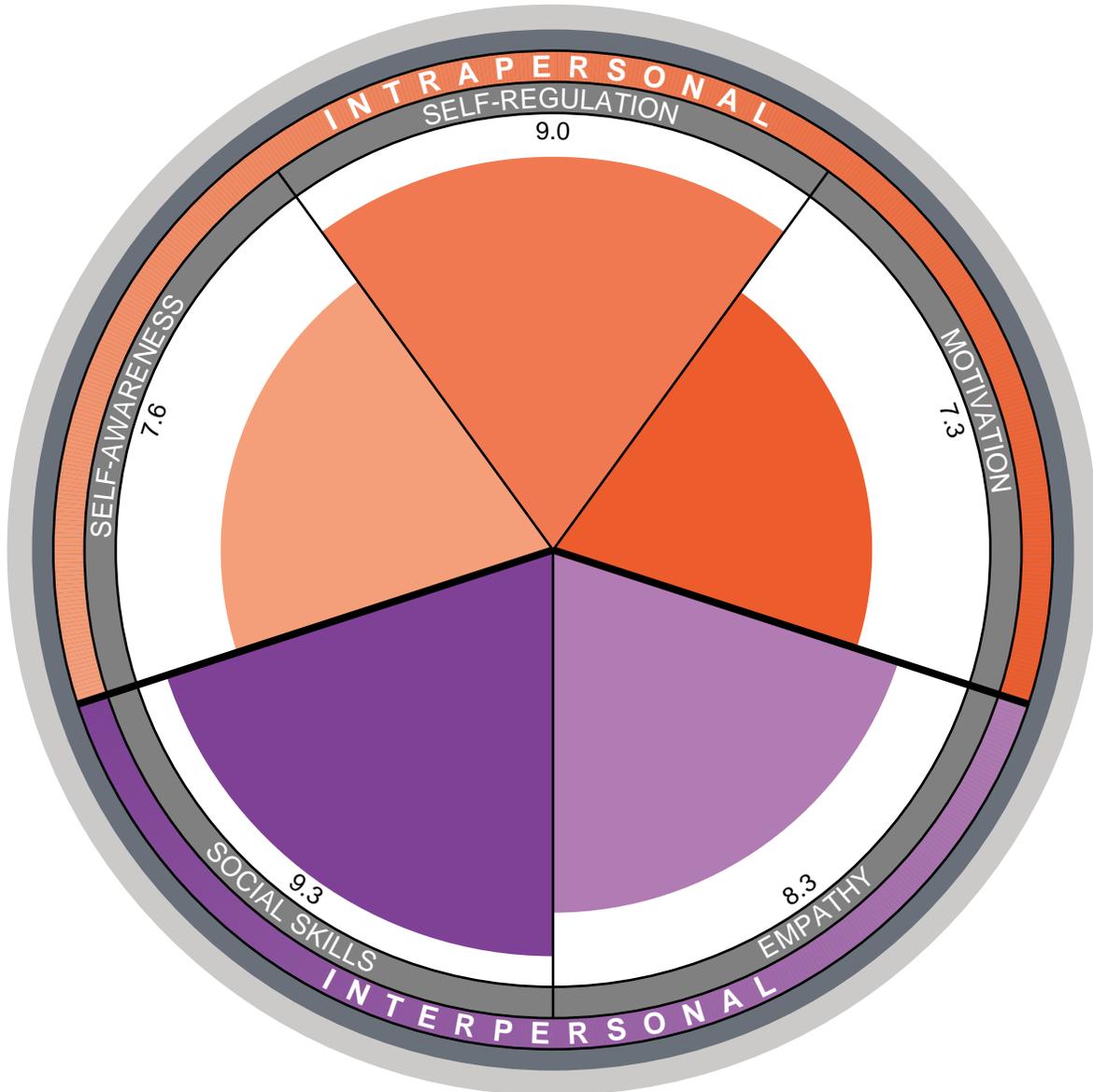
What you can do:

- Ask those you admire for feedback about your interpersonal style.
- Seek to gain experiential knowledge on how to increase your level of social skills.
- Appeal to others' uniqueness, build on mutual interests and show a genuine curiosity for others' well-being.
- Practice allowing others to take the lead so you can influence from a support role.
- Find additional ways to be an influence at work by helping others improve their social skills.
- Give advice and feedback about effective social skills techniques to coworkers.
- Extrapolate leadership wisdom and knowledge from your mentor to continue improving your social skills.
- Make an effort to stay in touch with people you meet; connect with your contacts regularly.
- Seek quality, not quantity, in your social bonds. Converse with others on a deeper level.
- Talk about feelings related to work.
- Join a professional group or affiliation to continue building your network.
- Remember people's name as well as a unique fact about them, and refer to it during conversations. Be known as the one who remembers!



Emotional Quotient™ Wheel

12-3-2014





Introduction

Blending Behaviors, Driving Forces and EQ for Success

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

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

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



Blending Behaviors, Driving Forces and EQ for Success

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

To clarify this section James', primary driving forces cluster includes: Receptive, Commanding, Altruistic and Selfless.

James 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 "Influence" behavioral style, this can be extraordinarily powerful. Most high "Influencers" will tend to talk their way through an uncomfortable situation without putting much thought behind what is being said. This happens because they are unaware of when their particular triggers are ignited. However, with James' level of Self-Awareness, he is aware of the physical and emotional response connected to these triggers.

James has a high level of Self-Regulation. He is able to manage responses and reactions to emotionally charged events. Possessing a high "Influence" behavioral style indicates that James would tend to avoid conflict. He will tend to show physical signs of emotion through facial expressions, hand movements and overall body language. 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 influencing behavior and his ability to manage reactions, James will be able to accomplish many tasks through the utilization of people and the creation of teams that go beyond day-to-day work activities. Be careful in instances where the topic at hand directly relates to James' primary driving forces cluster. The ability for him to utilize his Self-Regulation skills may be hindered when a perceived threat to his drivers is present.

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

James 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. James typically views things from the perspective of his primary driving forces cluster, whereas not all people filter information from this viewpoint. Being able to step out of this mindset is key in being able to achieve social recognition and team identification within the organization which his "Influence" behavioral style requires.



Blending Behaviors, Driving Forces and EQ for Success

James 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. James 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 drivers. His primary areas of interest originate from Receptive, Commanding, Altruistic or Selfless 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, James prefers a more informal and friendly 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.