



TTI
SUCCESS
INSIGHTS®

TriMetrix® EQ

Athletic Leadership

Mike Man
Team Captain
Alfred Soccer
7-5-2017



www.insights2improvement.com



Introduction Where Opportunity Meets Talent

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

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

Behaviors

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

Driving Forces

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

Integrating Behaviors And Driving Forces

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

Emotional Intelligence Section

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

Blending Behaviors, Driving Forces And EQ

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



Introduction Behaviors Section

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

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

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

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

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

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



General Characteristics

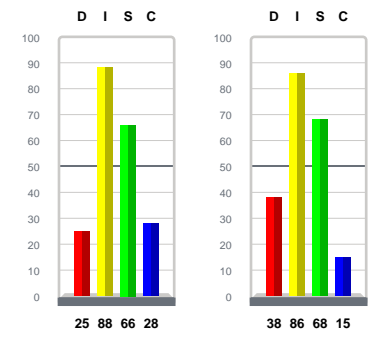
Based on Mike's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify **HOW HE WOULD CHOOSE TO DO THE JOB**. Use the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

Mike likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He can be obliging and accommodating; that is, he likes to work with people and help them. He tends to trust people and may be taken advantage of because of his high trust level. He may tend to agree to avoid confrontation. Mike is enthusiastic and usually slow to anger. He believes in getting results through other people. He prefers the "team approach." He can be seen as a person of good will. He is approachable, affectionate and understanding. Mike prefers working for a participative manager. He does his best work in this kind of environment. He likes to develop people and build organizations.

Mike 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. 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. He likes to participate in decision making. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. Mike prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. He is good at solving problems that deal with people. He likes working for managers who make quick decisions.



Adapted Style Natural Style





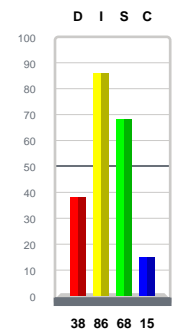
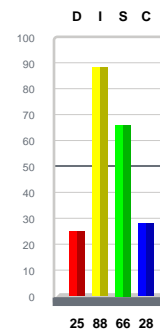
General Characteristics Continued

Mike will optimistically interact with people in an assured, diplomatic and poised manner. He usually uses many gestures when talking. 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. He is good at negotiating conflict between others. Mike feels that "if everyone would just talk it out, everything would be okay!" Mike is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! It is important for Mike to use his people skills to "facilitate" agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. 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 tends to mask some of his directness in friendly terms and is usually recognized as a friendly and trusting person.



Adapted Style

Natural Style





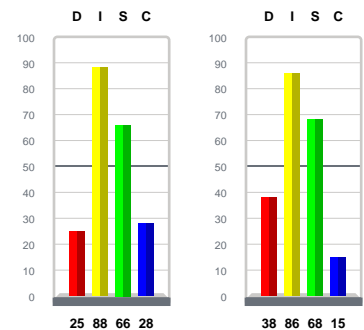
Value to the Organization

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

- Positive sense of humor.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Dedicated to his own ideas.
- People-oriented.
- Team player.
- Self-reliant.
- Bottom line-oriented.
- Accomplishes goals through people.
- Verbalizes his feelings.



Adapted Style Natural Style





Checklist for Communicating

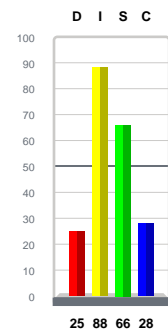
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Mike. Read each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

Ways to Communicate

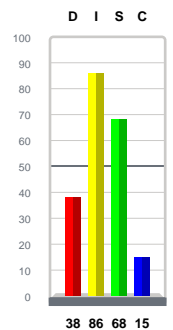
- Provide a warm and friendly environment.
- Provide "yes" or "no" answers--not maybe.
- Use a motivating approach, when appropriate.
- Appeal to the benefits he will receive.
- Provide solutions--not opinions.
- Clarify any parameters in writing.
- Use a balanced, objective and emotional approach.
-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



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Natural Style





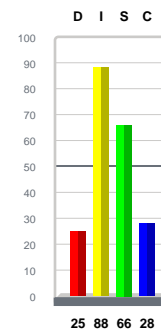
Checklist for Communicating Continued

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

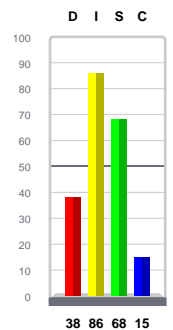
Ways NOT to Communicate

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

Adapted Style



Natural Style





Communication Tips

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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

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

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

Factors that will create tension or dissatisfaction:

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



Perceptions

See Yourself as Others See You

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

Self-Perception

Mike usually sees himself as being:

- 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

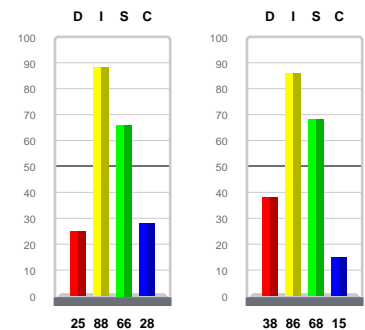
Others' Perception - Extreme

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

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



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Descriptors

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

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



Natural and Adapted Style

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

Problems - Challenges

Natural

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

Adapted

Mike 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

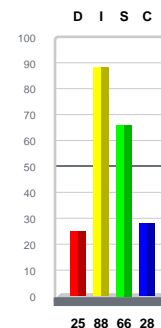
Natural

Mike's 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.

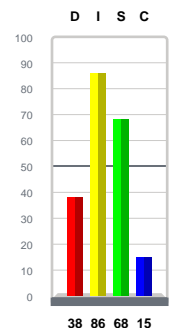
Adapted

Mike 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

Mike 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

Mike 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

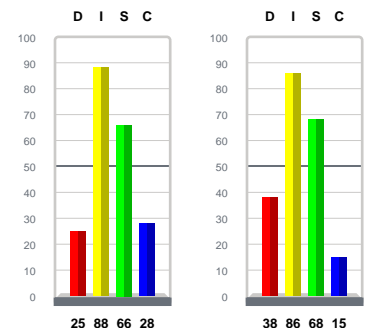
Natural

Mike 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

Mike sees the environment with few constraints. He feels the necessity to rebel at too many constraints and may even flaunt this independence.

Adapted Style Natural Style





Adapted Style

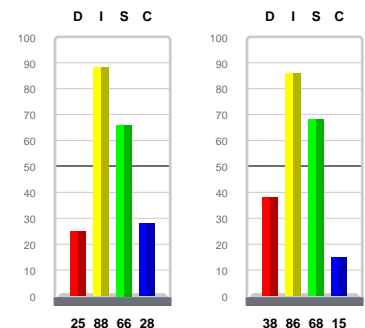
Mike sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Undemanding of others' time and attention.
- Flexibility.
- Being cooperative and supportive.
- Presenting a practical, proven approach to decision making.
- Participative decision making.
- Being a good "team player."
- Motivating people to take action by using persuasive skills.
- Optimistic, future-oriented outlook.
- Using restraint when confrontation occurs.
- Making tactful decisions.
- Being cordial and helpful when dealing with new clients or customers.



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.

Open Door Policy

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

Possible Causes:

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

Possible Solutions:

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

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:

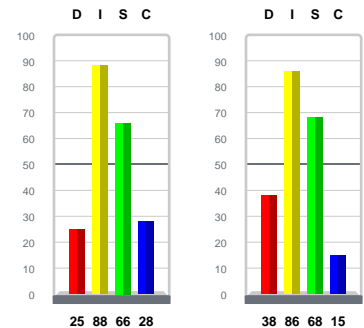
- Have not determined or prioritized subject matter groupings
- Categorize by emotions

Possible Solutions:

- Set up a cataloging system that you AND others can use easily



Adapted Style Natural Style





Time Wasters Continued

- Have someone assist you in setting up a system
- Use cross-referencing indexes
- Computerize information

Desire To Be Involved With Too Many People

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

Possible Causes:

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

Possible Solutions:

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

Daydreaming

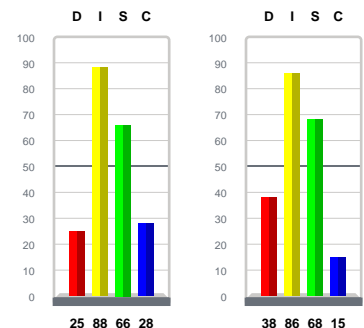
Daydreaming is being preoccupied with non-task or non-work related thoughts. It is being easily distracted from at-hand tasks and focusing on past or future events for prolonged periods of time.

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



Adapted Style Natural Style





Time Wasters Continued

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

Cluttered Desk

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

Possible Causes:

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

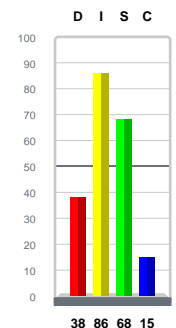
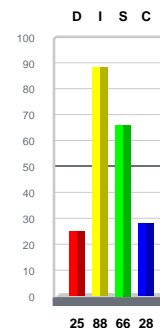
Possible Solutions:

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



Adapted Style

Natural Style





Time Wasters *Continued*

Long Lunches

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

Possible Causes:

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

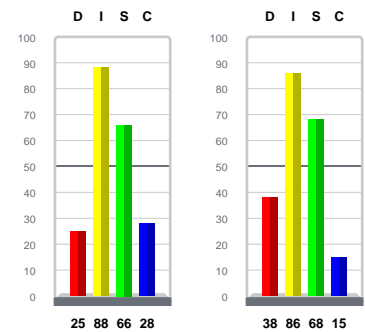
Possible Solutions:

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



Adapted Style

Natural Style





Areas for Improvement

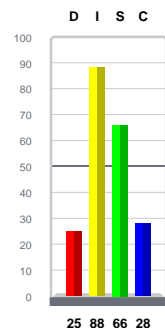
In this area is a listing of possible limitations without regard to a specific job. Review with Mike and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Mike has a tendency to:

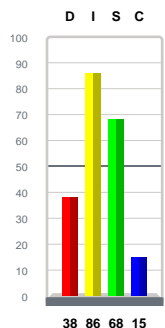
- Be too verbal in expressing criticism.
- Overuse praise in motivating others.
- Make decisions based on surface analysis.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Be so enthusiastic that he can be seen as superficial.
- Take information at face value without validation or substantial investigation.
- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.



Adapted Style



Natural Style

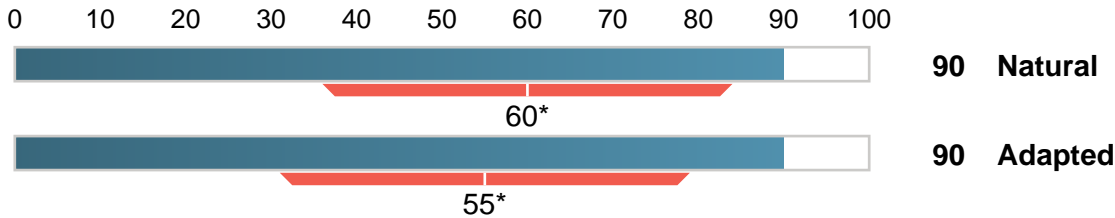




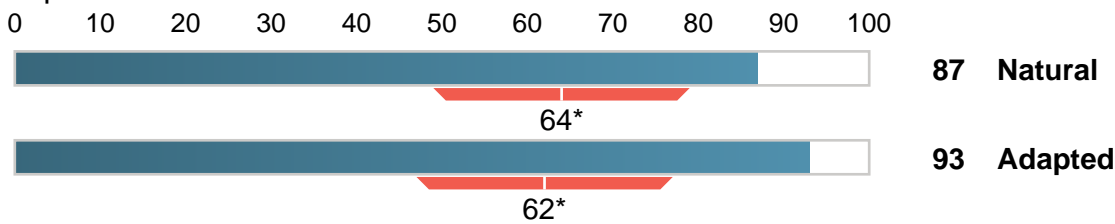
Behavioral Hierarchy

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.

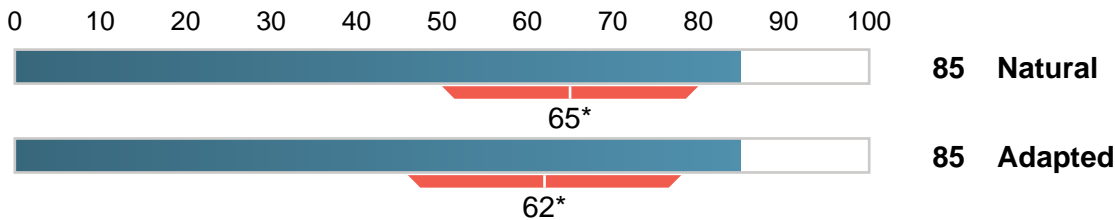
1. Interaction - Frequently engage and communicate with others.



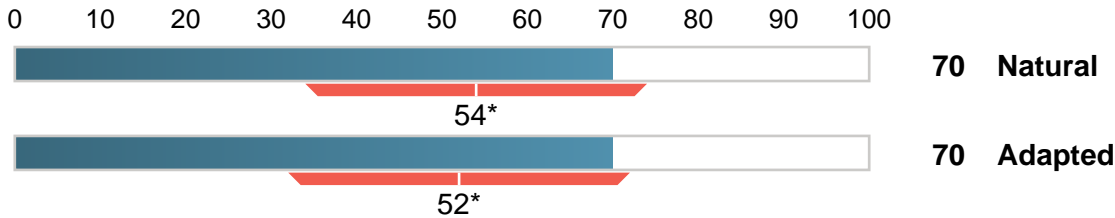
2. Customer-Oriented - Identify and fulfill customer expectations.



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



4. Versatile - Adapt to various situations with ease.

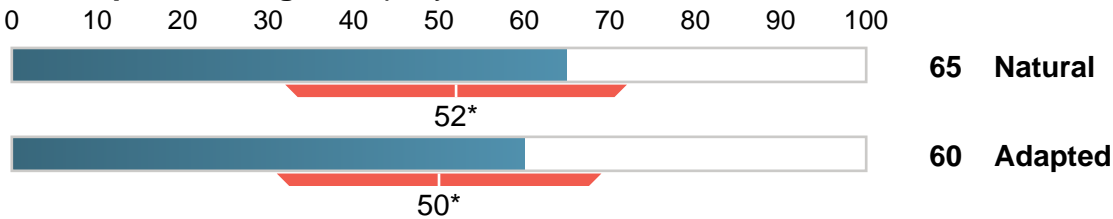


* 68% of the population falls within the shaded area.

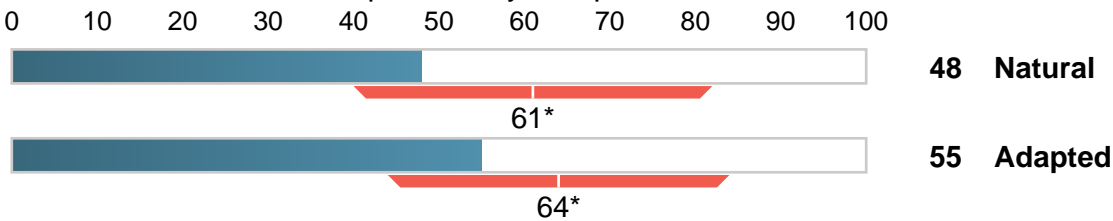


Behavioral Hierarchy Continued

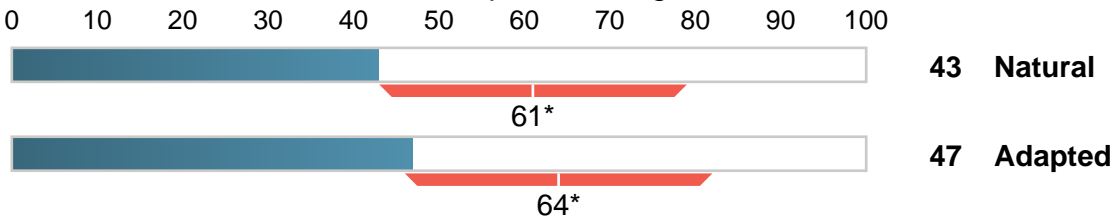
5. Frequent Change - Rapidly shift between tasks.



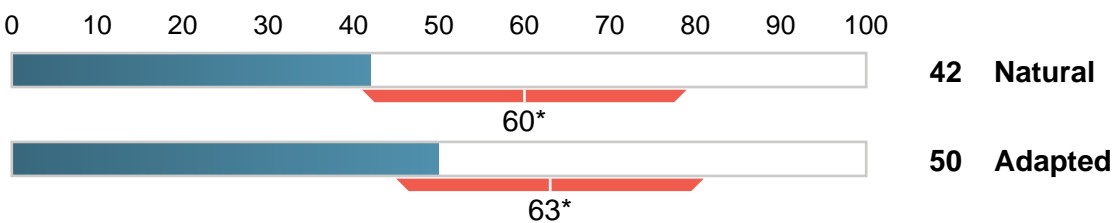
6. Consistent - Perform predictably in repetitive situations.



7. Persistence - Finish tasks despite challenges or resistance.



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

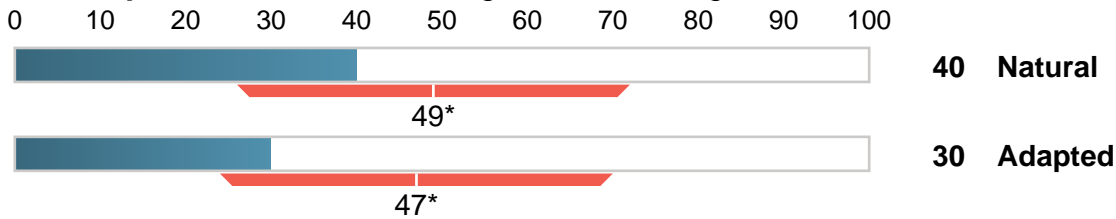


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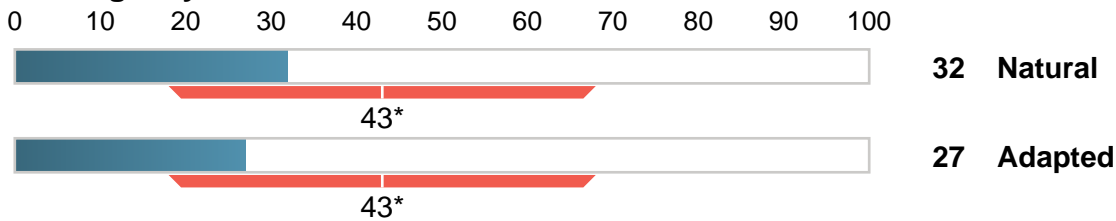


Behavioral Hierarchy Continued

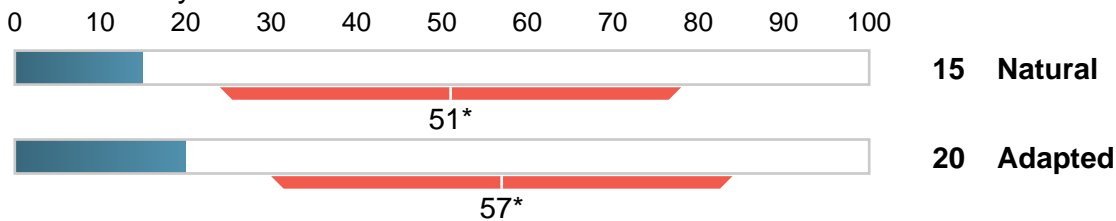
9. Competitive - Want to win or gain an advantage.



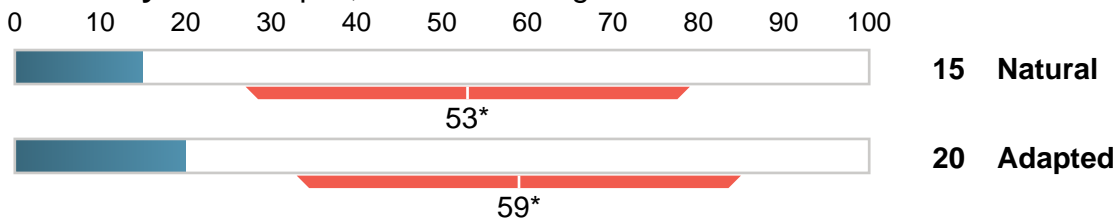
10. Urgency - Take immediate action.



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



12. Analysis - Compile, confirm and organize information.



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

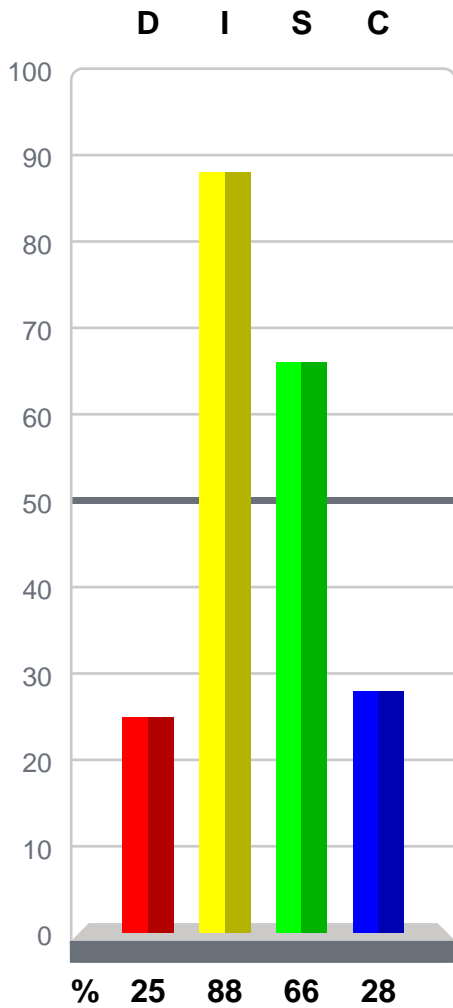


Style Insights® Graphs

7-5-2017

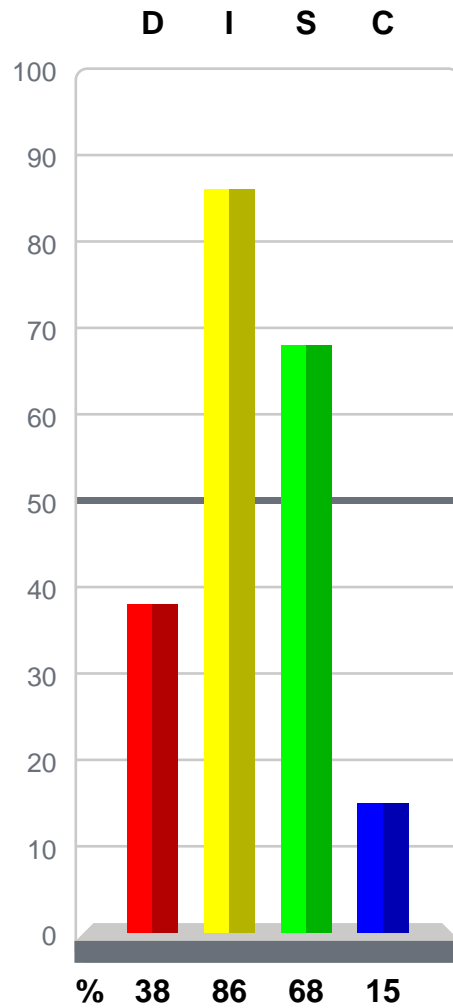
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4



The Success Insights® Wheel

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

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

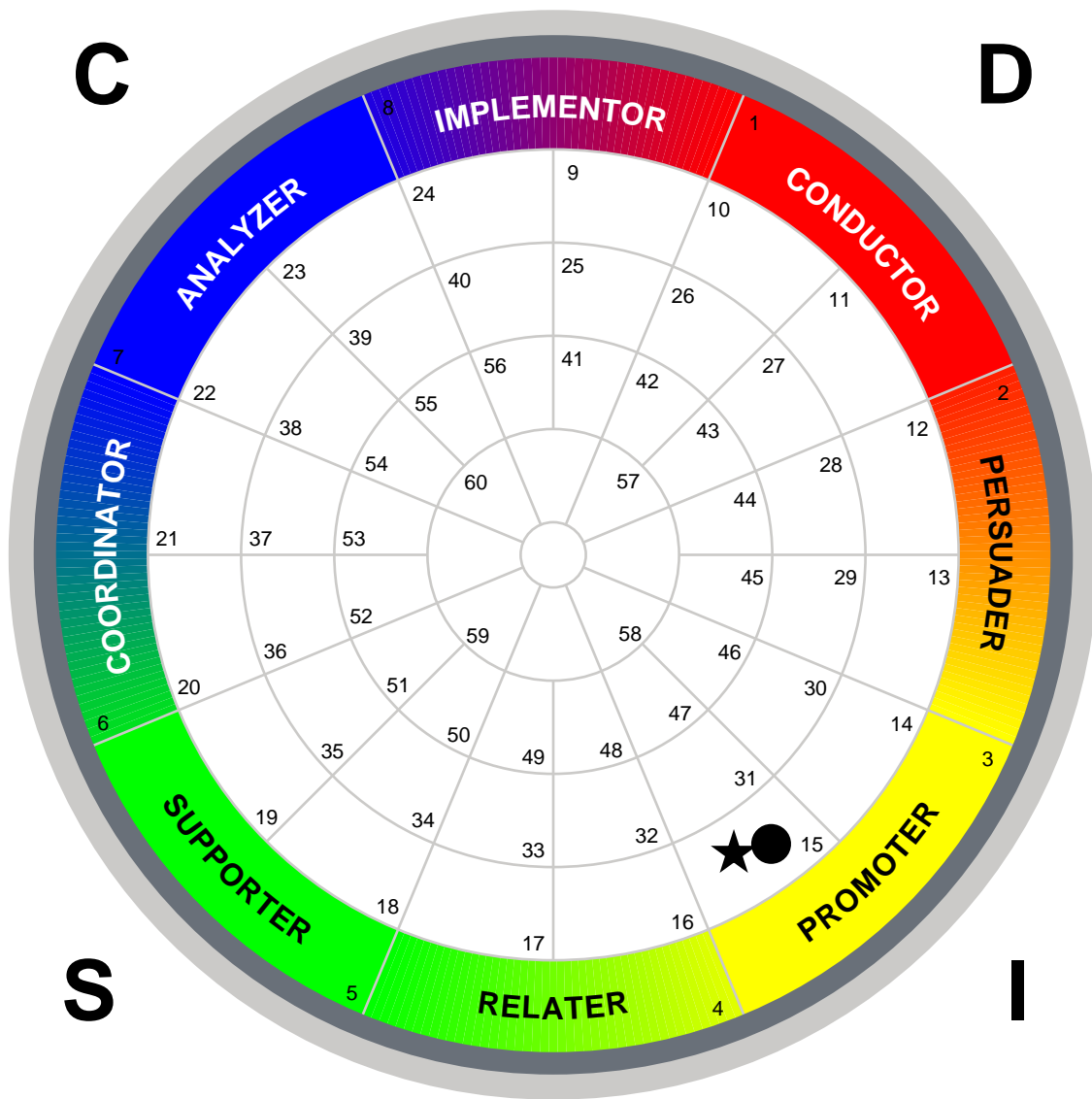
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



The Success Insights® Wheel

7-5-2017



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

Norm 2017 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:

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



General Characteristics

Mike is willing to start a project before gathering all the necessary information. At times Mike will look for opportunities to tie beauty and harmony into the experiences of others. He is less focused on a return versus the success of the project. If he thinks it will harm the relationship, Mike will avoid confrontation. Mike will work long and hard to advance his position. When Mike feels strongly about a situation, he will apply the "end justifies the means" concept. He is creative when interpreting systems and will adopt aspects of them if he sees a benefit. He will challenge the status quo to keep momentum moving.

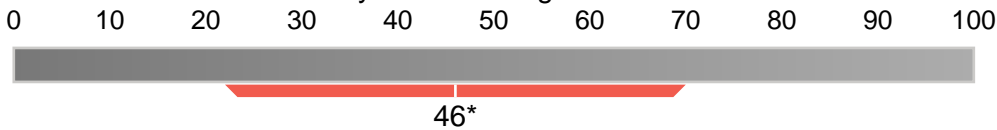




Primary Driving Forces Cluster

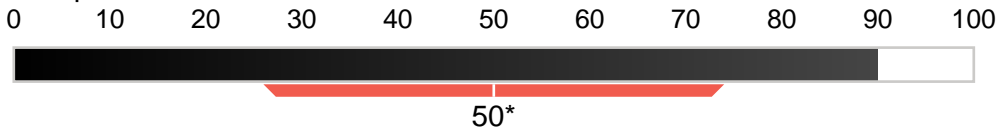
Your top driving forces create a cluster of drivers that move you to action. If you focus on the cluster rather than a single driver you can create combinations of factors that are very specific to you. The closer the scores are to each other the more you can pull from each driver. Think about the driver 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.



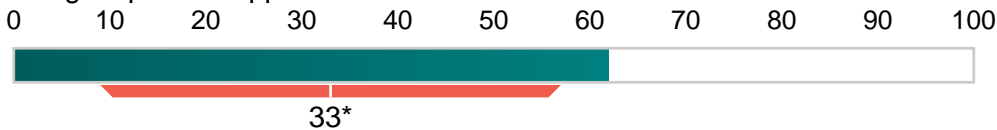
100

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



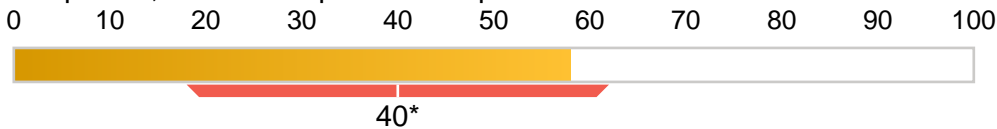
90

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 sake of completion, with little expectation of personal return.



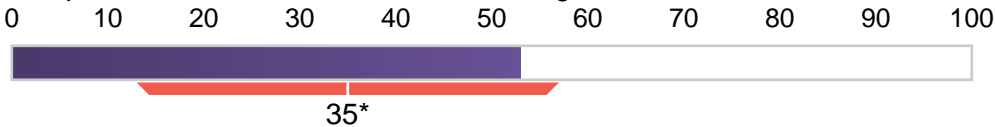
58



Situational Driving Forces Cluster

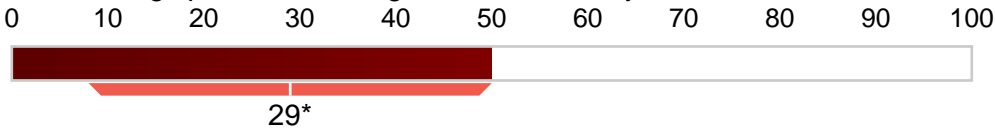
Your middle driving forces create a cluster of drivers that come in to play on a situational basis. While not as significant as your primary drivers, they can influence your actions in certain scenarios.

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



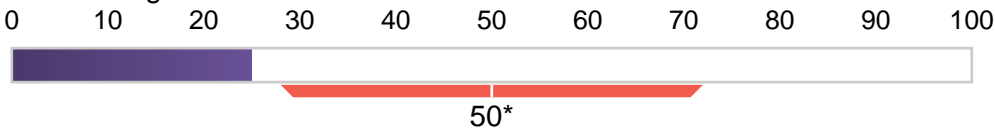
53

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



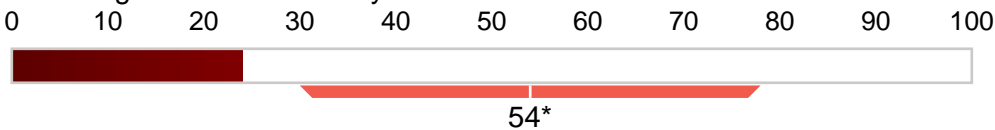
50

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.



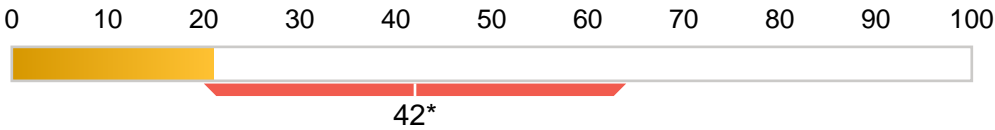
24



Indifferent Driving Forces Cluster

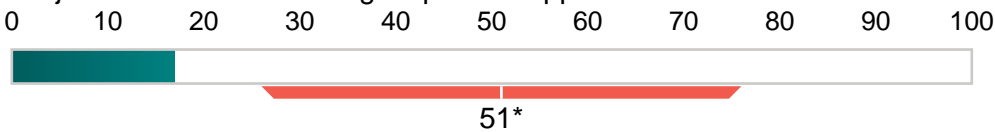
You may feel indifferent toward some or all of the drivers in this cluster. However, the remaining factors may cause an adverse reaction when interacting with people who have one or more of these as a primary driving force.

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



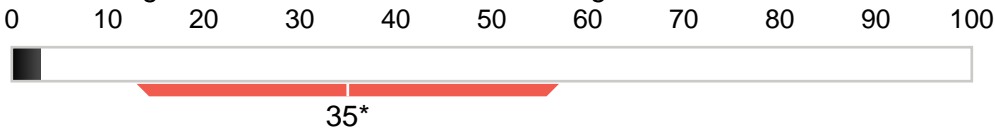
21

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



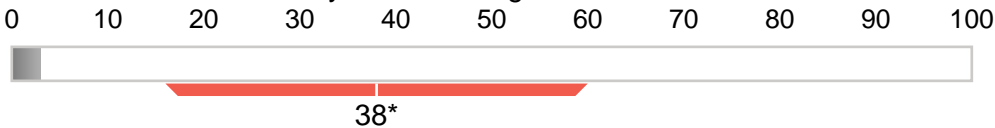
17

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

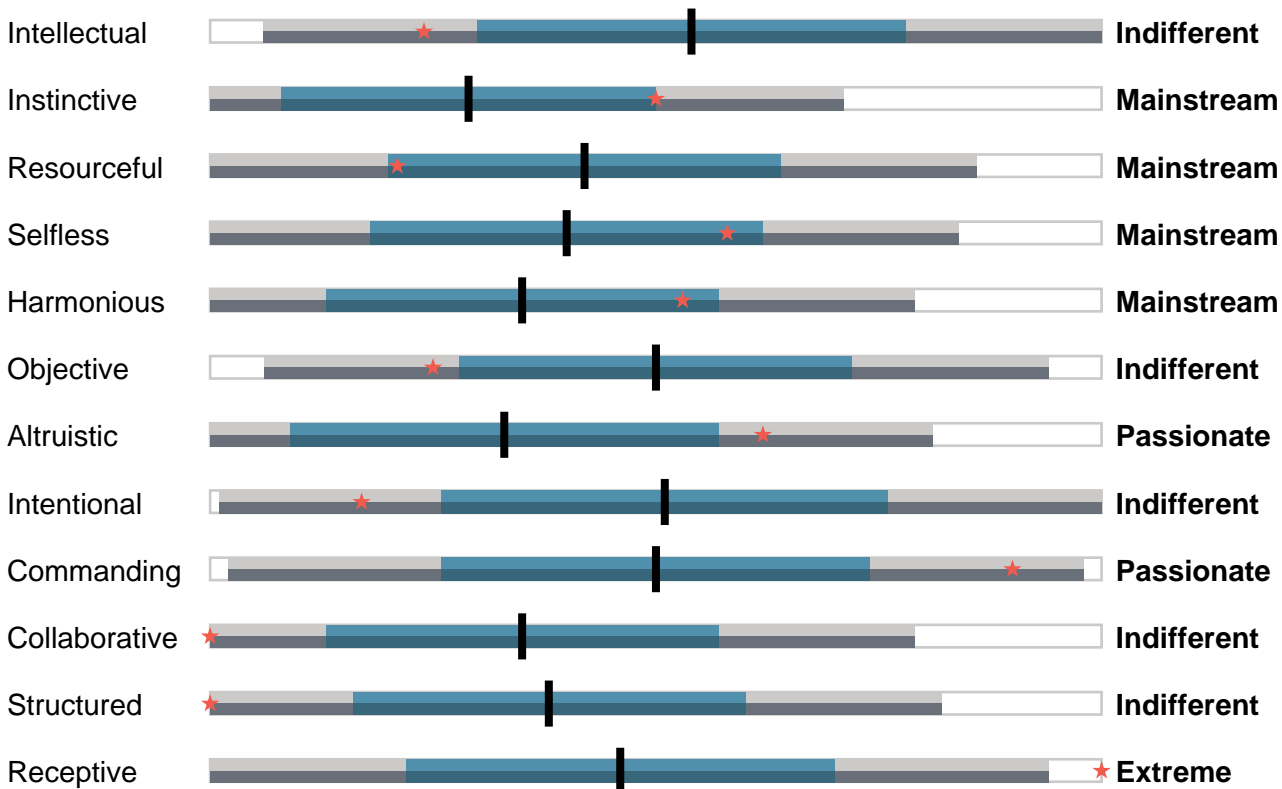


Areas for Awareness

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 2017

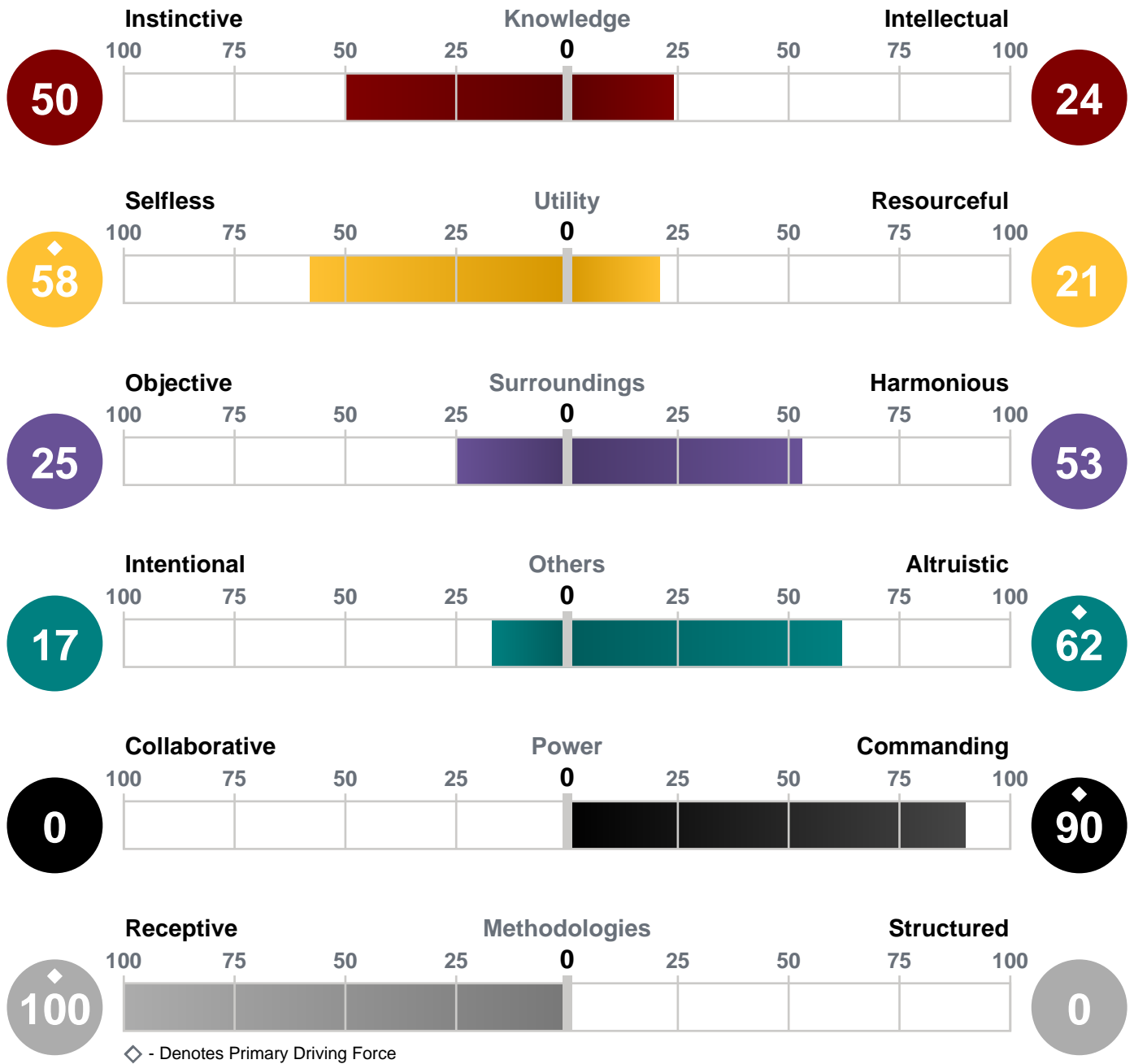


■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
 ■ - 2nd Standard Deviation
 □ - 3rd Standard Deviation

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

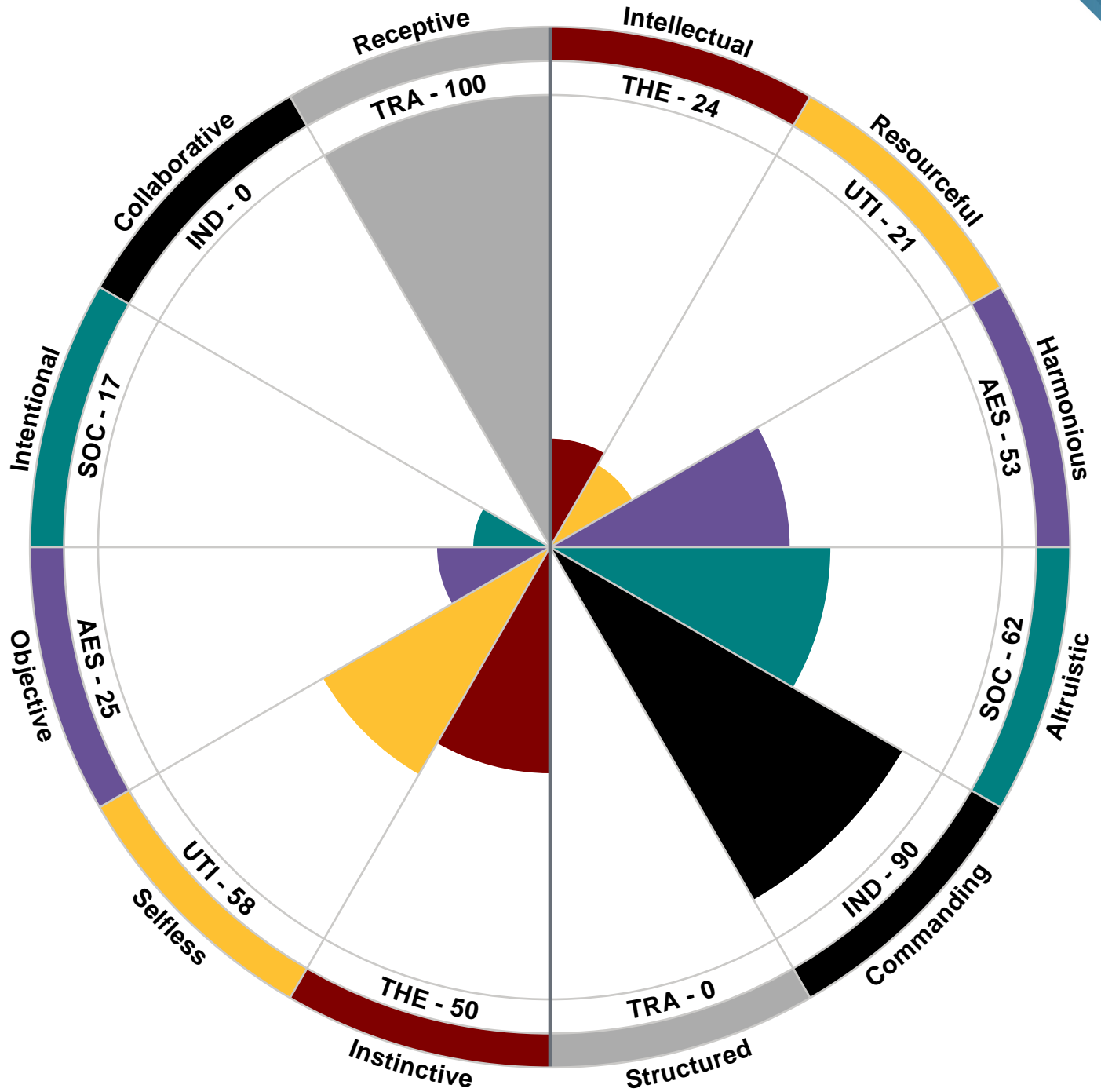


Driving Forces Graph



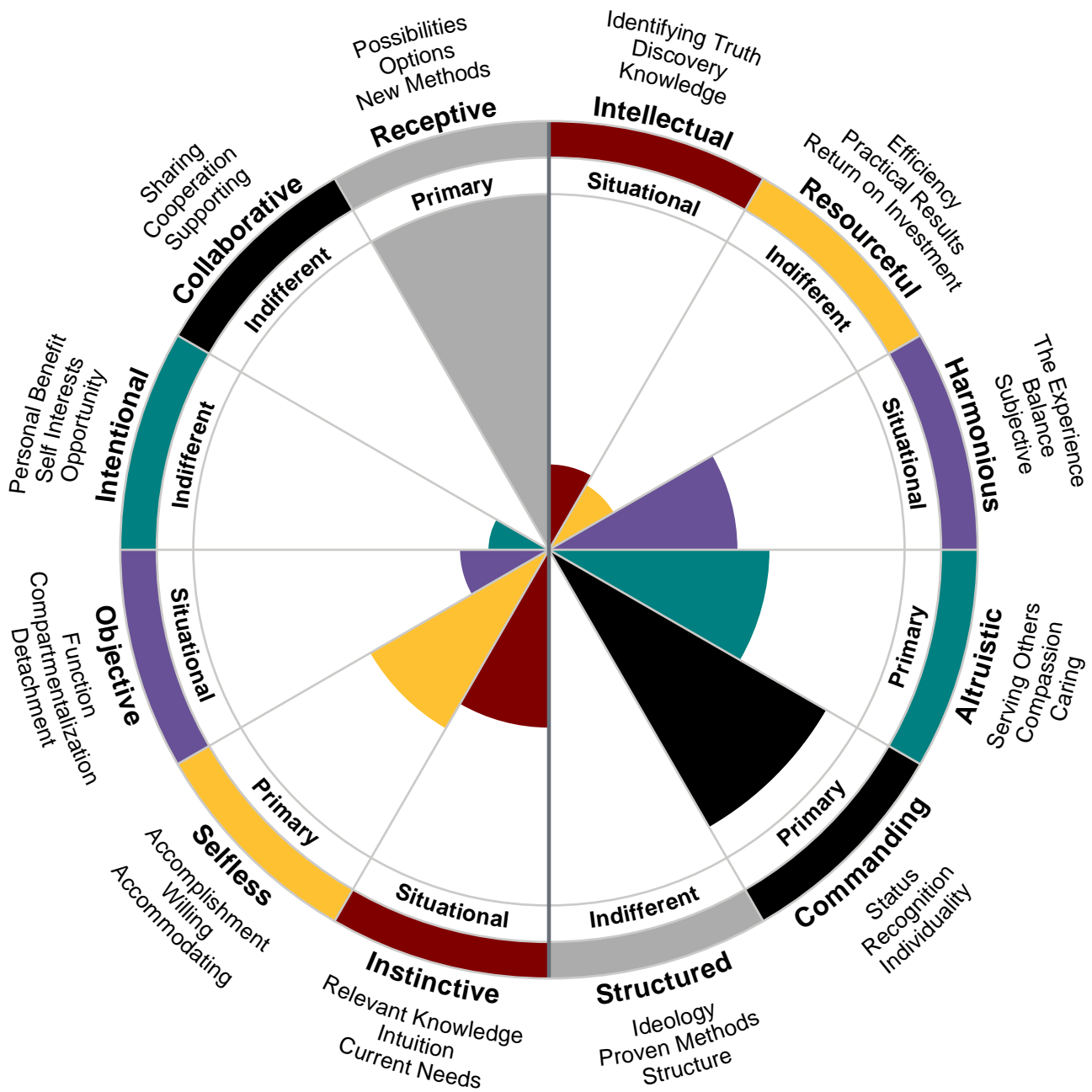


Driving Forces Wheel





Descriptors Wheel





Introduction Integrating Behaviors and Driving Forces Section

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

In this section you will find:

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



Potential Behavioral and Motivational Strengths

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

- Good at recruiting membership in organizations he enjoys.
- Tends to promote new ideas in the organization.
- Expresses all that is great about a new concept.
- Motivates others to be the best they can be.
- Positively promotes the image of the organization.
- Utilizes people to win and accomplish goals.
- Always willing to offer his time and perspective.
- Sings the praises of peers and the contributions others make.
- Good at promoting causes that improve society.
- Optimistic about process improvement related to people.
- Accommodating and influential in creating effective outcomes.
- Promotes accomplishments for the greater good of the organization.



Potential Behavioral and Motivational Conflict

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

- May think his optimistic view of new ideas is flawless.
- May be ineffective when sharing the details of new methods with others.
- May over look contradictions in his out-of-the-box thinking.
- He may overestimate his authority.
- May only interact with those he feels complement his goals.
- As a leader may over focus on self and his own needs.
- High trust and a desire to help could lead to being taken advantage of.
- May overestimate the impact he can have on others.
- Would rather take responsibility for others' actions than have a difficult conversation with a direct report.
- Struggles with balancing efficiency and interaction with others.
- Overestimates what others can accomplish.
- Struggles balancing advice with actual results.



Ideal Environment

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

- Opportunity to be a spokesperson for change in the organization.
- A forum to express the experience of improving the current system or process.
- Ability to celebrate the success of a project being completed using an innovative approach.
- An environment where he can "lead the parade".
- A forum to celebrate successes as an individual.
- An environment to express ideas to influence people.
- Ability to showcase altruistic achievements in order to get others involved.
- A forum to advocate for the greater good as it relates to moving the organization forward.
- An environment where interacting with others in an effort to help each person is rewarded.
- Rewards determined by contributions to group efforts.
- The experience is seen as a part of the desired accomplishment.
- 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 Mike's driving forces. Review each statement produced in this section with Mike and highlight those that are present "wants."

Mike wants:

- Recognition for his ability to recruit others to new ideas, structures or beliefs.
- A manager that values his optimism about the ability to explore new ways of doing business.
- To influence everyone to consider new possibilities, but in friendly terms.
- A podium to express ideas, vision and experiences.
- Opportunities for advancement and new experiences.
- Public recognition of power and prestige.
- The flexibility to be creative in ways that help others.
- To be seen as an internal resource for people to express problems and challenges.
- To be a part of the team that contributes to causes and helping others.
- The opportunity to express accomplishments of the company to others.
- The chance to include others as part of the agenda.
- 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 Mike to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Mike and identify 3 or 4 statements that are most important to him. This allows Mike to participate in forming his own personal management plan.

Mike needs:

- To be realistic about his ability to influence people to his out-of-the-box way of thinking.
- Support in being an advocate for organizational systems, as long as they are open to new options.
- To understand that there is a time and a place for influencing others to his new and creative ideas.
- A manager that recognizes his need for public recognition of accomplishments.
- To set realistic goals that can be accomplished while improving the organizational recognition.
- To understand that others need "air-time" during meetings to share their own ideas.
- Assistance in managing time to meet own goals while helping other people.
- A manager that promotes his ability to positively influence others.
- To help balance socialization and tangible assistance for others.
- To listen for the answer he wants in order to benefit the organization.
- Help balancing the desire for accomplishment and the need for people interactions.
- 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 Mike's responses, the report has selected general statements to provide a broad understanding of his level of emotional intelligence.

Self-Awareness

- Regularly predicts and anticipates his emotional reactions to most events.
- Aware of how his emotions impact his goals, motivations, strengths and key aspirations.
- His level of Self Awareness can be seen as an ability to project confidence in most situations.

Self-Regulation

- Thinking things through from an emotional perspective before he acts is one of his strengths.
- May experience some conflict with those who make decisions based on feelings and emotions alone.
- He is able to manage hectic situations with minimal emotional impact.

Motivation

- He may not regularly go out of his way to develop his skills.
- May be hesitant to take risks because of additional work and time they require, limiting his success.
- When he is not interested in a project, he may procrastinate, leaving assignments to the last minute.

Empathy

- His ability to gauge the emotional response of others enhances his ability to work with people.
- He is generally seen by others as being thoughtful and caring.
- When using active listening skills, he will be able to predict a person's emotional state.

Social Skills

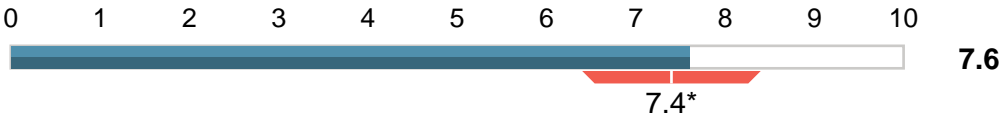
- He is persuasive and finds it easy to negotiate with others.
- Usually prefers deep substantive conversations over superficial ones.
- Others enjoy interacting with him.



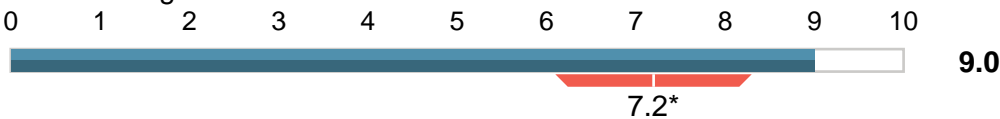
Emotional Quotient Assessment Results

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.



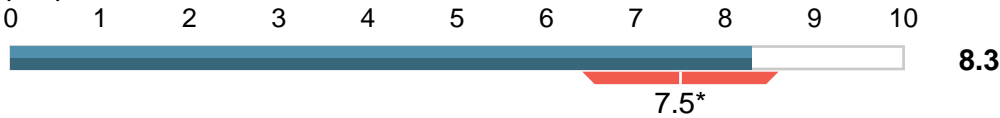
2. SELF-REGULATION - The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.



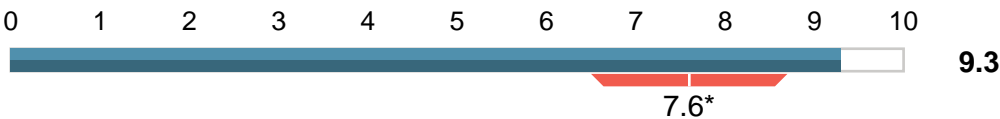
3. MOTIVATION - A passion to work for reasons that go beyond money or status, and a propensity to pursue goals with energy and persistence.



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



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

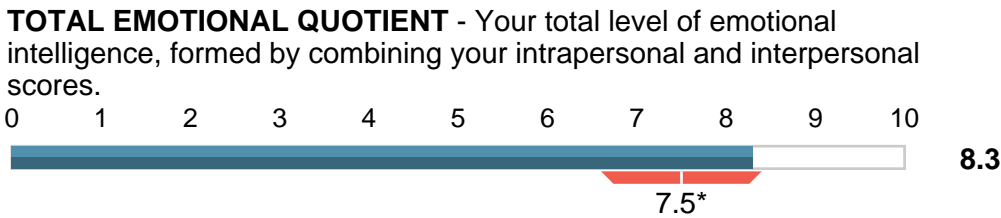
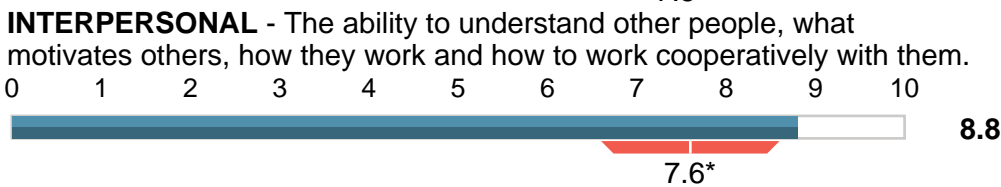
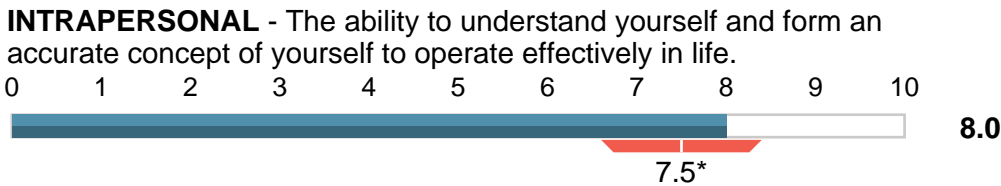


* 68% of the population falls within the shaded area.



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:

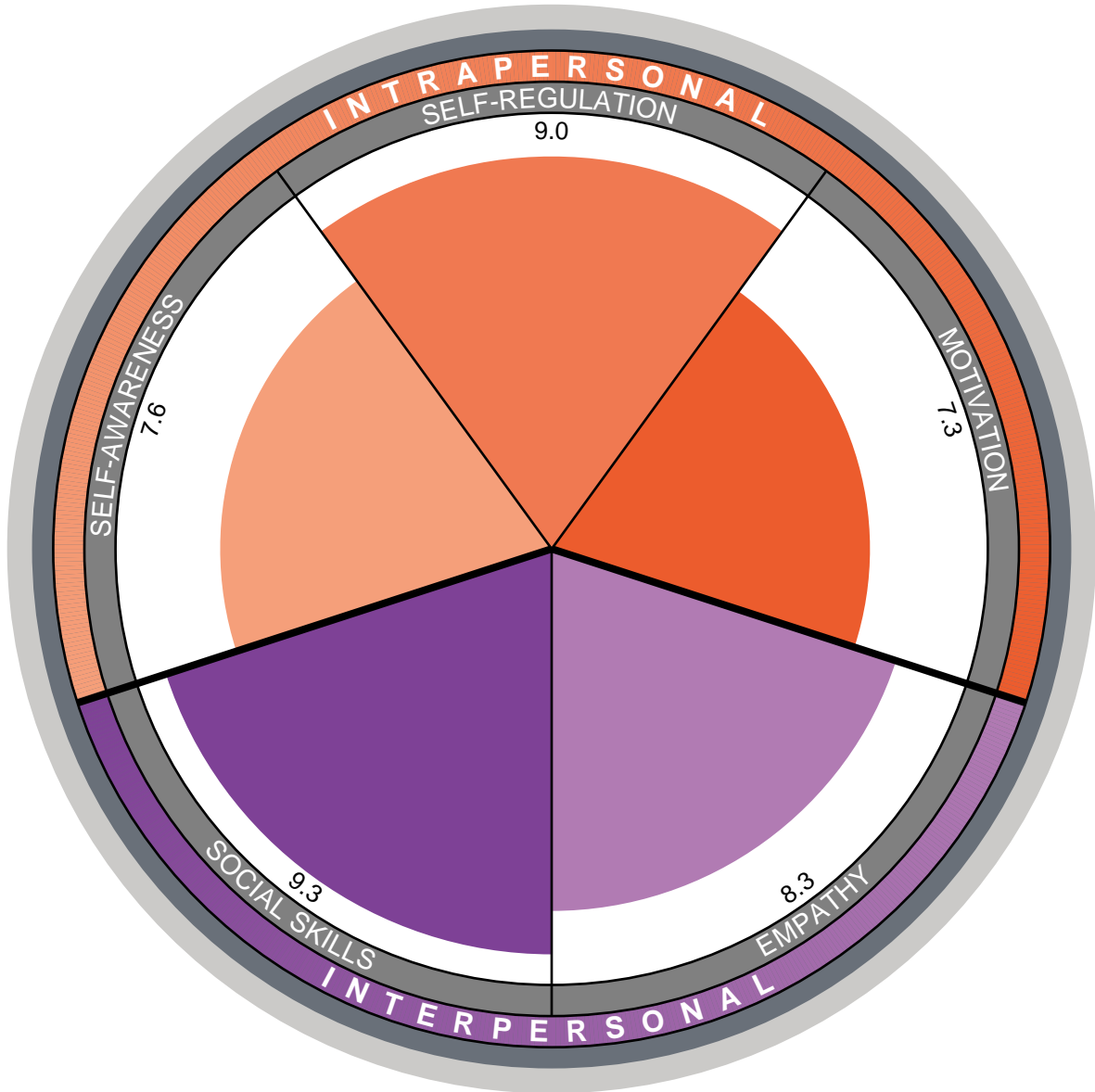
- Ask those you admire for feedback about your interpersonal style.
- Seek to gain experiential knowledge on how to increase your level of social skills.
- Appeal to others' uniqueness, build on mutual interests and show a genuine curiosity for others' well-being.
- Practice allowing others to take the 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

7-5-2017





Introduction

Blending Behaviors, Driving Forces and EQ for Success

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

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

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



Blending Behaviors, Driving Forces and EQ for Success

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

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

Mike has a high level of Self-Awareness. He is able to anticipate his feelings and is mentally and physically aware of a change in how he is feeling. Coupled with his high "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 Mike's level of Self-Awareness, he is aware of the physical and emotional response connected to these triggers.

Mike 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 Mike 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, Mike 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 Mike's 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.

Mike 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.

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





Blending Behaviors, Driving Forces and EQ for Success

Mike 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. Mike 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, Mike 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.
