



THE BROOKS GROUP

TriMetrix[®] ACI Reference Guide

A guide to the content, interpretation,
and use of the TriMetrix Acumen
Capacity Index (ACI) System



THE BROOKS GROUP

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ASSESSMENT ADMINISTRATION INSTRUCTIONS

Section 1

Administration Instructions

Instruct candidates/employees to log on to www.TBGSurvey.com and enter one of the codes provided to you via e-mail. Please remember that these are one-time use codes.

Also, let your candidates/employees know how long their assessment will last, so that they can schedule the appropriate amount of time to complete the assessment in one sitting. The TriMetrix Talent will take approximately 45-60 minutes to complete and the TriMetrix Talent and Sales Skills Index will take approximately 60-90 minutes to complete.

Due to the sensitive nature of the assessment, we highly recommend that you instruct candidates/employees to complete the assessment in a quiet, uninterrupted setting. Once they are in the system, they will simply follow the on-screen instructions.

The results will be sent via email to the Account Administrator (as well as, anyone listed on the Assessment Agreement) within a few minutes of completion. Each person will receive one email per report for each candidate/employee.

Below are sample instructions you can send to your candidates/employees.

Candidate/Employee Sample Instructions

[INSERT CANDIDATE NAME]*,

In order to complete the assessment for [COMPANY NAME]*, please go to www.TBGSurvey.com and use the following code [INSERT CODE]*.

Once you are in the system, simply follow the on-screen instructions. Please note that this assessment will take approximately [INSERT TIME]* to complete.

Due to the sensitive nature of this assessment, it is highly recommended that this assessment be completed in one sitting, in a quiet, uninterrupted setting. Be sure to click “Save” after each section to ensure that your results are recorded properly.

Please let me know if you have any questions.

*Be sure to insert the candidate name, your company name, the assessment code, and the time to complete the assessment.

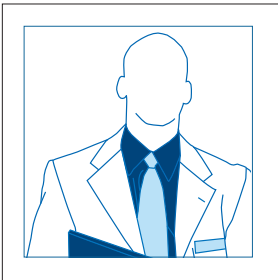


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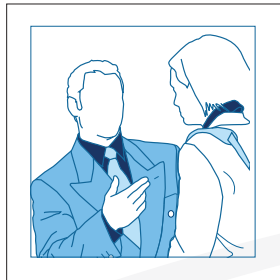
BEHAVIORS

Section 2

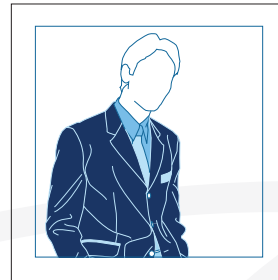
Dominance



Influence



Steadiness



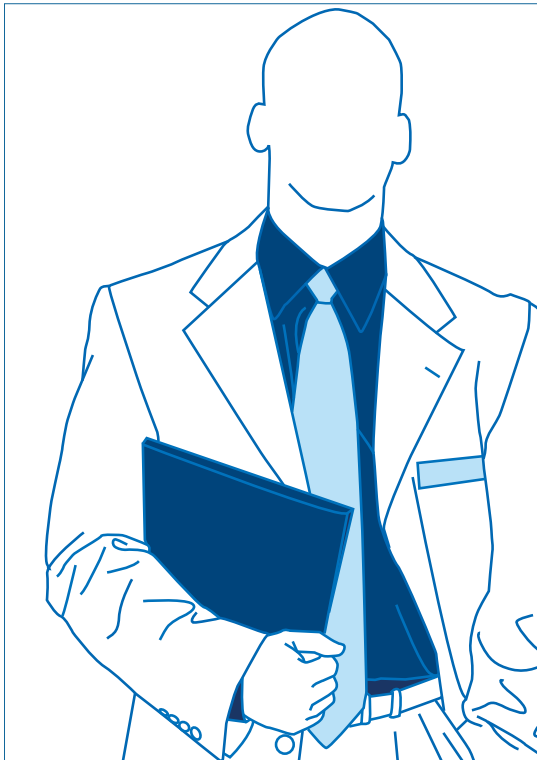
Compliance



Behaviors are the manner in which we do things, a necessary and integral part of who we are - what traits and characteristics we reveal to others. By understanding behavior styles, we can build on our own strengths and communicate more effectively with a wide variety of other people.

High-D

- Fast-paced speech
- Strong personality
- Impatient
- Direct
- Tries to control the situation
- Buys new and unique products and makes decisions quickly
- Loves change
- Drives rapidly and is always in a hurry
- Has many goals, usually high risk and not written down
- Reads book summaries and listens to books on tape
- Office: status conscious, big desk, designed for efficiency
- Dress: formal to convey status
- Posture: forward leaning, hand in pocket
- Walk: fast and always going somewhere

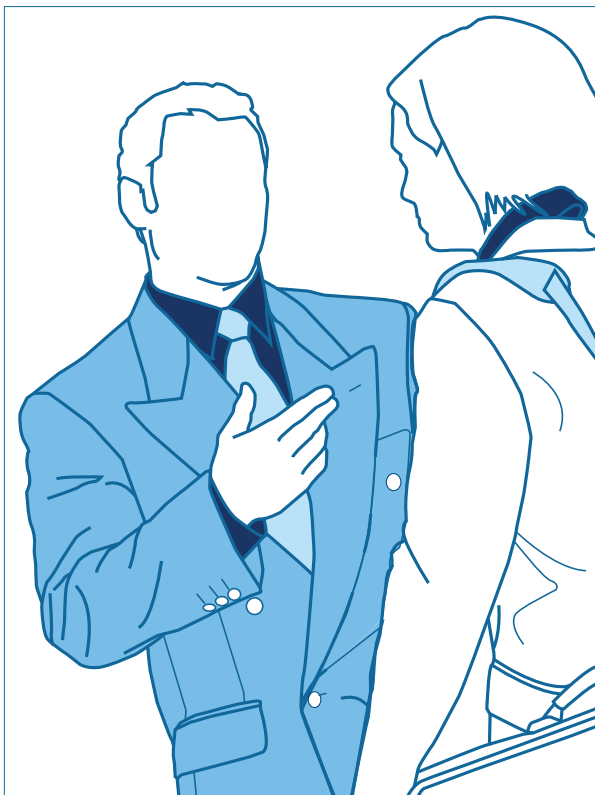


Factors that improve communication with High-Ds

- Minimize features- maximize benefits
- Help them with details
- LISTEN
- Ask specific questions
- Keep the pace fast enough so they don't become bored
- Give them the 'bottom line'
- Stress fast and efficient, new and innovative
- Give direct answers

High-I

- Friendly and talkative
- Impulsive
- Uses many hand gestures while speaking
- Shows much emotion
- Imprecise about use of time
- Buys trendy or showy products impulsively
- May not notice change
- Drives visually, looking around, with radio on
- Not good at goal setting/good intentions but no planning
- Reads fiction or self-improvement books or cookbooks
- Office: decorated with memorabilia of experiences
- Dress: contemporary and stylish
- Posture: feet apart, both hands in pockets
- Walk: meandering, easily distracted to other destinations

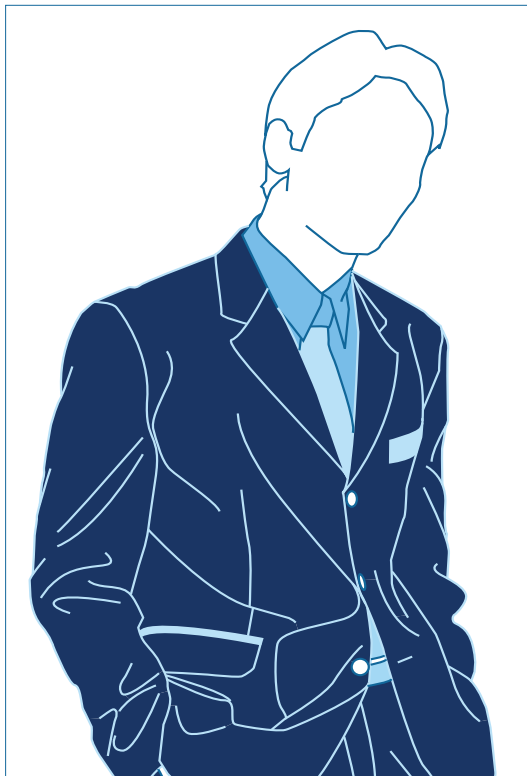


Factors that improve communication with High-Is

- Be friendly, not dominating
- Ask for their ideas and opinions
- Use testimonials
- Tell how others will benefit
- Control your impatience
- Use emotion
- Don't dwell on details
- Provide chance for them to verbalize
- Use gestures and body language

High-S

- Patient
- Easy-going
- Unemotional voice
- Reserved
- Deliberate; methodical
- Buys traditional products and is a slow decision maker
- Does not like change
- Drives at a relaxed pace, no hurry
- Sets short-term, low-risk goals
- Reads fiction
- Office: family snapshots, homey atmosphere, team photos
- Dress: casual in comfortable, old favorites
- Posture: leans back with hands in pockets
- Walk: steady, easy pace



Factors that improve communication with High-Ss

- Listen patiently
- Take time to explain
- Develop more empathy and patience
- Exhibit friendly attitudes
- Slow down
- Control body language
- Speak with sincere tone of voice
- Give direct answers
- Present in logical order

High-C

- Speaks slowly
- Asks many questions about facts and data
- Deliberates
- Uses few hand gestures
- Skeptical
- Suspicious
- Buys proven products
- Very slow decision maker
- Concerned about the effects of change
- Good at setting goals in many areas
- Reads nonfiction and technical manuals
- Drives carefully, following rules
- Office: graphs, charts, functional information
- Dress: meticulous
- Posture: arms folded, one hand on chin
- Walk: straight line



Factors that improve communication with High-Cs

- Be diplomatic and courteous
- Avoid criticism of their work
- Don't ask too many personal questions
- Avoid sudden, abrupt changes
- Slow down and LISTEN
- Explain details
- Answer questions precisely
- Minimize risks
- Be conservative in assertions
- Be sincere/lower your tone of voice

Behavioral Traits - Twelve Areas

Analysis of Data

- The job deals with a large number of details.
- It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination, as required.

Competitiveness

- The job exists with a demanding environment where consistently winning is critical.
- The job demands tenacity, boldness, assertiveness and a “will to win” in dealing with highly competitive situations.

Consistency

- The job requires an ability to do the job the same way.

Customer Relations

- The job calls for a desire to convey a sincere interest in prospects and customers.

Following Policy

- The job requires compliance with policies currently in place.
- If there is no policy, successful performance requires compliance with the way tasks have been done before.

Follow Up and Follow Through

- The job requires performers to be thorough and comprehensively address customer issues or concerns.

Frequent Change

- The job requires a comfort level with “juggling many balls in the air at the same time!”
- It will be asked to leave several tasks unfinished and move on to new tasks with little or no notice.

Frequent Interaction With Others

- The job requires a strong “people orientation,” versus a task orientation.
- The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

Organized Workplace

- The job’s success depends on systems and procedures.
- Its successful performance is tied to careful organization of activities, tasks and projects that require accuracy.
- Record keeping and planning are essential components of the job.

People Oriented

- Has a positive and constructive view of working with others.
- It rewards preference for spending a high percentage of time listening and understanding others and successfully working with a wide range of people from diverse backgrounds to achieve “win-win” outcomes.

Urgency

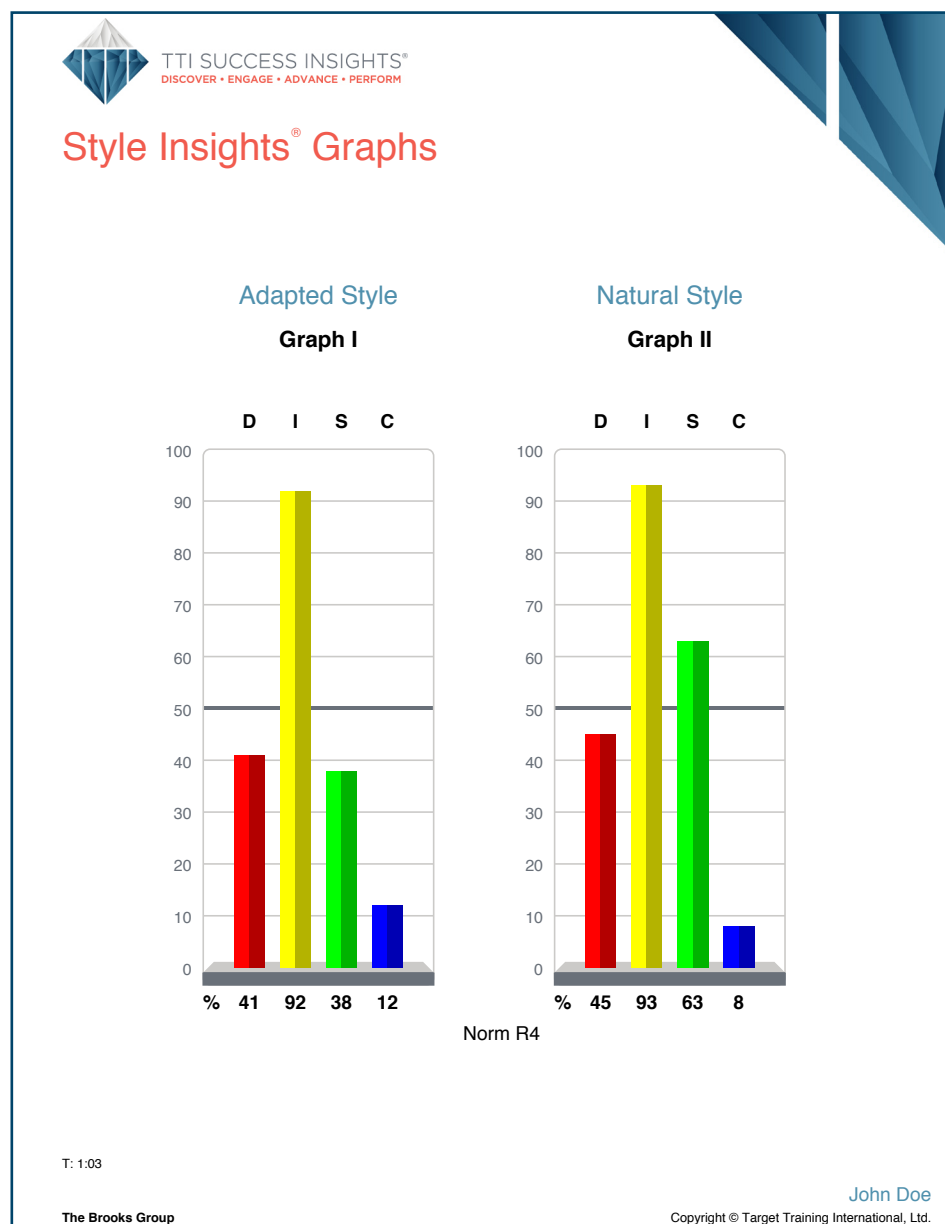
- The job requires decisiveness, quick response and fast action.
- It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment.
- The job will repeatedly face important deadlines that must be met on time.

Versatility

- The job calls for a high level of optimism and a “can do” orientation.
- It will require multiple talents and a willingness to adapt them to changing assignments, as required.

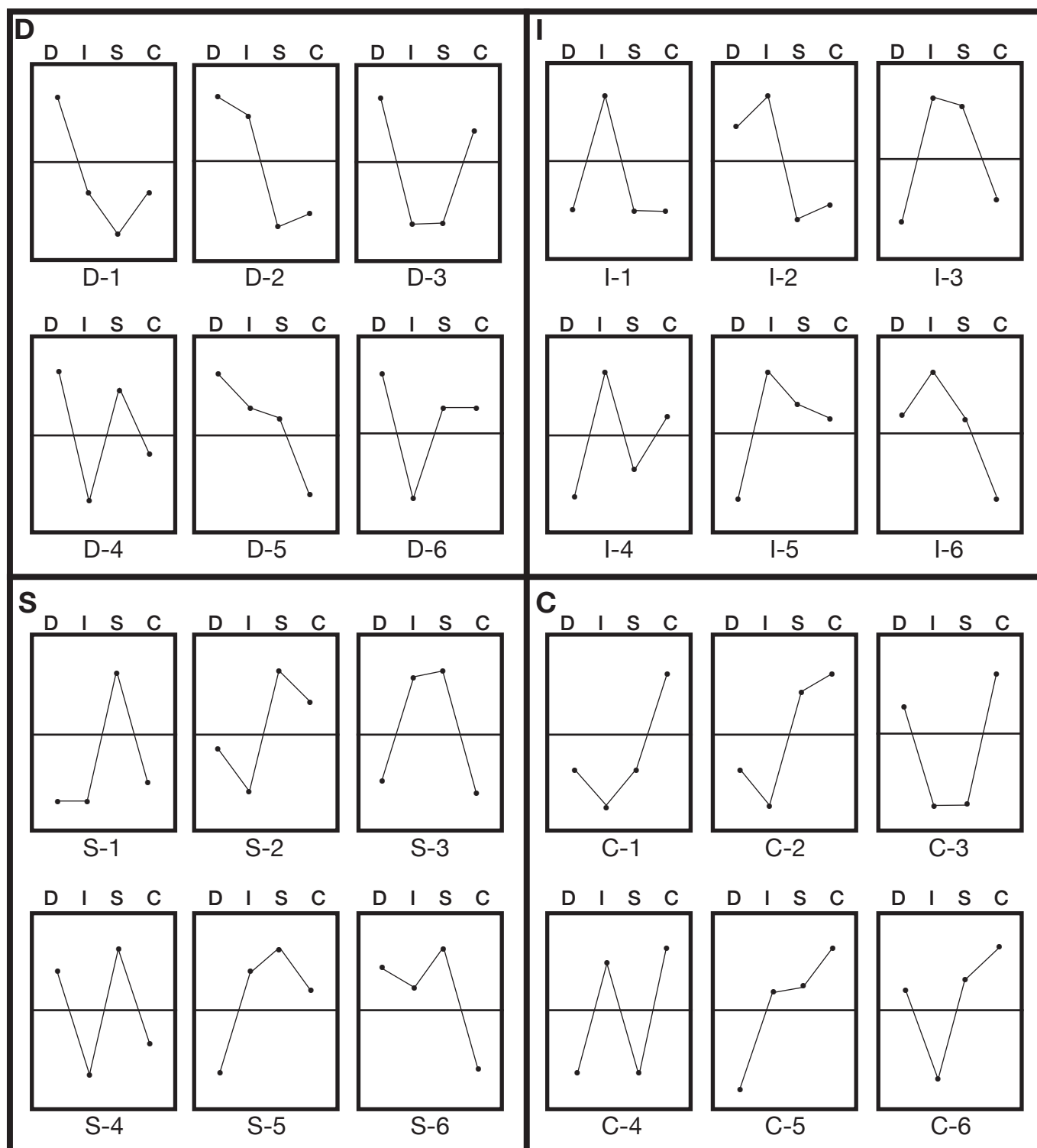
How to Read and Understand Your Behavioral Graphs

A reference guide for use in interpreting Behavioral Assessments

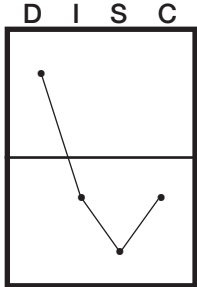
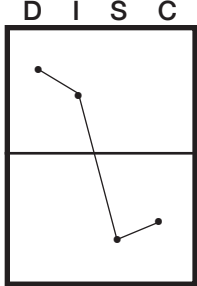
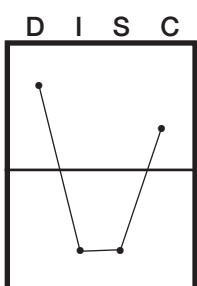


Insights Into Personal Behavior

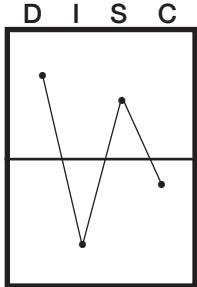
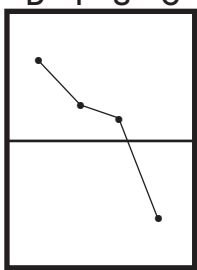
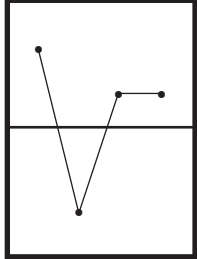
This page identifies the most common High-D, High-I, High-S, High-C (DISC) graphs. First locate the graph that is most similar to your graph I, then repeat for graph II. The following pages will provide more information to help you further understand your Adapted and Natural behavior style.



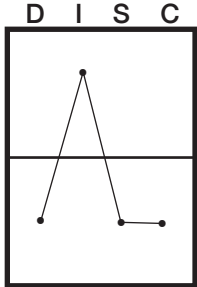
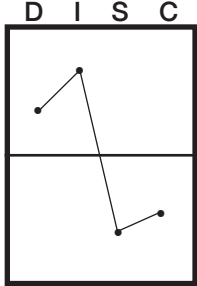
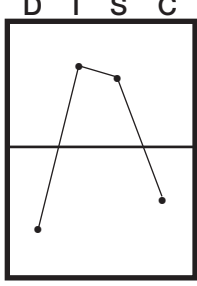
High-D Behavioral Graphs

<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to tackle tough problems dealing with many issues • Forward-looking, aggressive and competitive • Ability to work in an environment that has variety and change • Initiate activity and set a pace to achieve desired results <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Being less intense, opinionated and blunt • Not coercing others who may not be as committed to a project as they are • Patience, concern for people, humility 	<p>D-1</p> 	<p>TENDENCIES</p> <p>Goal: Dominance and independence</p> <p>Judges others by: Their ability for getting the task done quickly</p> <p>Influences others by: Force of character, persistence</p> <p>Value to the organization: Show'em attitude</p> <p>Overuses: Challenge and contest</p> <p>When under stress: Becomes quiet and analytical</p> <p>Fears: Losing control</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Results-oriented with a sense of urgency to accomplish goals and meet deadlines • Decisive and aggressive when presented with challenges • Initiate activity through other people to get desired results • Extroverted and actively seek relationships with a variety of people <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Becoming less irritated if deadlines are delayed or missed • Not taking on too many responsibilities at one time, more consistency • More follow-through directness, lower expectations 	<p>D-2</p> 	<p>TENDENCIES</p> <p>Goal: Aggressive and confident to win</p> <p>Judges others by: Ability to communicate and to think</p> <p>Influences others by: Friendliness and desire for results</p> <p>Value to the organization: Good planner, problem solver and resourceful</p> <p>Overuses: Position and their way</p> <p>When under stress: Becomes restless impatient and insensitive</p> <p>Fears: Losing and failing</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Set high standards for self and others expecting performance and teamwork • Aware and sensitive to the cost of errors and mistakes • Structured in use of time • Systematically solves problems without letting emotions influence decisions <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • More warmth and appreciation of other team members • Being more consistent with decisions—quantity versus quality issues • Not being so blunt and critical of people who do not meet your standards 	<p>D-3</p> 	<p>TENDENCIES</p> <p>Goal: Dominance and pioneering</p> <p>Judges others by: Their own standards, progressive ideas</p> <p>Influences others by: Competition and unique challenges</p> <p>Value to the organization: Initiate change on their own</p> <p>Overuses: Bluntness, overly critical</p> <p>When under stress: Driving and demanding</p> <p>Fears: Not being influential</p>

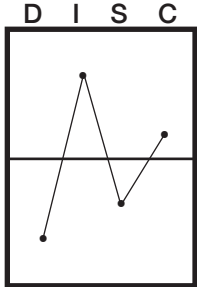
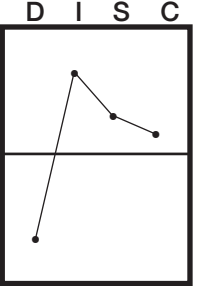
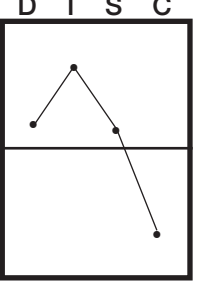
High-D Behavioral Graphs

<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to come up with a new idea and follow it through to completion • Appreciate others who are team players • Ability to see the “big picture” • Determination and persistence <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Not being overly focused on one issue and missing other opportunities • Being less concerned with personal standards • Checking priorities with others 	<p>D-4</p> 	<p>TENDENCIES</p> <p>Goal: Determined</p> <p>Judges others by: Amount of work completed</p> <p>Influences others by: Tenacity and persistence</p> <p>Value to the organization: Results-oriented with a sense of consistency</p> <p>Overuses: Reliance on self</p> <p>When under stress: Stubborn, quiet and nondemonstrative</p> <p>Fears: Involvement with too many people</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Direct and independent • High personal goals that usually surpass the goals of others • Ability to be self-sufficient, challenging yourself when others fail to provide support • Face obstacles and competition with optimism <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Not displaying too much independence at inappropriate times • Being more careful with details • Using patience, planned approaches to solutions, delegation 	<p>D-5</p> 	<p>TENDENCIES</p> <p>Goal: Aggressively works through people to achieve results</p> <p>Judges others by: Expectations and likability</p> <p>Influences others by: Persuasiveness</p> <p>Value to the organization: Innovation and determination</p> <p>Overuses: Old ways, strong will</p> <p>When under stress: Impatient, driving, unstructured</p> <p>Fears: Not achieving desired goals</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to express ideas without getting emotionally attached • Single-minded concentration on goals and vital issues • Careful scrutinizing of others who may impact your performance • Ability to explain technical data clearly and translate theory into workable solutions <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Sharing knowledge, thoughts and emotions with others • Not hesitating to act under heavy pressure • Developing people contact and verbalization 	<p>D-6</p> 	<p>TENDENCIES</p> <p>Goal: Self-sufficient</p> <p>Judges others by: Comprehension and power of reasoning</p> <p>Influences others by: Rational, indirect manner</p> <p>Value to the organization: Self-starter, goal-oriented</p> <p>Overuses: Self-reliance</p> <p>When under stress: Ambivalent and pessimistic</p> <p>Fears: Deadlines without time for quality assurance</p>

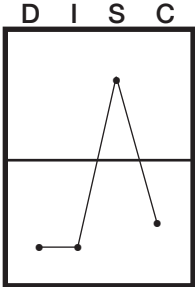
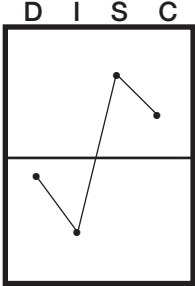
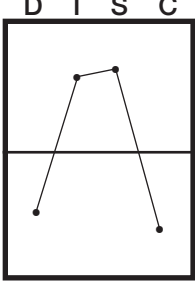
High-I Behavioral Graphs

<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Very optimistic with a positive sense of humor • Place focus on people and high trust in relationships • Develop friendships quickly, enjoy networking • Use a consensus approach to decision-making <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Keeping sight of career goals • Being less concerned with the feelings of others • Being organized and having a realistic attitude 	<p>I-1</p> 	<p>TENDENCIES</p> <p>Goal: Obliging and accommodating</p> <p>Judges others by: Their warmth</p> <p>Influences others by: Friendliness and interpersonal skills</p> <p>Value to the organization: Communicates the “big dream,” ability to bring a team together</p> <p>Overuses: Dependence on others and optimism</p> <p>When under stress: Emotional, too trusting</p> <p>Fears: Not being liked enough</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to influence people to their way of thinking • Communicate in a very open manner • Ability to calm conflict situations • Ability to promote new ideas and products <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Making decisions based less on emotions • Being willing to confront when required • Having realistic deadlines, and practicing good time management 	<p>I-2</p> 	<p>TENDENCIES</p> <p>Goal: Maintain friendships</p> <p>Judges others by: Influential contacts, commitment</p> <p>Influences others by: Inspiration and charisma</p> <p>Value to the organization: Stable, dependable, wide range of friendships</p> <p>Overuses: Enthusiasm</p> <p>When under stress: Overly verbal</p> <p>Fears: Failure</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to help others using warmth, empathy and understanding • Protect and value both people and things • Good at people problems, provide a counseling approach • Good listener and good talker <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Being assertive and decisive in certain situations • Not avoiding confrontation even when risky • More initiative, sense of urgency 	<p>I-3</p> 	<p>TENDENCIES</p> <p>Goal: Maintain long-term friendships</p> <p>Judges others by: Their loyalty to the relationship</p> <p>Influences others by: Personal relationships, setting a good example</p> <p>Value to the organization: Good listener, patient with others</p> <p>Overuses: Tolerance</p> <p>When under stress: A grudge-holder, uneasy under stressful situations</p> <p>Fears: Confrontation</p>

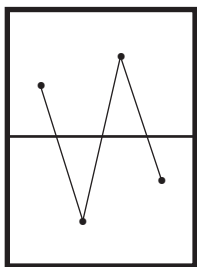
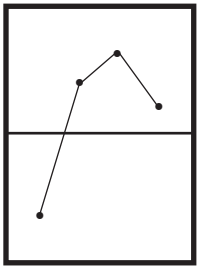
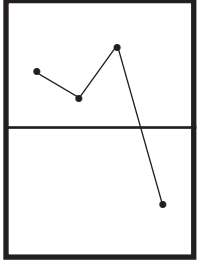
High-I Behavioral Graphs

<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to handle difficult situations, tactfully, sensitive to the needs of people • Ability to create a pleasant, comfortable atmosphere • Ability to promote ideas effectively • Prefer a fast-paced environment <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Being less analytical • Communicating less information when selling products or ideas • Being more assertive 	<p>I-4</p> 	<p>TENDENCIES</p> <p>Goal: Approval and acceptance</p> <p>Judges others by: Their ability to read verbal and nonverbal cues</p> <p>Influences others by: Poise and confidence</p> <p>Value to the organization: Relieves tension and promotes people and projects</p> <p>Overuses: Control of conversation</p> <p>When under stress: Verbal, caustic with others</p> <p>Fears: Loss of uniqueness</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to be adaptable in many situations • An optimistic, sociable and cooperative team player • Will attempt to bring the team together in a well-organized manner • Patience to listen to what others are saying <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Being less accommodating of others • More consistent display of assertiveness • More directness and better time management 	<p>I-5</p> 	<p>TENDENCIES</p> <p>Goal: Systematic results through others</p> <p>Judges others by: Their ability to communicate and think</p> <p>Influences others by: Diplomacy</p> <p>Value to the organization: Careful and personable</p> <p>Overuses: Position and their standards</p> <p>When under stress: Possessive and overly sensitive</p> <p>Fears: Not being part of the team</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to be persuasive, assertive and steady • Ability to be independent when the need arises • Ability to create and promote an idea • Ability to present ideas in a positive and somewhat direct manner <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Being less opinionated • Gathering enough information before acting • More attention to details, organization 	<p>I-6</p> 	<p>TENDENCIES</p> <p>Goal: Sociable and convincing</p> <p>Judges others by: Their dedication and tenacity</p> <p>Influences others by: Taking responsibility</p> <p>Value to the organization: Enthusiasm and directness with new ideas and opinions</p> <p>Overuses: Ambitiousness</p> <p>When under stress: Superficial</p> <p>Fears: Not being seen as a team player</p>

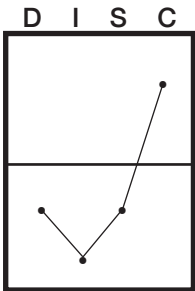
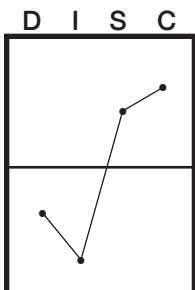
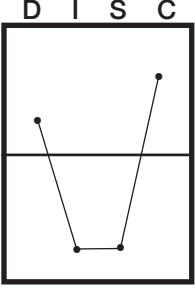
High-S Behavioral Graphs

<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to present self in a calm and controlled manner, using the ability to concentrate as a means to listen and learn • Ability to stay with a task that provides meaningful contribution to the organization • A team member who can be open, patient and tolerant of differences • Enjoy praising others <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Projecting a sense of urgency when the need arises • Less reliance on routines • More initiative, adaptability to change 	<p>S-1</p> 	<p>TENDENCIES</p> <p>Goal: Dependable and stable</p> <p>Judges others by: Their consistency</p> <p>Influences others by: A congenial disposition, serving others</p> <p>Value to the organization: Stabilizes the environment in a friendly manner</p> <p>Overuses: Composure</p> <p>When under stress: Nonexpressive</p> <p>Fears: Not being appreciated, and the unknown</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to begin a project and follow through to completion • Willing to work for a leader and cause • Excel in seeking solutions to problems through logic that will be comprehensive and pleasing to all involved • Demonstrate positive leadership through the consideration shown to the feelings of others on the team <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Learning to be self-promoting • Using a direct approach • Displaying concerns and feelings 	<p>S-2</p> 	<p>TENDENCIES</p> <p>Goal: Achieve high standards set for self</p> <p>Judges others by: Use of knowledge</p> <p>Influences others by: Ability to follow through</p> <p>Value to the organization: Adding focus and logic to existing needs</p> <p>Overuses: Resistance to change</p> <p>When under stress: Becomes determined, stubborn</p> <p>Fears: Not meeting specific requirements</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Good listening skills with the ability to empathize with people • Skilled at helping and supporting others achieve goals and aspirations • Gifted at accepting people's sentiments, beliefs and values • Ability to create an environment where people feel significant <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Being assertive and decisive • Being less accepting of the status quo • More strength, firmness and self-assertion 	<p>S-3</p> 	<p>TENDENCIES</p> <p>Goal: Acceptance</p> <p>Judges others by: Loyalty, sincerity, dependability</p> <p>Influences others by: Offering understanding friendship</p> <p>Value to the organization: Supports harmonizes and offers stability under pressure</p> <p>Overuses: Kindness, compassion</p> <p>When under stress: Withdrawn</p> <p>Fears: Dissention, conflict, being unliked</p>

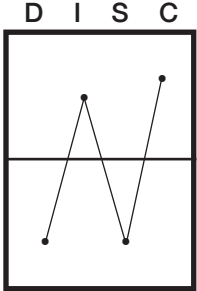
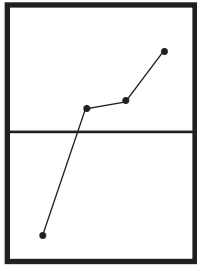
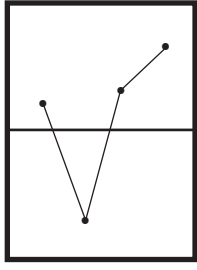
High-S Behavioral Graphs

<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> Ability to take a problem and follow through to successful completion Persistent, determined, tenacious and logical in the pursuit of results Excel at maintaining relationships Team player who will display leadership skills and stand up for what they believe in <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> Demonstrating less passive behavior, even if it affects their security Using new and creative thinking when problem solving Not resisting new situations that may be out of their comfort zone 	<p>S-4</p> <p>D I S C</p> 	<p>TENDENCIES</p> <p>Goal: Personal achievement</p> <p>Judges others by: Their accomplishments and successes</p> <p>Influences others by: Perseverance</p> <p>Value to the organization: Works independently and likes challenge</p> <p>Overuses: Bluntness</p> <p>When under stress: Obstinate, inflexible, relentless</p> <p>Fears: Not attaining desired results</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> Ability to be supportive, friendly and optimistic in any relationship Sociable with the ability to enjoy the uniqueness of each human being Ability to use balanced judgment bringing stability to the entire team Good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> Staying focused on roles and expectations to be effective Having a sense of urgency Sincere appreciation of shortcut methods 	<p>S-5</p> <p>D I S C</p> 	<p>TENDENCIES</p> <p>Goal: Status quo</p> <p>Judges others by: Friendship</p> <p>Influences others by: Consistency of performance, accommodation</p> <p>Value to the organization: Planner, consistency, maintains pace</p> <p>Overuses: Modesty, conservatism</p> <p>When under stress: A grudge-holder</p> <p>Fears: Conflict, losing face</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> Ability to empathize with others' feelings while maintaining their own independence Excel at projects that require a determination and persistence to win Positive influence on uncooperative or negative team members Good at bringing people to the negotiation process and listening to opposing views <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> Prioritizing daily activities More weighing of pros and cons Being more firm and consistent in their convictions 	<p>S-6</p> <p>D I S C</p> 	<p>TENDENCIES</p> <p>Goal: Success through consistency</p> <p>Judges others by: Loyal friendships</p> <p>Influences others by: Persuasive people skills</p> <p>Value to the organization: Solves problems creatively and innovatively works through people</p> <p>Overuses: Intensity</p> <p>When under stress: Passionate, forceful</p> <p>Fears: Not being supported by the team and change</p>

High-C Behavioral Graphs

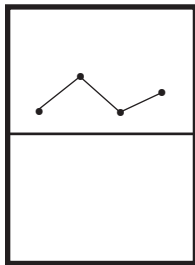
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to do tough assignments right the first time • Alert and sensitive to errors where precision and accuracy are required • Professional and disciplined in their approach as it relates to an area of their expertise • Organization skills, wise use of time <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Being less of a perfectionist • Going “by the book” less often • More enthusiasm, less reliance on data 	<p>C-1</p> 	<p>TENDENCIES</p> <p>Goal: Accuracy and quality</p> <p>Judges others by: Correct results, proof and facts presented</p> <p>Influences others by: Use of data and exactness</p> <p>Value to the organization: High standards for self and subordinates</p> <p>Overuses: Rules and regulations</p> <p>When under stress: Becomes overly critical of self and others</p> <p>Fears: High-risk decisions</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to set and accomplish high standards of conduct and work • Alert and sensitive to problems, rules, errors and procedures • Ability to make tough decisions without letting emotions interfere • Ability to understand and preserve the need for quality systems <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Stating true feelings on issues • Less concern that change may damage relationships or quality • More confidence, interdependency 	<p>C-2</p> 	<p>TENDENCIES</p> <p>Goal: Security and neatness</p> <p>Judges others by: Precise standards</p> <p>Influences others by: Dependability, attention to detail</p> <p>Value to the organization: Conscientious, maintains standards</p> <p>Overuses: Dependency on standard operating procedure</p> <p>When under stress: Becomes introverted, obstinate</p> <p>Fears: Antagonism</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to do quality work while exploring new ways to increase quantity • Ability to make tough decisions, using insight and facts, while remaining unemotional • Ability to push hard to discover correct acceptable solutions to problems • Expect and challenge high levels of performance from the team <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Being sensitive to the feelings of others • Being less blunt and direct • Lowering expectations of others and sincerity 	<p>C-3</p> 	<p>TENDENCIES</p> <p>Goal: Designing systems</p> <p>Judges others by: Their own standards</p> <p>Influences others by: Setting a pace in developing systems</p> <p>Value to the organization: Precise, conscientious worker</p> <p>Overuses: Facts and figures</p> <p>When under stress: Takes on too much</p> <p>Fears: Disorganization</p>

High-C Behavioral Graphs

<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • A promoter of quality systems • A good sense of urgency balanced with maintaining high standards • Organized, even in relationships. Appreciates company of people with similar ideas, likes being organized and quality-conscious • Sensitive to changes in the social and work environment <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • More accepting of others' ideas and beliefs • Setting realistic goals • Not being overly sensitive of other people's comments 	<p>C-4</p> 	<p>TENDENCIES</p> <p>Goal: Diplomatic</p> <p>Judges others by: Who they know, prestige and accomplishments</p> <p>Influences others by: Strategy in good relations</p> <p>Value to the organization: Creates a good working environment</p> <p>Overuses: Tactfulness</p> <p>When under stress: Becomes too suave</p> <p>Fears: Having to trade quality for good relationships</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Willing to adapt and be an integral part of the team—unless adapting lowers quality • Ability to see both the good and the bad in any situation • Ability to get results through people and complete tasks with high standards • Place a high priority on conserving resources <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Being realistic when appraising people • Making quicker decisions even when more data relating to quality is needed • Respecting others' efforts and valuing team members 	<p>C-5</p> 	<p>TENDENCIES</p> <p>Goal: Technical ability</p> <p>Judges others by: Their skills and expertise</p> <p>Influences others by: Being levelheaded</p> <p>Value to the organization: Combined task and people skills</p> <p>Overuses: High standards</p> <p>When under stress: Becomes uneasy, unpleasant</p> <p>Fears: Lack of recognition</p>
<p>KEY STRENGTHS</p> <ul style="list-style-type: none"> • Ability to fight hard for results and/or procedures to ensure quality and correctness • Ability to ask the right questions to uncover hidden facts • Avoid favoritism when evaluating personnel • Will combine analytical and intuitive skills when dealing with complex issues <p>IMPROVE EFFECTIVENESS BY</p> <ul style="list-style-type: none"> • Being less analytical in trying to achieve correctness • Not hiding emotion and expressing more thoughts to others • Sharing information, team cooperation 	<p>C-6</p> 	<p>TENDENCIES</p> <p>Goal: Problem solver</p> <p>Judges others by: Their use of data</p> <p>Influences others by: Facts and figures</p> <p>Value to the organization: Independently accepts analytically challenging assignments</p> <p>Overuses: Perfectionism</p> <p>When under stress: Becomes blunt</p> <p>Fears: People contact, high risks and lack of privacy</p>

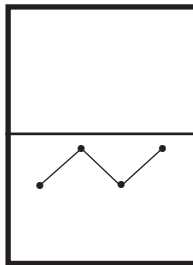
Unusual Graphs

Although the instrument is designed to measure normal behavior, there are three graphs that can occur which indicate unusual behavior. The three unusual patterns must be interpreted based on their occurrence in either Graph I or Graph II.



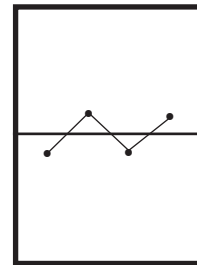
Overshift

All plotting points
above the midline



Undershift

All plotting points
below the midline



Tight

All plotting points
near the midline

When observing an unusual graph, first check to see if the instrument was scored properly. If proper scoring has occurred, one cause may be the inability to understand the word choices. Additional causes must be investigated depending on which graph the unusual graph occurred.

GRAPH I unusual graphs may be caused by the following reasons:

- Attempting to outsmart the instrument
- Trying to be an overachiever
- Overanalyzing by taking too long to respond
- Being new to the job and not understanding the behavior required to be successful
- Transition from one environment to another

Unusual patterns in Graph I are usually temporary, responding to another Behavior instrument with a proper focus should develop an accurate graph. Also, if you are new to the job wait a few weeks before responding to the second instrument so you have the opportunity to determine the correct work behavior.

Graph II unusual graphs may be caused by the following reasons:

- Attempting to outsmart the instrument
- Overanalyzing by taking too long to respond
- Experiencing a significant emotional event (or personal trauma of some kind)
- Under pressure to “be all things to all people”

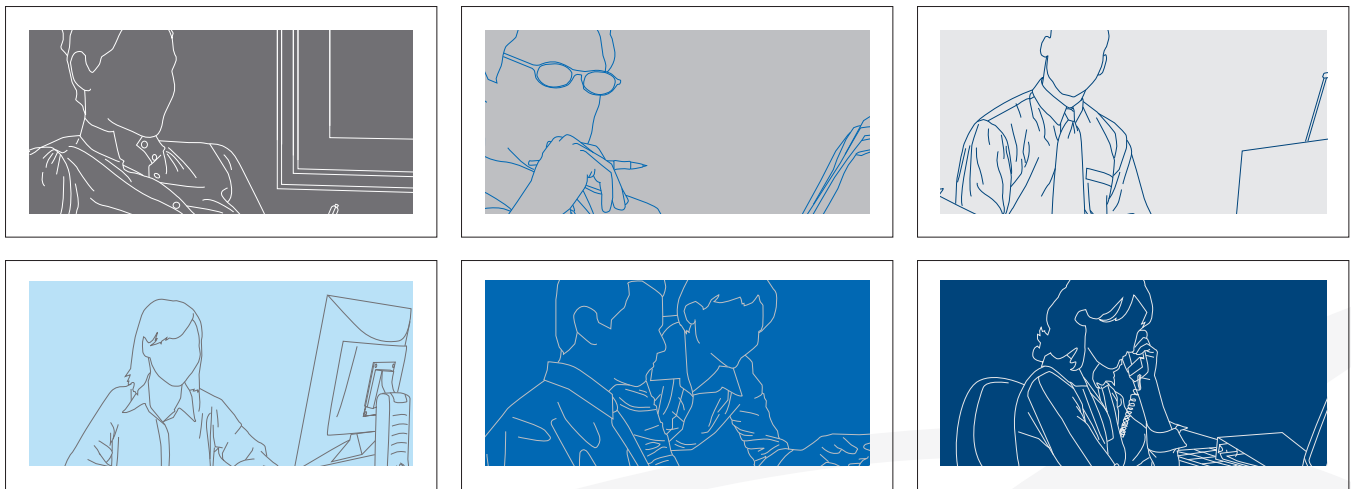
An unusual pattern appearing in Graph II should be taken seriously. You may be experiencing discomfort and the result will have a direct effect on performance and relationships.



THE BROOKS GROUP

MOTIVATORS

Section 3



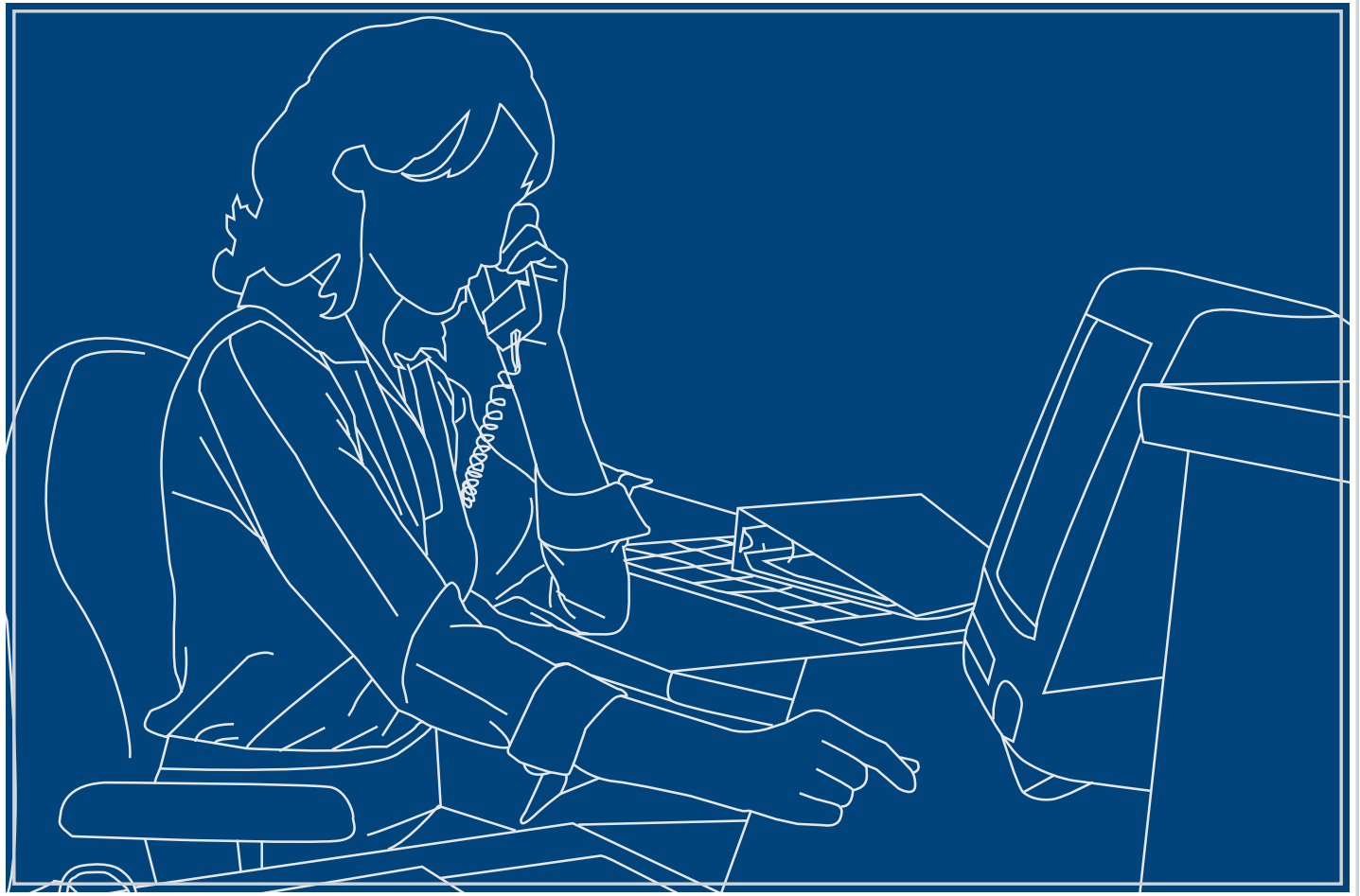
Motivators help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. By measuring motivators, we uncover some of these and can identify strengths that make each person unique within an organization.



Theoretical

The primary drivers with this motivator are the discovery of knowledge and appetite for learning. In pursuit of this value, an individual takes a “cognitive” attitude. Such an individual is non-judgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Because the interests of the theoretical person are empirical, critical, and rational, the person appears to be an intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.

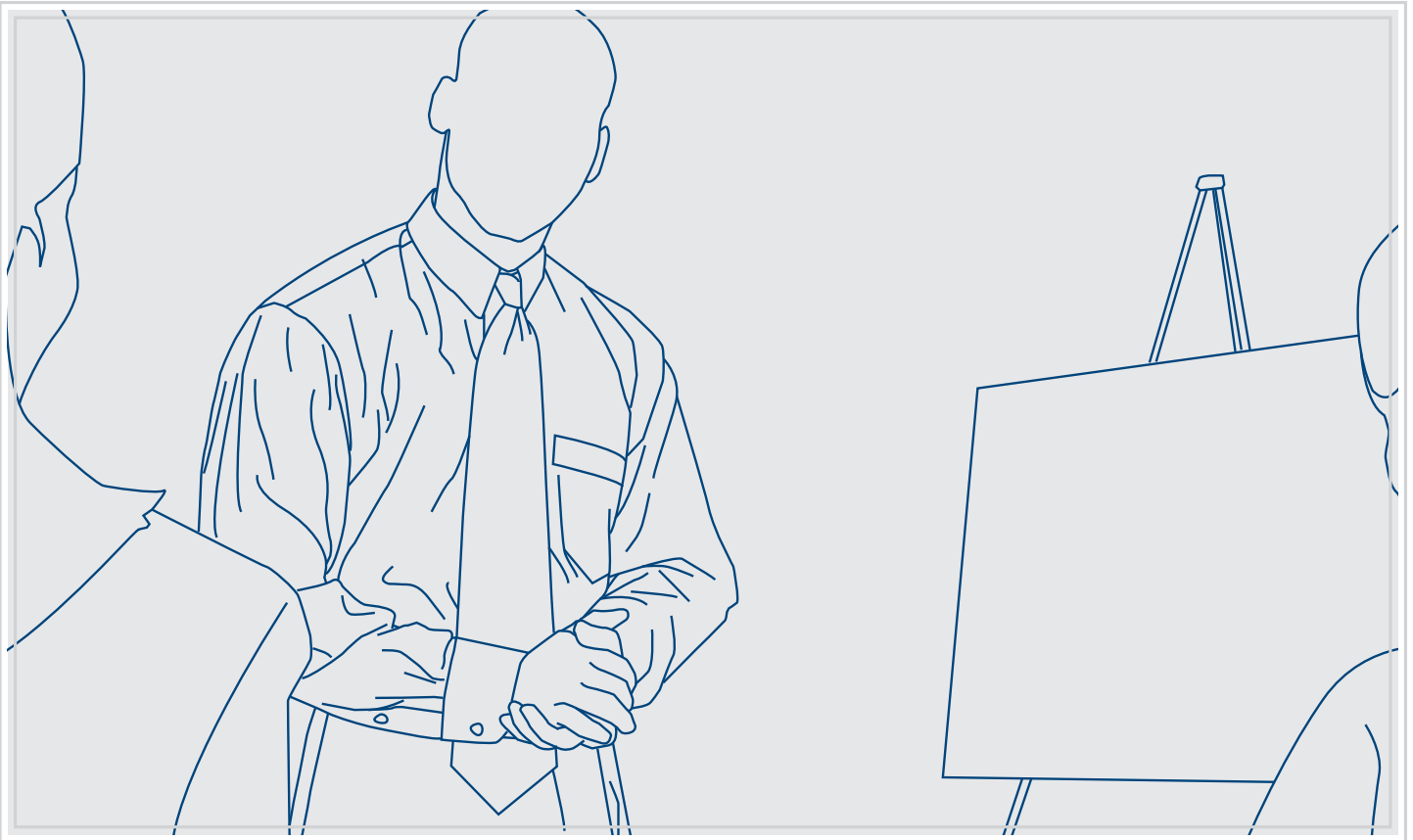
- High degree of curiosity in a variety of areas
- Sought out by others on the team to answer questions about projects or procedures
- Prefers learning-based events or conferences over a small economic incentive
- Strong desire to learn and go beyond the required knowledge base
- Interested in new methods and how they can be applied to existing structures
- Believes that continuous learning is healthy for the mind and body
- Has many interests outside the workplace
- Likes to go to trade shows and conventions in their area of interest and expertise to find new ideas and tools for the team and organization at large



TRADITIONAL/REGULATORY

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

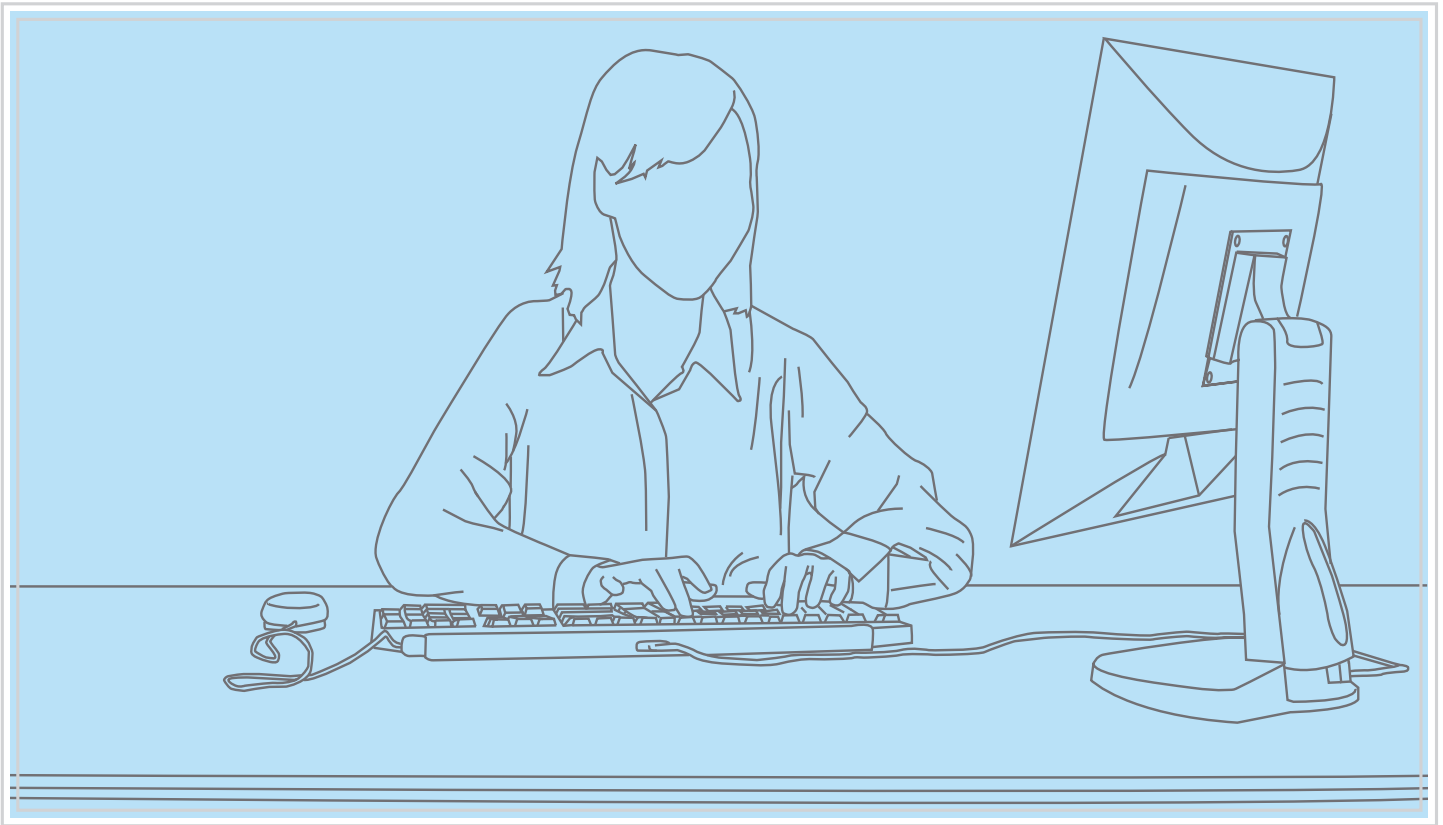
- Has a very high drive for traditional procedures
- Is very structured, orderly, and precise
- Likes to know how to do something before doing it so that it gets done correctly the first time
- Likes freedom and independence within an ordered atmosphere
- Subscribes to a “rules are made to be followed” position
- Relies on a sense of security that comes from studying and adhering to procedures and routines
- Will be very helpful to others who share the same beliefs



INDIVIDUALISTIC/POLITICAL

The primary interest for this motivator is power. Research studies indicate that leaders in most fields have a high Individualistic/Political value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

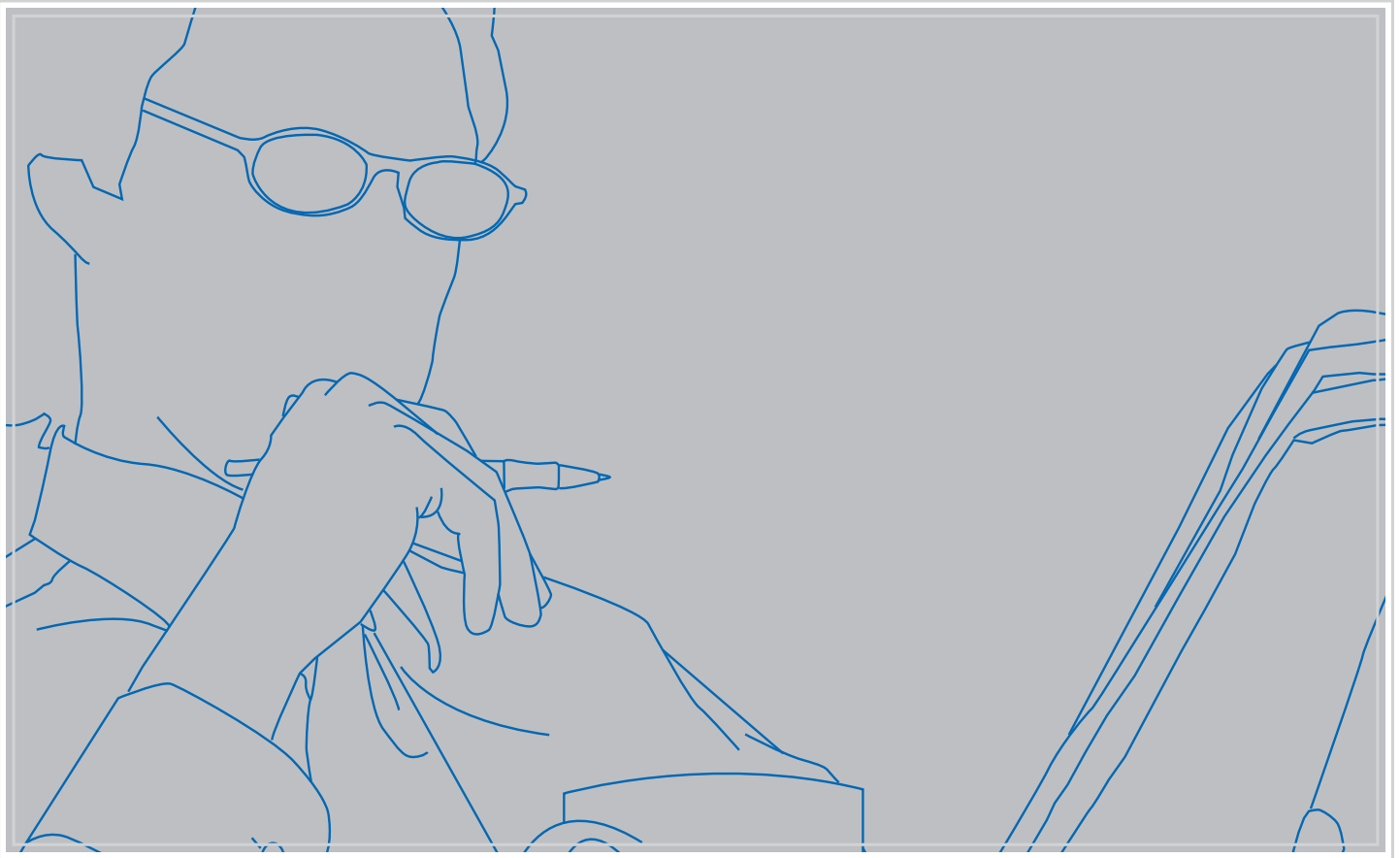
- High individualism may be demonstrated in a variety of observable ways: in creative problem solving, in a risk-taking attitude, etc.
- Surprises others with spontaneous ideas or responses
- Enjoys working in own way and using own methods
- Thrives in a team environment but likes freedom in own work area
- Enjoys work and assignments that give them standing in the eyes of others and evoke respect
- Independent
- Likes to have own niche; a place where they can excel
- Has a tendency to push the envelope a bit in situations where winning is desired



UTILITARIAN/ECONOMIC

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

- Is interested in what is useful and practical in meeting goals (usually economic ones)
- Likes rewards based on the results achieved rather than on the method used to obtain the results
- Is hard-working, competitive, and motivated by financial rewards and challenging compensation plans
- When profit or project cost/benefits are examined, takes the position that the ends justify the means
- Goal-driven, especially financial goals
- Interested in what is practical and useful in achieving their vision of success
- Motivated by high pay and attaches importance to high earnings



AESTHETIC

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

- Has a drive to be expressive in artistic or inventive ways
- Exhibits an appreciation for and support of the creative ideas of others
- Likes rewards based on the results achieved rather than on the method used to obtain the results
- Occasionally prefers some solitary time for personal reflection and rebalancing
- Cares about the feelings of others and is supportive of their creative ideas
- Seeks form and harmony in experiences and environment
- Dresses for success — enjoys the latest designer clothes, always “put together”
- Uses aesthetic talent to impress others



SOCIAL

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

- Has a very strong drive to help others grow professionally
- Demonstrates a very high sincerity factor and helping attitude
- Exhibits sincerity in tone of voice when communicating with others
- Has a very high service-ethic toward helping others
- Likes to connect people with others who have things in common
- Likes helping, teaching, and coaching others
- Cares about the feelings of others on the team

Motivators

Theoretical

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

Economic/Utilitarian

Rewards those who value practical accomplishments, results, and rewards for their investments of time, resources or energy.

Aesthetic

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

Social

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

Political/Individualistic

Rewards those who value personal recognition, freedom and control over their own destiny and the destiny of others.

Traditional/Regulatory

Rewards those who value traditions inherent in social structures, rules, regulations and principles.



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PERSONAL SKILLS

Section 4

Personal Skills

Accountability for Others

The ability to take responsibility for others' actions.

- Establishes appropriate performance standards for others
- Assumes personal accountability for others' performance
- Effectively confronts performance issues promptly
- Monitors performance, tracks results and measures achievement of key accountabilities

Conceptual Thinking

The ability to analyze hypothetical situations or abstract concepts to compile insight.

- Demonstrates ability to forecast long range outcomes and develop suitable business strategies
- Identifies, evaluates and communicates potential impacts of hypothetical situations
- Defines options to leverage opportunities in achieving business goals
- Develops plans and strategies that lead to desired strategic outcomes

Conflict Management

The ability to resolve different points of view constructively.

- Faces difficult issues with objectivity
- Considers all opinions and facts before drawing conclusions
- Identifies appropriate solutions to volatile situations
- Negotiates acceptable solutions between parties to successfully move beyond confrontation

Continuous Learning

The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.

- Researches job related topics to improve understanding, expertise and personal performance
- Continually updates business skills
- Actively seeks suitable opportunities to implement newly acquired skills and knowledge
- Provides expertise, knowledge and information to others, as required

Customer Focus

A commitment to customer satisfaction.

- Consistently places a high value on customers and all issues related to customers
- Objectively listens to, understands and represents customer feedback
- Anticipates customer needs and develops appropriate solutions
- Meets all promises and commitments made to customers

Decision Making

The ability to analyze all aspects of a situation to gain thorough insight to make decisions.

- Analyzes data necessary for decision making
- Makes major decisions impacting strategic outcomes appropriately and effectively
- Makes decisions in a timely manner
- Demonstrates ability to make unpopular and difficult decisions when necessary

Developing Others

The ability to contribute to the growth and development of others.

- Strongly advocates for the growth and development of others
- Devotes appropriate time to training, coaching and developing others
- Understands the implications of varied learning styles and their importance to individual development
- Regularly follows up and holds others accountable for their performance.

Diplomacy and Tact

The ability to analyze hypothetical situations or abstract concepts to compile insight.

- Demonstrates ability to forecast long range outcomes and develop suitable business strategies
- Identifies, evaluates and communicates potential impacts of hypothetical situations
- Defines options to leverage opportunities in achieving business goals
- Develops plans and strategies that lead to desired strategic outcomes

Flexibility

The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.

- Researches job related topics to improve understanding, expertise and personal performance
- Continually updates business skills
- Actively seeks suitable opportunities to implement newly acquired skills and knowledge
- Provides expertise, knowledge and information to others, as required

Goal Achievement

A commitment to customer satisfaction.

- Consistently places a high value on customers and all issues related to customers
- Objectively listens to, understands and represents customer feedback
- Anticipates customer needs and develops appropriate solutions
- Meets all promises and commitments made to customers

Influencing Others

The ability to analyze all aspects of a situation to gain thorough insight to make decisions.

- Analyzes data necessary for decision making
- Makes major decisions impacting strategic outcomes appropriately and effectively
- Makes decisions in a timely manner
- Demonstrates ability to make unpopular and difficult decisions when necessary

Interpersonal Skills

The ability to interact with others in a positive manner.

- Initiates and develops business relationships in positive ways
- Successfully works with a wide range of people at varying levels of organizations
- Communicates with others in ways that are clear, considerate and understandable
- Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels

Leading Others

The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

- Inspires others with a compelling vision
- Empowers others to accomplish common goals
- Represents a positive, motivational example for others to emulate in becoming leaders
- Supports others through providing clarity, direction, organization and purpose

Objective Listening

The ability to listen to many points of view without bias.

- Values others' points of view
- Regularly solicits inputs from others and listens to them without interrupting
- Represents others' points of view impartially
- Verifies understanding of others' feedback

Personal Accountability

A measure of the capacity to be answerable for personal actions.

- Accepts personal responsibility for the consequences of personal actions
- Avoids placing unnecessary blame on others
- Maintains personal commitment to objectives regardless of the success or failure of personal decisions
- Applies personal lessons learned from past failures to moving forward in achieving future successes

Planning and Organization

The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.

- Defines plans and organizes activities necessary to reach targeted goals
- Organizes and utilizes resources in ways that maximize their effectiveness
- Implements appropriate plans and adjusts them as necessary
- Consistently demonstrates organization and detail orientation

Problem Solving

The ability to identify key components of a problem to formulate a solution or solutions.

- Analyzes all data relative to a problem
- Divides complex issues into simpler components in order to achieve clarity
- Selects the best options available to solve specific problems
- Applies all relevant resources to implement suitable solutions

Resiliency

The ability to quickly recover from adversity.

- Continues toward goals in the face of difficulty or adversity
- Handles criticism and rejection from others with objectivity
- Recovers quickly from personal setbacks
- Moves past unforeseen obstacles without unnecessary delay

Results Orientation

The ability to identify actions necessary to complete tasks and obtain results.

- Maintain focus on goals
- Identifies and acts on removing potential obstacles to successful goal attainment
- Implements thorough and effective plans and applies appropriate resources to produce desired results
- Follow through on all commitments to achieve results

Self Management

The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.

- Independently pursues business objectives in an organized and efficient manner
- Prioritizes activities as necessary to meet job responsibilities
- Maintains required level of activity toward achieving goals without direct supervision
- Minimizes workflow disruptions and time wasters to complete high-quality work within a specified time frame

Self Starting

The ability to initiate and sustain momentum without external stimulation.

- Initiates relevant activities toward achieving business goals
- Independently completes projects and produces desired results
- Requires little or no supervision to stay focused on necessary activities
- Readily identifies and pursues business opportunities without outside direction

Teamwork

The ability to cooperate with others to meet objectives.

- Discards personal agenda to cooperate with other team members in meeting objectives
- Contributes positively and productively to team projects
- Builds and sustains a trust relationship with each member of the team
- Supports other team members and team decisions

Understanding Others

The ability to resolve different points of view constructively.

- Faces difficult issues with objectivity
- Considers all opinions and facts before drawing conclusions
- Identifies appropriate solutions to volatile situations
- Negotiates acceptable solutions between parties to successfully move beyond confrontation



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DIMENSIONAL BALANCE

Section 5



Dimensional Balance

- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

This is a legend for the sybols used in the report.

The graph measures 3 External Factors (Understanding Others, Practical Thinking, and Systems Judgment) and 3 Internal Factors (Sense of Self, Role Awareness, and Self Direction)

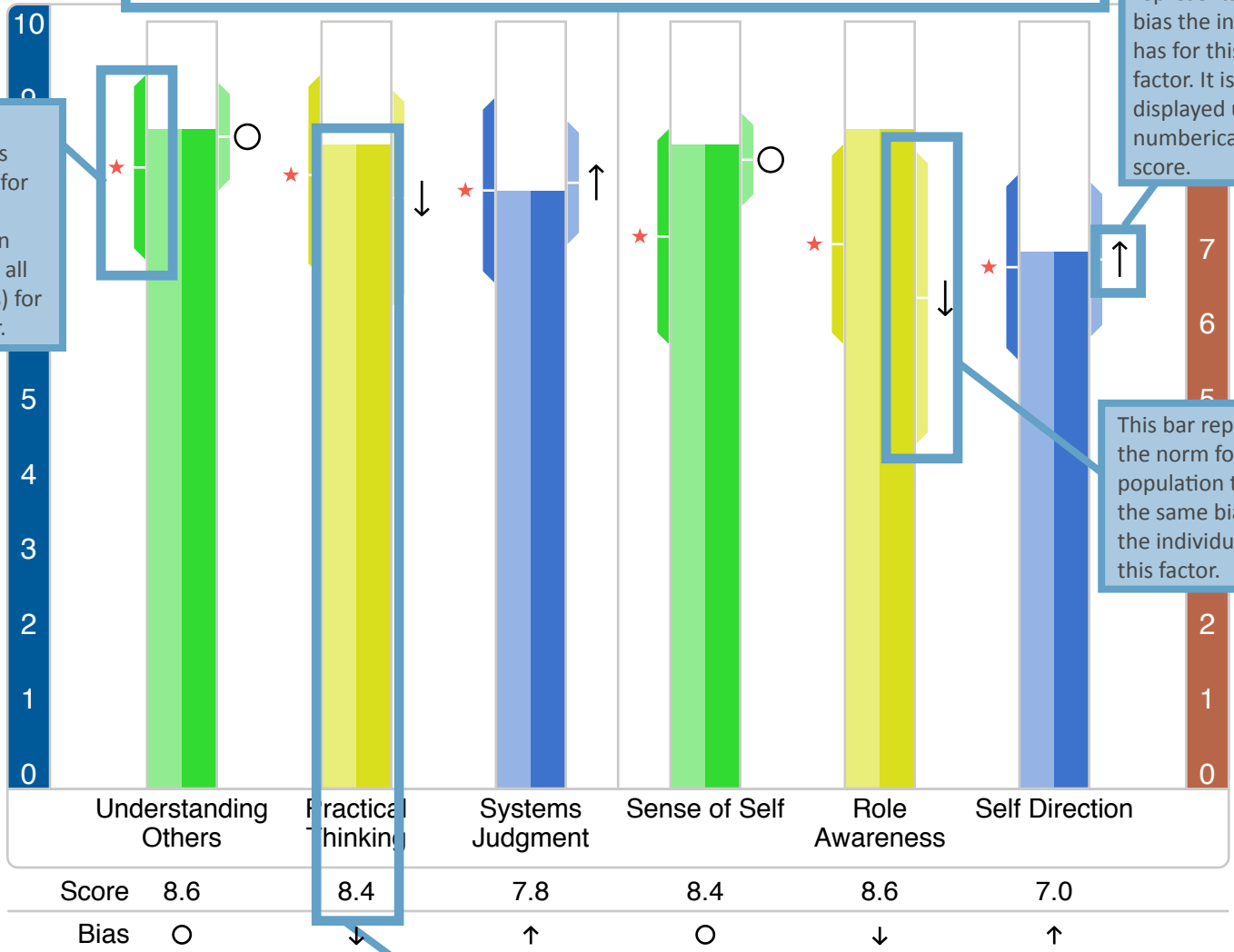
EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)

This symbol represents the bias the individual has for this factor. It is also displayed under the numerical clarity score.

This bar represents the norm for the entire population (including all bias types) for this factor.

This bar represents the norm for the population that has the same bias as the individual for this factor.



Rev: 0.94-0.92

This is the Rev score. The first number is for External Factors, the second is for Internal Factors

This is the clarity score shown both as a large bar graph and numerically.

T: 2:51

This is the time stamp for the Dimensional Balance/ Personal Skills portion of the assessment. It indicates how long it took the respondent to complete this section. Each graph will show it's own time stamp.



THE BROOKS GROUP

CLARITY SCORE AND BIAS

Section 6

External Factors

4.0 - 6.4 LOW | 6.5 - 7.9 MODERATE | 8.0 - 10.0 HIGH

Understanding Others

↑ OVERVALUE

- sensitive, warm and responsive
- prefers and enjoys personal relationships
- strong desire to be close
- good at building trust and personal rapport
- desires to please and help others
- listens to others well
- wants others to trust and like them
- may get over-involved with others
- may be too trusting, forgiving, or accommodating
- may overvalue others' strengths and overlook weaknesses
- may have overly positive image of others, or unrealistic expectations
- may give others too much power or control

○ BALANCED

- maintains open, supportive relationships
- demonstrates sincere, caring attitude
- understands others objectively
- listens to others objectively
- accurate judge of others' strengths and weaknesses
- has realistic expectations of others
- perceives others' needs and desires objectively
- does not over- or under-empathize

- has no fear of losing self in others
- combined with high clarity score, indicates high level of versatility easily adapting to different people
- coupled with a low clarity score, reflects lower versatility - may suddenly overreact positively or negatively toward others

↓ UNDERVALUE

- maintains a degree of emotional distance on a personal level
- prefers professional over social relationships
- less comfortable in being too close to others
- may misjudge others and their abilities
- may not listen well
- may lack sympathy and sensitivity
- has difficulty relating to others personally
- has difficulty perceiving others' needs, feelings and desires
- may be willing to use or manipulate others

HIGH SCORE WITH AN UNDERVALUATION BIAS

This is an indication that others are highly understood. High scores (above 8.0) always indicate a keen level of understanding and appreciation of others. The negative bias indicates a degree of caution. It means the person does not feel comfortable getting too close to others on a personal level. This does not mean that they will be quiet and passive. On the contrary, they may also be friendly and cheerful on a social basis. However, this person is likely not going to share personal, private information. They tend to restrict relationships to the professional level.

The negative bias could be considered a kind of defense mechanism, indicating an emotional distance due to some degree of caution and uncertainty about others.

This combination can be a good one to see in direct sales people or in team or group managers. Sensitivity to the reality of others is important, but so is the ability to command or assert one's will over them.

HIGH SCORE WITH AN OVERVALUATION BIAS

The high score (8.0 or higher) indicates sensitivity to the individuality or uniqueness of other people. In other words, a person with a score like this will regard others as more than just co-workers, employees or customers. It means that they place great value on other people. People with this score also have the desire to be close friends with others. People with this score are likely to make solid friendships and are generally cheerful and friendly toward co-workers.

The over-valuation indicates the desire to accommodate and please other people. This combination of high regard and the extra value indicated by the positive bias suggests the person may make unjustified assumptions about what others can do. They may also place trust in others without sufficient justification or even be completely unaware of other people's weaknesses. They tend to be too forgiving. Additionally, this score and bias reveal a person who will tend to seek approval from others. This person may want and need to be appreciated by others.

LOW SCORE WITH AN UNDERVALUATION BIAS

A low score (below 6.4) indicates a lack of understanding and appreciation of others. The negative bias indicates a conditioned, emotional distance. For those with this combination, others do not mean very much. This combination may also exhibit a great fear of getting close to others. This style tends to over use power and could be insensitive. **There are two primary ways a person will exhibit this combination:**

1. The first can be referred to as “the bull-of-the-woods.” A person with this combination may go around bellowing, stomping and snorting.
2. The second form of this combination can be seen in a distant person who does not speak to anyone and avoids engaging in conversation. A person with this score does not want any personal relationships at work.

LOW SCORE WITH AN OVERVALUATION BIAS

The low score (below 6.4) indicates a weaker awareness of the reality of other people. It is difficult for individuals with this score to comprehend the complexity and intricacy of others. In short, other people are typically difficult to understand.

The positive bias indicates they will tend to err on the side of giving others the benefit of the doubt and a desire to understand people better. They tend to assume that all is well and may overlook or not be able to detect problems involving others. This may take the form of gushiness or overcompensation in interactions with others. Often you will encounter a person with this combination who is overly loud because he or she is not really aware of how others feel.

Practical Thinking

↑ OVERVALUE

- highly involved in work process
- enjoys social and professional involvement
- persistent and focused on task at hand
- tends to look on the brighter side of things - solution focus
- overvalues doing things right the first time
- may overvalue social status and/or professional norms
- tries to do things right the first time
- tends to ignore interruptions or disturbances
- tends to be a “doer” and a team player
- persuasive communication skills
- inspires trust and confidence in work context
- high responsiveness to fulfilling tasks or projects on time
- may be extroverted or tend to over-socialize
- tends to be a social conformist

○ BALANCED

- objective understanding of the work process
- good at weighing pros and cons of a situation
- equal sensitivity to social sufficiency and deficiency
- views social and professional norms objectively
- good practical problem-solver
- objectively understands and communicates well with co-workers and clients
- works well with others in professional context
- resourceful and consistent work pattern
- maintains balance between doing and delegating

- maintains balance between listening and talking
- combined with high clarity score, indicates high level of versatility easily adapting to changing situations
- coupled with a low clarity score, reflects lower versatility - may suddenly overreact positively or negatively

↓ UNDERVALUE

- reluctant to fully engage in work process
- may be more of a delegator than a doer
- may be results-focused and lack process-orientation
- may have difficulty with persistence and staying focused on the task
- may hurry through, or be impatient with time it takes to complete tasks
- corrective: readily points out mistakes, deficiencies and omissions
- tends to be reactive vs. proactive
- may depreciate social status and/or professional norms
- may prefer to avoid social and professional involvement
- expects and allows interruptions or disturbances
- tends to look on the negative side of things - problem focus
- may struggle with implementing practical processes
- lacks persuasive communication skills
- may be introverted or tend to under-socialize
- may become frustrated or judgmental if demands are high
- social non-conformist

HIGH SCORE WITH AN UNDERVALUATION BIAS

The practical thinking external extrinsic is about things and processes—practical priorities. It is about what is happening in the world around you. This score combination indicates a person who is very talented and capable of dealing with the projects and tasks he or she must do. At the same time, however, he or she is wary and cautious. Their manager may not be providing complete resources or restricting them. A score like this also indicates a person who understands the practical work process but is frustrated by the amount of time required by details. The negative bias can lead to a judgmental and perfectionist delegation style. This becomes even more the case when one or both of their systemic scores are positive.

HIGH SCORE WITH AN OVERVALUATION BIAS

This reflects a person who sees the practical dimension very clearly and will ignore problems and interruptions in order to remain focused (the positive bias). This is generally a person who will stick with it and guide a process or project to completion, regardless of unexpected obstacles. This person is very resourceful. If resources or components necessary for the completion of a project are not available, he or she may simply make or create them. A person with this score will not simply quit because the parts are not available. Instead, he or she will find some way to get the project or task done. These people are very time conscious and will likely get work done within a specified time frame (or sooner). Then they say, “What’s next?” If such a person is engaged in a project, you can speak to them but they may not hear you. They are focused on the task at hand and, even when responding to interruptions, are still thinking about the project.

LOW SCORE WITH AN UNDERVALUATION BIAS

This style indicates low awareness within the dimension (the low score) and no eagerness (the negative bias) to elevate that awareness. People with this combination have a weak or low understanding of external events and their causes. They also have a reluctance to engage in external events.

LOW SCORE WITH AN OVERVALUATION BIAS

The concept of causality is important to the extrinsic dimension. Causality is the ability to perceive the relationship between causes and effects. A low score indicates a lack of ability to understand the link between a cause and its effect. At the same time, however, because of the positive bias, this person will be very eager to establish these causal linkages. Their eagerness may cause them to attempt to create a link between cause and reality even when their link makes no sense. For example, poker players with this combination may carry a lucky charm, such as a rabbit's foot, to the table with the hope that it will bring them luck.

Systems Judgment

↑ OVERVALUE

- organization and systems-reliant
- enjoys and depends on structure and order
- identifies personally with the company and its brands
- will try to work up to or exceed performance standards
- tends to rely on external order
- compliant or submissive to established policies or authority
- will do things the company way or by the book
- may become rule-bound
- may have “blind faith” in their chosen system
- may put too much control in the hands of authority
- may be somewhat perfectionistic and results-demanding
- strictly enforces own authority
- may have difficulty taking initiative or thinking outside the box

○ BALANCED

- objective and open attitude toward authority
- understands need for laws, policies, rules and order
- respects the need for authority
- open, two-way communication with authority figures
- appreciates structure, planning and organization
- demonstrates genuine willingness to cooperate
- objectively evaluate ideas, plans and theories
- enforces own authority in a balanced way
- combined with a high clarity score, indicates a high level of versatility easily adapting to system and policy changes, plans, or new superiors

- coupled with a low clarity score, reflects lower versatility - may suddenly overreact positively or negatively to new superiors, plan or policy changes

↓ UNDERVALUE

- likely has an aversion to organization and systems
- tends to be an independent thinker
- lacks appreciation for structure and order
- may lack respect for authority, and be rebellious at times
- resistant to complying with established policies or authority
- willing to bend the rules
- may have a fear of authority figures
- may feel they have been treated unfairly by authority figures or the system
- often a maverick or free spirit
- may have difficulty enforcing their own authority
- may be a very creative, “outside the box” thinker

HIGH SCORE WITH AN UNDERVALUATION BIAS

The high score indicates awareness of system and order, but the negative bias is an indication of independence or some reluctance to comply with rules or to conform to authority. This combination is somewhat common in salespeople, who don't like being managed, and who may bend the rules to better suit their prospects or customers. The negative bias together with a high number also suggests problems or difficulties understanding how future plans will be implemented; or perhaps the person does not feel they are getting paid enough for their work or getting the recognition they deserve. It may indicate that company management is not doing a good job clarifying the vision of the future. It may also indicate the person has their own rules to go by and that they may tend to follow these rules instead of conforming to company rules. In some cases this combination may indicate rebelliousness. Look for reinforcing indications in the internal intrinsic (sense of self).

HIGH SCORE WITH AN OVERVALUATION BIAS

This combination is an indication of acceptance or compliance with established rules and authority. Generally, this indicates conformity with the law and lawful authority. This combination also indicates acceptance at work. The positive bias indicates an embracing of the system and general adherence and participation in the corporate or organizational vision going forward. A person with this combination is generally a team player. The stated company goals become their goals also.

LOW SCORE WITH AN UNDERVALUATION BIAS

A low score and negative bias combination is an indication of a problem. This is a person who is very likely confrontational, has alternatives to all directives, and generally believes he or she knows more or knows it better than the boss, especially if a positive, internal systemic (self direction) is coupled with a high score in the sense of self (internal intrinsic). This rebellious attitude may not be a well-informed one. People with this score combination may be a legend in their own minds. This is usually combined with a low awareness of others, which is seen in the understanding others (external intrinsic) score.

LOW SCORE WITH AN OVERVALUATION BIAS

This combination indicates a low awareness of established systems. However, a person with this style will not ignore authority. Typically, this indicates a low level of knowledge. It may also be someone who has specialized knowledge but not much knowledge outside their field of expertise. In short, this combination is representative of a person who will listen to authority but may not understand it very well. Reasons for initiatives and directives must be explained to them. Once they understand the rationale, they have a tendency to be cooperative and comply.

Internal Factors

4.0 - 6.4 LOW | 6.5 - 7.9 MODERATE | 8.0 - 10.0 HIGH

Sense of Self

↑ Overvalue

- strong faith in themselves and their abilities
- strong, unshakeable ego and sense of high self worth
- may place too much importance on themselves
- happy and satisfied with who they are and their current level of success
- may overvalue their strengths and be unclear about, or unaware of their weaknesses
- may not be very motivated to change or improve
- do not take even constructive criticism from others very well
- may feel they are not getting enough recognition for their contribution(s)
- may be self-centered, complacent or even narcissistic
- may put too much value on the self-enjoyment of just “being” or “living”
- may lack the internal motivation to further develop themselves and their potential
- have a weaker desire to learn, do, and achieve more
- may feel that they have already “arrived”
- may consider no job or role good enough for them
- may reflect they are in retirement mode

○ BALANCED

- has achieved an objective sense of self awareness
- realistically judges their strengths and weaknesses
- appreciates their own unique individuality
- tends to be a well-integrated personality
- have a balanced understanding of who they are

- clearly aware of their abilities and limitations
- has inner strength and faith in themselves
- may feel they have already accomplished a great deal in life
- may feel somewhat satisfied with themselves the way they are
- may be on the threshold of change
- may not have clear direction yet about how to further develop their potential
- may be uncertain about how to further improve
- may reflect a degree of complacency or lack of clear direction

↓ UNDERVALUE

- strong internal motivation and initiative
- judge self as not yet having fulfilled their potential
- may have strong sense of self worth and good ego, but see great room for improvement
- want to learn, do and achieve more
- lack feelings of self-satisfaction and complacency
- desire to improve themselves and apply more of their potential
- may feel unfulfilled or dissatisfied with who they are
- seek avenues that could lead to higher levels of personal satisfaction and success
- may lack a strong sense of self worth
- may depreciate themselves, needlessly
- could harbor feelings of inferiority
- may be dependent on others to value them

HIGH SCORE WITH AN UNDERVALUATION BIAS

Most people have a negative bias on the internal intrinsic (sense of self). The high score indicates a person who sees him or herself as worthy and worthwhile. It also indicates an “inner strength.” The negative bias signifies that they judge themselves as having NOT YET fulfilled their potential. In other words, they see potential within themselves that is not yet developed. They have room for growth. It is for this reason that they are motivated to do and achieve more. Ultimately, they hope to unfold and apply this potential. This motivation is likely to show up in the other internal dimensions, and one or both of them will likely have a positive bias.

HIGH SCORE WITH AN OVERVALUATION BIAS

A person with this combination has strong ego satisfaction and does not see any deficiency or self-problems (positive bias). The positive bias tends to overlook problems and focus on well-being. People with this style often do not listen to criticism, even the constructive kind, because they cannot see that anything is - or could be - wrong with themselves.

LOW SCORE WITH AN UNDERVALUATION BIAS

A person with this combination depreciates him or herself and realizes they have a long way to go before unfolding or realizing their potential. This combination indicates an individual who feels unfulfilled in their journey.

LOW SCORE WITH AN OVERVALUATION

This combination is indicative of an individual who is not very aware of their self-reality (low score), but is very pleased with themselves and where they are in their journey.

Role Awareness

↑ OVERVALUE

- has clear understanding of primary life roles
- identifies strongly with job and takes it seriously
- takes pride in doing good, high quality work - works with intensity
- will take initiative - may be a workaholic
- puts most of their energy and time into fulfilling role responsibilities
- gets strong sense of personal satisfaction, achievement and fulfillment from their roles
- wants to make a positive contribution through their work-role
- well-adjusted socially and professionally
- feels job well utilizes their talents and allows them to further develop their potential
- confident in their abilities (perhaps overly confident)
- may become pre-occupied with short-term objectives
- fully engages self in primary role
- tends to be fully present to the work at hand

○ BALANCED

- finds their current life situation adequate, perceiving fulfilling and non-fulfilling factors
- has capacity to maintain a harmonious, balanced integration of all their roles in life
- free of role conflict
- has clarity with regard to their duties and responsibilities
- in combination with a high score, they understand how to manage their time
- may greatly enjoy some aspects of their roles, but displeased with other factors
- may hold a maintaining posture
- may be between jobs
- may resist change in the status quo
- may be looking forward to retirement and accompanying benefits

↓ UNDERVALUE

- may not have clear understanding of life roles
- may have been recently laid off or fired
- may be in job transition
- may overextend their time and get involved in too many activities
- may not identify with job or personal roles
- may feel disengaged from certain roles
- feels lack of pride in their job, and may not do their best
- may have difficulty managing their time
- may suffer from lack of harmony between personal and professional roles
- unlikely to take initiative
- may feel job is ill-suited to their abilities
- may feel lack of self confidence to do the job well
- may have poor working conditions
- has hard time being fully present or engaged in their life roles
- may feel dissatisfaction with their roles, or aspects of them
- has difficulty achieving harmony and balance among different roles
- does not get sense of personal satisfaction and achievement from their roles
- may feel poorly adjusted - both socially and professionally
- has doubts that their professional contributions are meaningful
- lack of personal fulfillment indicates the person may be dependent on other people (relationships), social status, power, money, or find relief in substances like alcohol or drugs

HIGH SCORE WITH AN UNDERVALUATION BIAS

When the number is high (8.0 or greater), the person identifies with his or her professional role and also has harmony between professional and personal life.

A negative bias, however, is evidence that there are problems in one of their main roles that reduce engagement and productivity. The negative bias can also mean that the person does not fully identify with their professional or family roles.

Something is preventing them from being fully engaged in their work or family life. That something may be at work, home or in the interface between the two.

HIGH SCORE WITH AN OVERVALUATION BIAS

The high score indicates keen awareness of the importance of the person's career role. A person with this style sees their roles as something that is well suited for them. In other words, they see their roles as something they need in order to develop more of their own potential. This style also indicates harmony between professional and personal roles. They see everything they do in life fitting together very well. If this is the highest score among the three internal scores, the person has a strong "doing" focus.

LOW SCORE WITH AN UNDERVALUATION BIAS

This style is common among people looking for work. Simply put, they are not happy in their current roles. They are ready for a change. If the score is at or below 5, there is significant role conflict.

LOW SCORE WITH AN OVERVALUATION BIAS

A low overall score indicates a disconnect between job and personal roles. A person with this score is not getting fulfillment from work. This person is either dissatisfied with the job or is having personal problems. The positive bias indicates an eagerness to find harmony in their work and the willingness to work toward reasonable solutions. The positive bias may also signify a person who may be searching for a better job fit or striving to improve family support and morale.

Self Direction

↑ OVERVALUE

- has clear sense of direction and strongly identifies with it
- focused on future objectives for positive self development and growth
- high level of energy, ambition and ego-drive
- has strong, clear mental image of self
- desires to advance career
- persistent and determined to achieve goals
- self-assured and confident
- tends to be conscientious, reliable and punctual
- may be stubborn and inflexible
- highly assertive - can assert their will and authority over others
- may come across as “it’s my way or the highway”
- thinks highly of self and their adopted belief system
- has definite rules and moral code to live by
- strong in self organization and self discipline
- always looking ahead, optimistically
- envisions brighter future
- may overemphasize reaching final destination, vs. enjoying the journey

○ BALANCED

- may be uncertain concerning future goals and how to best pursue them
- may be so focused on what they are doing in the present, that their future is placed in suspension
- may lack clarity about who they want to become or where they want to be
- may be leaving future open to capture best opportunity
- likely open-minded and flexible

- may lack clear standards and principles, or allow self to bend their own rules
- may be highly disciplined at times, and not at all on other occasions
- may be undecided about what to pursue
- may lack clear positive goals that they really want to achieve

↓ UNDERVALUE

- may lack a clear sense of direction
- lacks focus on how to best pursue future growth and development
- low level of energy, ambition and ego-drive, due to lack of clear target or goal
- lacks strong, clear mental image of self
- may not desire to advance career
- lacks persistence and determination to achieve goals
- may be too open-minded and flexible; may suffer from decidophobia
- can be easily influenced, molded or manipulated by others
- have difficulty asserting their will and authority over others
- may lack definite rules or a moral code to live by
- may lack self organization and discipline
- has difficulty envisioning brighter future
- may have vague or conflicting goals
- may be confused, impulsive, and have hard time following through
- may have difficulty keeping appointments or meeting schedules
- may have negative image of themselves, and feel directionless, lost or fearful

HIGH SCORE WITH AN UNDERVALUATION BIAS

This person imagines a great future but does not see how to make it a reality. In other words, their future remains a dream of sorts. For example, people with this combination may dream of wealth and riches or better and more rewarding relationships, but they do not have a realistic plan for bringing it about in the present. The negative bias indicates that their moral code may, perhaps, be subject to change with the circumstances - a situational view where whatever actions they may take are justified.

HIGH SCORE WITH AN OVERVALUATION BIAS

They have a fairly clear sense of self-direction. The higher the score, the clearer the person sees their own future. They know where they are and where they are headed. Some people have a compelling desire to bring the envisioned future into the present. For example, if a young man or woman says, “I am going to win the Nobel Prize for chemistry,” there is no question about how they are going to spend their time. They will be doing experiments and researching all the articles they can find, tirelessly, thinking about it every waking moment. The positive bias indicates the person embraces their self-concept and strongly identifies with it. This combination is desirable for direct sales and for management positions of any kind.

LOW SCORE WITH AN UNDERVALUATION BIAS

Most people with this combination will suffer from a general lack of energy and drive toward the future. For them, the future is very unclear and is accompanied by fear.

LOW SCORE WITH AN OVERVALUATION BIAS

This combination is often seen among those looking for a different, better job. It is rather common to lose perspective on self-direction when one's job-future is unclear. People with this combination do not have a stable self concept because they know it may have to change to conform to a new job. The positive bias indicates eagerness and enthusiasm about the future, but the picture of the future is vague and uncertain. They need to clarify their future and work on bringing the picture of the future into clear focus. Once the picture becomes clear, the pathway to get there emerges.



THE BROOKS GROUP

BIAS PATTERNS

Section 7

External Emotional Orientations & Biases

A person's ability to mentally discern value in the world around them also reflects their emotional attitude, the quality of their involvement with external reality, in three dimensions. For each clarity score, there are twenty logical formations that reflect **emotional bias** or conditioning. Repeated instances of “feeling good” or “feeling bad” about something over time often establishes a prejudice or bias. An axiological bias is called a “valence” in formal value science and reflects the emotional side of social programming. In practical and business contexts, this is an emotional bias. The following 23 bias formations are arranged in stages of progressive value harmony with the world. The range is from the stage of least involvement, the “detached” formation, to the stage of greatest involvement, the “peacemaker” formation.

The emotional bias formations are derived from a person's over- or under-valuations of the profile items in each dimension of the Personal Skills. Each of the core six dimensions on the Dimensional Relation page includes a neutral, positive, or negative emotional bias. A **neutral** symbol (0) indicates that all items in that dimension were ranked in their correct position or very close to it. When there are a relatively equal number of over- and under-valuations, the valence or bias is still considered “neutral”. A **positive bias**, indicated by an arrow pointing upward, is a result of too many overvaluations in any given dimension, and reflects an overly positive attitude, or excessive involvement within that dimension. A **negative bias**, indicated by a downward arrow, reflects too many under-valuations, which may interfere with objective judgment. This reflects a person's negative attitude, emotional distance from, or lack of involvement in that dimension.

Note: All emotional bias patterns are qualified by, and must be placed in the context of how high or low the clarity scores are for each dimension. A very high clarity score is biased toward a neutral orientation, which includes a slight positive or negative tendency. Low or weak clarity scores are more likely to show a bias toward the negative. This is one of the direct causes of weaker scores. Each individual is unique and different, and everyone develops varying tendencies to see people, things and systems in a positive, neutral or negative way.

External Emotional Bias Pattern 1: “Detached”

SYMBOL CODE: (I↓, E↓, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Detached” Description:

This pattern indicates that the person’s current emotional bias is somewhat negative in all dimensions. This is not an uncommon emotional bias pattern in employees, even high-level executives, who have recently experienced some kind of total culture shock; e.g. being uprooted or in transition from a position, company, and/or country where they felt successful, comfortable, and considered themselves a valuable, contributing member whose work efforts and contributions were recognized and rewarded. Now they may be in transition, or in a new work environment, with potentially unfamiliar social norms and conventions, new colleagues, co-workers, and superiors, a new set of responsibilities, performance standards & policies, and due to moving, few or no close friends or family in the area.

It is also possible, that [he/she] feels that others don’t or won’t properly understand or value them, and as a consequence, maintains a degree of emotional distance from others and forming relationships on the personal level. [He/she] may be fearful of getting too close to others because [he/she] has been hurt in the past, or [he/she] may purposely establish a distance between [him/herself] and others to come across as more objective and professional. This may also indicate that [he/she] lacks sensitivity and empathy for others, and may have difficulty listening to others well.

[He/she] also has a negative view of the external professional/social world, which may reflect impatience with practical tasks and work processes and the time it takes others (or [him/herself]) to get things done. This can also indicate a degree of unconventionality, and lack of the desire to “keep up with the Jones’s” in the sense of gaining social status or acquiring more material things. It is also possible that [he/she] currently feels a general sense of social or professional alienation, and that [he/she] tends to focus more on problems vs. solutions. [He/she] may lack persuasive, clear communications skills, and [he/she] may tend to be introverted, or an under-socializer. In a management position, this indicates that [he/she] prefers to delegate routine responsibilities to others, and may tend to use a corrective vs. preventive approach. In sales, this indicates that [he/she] may lack the product knowledge, the persuasive communication skills, or the patience with the sales process necessary to sell in certain environments.

[He/she] also has a negative view of organizations and systems – structural and organizing reality. This may indicate that [he/she] is highly independent, a maverick or free spirit, and a very creative thinker. On the other hand, this could also indicate a fear of or resistance to authority figures, and that [he/she] feels rebellious against established authority and complying with established laws, policies & procedures. [He/she] may even feel [he/she] has been treated unfairly by past authority figures or the system. This overall pattern may express a generalized negativity toward and disconnection or detachment from the world.

External Emotional Bias Pattern 2: “Vigilant”

SYMBOL CODE: (I↓, E↓, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Vigilant” Description:

This is a common pattern that indicates the person’s current emotional bias is negative in two dimensions: empathetic outlook and practical thinking, and positive in the systems judgment dimension. This means [he/she] highly values structure and order, and desires clear plans, well-organized schedules, and systems that contribute to achieving results efficiently. [He/she] identifies with [his/her] company or organization, and feels a sense of belonging because [he/she] shares its vision and plan for the future, and feels that [he/she] is a valued and contributing member of it. [He/she] will do [his/her] best to work up to or exceed performance standards, and [he/she] is very cooperative when it comes to doing things the company way, or by the book. [He/she] enjoys and relies on system and order and this shows that [he/she] is a person who guards or watches to keep or maintain control. [His/her] temperament could be interpreted as a “true believer” because [he/she] may become very dogmatic about the order or structure that [he/she] supports. In extreme cases [he/she] could even have blind loyalty toward [his/her] preferred order or system, and become dependent on its rules to guide [his/her] own behavior. In a sales context, [he/she] tends to maintain a degree of emotional distance from others on the personal level, and may become impatient with details of the sales process, while [he/she] tries to meet or exceed quotas. In a management context, [he/she] also maintains a degree of emotional distance from others personally, because this enables [him/her] to come across more professionally, and to better enforce [his/her] own authority, established policies and rules, and to keep things on track. [He/she] may also be quite results-oriented, and become perfectionistic or demanding under stress.

The negative bias under empathetic outlook indicates that [he/she] may purposely establish a distance between [him/herself] and others to come across as more objective and professional. This may also indicate that [he/she] lacks sensitivity and empathy for others, and may have difficulty listening to others well. [He/she] may even be fearful of getting too close to others because [he/she] has been hurt in the past. [He/she] also has a negative view of the external professional/social world, which may reflect [his/her] impatience with tasks and work processes and the time it takes others (or [him/herself]) to get things done. This can indicate a corrective vs. preventive focus,

or a lack of follow-up on delegated responsibilities. [He/she] may have difficulty clearly seeing or communicating the step-by-step process necessary to get the results [he/she] wants. In stressful situation [he/she] could become quite dogmatic toward having things done “the right way”, even at the expense of people and/or objective work deadlines. However, [he/she] normally prefers to have definite structure, clearly laid out duties & plans, and a strong desire to comply with all rules.

External Emotional Bias Pattern 3: “Reactive”

SYMBOL CODE: (I↓, E↓, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Reactive” Description:

This pattern indicates the person has a tendency to react to their experience of external system and order. Due to [his/her] somewhat negative views in the people and practical tasks dimensions, [he/she] may respond to the perception of authority in stronger ways. Generally speaking, [he/she] has a very balanced or neutral view of the systems dimension, which includes authority figures, laws, rules, structure and organization. Most of the time, [he/she] neither over or undervalues the systems dimension, but sees it quite objectively.

Together with a high clarity score in systems judgment, [he/she] appreciates structure, planning and organization, and can objectively and effectively evaluate what may be the best ideas, plans, systems, organizational structure, or policy to establish and implement. [He/she] has a clear and appropriate understanding of the need for systems, but if sudden system or authority changes occur, [he/she] may “react” by becoming overly dependent on them, or by rebelling against them. Some people may develop an acute fear of responding, and tend to be passive or non-responsive to systems changes in their environment. [His/her] negative bias in the people dimension indicates that [he/she] prefers not to get overly involved with others on a personal level, or [he/she] may fear getting too close to others. [He/she] may also have difficulty listening to others well and communicating with them clearly.

[He/she] also has a negative view of the professional/social context, which could indicate that [he/she] may be unconventional, or disinterested in acquiring greater social status or material possessions.

In a management or sales context, this may mean that [he/she] tends to focus more on problems than solutions, with a corrective versus a preventive approach. This can also reflect [his/her] impatience with practical tasks and work processes, and the time it takes others or [him/herself] to get things done.

Overall, [he/she] is someone who is systemically flexible, and generally able to maintain control of a situation in order to achieve [his/her] objectives. Combined with a high clarity score in systems judgment, [he/she] appreciates structure, planning and organization and has an open and objective attitude toward authority. [He/she] will enforce [his/her] own authority in a balanced way, and demonstrates genuine willingness to cooperate. Coupled with a lower clarity score in systems judgment, [he/she] will likely demonstrate a lower level of versatility in this dimension, and may suddenly over-react positively or negatively to new superiors, plans, or policy changes. Taking a somewhat more positive perspective of personal relationships and the need for practicality and concrete deadlines, (even at the cost of doing it perfectly) may be rewarding for [him/her].

External Emotional Bias Pattern 4: “Merchant”

SYMBOL CODE: (I↓, E↑, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Merchant” Description:

This person’s current emotional bias reflects a strong, positive attitude toward and engagement with the social and/or professional dimension of the world. [He/she] views the world in terms of things and their comparative use, function and value, and sees the work process as practical tasks to be completed. [He/she] tends to be a “doer” or a team player who is very productive and responsive to fulfilling tasks or projects. [He/she] tends to get very focused on whatever [he/she] is doing, sometimes to the point of ignoring interruptions or disturbances. This is a very effective sales style, due to [his/her] enjoyment of social and professional involvement, and [his/her] positive, persuasive communication skills. [He/she] tends to have a “solutions” focus and generally looks on the brighter side of things. [He/she] is socially and professionally adept, especially when combined with a high clarity score in practical thinking, and has little or no fear of buyer resistance or rejection, but focuses on making the sale, or getting the practical task at hand done.

[His/her] somewhat negative bias toward people (empathetic outlook) reflects [his/her] preference for social and professional, versus close personal relationships. [He/she] may not be as sensitive, or listen to others as well as, [he/she] could, but maintaining a degree of emotional distance enables [him/her] to persuade, motivate or manipulate others very well. [His/her] negative bias in the systems dimension reflects [his/her] desire for independence. [He/she] enjoys having “free reign” versus conforming to rules, established policies, authority figures, etc. [He/she] may lack appreciation for structure and order, and is willing to bend the rules to meet [his/her] practical objective.

[He/she] may overvalue certain professional or social norms, like meeting short-term practical objectives, getting quick results, even at the expense of long-term plans or the big picture, or gaining social status and acquiring more material possessions.

Overall, the combination of [his/her] biases suggests [he/she] may be ideally suited for sales, or any position that requires a strong practical or social focus, with a lack of close supervision or direction, independent thinking, and persuading others to do something specific, or getting it done [him/herself].

[He/she] could benefit from making a conscious effort to become more sensitive and involved with at least a few special people; working to develop a better balance between telling/selling and listening; and by remembering that “systems” (e.g. keeping up with paperwork) can be a concrete example of [his/her] professional or social success.

External Emotional Bias Pattern 5: “Conformist”

SYMBOL CODE: (I↓, E↑, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Conformist” Description:

This person’s current emotional bias shows that [he/she] prefers social or professional relationships to close, personal ones. [He/she] has a high level of appreciation for the practical and systemic or structuring dimensions of life, and as a consequence, [he/she] tends to overvalue and engage [him/herself] quite fully in those dimensions. [He/she] relates very well to co-workers, and clients because [he/she] is socially and professionally adept, and possesses very good communication skills. [He/she] enjoys conforming to a professional standard or social norm, and tends to be cooperative and responsive to authority figures, and the organization or systems [he/she] works with. [He/she] tends to be respectful and takes directives well, and is also persistent and focused on the task at hand. Quality is very important to [him/her].

[His/her] somewhat negative bias toward people (empathetic outlook) indicates that [he/she] may have the tendency to look at others as part of a team, project, elements of the company, or “parts of the whole” rather than seeing them as unique individuals. [He/she] prefers to maintain a degree of emotional distance from others on the personal level. Although [he/she] may not be as sensitive, or listen to others as well as [he/she] could, this quality enables [him/her] to motivate others to perform well, and to come across as professional and efficient.

This pattern combined with a high clarity score in practical thinking and systems judgment means [he/she] works hard to do things well and correctly, and to complete tasks or projects on time, according to specific guidelines. [He/she] is willing to do things the company way, and identifies personally with [his/her] organization and its plan and vision for the future. [He/she] feels a sense of belonging to [his/her] work group or team, and thinks of [him/herself] as a contributing and recognized member of the company.

It is not difficult for [him/her] to focus on the big picture, or the desired goal or result, as well as the details of the process necessary to achieve those results. [He/she] can be very good at turning ideas or concepts into action, and has very good communication skills. A high clarity score in practical thinking together with the positive bias in this

dimension indicates that [he/she] understands [his/her] job – what to do and how to do it, and can also learn new things quickly. [His/her] attention to detail helps [him/her] avoid or correct errors and omissions in the work process.

With lower clarity scores, [he/she] may tend to oversocialize or talk too much, and may be viewed by others as a brown-noser toward authority figures. [He/she] may become too reliant on others to give [him/her] directives, and may become rule-bound, or put too much control in the hands of authority, without taking [his/her] own initiative. [He/she] may be quite conventional, and place too much value on gaining social status and material possessions. [He/she] could benefit from consciously focusing on how important and fulfilling a close, enduring interpersonal relationship can be, and by trying to develop greater sensitivity to others and their needs.

External Emotional Bias Pattern 6: “Operator”

SYMBOL CODE: (I↓, E↑, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Operator” Description:

This emotional bias reflects a person who tends to focus all of [his/her] energy on the job objective or [his/her] professional and personal roles. People with a positive bias in the extrinsic dimension are practitioners of all kinds, individuals who have mastered the detail of how certain things work, and who understand what to do and how to do it. [He/she] has a strong, positive focus on “doing” or performing [his/her] task or job well, and gets deeply involved in the work process. [He/she] tends to be detail-oriented and has developed the habit of seeing the individual trees (micro focus) versus the whole forest (big picture). [He/she] may get so involved in what [he/she] is doing, that [he/she] ignores interruptions or disturbances, although [he/she] generally enjoys social and professional interaction. [He/she] is a good problem solver, and tends to be quite responsive to fulfilling tasks and projects on time. Combined with a high clarity score in practical thinking, [his/her] greatest strength is [his/her] capacity to focus all of [his/her] attention on the task at hand, and to get the job done. It is easy for [him/her] to learn a new process, and [he/she] is also very good at comparing different things or options, and choosing what would work best practically. [He/she] also has good communications skills, and can be very persuasive in convincing others to agree with [his/her] point of view, or [his/her] plan for action. [His/her] somewhat negative bias toward people (empathetic outlook) reflects a degree of emotional distance from others on the personal level, which likely means [he/she] is not always as sensitive and/or doesn’t listen as well as [he/she] could. This is probably due to [his/her] strong practical focus on the task at hand. [He/she] doesn’t always pay enough attention to other people or their feelings, especially if they are interrupting something [he/she] is focused on doing. [His/her] neutral attitude in the systems dimension shows [his/her] open, balanced attitude toward authority, and [his/her] capacity to objectively evaluate established policies, potential policy changes, new ideas and plans. [He/she] tends to look at people and systems in the practical sense, judging whether people are performing their roles or functions well, and whether ideas, plans and systems are practical enough to work out in reality. [He/she] enjoys interacting with other people who share [his/her] interests or chosen activities, but [he/she] does not want other people or “rules” to get in the way of getting things done. In [his/her] opinion, rules and policies should be used as flexible guidelines.

When combined with a high clarity score in systems judgment, [he/she] has a reasonable, objective attitude toward authority, as well as the capacity to work equally well under supervision (as long as [his/her] workflow is not disrupted), or on [his/her] own. [He/she] tends to enjoy social status and material possessions, and can strike a good balance between following the rules and bending them when necessary. [His/her] potential over-involvement in the social/professional dimension could cause [him/her] to miss out on the intrinsic richness of interpersonal relationships and values, but this can easily be corrected, or brought into balance by making a conscious effort to develop greater sensitivity to the individuality and needs of others.

External Emotional Bias Pattern 7: “Skeptic”

SYMBOL CODE: (I↓, EO, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Skeptic” Description:

This person’s current emotional bias reflects a neutral, though somewhat cautious resistance to involvement with [his/her] immediate external environment. [He/she] has a neutral, balanced attitude in the extrinsic dimension, which indicates that [he/she] has reached a level of harmony or comfort with the practical-social-professional aspect of life. [He/she] has the capacity to clearly focus on what needs to be done to achieve practical success in [his/her] work role, because [he/she] neither over nor undervalues the importance of the job objective. For [him/her], the extrinsic is the primary perspective that [he/she] feels comfortable with. This covers practical and social reality, including the world of tangible things and processes, features, functions, and performance. With a high clarity score, [he/she] is well attuned to social norms, how people look, what roles they play in society, their social status, etc. [He/she] is also good at putting various things together to make or produce something. [He/she] is resourceful and conscious of the time it takes to get something done, and is also quite good at making comparisons, objectively weighing pros and cons, and judging what is best in the practical sense. [He/she] does not mind interacting with others socially or professionally, but does not have a desire to get too close to or personal with others. [He/she] also tends to be an independent thinker, and likely has some aversion to organization, systems, and authority figures. In [his/her] opinion, rules and policies should not interfere with [his/her] chosen goals or activities.

In general, [he/she] tends to live through job or family roles, while maintaining an emotional distance from others on the personal level, and with a negative attitude toward systems, indicating some degree of independence or resistance to authority. [His/her] negative view of the intrinsic (People) and systems dimensions could motivate [him/her] to avoid highly structured environments in favor of loose structure and organization or an environment that demands flexibility and change. [He/she] may not value people as uniquely important as they really are, preferring instead to relate to them on a more distant, professional basis, as “co-workers” versus “colleagues” or “friends”. This also indicates that [he/she] may lack sensitivity to others and their feelings, and may not always listen as well as [he/she] could. A person with this pattern tends to be skeptical in the sense of questioning others’ talents, as well as authority figures and the systems and set of rules and policies they try to enforce.

[He/she] could benefit from developing better listening skills, by asking others more open-ended questions (those that require more than a simple yes or no answer), and listening carefully to their responses – not only for content, but for how they feel as well. [He/she] should practice asking others for input or feedback and clarify what [he/she] heard before responding [him/herself]. This will make [him/her] come across as more sensitive and caring, build better and closer relationships with others, and help avoid potential misunderstandings. [He/she] could also improve [his/her] relationship with authority figures by asking for the rationale behind rules, plans and policies. Once [he/she] is clear about why they exist, [he/she] should be able to better identify with and implement them.

External Emotional Bias Pattern 8: “Mastermind”

SYMBOL CODE: (I↓, EO, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Mastermind” Description:

This is a common emotional bias pattern which reflects the quality of valuation usually found in scientists and system investigators of all sorts. [His/her] perspective of the systems dimension reflects [his/her] preference for formal guidance from clear, established standards, authority figures, or existing structures of some kind (e.g. rules, procedures, systems, policies, etc). [He/she] demonstrates willingness to conform to systems and order and cooperates with authority figures. This person enjoys and overvalues structure and order, and will try to work up to or exceed performance standards. [He/she] is first a thinker, and then a doer, and has achieved an objective balance in the extrinsic (social/practical/professional) dimension. This indicates that [he/she] can work well with others, and tends to be objective with respect to the work process or the task at hand. [He/she] doesn't put too much or too little emphasis on practical tasks or projects that are job-related, but applies the right degree of objective attention to getting results, without becoming obsessed by them. [He/she] is good at classifying and comparing things, processes, events and anything tangible. [His/her] negative bias in the intrinsic dimension (people) reflects a lower preference for close emotional involvement with others, and [he/she] may have a fear of losing [him/herself] or [his/her] objectivity in the process of growing close to others. [He/she] has a tendency to view others as 'part of the plan' or elements of the company or system, rather than seeing them as unique individuals with personal needs, desires and goals of their own.

Combined with a high clarity score in systems judgment, [he/she] has excellent thinking, learning and planning skills, and enjoys discovering the underlying structure or system of what makes things work. [He/she] likes to do things according to plan or by the book, and prefers to solve problems according to the system of logic or rules that best apply to the situation. [He/she] is also very good at following directions and organizing projects, and can also take the lead [him/herself], because [he/she] doesn't mind being directive and enforcing policies and rules. In a sales or management context, [he/she] can become quite results-oriented and demanding if under pressure or deadlines. If [he/she] is in control of [his/her] own projects, [he/she] likes the freedom of making [his/her] own decisions.

[He/she] tends to overvalue and gets very involved in organizing or systematizing the big picture or the plan, and feels that [he/she] will be successful as long as [he/she] plans well and exercises strict organization and discipline. This suggests that [he/she] views other people and external events and activities as part of an overarching system. [He/she] could most benefit from working toward a better balance between how highly [he/she] values systems and getting the job done well and on time, and the lower emphasis [he/she] puts on interpersonal relationships. [He/she] should ask others for their perspective on the situation, and keep an open mind, while listening to their responses carefully, without judgment. [He/she] also needs to check for understanding, to ensure clear communication on all sides. This will help [him/her] develop more sensitivity to others' needs and their point of view, and make [him/her] come across as a more caring individual.

External Emotional Bias Pattern 9: “Journalist”

SYMBOL CODE: (I↓, EO, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Journalist” Description:

This emotional bias pattern reflects a person who maintains a degree of emotional distance from people on the personal level, while maintaining a well-balanced, neutral view of the professional/social world and its underlying system and order. Newsmakers and reporters often develop this attitude due to the demand for objectivity in their profession. A person with this pattern would make a good researcher or journalist because they have the capacity to present the facts or describe events exactly and directly as they occur, without attempting an interpretation or putting a ‘spin’ on things. [His/her] neutral perspective on the extrinsic and systemic dimensions of value reflects [his/her] objective understanding for what is actually happening, and what may need to be changed or improved in the plan or system.

Combined with high clarity scores, [he/she] highly values practical performance and doing [his/her] job well. Although [he/she] tends to ignore the interpersonal perspective to some degree and resists close involvement and relationships with others, [he/she] is most interested in getting things done on schedule and in harmony with the established plan, and this combination takes precedence over [his/her] concern for people. If [he/she] runs into problems in the extrinsic practical area, [he/she] will be resourceful and creative, and attempt to solve the problem [him/herself] rather than asking others for help. [He/she] emphasizes paying full attention and being fully present to the task or activity [he/she] is engaged in, which helps [him/her] avoid or correct mistakes, and [he/she] also keeps their eye on the big picture: working toward the plan or goal [he/she] is trying to reach. [He/she] is also highly detail-oriented and wants to do things right, which means [he/she] usually doesn’t overlook any parts of the process that need to get done. [His/her] social/professional skills are very good, and [he/she] can work well as a group or team member, or independently, but personal concern for others tends to be secondary to getting the job done well and on time. This indicates [he/she] is more of a thinker and doer than a feeler. Due to the journalist’s neutral and open attitude toward authority, and capacity to objectively evaluate ideas, plans and theories, [he/she] will also enforce their own authority in a balanced, objective way. [He/she] is good at adapting to system and policy changes, plans or new superiors. [His/her] objective understanding of the work process indicates that [he/she] is good at weighing the pros

and cons of a situation, and has developed equal sensitivity to social and professional sufficiency and deficiency.

In general, people who develop this emotional bias pattern as their primary coping preference live and work on an overly objective, somewhat impersonal level. [He/she] works well with others professionally and objectively communicates well with co-workers, clients and superiors, but often maintains [his/her] professionalism at the expense of personal emotions and relationships. [He/she] could benefit from being more open to involvement in the intrinsic dimension, which includes demonstrating more sensitivity to others as unique, special individuals, asking for their perspective, and listening to them with care. This process will make [him/her] come across to others as a more tactful, diplomatic and sensitive person who cares about them and their needs.

External Emotional Bias Pattern 10: “Accommodator”

SYMBOL CODE: (I↑, E↓, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Accommodator” Description:

This emotional bias identifies people who possess an accommodating quality of service to humanity, like the “good Samaritan” who helped the man out of the ditch just because he was a human in need. [He/she] overvalues people and close, interpersonal relationships more than anything else in the world. A person with this emotional bias enjoys forming and maintaining close affiliations with others – they rely and depend on their relationships, and tend to support their friends in any situation. At the same time, [he/she] has much lower concern for and lack of involvement with the social/professional and practical work context, and may have an aversion to organization, policies and systems. [He/she] lacks appreciation for structure and order and prefers working outside the established system. [His/her] main concern regarding systems and policies is how they impact the people in the organization. This person’s super positive responsiveness to others is [his/her] primary grip on reality, and [he/she] maintains this anchor point at the expense of value loss in the other two dimensions.

Combined with high clarity scores [his/her] people skills, and [his/her] warmth and concern for others are [his/her] greatest talent. [He/she] understands others well, and tends to be highly empathetic and sensitive to their needs and desires. [He/she] treats each individual as unique and special, and is always willing to help and go the extra mile. [His/her] excellent listening skills and natural harmony with others makes [him/her] a responsive helpful friend and team player. Accommodators are usually well-liked by others, because they are extremely obliging and considerate; they are good at resolving conflicts between people by pointing out the common good or denominator that results in a win-win solution. [His/her] talents are well-suited for any kind of job that involves frequent and direct interaction with people, because [he/she] cares about quality and service, and wants others to feel happy and satisfied. [He/she] is a natural for customer service or trouble-shooting positions, because [his/her] focus is to ensure customer satisfaction. [He/she] could also excel in certain sales contexts, like retail or real estate, but in a management context, [he/she] may not do as well. This is because [his/her] major weakness is objectivity, because [he/she] has the tendency to be forgiving, give others the benefit of the doubt, and allows others to take unfair advantage of [his/her] good nature and time. [His/her] negative bias in the extrinsic and systemic dimensions

indicates [he/she] puts much less emphasis on practicality and on systems, rules and established policies/procedures. This could have a negative impact on [his/her] ability to organize [his/her] own time efficiently, because [he/she] always puts others and their needs first. This makes it difficult to be accountable for and effectively manage, lead and discipline others. [He/she] has difficulty enforcing [his/her] own authority, and [he/she] tries hard to avoid conflict with others. [He/she] could most benefit from a better balance between overvaluing others, and undervaluing practical and structural/systems aspects in the world. A good way to do this is to put more emphasis on harmonizing individual needs and goals with practical and organizational needs and goals. To avoid stress, [he/she] could benefit from being more assertive and practice saying no to others, unless [he/she] objectively has the time and inclination to help them.

External Emotional Bias Pattern 11: “Reformer”

SYMBOL CODE: (I↑, E↓, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Reformer” Description:

This pattern reflects a person who has very high concern for others, and a strong acceptance of and conformity to the established rules, standards, or system [he/she] has adopted. [He/she] overvalues both the intrinsic (People) dimension and the systems dimension, while undervaluing the extrinsic (practical tasks) dimension, which includes the social/professional context. [He/she] places more emphasis on building trust and rapport, and establishing close personal relationships with others, as well as getting things done according to plan, or by the rules than [he/she] puts on practical work detail, or conforming to social convention. [He/she] prefers working with people in a structured environment, as opposed to solitary work or working in an unstructured atmosphere. [He/she] also has the capacity to convert others to [his/her] way of thinking, and enjoys doing so.

With Higher Clarity Scores:

Intrinsically, this person

- prefers and enjoys personal versus strictly professional or superficial social relationships
- tends to be sensitive, warm and responsive to others
- sees others as unique individuals
- is good at building trust and personal rapport
- desires to please and help others
- listens to others well
- tends to give others the benefit of the doubt

Extrinsically, this person

- may be more of a delegator than a doer
- may be results-focused and lack process-orientation
- may be impatient with the time it takes to complete tasks

- expects and allows interruptions or disturbances
- may be a social non-conformist
- may be somewhat corrective
- may undervalue social status and/or professional norms

Systemically, this person

- enjoys and desires structure and order
- identifies personally with the organization and its plan/vision
- will try to work up to or exceed performance standards
- will do things the company way, or by the book
- enforces [his/her] own authority well
- may be somewhat perfectionistic

With Lower Clarity Scores:

Intrinsically, this person

- has a strong desire to be close to others
- wants others to trust and like them
- may get over-involved with others
- may be too trusting, forgiving or accommodating
- may overvalue others' strengths and overlook weaknesses
- may have unrealistic expectations of others
- may give others too much power and control

Extrinsically, this person

- may struggle with implementing practical processes
- may prefer to avoid social and professional involvement – a non-conformist
- may be reluctant to fully engage in the work process, or hurries through it
- has difficulty staying on-task and may lack persistence
- tends to look on the negative side of things – problem focus

- may lack persuasive communications skills
- may be introverted or tends to under-socialize
- may become frustrated, reactive or judgmental if under stress

Systemically, this person

- is organization and systems-reliant
- is compliant or submissive to established policies or authority
- may become rule-bound
- may have “blind faith” in their chosen system
- may put too much control in the hands of authority
- may have difficulty taking initiative or thinking outside the box
- strictly enforces own authority and belief system
- may be highly perfectionistic and results-demanding

Development Opportunity:

This person could benefit from paying more attention to practical matters, with a stronger focus on process-production work – the little details of the big plan. This includes the step-by-step process and details of any task, job or activity [he/she] may be engaged in. [He/she] has a tendency to focus on the results or goals [he/she] wants to achieve, and if [he/she] practices shifting [his/her] focus to the steps or process it will take to get the results [he/she] wants, [he/she] will do things better. [He/she] could also benefit from developing a solutions-focus, allowing less disturbances and interruptions of [his/her] workflow to stay focused on the task at hand, delegating more work detail to competent others (if possible), following up on a regular basis, and developing more patience with the process it takes to get things done.

External Emotional Bias Pattern 12: “Benevolent”

SYMBOL CODE: (I↑, E↓, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Benevolent” Description:

This emotional bias characterizes people with a high level of preference for involvement with others on the personal level, and a lower desire for involving themselves with routine work detail or social convention. [He/she] tends to be gentle and softhearted, with a high level of empathy and sensitivity to others & their needs. [His/her] neutral balance in the systemic dimension reflects equilibrium between the positive and negative aspects of authority, structure, rules, and systems. This indicates that [he/she] will evaluate established policies, rules, ideas and plans objectively, accurately judging their effectiveness. [He/she] does not blindly adhere to established rules and policies, but tends to view them in terms of how they impact people.

Combined with high clarity scores [his/her] people skills, and [his/her] warmth and concern for others are [his/her] greatest talent. [He/she] understands others well, and tends to be a positive judge of others’ talents and skills. [He/she] treats each individual as unique and special, and is always willing to help others. [His/her] excellent listening skills and natural harmony with others makes [him/her] a responsive helpful friend and team player. [He/she] has a kind disposition, and wants to promote the welfare and happiness of others. Due to [his/her] acts of kindness and generosity, [he/she] is well-liked by others. [His/her] talents are well-suited for any kind of job that involves frequent and direct interaction with people, because [he/she] cares about quality and service, and tries to ensure customer satisfaction. [His/her] negative view of the external, social/professional context may reflect impatience with practical tasks and work processes and the time it takes others, or [him/herself] to get things done. In a management context, this indicates that [he/she] prefers to delegate routine responsibilities or detail work to others, and tends to have a stronger focus on getting results versus actually doing the step-by-step process. [He/she] understands the need for organization, planning and structure, but tends to be versatile and flexible, i.e. doesn’t insist that things are done [his/her] way or the company way.

With lower clarity scores, [he/she] may get overly involved with others, and in business, may overvalue others’ strengths while overlooking their weaknesses. If [he/she] is overly trusting of others, [he/she] may develop unrealistic expectations, due to having an overly positive image of others and what they can do. Since [he/she] dislikes conflict

or confrontation, it may be difficult for [him/her] to discipline others and enforce their authority. [He/she] may also have a lower degree of versatility in the systemic area, in the sense that [he/she] may suddenly over-react positively or negatively to new superiors, plans or policy changes.

This person could benefit from paying more attention to practical matters, with a stronger focus on the process and details of any task, job or activity. Shifting [his/her] focus to the steps or process it will take to get the results [he/she] wants, will help [him/her] avoid errors. [He/she] could also benefit from developing a solutions-focus, allowing less disturbances and interruptions of [his/her] workflow to stay focused on the task at hand, delegating more work detail to competent others (if possible), following up on a regular basis, and developing more patience with the process it takes to get things done.

External Emotional Bias Pattern 13: “Facilitator”

SYMBOL CODE: (I↑, E↑, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Facilitator” Description:

This emotional bias characterizes a person who overvalues people and practical tasks and activities, including social and professional interaction. [He/she] enjoys having close personal relationships with others, and is also socially adept – a good listener and communicator. [He/she] likes being part of the process of getting things done together with others, which indicates [he/she] is a good team player. [He/she] has a high level of empathy and sensitivity to others & their needs, and enjoys teaching and helping others, showing them how to do things for their own sake. [His/her] negative attitude in the systemic dimension reflects an undervaluation and a lack of desire to get involved with authority figures, structure, rules and systems. [He/she] generally does not enjoy working under direct supervision, and prefers casual leadership that gives [him/her] independence, and decision-making power. [He/she] prefers to be the one supervising rather than the one supervised. [His/her] view of the people and tasks dimensions indicate that [he/she] places more importance on involvement with other's needs and the practical needs of the work or social process, than on the rules that govern both.

Combined with high clarity scores, [he/she] is sensitive, warm and excellent at building trust and personal rapport. [He/she] has a concentrated focus on whatever tasks or activities need to be done, and pays good attention to the details or process of the project, which helps [him/her] avoid or correct mistakes. [He/she] is good at seeing the practical side of things, evaluating the pros and cons of each situation, and has very good communications skills. If [he/she] enjoys a task or process, it is easy for [him/her] to learn it. [He/she] also excels at teamwork or any group effort. [His/her] high concern for others for their own sake focuses [him/her] on giving performance power to others, even if it is at the expense of the system. [He/she] has a negative attitude toward systems, which include laws, policies, standards, plans, and rules that exist in the work environment. [He/she] believes that learning and knowledge are always useful and beneficial, but rules and policies should serve the public good, and [he/she] tends to view them as flexible guidelines, versus being set in stone. [He/she] is an independent thinker and may be highly creative. In a management context, this person sees themselves as “one of the guys or the team”, and may not act like a manager. In a sales context, a person with this pattern should do very well in building both professional and

personal rapport, being persuasive, and closing the sale, even if that means bending or breaking the rules to meet the needs of the prospect or customer.

With lower clarity scores, [he/she] may tend to over-socialize or over-perform, without paying sufficient attention to the structural foundation or systemic context of the company [he/she] is working in. [He/she] may also be too trusting and get overly involved with others personally, giving those they care about too much power and control. [He/she] could benefit from developing clear, two-way communication with authority figures, asking them to explain the reason behind certain rules or policies, to better understand and implement them. Realizing that organization, structure, rules and systems are the foundation for building higher values should help [him/her] reach a better balance among all dimensions.

External Emotional Bias Pattern 14: “Collaborator”

SYMBOL CODE: (I↑, EO, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Collaborator” Description:

Collaborators enjoy working jointly with others on given projects or tasks, and tend to maintain a cooperative, helpful attitude when assisting others. They do not mind sharing credit, recognition or even fame with others who have helped them accomplish what they set out to do. A person with this emotional bias tends to be someone who is very involved with people in the business and social context, while being much less concerned about the rules. People with this value temperament are good friends and companions, as well as excellent teammates and coworkers. [He/she] overvalues the intrinsic (People) dimension to some degree, which could result in [his/her] investing more time and effort in establishing and maintaining close personal relationships, than on getting things done. [He/she] usually maintains a neutral, balanced perspective with respect to [his/her] professional and personal rules, and is objective and fair when it comes to judging others socially, or in terms of their performance. [He/she] is fairly altruistic, and could be so to a fault sometimes. [His/her] negative view of the systems dimension reveals caution or even contrariness toward established rules and authority. [He/she] may reject formalized relations with others in favor of deeper personal interaction.

Combined with high clarity scores, [he/she] is highly sensitive to the needs and desires of others, and treats each individual as unique and special. [He/she] is attentive, listens well, enjoys getting quite involved with others on the personal level, and is motivated by [his/her] empathy and caring attitude. [His/her] secondary, though neutral/balanced focus is on external tasks, processes, activities and practical thinking. [He/she] is productive and resourceful, and usually makes a good team leader. [He/she] is reliant on [his/her] humanistic orientation, with genuine warmth and concern for others, which is true not only for friends, but for co-workers, peers, and customers as well. [His/her] excellent listening and communication skills together with [his/her] natural harmony with people, makes [him/her] a responsive friend, team player and highly effective co-worker. [He/she] is also good at giving others moral support, and motivating them by encouraging their efforts and ideas. [He/she] is good at maintaining high morale in a team situation, and motivating and encouraging others to do well, with an eye on weighing the pros and cons to best resolve practical problems.

With lower clarity scores, [he/she] may get overly involved with others personally, overvaluing their strengths to the point where they have unrealistic expectations. This can cause [him/her] to be too trusting and forgiving, especially in a professional context, where performance standards and appraisals need to be objective. [He/she] could benefit from working toward a better balance between how highly [he/she] values others and how little [he/she] focuses on the structural and systems aspects in the world. A good way to do this is to put more emphasis on harmonizing individual needs and goals with those of the organization. Learning to follow a plan and understanding the need for and value of laws, policies, rules and order for the benefit of all of society is a starting point. Regular, two-way communication with authority figures will ensure clarity about the objective performance standard for specific jobs or projects that need to be done.

External Emotional Bias Pattern 15: “Independent”

SYMBOL CODE: (IO, E↓, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Independent” Description:

A person with an “independent” emotional bias tends to be somewhat of a non-conformist with respect to established system and order, as well as professional and social convention. This can be viewed in a positive way, because if [he/she] is also creative, [he/she] has the capacity to think outside of the box, and discover new ways of doing things. [He/she] maintains a balanced, objective attitude toward people as individuals. [He/she] tends to be open and accepting of others, and has the ability to see them as they really are. [His/her] somewhat negative view of the extrinsic (Tasks) dimension may result in a lower concern for practical work detail and established social convention, and [his/her] negative attitude toward the systems dimension reflects some dislike for organizations and systems. [He/she] may lack respect for authority and be rebellious at times, or willing to overthrow or tolerate the loss of existing systems of order. [He/she] can be very intuitive and visionary, and very often unconventional.

Combined with high clarity scores, [his/her] neutral intrinsic perspective indicates [he/she] enjoys maintaining open, supportive relationships with others, and demonstrates a sincere and caring attitude. [He/she] does not over or under-empathize with others, but listens to and understands others objectively, perceiving their needs and desires well. [He/she] is an accurate judge of others’ strengths and weaknesses, and, in a management or sales context, this is a valuable quality, because [he/she] will have realistic expectations of others. At the same time, it may be difficult for independents to enforce their own authority in delegating and following up on routine work processes. This is a person who has reached a high level of versatility with respect to their people skills; [he/she] can easily understand and adapt to different types of people. Practically speaking, [he/she] may be more of a delegator than a doer, and may be reluctant to fully engage [him/herself] in the work process. [He/she] may be results-focused and lack process orientation, and may have difficulty staying on task. [He/she] may also hurry through, or be impatient with the time it takes to complete a job. With respect to systems, [he/she] may be a maverick, who lacks appreciation for structure and order, and who may resist complying with established policies. [He/she] does not enjoy following orders given by others, or doing things in routine, specified ways, but enjoys thinking and acting independently, coming up with [his/her] own ideas and finding [his/her] own path.

With lower clarity scores, although [he/she] usually maintains a neutral view of others, [he/she] may have a much lower level of interpersonal versatility, suddenly over-reacting either positively or negatively to others, when under stress. If [he/she] feels that significant others whom they truly care about have turned against them in some way, they tend to depreciate and prefer to avoid social and professional involvement to a much higher degree. They will begin looking on the negative side of things, becoming frustrated, demanding, or even judgmental if demands are high. It would most benefit [him/her] to put more positive emphasis on practicality, systems, and established procedures. This includes developing more open, two-way communication with authority figures, gaining a clearer understanding of the “big picture”, and separating plans or goals into smaller segments; then, working to accomplish them, one step at a time.

External Emotional Bias Pattern 16: “Judge”

SYMBOL CODE: (IO, E↓, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Judge” Description:

This is a common emotional bias, which indicates that [he/she] is someone who relates to the world primarily in terms of established system and order, (e.g., rules, the law). Most of [his/her] energies are focused on making things fit into the established system or organization. [His/her] somewhat negative view of the extrinsic (Tasks) dimension reveals that [he/she] takes a conscious distance from the practical work process and social convention. [His/her] neutral view of the intrinsic (People) dimension reflects balanced objectivity toward other persons. [He/she] is not too trusting or too distant, but strikes a realistic balance when valuing others, without getting overly involved, to ensure that [he/she] makes an objective and accurate decision. This temperament is like that of judges who apply the written law to people with objective fairness.

When combined with high clarity scores, [his/her] strongest, most positive preference is for the structural perspective, with secondary, neutral emphasis on people. [He/she] tends to focus on learning, thinking, and ideas, systems, plans or designs of any established system, in relation to how these systems impact people. [He/she] is good at seeing the big picture or the overall plan of things and how it impacts others, much more clearly than [he/she] sees the step-by-step process it may take to get the results [he/she] wants. [He/she] is a good leader and designer in general, but not necessarily a front-line doer. [He/she] prefers not to delegate it to others. [He/she] believes that honesty is the best policy, and that authority figures, rules and policies should be respected and followed. [He/she] also has high concern for others and is good at building and maintaining loyal relationships. In a sales or management context, [he/she] understands and enjoys forming an authoritative opinion about which plans or ideas to implement to reach future goals. [He/she] has a talent for comparing facts and ideas and generally makes a fair judgment or reaches a well-founded conclusion concerning what action should be taken in any given situation, based on available evidence and careful, critical evaluation. [His/her] people skills enable [him/her] to ask others the right leading questions, to inquire about things without insulting others, and to deliberately and carefully weigh the pros and cons before expressing his critical evaluation or decision. [He/she] tries to ensure that [he/she] has sufficient knowledge or experience to decide on the merits, controversy, point at issue, or conflicts, before making a decision or forming an authoritative opinion.

Combined with lower clarity scores, a person may demonstrate less versatility in the intrinsic dimension, i.e. they may not adapt as easily to different types of people, and may over-react in positive or negative ways toward others, if under stress. [He/she] may also become overly reliant on external structure and order, and become rule-bound, or demonstrate 'blind faith' in their chosen system – this is to protect their investment in the role of being a “visionary” or prophet. They may also become perfectionistic and results-demanding. A person with a “judge” pattern could benefit from paying more attention to social and/or practical matters. This includes the step-by-step process and details of any task, activity or job you may be doing or delegating to others. Shifting [his/her] focus away from the goal or result [he/she] wants to achieve onto the process or steps necessary, will help [him/her] do the job better and achieve the desired result.

External Emotional Bias Pattern 17: “Unconventional”

SYMBOL CODE: (IO, E↓, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Unconventional” Description:

This emotional bias indicates that this is a person who can find humor and irony in social conventions, or in the practical/professional context. [He/she] takes delight in joking with others, though [he/she] may, at times, be misunderstood. [He/she] is able to live life on a lighter note, due to [his/her] disdain for or depreciation of professional norms and social conventions, even to the extent of enjoying a good practical joke. [He/she] accepts others as they are and accepts the established system and order as well. This neutral balance with regard to authority and to other people makes it easier for someone like [him/her] to laugh at life, not taking anything too seriously. Since [he/she] does not over or under-value people and relationships, or systems and rules, [he/she] generally exerts less effort and energy in dealing with both, thus [he/she] experiences less tension or anxiety. [He/she] tends to take a distance from practical/professional details and, with practice, could become much more adaptive with extrinsic detail.

Combined with high clarity scores, [he/she] understands and listens to others objectively. [He/she] accurately evaluates others' strengths & weaknesses, and tends to have realistic expectations of them. [He/she] has the capacity to maintain open and sincere relationships, and has no fear of losing [him/herself] in others. [He/she] has achieved a high level of versatility and adapts easily to different kinds of people. [He/she] also understands the need for laws, policies, rules and order, and has achieved a neutral and objective attitude toward authority. [He/she] appreciates the need for structure, planning and organization, and demonstrates genuine willingness to cooperate and work within systemic guidelines. [He/she] tends to enforce [his/her] own authority in a balanced manner, and is an objective judge of new ideas, plans, policy changes and theories. [He/she] tends to maintain an open mind, and enjoys asking for feedback and learning new things. However, [he/she] may lack a clear, objective understanding of the work process, as well as practical, social and professional norms and conventions.

With lower clarity scores, [he/she] will still maintain a neutral, balanced attitude toward others and is good at building relationships, but may not be as perceptive of others' needs, or as accurate in judging others' strengths & weaknesses. [He/she] may be corrective or reactive more often, especially regarding work processes and professional

tasks, and depreciate social status and/or professional norms to a greater degree. [He/she] enjoys playing the role of a jester or comedian, but if [he/she] lacks clarity in the extrinsic dimension and has a very negative attitude toward it, the person's behavior will be socially clumsy, and [he/she] may be regarded by others as a social or professional misfit. [He/she] could benefit most from applying conscious effort to develop a more positive focus on extrinsic detail. This includes becoming more persistent and focused on the task at hand, engaging [him/herself] more deeply with others on the social/professional level, and viewing [him/herself] as a team member, or part of a group [he/she] values. Paying more attention to the little things, and concentrating on what [he/she] is doing right now, instead of thinking about the past or future will help [him/her] to be more fully present, make less errors, and develop more of a solutions focus concerning practical matters.

External Emotional Bias Pattern 18: “Consultant”

SYMBOL CODE: (IO, E↑, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Consultant” Description:

[He/she] is an action-oriented “doer” who enjoys getting deeply involved in many aspects of the social/professional dimension. [He/she] pays close attention to the details of the activities and tasks [he/she] is engaged in, while maintaining a neutral or balanced emotional bias on the interpersonal perspective. [He/she] prefers social and professional interaction to relating to people as unique individuals, and tends to have an aversion to organizational rules or structure. [His/her] attitude toward the intrinsic (People) dimension is balanced, indicating [he/she] doesn’t over or undervalue people, [he/she] tends to see very well defined structure, plans, systems, rules, and order as a negative thing. [He/she] takes a conscious distance from established rules and authority, and feels that [he/she] is not expected to conform to the rules, but perhaps even to change them relative to the needs of extrinsic function. The important question is “does [his/her] job require [him/her] to conform to rules, or to make independent decisions regarding changing or bending them”? [He/she] can be very creative in the right environment. [He/she] understands people well, and accepts others as they are, with a realistic view of their needs that [he/she] tends to fulfill through [his/her] work or social role(s).

With high clarity scores, this person is a strong team player who values [his/her] relationships highly, objectively values and accepts others, and has a realistic view of their needs. [He/she] understands how things work, has excellent and persuasive communication skills, and as long as [he/she] is interested in a subject, it is easy for [him/her] to learn what to do and how to do it. [He/she] is also good at understanding what it will take to achieve a specific objective or to do well in a certain field or job. [His/her] tendency to get very involved in both practical activities indicates that after [he/she] has learned something, [he/she] is also very good at training or coaching others. The systems perspective holds the least value for [him/her], and [he/she] takes a conscious distance from established rules and authority figures. [He/she] does not have an objective focus on systems, order and discipline, and doesn’t care much about following rules or policies. This reflects a highly independent and creative thinker, who doesn’t like taking directives or orders from someone else, and who may not be getting along well with certain authority figures in [his/her] life.

With lower clarity scores, [he/she] will get overly involved with others socially and professionally, and although they may be socially adept, they may have a tendency to talk more than listen. [He/she] may also feel that [he/she] is not expected to conform to the rules, and tends to be quite resistant to taking directives from others. Entertainers and performers often have this pattern – it is a typical attitude of a “tourist” or guest, who is often excused for their systemic value ignorance. [He/she] could benefit from developing better two-way communication with authority figures, by asking them to explain the reasons behind established policies and procedures, so [he/she] can better understand and implement them. [He/she] should try looking at systemic or bureaucratic detail (like keeping up with paperwork, or adhering to a schedule) as a concrete example of [his/her] success in the professional/social realm.

External Emotional Bias Pattern 19: “Critic”

SYMBOL CODE: (IO, EO, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Critic” Description:

A critic is someone who expresses a reasoned opinion on any issue that involves a judgment of its value, truth, correctness, conduct, etc. People with this emotional bias can be good critics based on their neutral, balanced valuation of other people (intrinsic dimension) and the social/professional world (extrinsic). [He/she] gets along well with others on the personal level, is typically not over or under sympathetic, and generally understands what needs to be done in a practical sense. [He/she] will tend to find ways around, existing systems controls, which are often perceived by [him/her] to be in need of change. [He/she] is very conscientious in [his/her] opposition to established system and order, and exercises careful judgment, objectively weighing the pros and cons of each situation before making a decision. [He/she] also tends to be quite cautious and thoroughly investigates potential systemic deficiencies before joining a cause.

Combined with high clarity scores, [he/she] demonstrates a high level of empathy and sensitivity to people and tends to maintain close and sincere relationships with others, but always in the context of objectivity. [He/she] understands and listens to others objectively, and tends to be a very accurate judge of people’s strengths & weaknesses. Due to [his/her] realistic expectations of others, and [his/her] objective understanding of the practical work process, as well as social and professional norms, [he/she] is very good at placing the right person in the right position. [He/she] has achieved a high level of versatility, and adapts well to different types of people and changing social or professional situations. [He/she] is socially and professional adept, and talented at seeing the practical side of things – weighing the pros and cons of each situation, and striking a good balance between giving praise and recognition when it is well-deserved, or constructive criticism, when appropriate. When it comes to established systems, [he/she] is a very independent and often creative thinker, who may feel somewhat restricted by the organizing structures or policies that are currently in place. A high systemic clarity score reflects [his/her] high level of understanding in that dimension, and indicates that any criticism or objection to current policies, rules or authority figures is likely well-founded. [He/she] is conscientious in their opposition, with a value structure resembling healthy political opposition in a democracy.

With lower clarity scores, [he/she] probably still maintains good, open relationships with others and judges their talents, needs and desires objectively, though [he/she] may not be quite as perceptive. They also have a good understanding of the work process and are good at weighing the pros and cons of practical situations, but their problem-solving ability may not be as well developed, and they may not understand professional and social norms as well as someone with higher clarity scores. In the systemic dimension, [he/she] may come across to others as a constant complainer who finds fault with everything. [He/she] could benefit from gaining a deeper understanding of the foundational need for laws, structure, policies and authority. [He/she] should practice utilizing structure and order in practical ways, like adhering to an objective time schedule, and try to be more cooperative about doing things the company way. Find out the underlying reasons for policies or rules to better identify with them personally.

External Emotional Bias Pattern 20: “Virtuoso”

SYMBOL CODE: (IO, EO, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Virtuoso” Description:

This emotional bias pattern reflects a person who has achieved dynamic balance in all dimensions of value, in relation to the external world. [He/she] has reached a superior level of balanced, objective focus on and involvement in all three dimensions, which allows [him/her] to feel at ease in any situation, whether interpersonal, practical, social, professional, or structured and systemic. [He/she] is free of biases, and tends to be realistic, objective, adaptable, versatile and open to experiencing new people, things, situations, processes, and systems. [He/she] has reached a high awareness level of [his/her] surrounding world and of [him/herself]. This pattern is somewhat unstable and difficult to maintain, and tends to shift as [he/she] realizes more quantitative value. It is similar to a door to new worlds of value, and tends to maintain stability as the person stands in the threshold. Once [he/she] passes through the door, there is a new set of value steps to climb until the door to the next room or story is reached. This becomes an infinite process of upward spiraling value enrichment within [his/her] life world.

With high clarity scores, [he/she] feels as home anywhere in the world, and comfortable in any situation. [He/she] has reached a deep understanding and objective appreciation for people and interpersonal relationships; the practical, social and professional context of the world; as well as the different types of organizing structures and systems that co-exist in the world. [He/she] is not limited or restricted by specific attitudes interests or loyalties, but tends to be open-minded to learning and entertaining new knowledge and ideas, experiencing new people and situations, and trying new activities, even taking risks, without any pre-conceived notions of judgments.

Even with lower clarity scores, [he/she] may not have the depth of understanding and perception of someone with high scores, but still possesses the neutral, balanced appreciation to engage themselves effectively and objectively in all three dimensions; people, performance, and systems. [He/she] maintains an objective understanding of people as unique individuals, of the practical work process, of social and professional interaction, and toward authority and established systems, policies, rules and procedures. [He/she] listens and communicates well with others, and tends to be realistic about their strengths and weaknesses. [He/she] works well with others, is good at solving practical problems, and has achieved a resourceful and consistent

work pattern. [He/she] is also cooperative and respectful toward authority figures, and enforces [his/her] own authority in a balanced way. [He/she] has achieved a high level of versatility, and can adapt well to different types of people, changing social or professional situations, and system, policy or plan changes as well as new superiors.

[He/she] is a versatile and quick learner in any area [he/she] chooses to take on, and this brings with it the possibility of becoming frustrated or bored if [he/she] is working in a position that requires excessive focus or attention on a specific dimension, to the exclusion of the others. [He/she] does not enjoy feeling restricted from fully utilizing and further developing all areas of their potential, and will work best in an environment where there is an open exchange of ideas, input and feedback from all sides, and shared responsibilities and decision-making. This person would most benefit from considering opportunities that would allow [him/her] to share [his/her] wealth of knowledge, understanding and objective appreciation with others. This could be considered “mentoring” in a professional or organizational context, or [he/she] may consider applying [his/her] talents by involving themselves in community or “cause”-related projects.

External Emotional Bias Pattern 21: “Innovator”

SYMBOL CODE: (IO, EO, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Innovator” Description:

A person’s external emotional orientation is characterized as an “innovator” due to the extra positive attitude toward and engagement with Systems Judgment while maintaining a neutral, balanced attitude toward Practical Thinking and Empathetic Outlook. This means [he/she] is an intellectual thinker of the first order. Not only is [name] a good thinker, but [his/her] thinking is not too far in the abstract, but generally takes people and tangible things and processes into consideration in the spirit of realistic “innovation.”

With high clarity scores, “innovators” are prized for their effective strategic thinking concerning both routine and critical changes in the business plan. The high clarity “innovator” is usually an executive member of the planning team or making some kind of contribution to the team. The reason they do so well in planning is that they take the practical and people impact of the plan into consideration. [He/she] understands and listens to others objectively, accurately judges their strengths and weaknesses, and has realistic expectations of others. [He/she] has an objective understanding of the practical work process, and is excellent at identifying human and practical/professional deficiencies, then coming up with a plan, idea or theory to move the personal and practical dimensions of the company to a higher plane. The “innovator” always looks ahead to check on what practical things may need attention and maintenance. [He/she] identifies personally with the organization, and gets deeply involved in developing a higher level of structure, system and order to build a stronger foundation for the company’s future. [He/she] enforces [his/her] own authority well, and has the ability to see the big picture and plan overall operations, which enables [him/her] to define the organization’s future direction and introduce positive change. [He/she] may be quite “visionary” in the sense of knowing how to best prepare corporate and organizational systems to meet unforeseen problems, or to take advantage of new opportunities. [He/she] understands the need for proper planning, and focuses on making strategic adjustments that enable the company to keep up with the constant, changing demands of the marketplace, thereby keeping the company ahead of the competition.

With lower clarity scores, the “innovator” will plan effectively for [his/her] future, not only financially, through savings and investments, but is also perceptive to making necessary practical changes, or changes in the company’s benefits package to ensure that it is competitive and viewed as positive for and by the workforce. This could help retain good personnel and lower the turnover rate, as long as people feel they are valued and treated fairly by the company. Innovators with lower clarity scores have the same skill set, but may not be quite as perceptive or quick to suggest positive change as innovators with higher clarity scores. Any kind of innovation or something that is different, or deviates from established policies or practice, and even positive change always creates a certain stress level. For this reason, innovators could most benefit from clearly outlining the benefits and the positive impact their suggestions will have on the company as a whole, including the people, more efficiency and productivity, greater profits, etc., and ensure that through implementing change through the right personnel, that the proposed change or transition will be a smooth and well-received one.

External Emotional Bias Pattern 22: “Proficient”

SYMBOL CODE: (IO, E↑, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Proficient” Description:

A person’s external emotional orientation is characterized as “proficient” due to the extra positive emphasis placed on Practical Thinking while maintaining a balanced, neutral attitude in Empathetic Outlook and Systems Judgment. This means [name] is outstanding to the point of being a master or expert in performing [his/her] work with the highest quality. [He/she] has reached a level of professional competence that enables [him/her] to add aesthetic beauty and elegance to work processes and practical production. [He/she] is a good team player who enjoys social and professional involvement, and is perceived as an excellent role model to follow. In the workplace “proficient” people are highly valued for their experience, wisdom, and expertise. They are the ones who set a new and higher standard for others, due to their extraordinary and adept execution of the tasks or projects they are engaged in. They go far beyond meeting the established objective performance standards for their position, and take joy in demonstrating their aptitude, confident control, and contributing to their field or industry through their work efforts.

With high clarity scores, [he/she] will be unusually efficient and productive, due to [his/her] persistent focus on the task at hand. [He/she] values doing things right the first time and tends to ignore interruptions or disturbances. They inspire trust and confidence in the work context, and are very focused on fulfilling tasks or projects on time. If others are having problems at work, or need clarification about how to do something, this is the person they would ask for help. [He/she] is an excellent practical thinker who interprets reality and responds to situations in a practical way. The primary drivers or motivators for [him/her] are functionality, practicality, and efficiency, versus relationships or structure. As a result [he/she] is outstanding at implementation, goal achievement, and focusing on getting the work done, rather than worrying about what systemic limitations there may be to getting those results, or any personal needs or concerns. [He/she] is very good at maintaining open and supportive relationships and demonstrates a sincere and caring attitude toward others as unique individuals. [He/she] is an accurate judge of others’ abilities, which enables [him/her] to have realistic expectations of others, and to know how to best help others to better meet the practical demands of their job. [His/her] high level of versatility indicates [he/she] adapts well to different types of people, and will be objective and non-judgmental, especially

in a management context. [He/she] also has an objective and open attitude toward authority figures, and understands and respects the need for laws, policies, structure, rules and order. [He/she] demonstrates a genuine willingness to cooperate and work within company guidelines, and tends to evaluate ideas, plans, and potential structural changes realistically, but always in light of how they will impact practical production. A proficient individual with lower clarity scores will exhibit the same skills listed above, but their level of understanding and perception may be somewhat less clear. Because of their tendency to get overly focuses on what they are doing at the moment, they could benefit from consistently and openly communicating with their superiors and co-workers, asking for input and feedback, and listening carefully. They should also strive for maintaining a balance between individual and organizational needs, and the practical/functional needs which they tend to overvalue.

External Emotional Bias Pattern 23: “Peacemaker”

SYMBOL CODE: (I↑, EO, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Peacemaker” Description:

A person’s external emotional orientation is characterized as a “peacemaker” due to the extra positive emphasis placed on Empathetic Outlook, which maintaining a neutral, balanced attitude toward Practical Thinking and Systems Judgment. This means [name] is inclined to see others as unique individuals, and emphasizes people’s well-being and their social and personal needs and desires above all else. “Peacemakers” are very adept at conflict and dispute resolution. However, this emotional orientation does not elevate people at any cost. [He/she] will take the practical social circumstances into consideration as well as the established norms and laws of society. [Name] will also try to evenly balance all special interests concerning religious, legal, financial, educational and political values into the situation. In the workplace “peacemakers” are highly valued for helping people get along with each other. Peacemakers are excellent in negotiation, and they always take the interests of all sides into consideration.

With high clarity scores, [he/she] always places the highest value on people in any situation and has developed an uncanny sensitivity to the needs, desires, and goals of others. [He/she] is warm, caring and responsive, and enjoys building trust and close personal relationships with others. [He/she] has a strong desire to please and help others, and is an excellent listener and communicator, who tends to be well-liked by everyone. When faced with problems, [he/she] will always seek to preserve harmony among people and relationships first. Peacemakers tend to be forgiving, and give others the benefit of the doubt, or a second chance. At the same time, [he/she] maintains an objective, balanced view of practical, social and professional norms, as well as a realistic and objective attitude toward the underlying systems and structure of the organization, including established rules, procedures and policies. [He/she] is excellent at weighing the situation and demonstrates a consistent and resourceful work pattern. As a manager, [he/she] understands how to enforce [his/her] own authority in a neutral way, and maintains a good balance between doing and delegating. Peacemakers objectively understand and communicate well with subordinates, co-workers, and clients, and have achieved a high level of versatility in adapting to system, policy, or plan changes, as well as changing practical or production situations. However, their primary concern is always how these changes may affect the people involved. As long as the changes are viewed as beneficial for the people, [he/she] will

be very supportive of those changes. [He/she] tends to be very good at planning and organizing, schematic thinking and problem solving, but these abilities are secondary to anything that involves dealing with, managing, leading or supporting other people. Establishing and maintaining good personal relationships are the primary drive and motivator for [him/her].

People with lower clarity skills have the same skills described above, but may not have achieved the depth of knowledge and understanding as those with higher clarity scores. [He/she] tends to be so excellent and focused on maintaining high morale in the work place, keeping peace, and reconciling any disagreements between people, that [he/she] could benefit from always making sure that [his/her] proposed resolutions to conflict situations always include the objective best for the practical, professional, and systems dimensions of the company as a whole.

Internal Emotional Orientations & Biases

Part Two of the TTI-AI assessment is about your self-esteem – how you appreciate your own self. The ways that people agree or disagree with the assessment statements are sorted into thirteen self-esteem formations, that is, thirteen, self-appreciation habits (often referred to as personality types). Each self-appreciation style is separated into three main dimensions.

- Sense of Self - the private, intuitive sense of “who” we are (intrinsic);
- Role Awareness – what we actually “do” in the world (extrinsic); and
- Self Direction – how we define & “think” about ourselves (systemic).

For each of these dimensions there are twenty-three logical formations that explain the different qualitative ways a person judges his or her own self-worth. Repeated instances of “feeling good” or “feeling bad” about yourself in the context of each dimension establishes a self-worth judgment habit or bias. An axiological bias is derived from the dimensional “valence” in formal value science and typically reflects the emotional side of evaluative judgment, including judgments about the self. When you disagree with a positive statement – or agree with a negative statement, the reason may be due to a habitual orientation or a conditioned response. We term this an **internal emotional bias**.

These internal emotional biases show in what way a person is getting personal fulfillment relative to the three primary dimensions listed above. A person will have one of the three following orientations for each dimension.

- A **positive bias**, indicating high satisfaction & personal fulfillment,
- A **negative bias**, indicating distance & lack of personal fulfillment, or
- **Neutral** (no bias), relatively even about personal fulfillment.

When we consider all three dimensions together, we can characterize the pattern with a word label or name. The label together with the description will give you additional insight into the nature of a person. This is very beneficial for judging a person’s “horsepower” and, for coaching, to better understand what they may need most for growth and development.

Internal Emotional Bias Pattern 1: “Discontented”

SYMBOL CODE: (I↓, E↓, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Discontented” Description:

A person has a “discontented” internal emotional orientation due to negative biases in all three internal dimensions. This indicates [he/she] is not finding very much fulfillment in any area of life. In the intrinsic dimension, the person does not feel an inner sense of inner peace and harmony – he or she likely depreciates himself or herself needlessly. This may be due to feelings of inferiority or self-doubt. In the extrinsic dimension, [he/she] is not finding fulfillment in their job or career – the job just does not fit. [He/she] may be unemployed or between jobs. A personal crisis, such as divorce or death of a loved one may have occurred. This may be due to having to take a job just to have an income, regardless of whether it fits the person’s talents. In the systemic dimension, the person does not find fulfillment in a definite self-definition – there is no clear self-identity and no clear self-direction. This may be due to not yet settling on a life’s purpose or mission.

The negative bias in all three dimensions adds up to a kind of “depressed” attitude about the person’s own self worth. [Name] may be currently down on [him/herself] and likely sells [him/herself] short. Often this is due to growing up with parents (or other authority, power figures such as one’s spouse) who project a concept onto the person that they are expected to fulfill. The projected concept is not the person’s own concept – but a concept borrowed or forced on them by others. All people have the capacity to create their own self-concept. When a person tries to fulfill the concept projected on them by another person – they resist it and feel bad.

Development Opportunity:

The performance result of this bias pattern is an overall weak self-esteem that makes it difficult to get off square one to make effective decisions for [his/her] own sake. [Name] is likely reaching out for help because [he/she] feels stuck in current circumstances. [He/she] just does not see a clear path forward that holds the promise of a better life. The first thing to do is to help [him/her] establish a clearer vision of the future – one they would like to bring about for their own sake. Then, help [him/her] to gradually implement this vision through realistic goal-setting.

Stability: This pattern is very stable – highly resistant to change.

Internal Emotional Bias Pattern 2: “Hopeful”

SYMBOL CODE: (I↓, E↓, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Hopeful” Description:

A person has an internal emotional bias pattern described as “hopeful” due to having a positive self-identity in the Self Direction dimension that is future oriented. Since this vision of the future resides mainly in [his/her] mind, it is characterized by optimism that it will become a reality in time. The positively biased Self-Direction or “self-image” is the main thing that is definite about the worth of [his/her] own self. [He/she] tends to overemphasize it and “hope” that it will come to pass.

There is little awareness of [his/her] deeper sense of self. There is also no clear sense of personal achievement from a job or other productive roles. The only thing that is clear to [him/her] is the “definiteness” of the mental self-concept [he/she] has adopted. [Name] does not see any other possibilities than this self-image. This may be due to being young or immature, or due to just now entering the work force.

Development opportunity:

The main problem with this pattern is that the person favors this “hoped for” mental image and [he/she] does not find very much fulfillment in the present. For improvement, the “hopeful” person needs to make their vision clearer and more active in the present. The future, for hopeful people, is often unrealistic but [he/she] does see many of the important steps necessary for implementation of the vision. Therefore, they need to work on this implementation and gradually make this vision a reality.

[He/she] has definite rules to go by, and this clarity of vision plus the rules to go by make it likely that [he/she] will indeed realize their dreams. The positive bias on self direction is a compensation (usually over-compensation) for the negative biases in both Role Awareness and Sense of Self. [He/she] tends to believe that the “ideal” self is their actual self. This consequently takes some attention away from engaging in productive work and it also takes away from the person’s spiritual harmony.

Stability: This pattern is stable to rigid – very resistant to change.

Internal Emotional Bias Pattern 3: “Searcher”

SYMBOL CODE: (I↓, E↓, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Searcher” Description:

A person has an internal emotional bias pattern described as a “searcher.” The main characteristic for “searchers” is insecurity due to the lack of a clear self-identity. A “searcher” is not at all clear or certain about their self-definition – [he/she] is searching for an identity.

“Searchers” depreciate their inner “Sense of Self” and they also depreciate their jobs or primary roles in terms of self-fulfillment. They are uncertain or “neutral” about their self-image – the definite self-concept that organizes the near-term future or that links the present with the future. Therefore, the future is likely going to be an extension of the present. They may have many possibilities and fantasies about the future, but these visions for the future are not very realistic due to the depreciation of fulfillment with any or all jobs where they could become productive and fulfilled. In short, “searchers” usually identify with the searching – they desire to stay in the searching mode probably to avoid the stress of having to make a definite decision. They are not about really “finding,” but instead identify with being a “searcher.”

Development Opportunity:

Searchers need to settle on some available job or career opportunity. The first one may not be the best one. However, they need to do this because, if they do not settle on it, they will miss out on the possibility of a fulfilling role activity that could give them a sense of personal achievement. In short, they would miss out on situations that promise happiness. Until they find the right one for them, the process itself can bring them a lot more confidence and optimism about unfolding their potential in the future.

Stability:

This pattern is not very stable and will rapidly change to a positive bias on Self Direction or to a positive bias in Role Awareness.

Internal Emotional Bias Pattern 4: “Maintainer”

SYMBOL CODE: (I↓, E↑, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Maintainer” Description:

A person has an internal emotional bias pattern characterized as a “maintainer.” This bias pattern is mainly characterized by active involvement in the person’s work or primary activity in society. This work involvement is associated with a lack of inner fulfillment (the intrinsic Sense of Self) and the lack of a definite Self-Direction or focus on future goals and the achievement of goals by means of a definite self-image.

“Maintainers” do not envision much change in the future, but rather concentrate on maintaining their active work in the present (the positive bias on Role Awareness). They are involved and engaged in productive work and they are getting a sense of personal achievement from this work – they just want to maintain status quo and continue it more or less as it is. They are not thinking about how to change it for the better, but instead they believe they have enough to do in just maintaining their job – focusing on doing a good job with high quality in their primary work role.

Development Opportunity:

“Maintainers” are rather comfortable in their “maintaining” orientation, but they could improve if they have guidance to develop their abilities and talents to make definite improvement going forward. They should seek advice from others, especially from more experienced associates, to settle on the steps necessary for improvement and advancement. With help and guidance, maintainers can develop clearer expectations and goals concerning how they would like the future to change for the better. This gives maintainers a higher energy level generated by a clearer direction.

Stability:

This is a very stable pattern because it takes a lot more energy to begin a new focus on a better, enhanced future state of affairs. Most maintainers are not going to realize this elevated energy level to make positive changes unless they get help from a counselor, mentor or coach.

Internal Emotional Bias Pattern 5: “Compulsive”

SYMBOL CODE: (I↓, E↑, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Compulsive” Description:

A person has an internal emotional bias pattern characterized as “compulsive.” It is characterized by effort to compensate for the depreciation of the Sense of Self (negative bias) through working hard to bring about a better future. The need to fill the “hole” in the Sense of Self drives them to achieve more and more – to prove or show evidence of self-worth. “Compulsive” people are in the habit of being engaged in a job and many other roles and also thinking about what they will be accomplishing in the near term. These are activities that compensate for the lack of intrinsic fulfillment – the motivating center for this unshakable need for recognition of their achievements. On one hand, there is a depreciation of the intrinsic Self of Self and on the other hand there are elevations of both the extrinsic Role Awareness and the systemic Self-Direction.

This pattern is called “compulsive” because it takes a lot of will power and energy to maintain this compensation pattern. Nonetheless, compulsives do it 24 hours, 7 days a week, with no let up. They cannot be stopped, and consequently they get a lot done with a work quality better than most.

Development Opportunity:

Compulsives need to stop and “smell the roses.” They need to internalize their accomplishments and achievements to realize a higher sense of self worth.

Stability:

This pattern is very stable – highly resistant to change. Coaches will need to work with the compulsive smarter and for longer to achieve transformational change.

Internal Emotional Bias Pattern 6: “Industrious”

SYMBOL CODE: (I↓, E↑, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Industrious” Description:

A person has an internal emotional bias pattern characterized as “industrious.” This self-worth orientation has a positive bias toward the work or job in Role Awareness together with a neutral Self-Direction. This pattern serves as a compensation for the depreciation of the Sense of Self (negative bias) however this compensation is mainly achieved because it is centered in Role Awareness. It reveals a person who is industrious concerning the work at hand. There is a neutral orientation toward future outlook (Self Direction) that shows an inclination toward keeping things on track according to the plan already set.

Development Opportunity:

“Industrious” people can always benefit from envisioning the future as getting better or improving in some sense. What “getting better” means exactly is critical for a goal-setting process that is realistic, attainable and manageable. Industrious people should regularly consider what all this work means to them personally. Namely, they should ask the question, “What is all this work leading to?” The answer will help them clarify their goals for the future and this in turn will generate more energy and will tend to elevate the worth of the Sense of Self.

Stability:

This is a stable pattern – resistant to change. The reason for the resistance is the fact that it takes more effort to set and work toward goals. It takes a better self organization and self-management orientation that will take time to develop.

Internal Emotional Bias Pattern 7: “Reluctant”

SYMBOL CODE: (I↓, EO, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Reluctant” Description:

A person has an internal emotional bias pattern characterized as “reluctant.” [He/she] does not feel the desire to become anything different in the future. There is very little drive and ambition. [He/she] does not have a clear view of the future and tends to resist any significant change. [He/she] is not very interested in goal-setting unless it is tied specifically to the job at hand and is made mandatory by the boss. Concerning their present job or career involvement, [he/she] is not very utilitarian or economically oriented. A person is usually a good worker if operating according to set routines – too much change tends to upset [him/her]. [He/she] is just fine as long as everything stays the same. Any change in management or in the business model will likely bring tremendous stress.

If does not matter if the “reluctant” is in a dead-end job or not – [he/she] just does not really care about their performance all that much. [He/she] tends to see the benefits and drawbacks of the job evenly – and [he/she] accepts their working conditions and the compensation level. [He/she] is primarily working to receive the paycheck, and [he/she] does not get much personal fulfillment from the work itself.

Development Opportunity:

It is difficult to get “reluctants” involved in goal-setting. They may initially commit to a goal, but then quickly abandon the pursuit of it. This is why the pattern is termed, “reluctant.” What they need foremost is to see a clear track for advancement in their present job – something that would give them a greater sense of personal achievement.

Stability:

This is an unstable pattern. It will likely soon revert to a thoroughly negative pattern or it will augment in terms of a stronger positive orientation toward the job.

Internal Emotional Bias Pattern 8: “Assertive”

SYMBOL CODE: (I↓, EO, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Assertive” Description:

A person has an internal emotional bias pattern characterized as “assertive.” The “assertive” emotional pattern reveals a person with a strong mental self-definition and mental descriptions of [his/her] own self. [He/she] is strong-willed and tends to dominate others. [He/she] wants to get their way and usually do because being “assertive” means forcefulness and high energy. “Assertives” keep right on going and going like the energizer bunny. “Assertives” tend to relate to a future state of affairs instead of concentrating on the needs of the present. They tend to be very directive with others guided by this strong self-definition and will to control the future.

“Assertives” have a definite set of rules to live by, and they are fairly strict about ethics and the law. The reason they are not more positive toward their job is the fact that they are looking beyond their present job to something else. They may view their job as a stepping stone to move on to some kind of higher “calling.” They believe the higher calling holds the promise to better develop or unfold their potential.

Development Opportunity:

“Assertives” are good goal-setters and goal-achievers. Since they are focused on their Self-Direction, they like to define the direction in terms of definite goals. They also have the discipline necessary to achieve these goals. They are always working on some kind of self-improvement program or process, but they tend to stay in the doorway and not go through the door. For improvement, they need to focus or refocus on the sense of personal achievement and satisfaction they can get from productive work in the present. In short, they need to get into the flow of work in the present.

Stability:

This is a stable pattern – highly resistant to change. This is because their sense of “ought-to-be” is very clear and definite.

Internal Emotional Bias Pattern 9: “Introspective”

SYMBOL CODE: (I↓, EO, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Introspective” Description:

A person has an internal emotional bias pattern characterized as “introspective.” “Introspectives” have not yet developed a solid compensation for their depreciation of their inner Sense of Self – so they tend to be reflective about their life situation and often just think it over. The depreciation of the Sense of Self (negative bias) means recognition of the fact that [he/she] has not yet fulfilled [his/her] own potential. An “introspective” person is in the mode of thinking of new and better ways of tapping into [his/her] potential in order to further develop it. [He/she] is in the neutral zone toward their job and toward their sense of Self Direction that guides [him/her] in the future. So, [he/she] thinks about their potential and contemplates better ways of bringing it out and using it. This does not mean that [he/she] will succeed in the actual effort to develop inner potential – [he/she] may not.

Introspectives are somewhat undisciplined and they generally lack ambition. They may even get into the mode of identifying with the self-reflection itself, needing to keep it contemplative instead of working to make it actual and real.

Development Opportunity:

Introspective people need to turn around and look in the other direction. They need to turn away from the inside with their inner potential and face the outside world taking note of what actual opportunities are available for them. To develop inner potential, they need to have an actual opportunity that gives them the chance to apply their inner talent to the situation.

Stability:

This pattern is not stable. It will either gain in positive job satisfaction or gain in a clearer vision of the future and who they are becoming. There is also the possibility that it can revert to a negative bias in all three areas of self-appreciation.

Internal Emotional Bias Pattern 10: “Self-Contented”

SYMBOL CODE: (I↑, E↓, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Self-Contented” Description:

A person has an internal emotional bias pattern characterized as “self-contented.” People who are “self-content” do not seem to need fulfillment from a job or social role. They also do not seem to need a clear self-image that defines them in society. “Self-contenteds” are satisfied with the richness they find in their inner Sense of Self that contains the spiritual connection. They even depreciate the worth of productive work and they also depreciate the worth of a definite self-concept that would organize them for greater self-development and the unfolding of their potential in the future. Self-contenteds identify with their inner selves – they identify and feel one with the spiritual connection within them. They are usually religiously or spiritually oriented and this positive spiritual identity is emphasized over all other forms of self-appreciation.

This pattern has been called “self-sacrificing” in the sense that “self-contenteds” consciously give up career and social status in favor of their intrinsic connection to the spiritual. They feel harmony with everyone and with all existence through the “oneness” of the spiritual.

Development Opportunity:

For improvement, “self-contenteds” need to come down off the mountain and live among people in the rest of the world – otherwise there will always be a kind of alienation from the world that may cause social and interpersonal problems. There are many jobs available that would harmonize with the strong spiritual identification. Jobs with non-profit organizations would be attractive or jobs with hospitals or any kind of medical work. It would also be beneficial to define some rules to go by for better interaction with other people who may not share the same beliefs.

Stability:

This is a very stable pattern and is highly resistant to change. This is true because “self-contenteds” do not really desire to fit in with the world. They tend to look toward heaven and disregard the goings on in the world around them.

Internal Emotional Bias Pattern 11: “Dedicated”

SYMBOL CODE: (I↑, E↓, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Dedicated” Description:

A person has an internal emotional bias pattern characterized as “dedicated.” The “dedicated” emotional orientation is derived from a positive bias in both Sense of Self and in Self Direction – together with a negative bias in Role Awareness. “Dedicateds” identify with their spiritual connection and with the belief system that specifies their theology, creed or set of truth claims. They are “dedicated” to this belief system and believe they have the truth and live in the truth. Who they are as a person on the inside is defined by the set of truth claims they believe in, and they are dedicated to it.

This “dedicated” orientation tends to reduce the person’s identity with a job or career (*hence the negative bias on Role Awareness). They tend not to be utilitarian or economically focused. This means they are not all that concerned with their pay level or with recognition from others for having a certain job or for doing their job well. The job is considered a necessity for making a living, but their self-identity is not with their job or with any job. Their self-identity is too closely tied to their belief system and this makes it nearly impossible to identify with any job or career.

Development Opportunity:

The main thing for “dedicateds” to realize is that it is OK to identify with BOTH a belief system and a job or career. It is not an either/or situation, but both can be harmonized. According to the Bible, God wants humans to live abundantly, and therefore it is just fine to have a job or career that can also bring self-fulfillment in addition to spiritual fulfillment.

Stability:

This pattern is very stable and resistant to change. Being spiritually fulfilled is a good thing. Getting personal fulfillment from a job is also a good thing, but “dedicateds” tend to depreciate the job and other social roles for the sake of stronger spiritual fulfillment.

Internal Emotional Bias Pattern 12: “Self-Lenient”

SYMBOL CODE: (I↑, E↓, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Self-Lenient” Description:

A person has an internal emotional bias pattern characterized as “self-lenient.” The “self-lenient” emotional orientation is derived from a strong identity with the inner Sense of Self (positive) while depreciating Role Awareness and maintaining a neutral stance concerning self-organization or self-regulation. [He/she] is “lenient” with their own self, tending to forgive their self for any mistakes, errors or omissions. [He/she] feels God has forgiven them ultimately and so should everyone else. One of the reasons for this orientation is the negative bias on Role Awareness indicating that [he/she] is not getting a personal sense of fulfillment from their job. The “neutral” non-biased orientation toward Self Direction adds to this attitude since there is no definite self-image that would contain clear rules to live by.

The pattern is characterized as “self-lenient” because such people tend to favor their spiritual assets as more important than the quality of the work they perform and also more important than any of their future plans or goals. For “self-lenient” people, the inner Sense of Self, with its spiritual connection, is the most important thing in life – all else is secondary.

Development Opportunity:

People who are “lenient” with themselves need to develop more discipline. They need to realize their own responsibility and accountability with stronger emphasis. All errors and mistakes are not to be automatically forgiven. God may very well forgive their “sins” but mistakes at work need to be taken seriously. They need to learn to do it better without mistakes or accept they cannot do it in such a way to meet company standards.

Stability:

This pattern is not very stable. It will either improve through a stronger grip on self-organization in terms of a positive bias on Self Direction or, if the neutral turns negative, revert to a thoroughly negative Self Direction with no discipline at all.

Internal Emotional Bias Pattern 13: “Self-Important”

SYMBOL CODE: (I↑, E↑, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Self-Important” Description:

A person has an internal emotional bias pattern characterized as “self-important.” This emotional orientation is termed “self-important” because there is a positive bias in both the inner sense of self-worth in Sense of Self and in the person’s primary job or career track in the Role Awareness dimension. “Self-important” people elevate their own importance due to the status of their job or career, and they also tend to elevate their own importance in maintaining key family, community or political roles. This role status and the elevation of its importance are combined with a positive Sense of Self which tends to reinforce the self-appreciation attitude as “Self-important.”

“Self-important” people are difficult to manage. They do not see very much need for self-development or improvement. They have already “arrived” at the highest level – in their view. This further implies that there is no need for a clear direction or guiding self-concept in the “Self Direction” area. The bias on Self Direction is negative, indicating a depreciation of self-image and a lack of discipline & well-defined rules to live by.

Development Opportunity:

“Self-important” people need to put the mirror aside, stop constantly admiring themselves and turn more toward others. They should also practice looking into the future and reflect on the person they are becoming or could become. They should be thinking about better ways of organizing themselves such that the past can be tied to the future in a process of growth that continues to bloom, blossom, and spread its fragrance around for others to enjoy.

Stability:

This is a very stable pattern unless the person finds a new and positive self-concept they want to grow into.

Internal Emotional Bias Pattern 14: “Sensitive”

SYMBOL CODE: (I↑, EO, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Sensitive” Description:

A person has an internal emotional bias pattern characterized as “sensitive.” This emotional orientation is termed “sensitive” due to having a strong, positive Sense of Self and also of not having a clear self-concept to guide and shape the near-term future (negative bias on Self Direction). “Sensitives” do not want to think about any significant change and they may become very upset when change is occurring or about to occur. Change stresses them out. They also are not able to accept criticism very well even when it is constructive. Consequently, managing “sensitives” is always quite a challenge.

Expectations, for “sensitives,” are never very high. They see their job evenly, in a neutral manner, accepting both the upside and the downside aspects of it. One would think that “sensitives” would not get very upset at anything, however the positive bias on Sense of Self tends to make them very controlling. It is the control and power aspects of the “sensitive” orientation that makes them often “irritable” with others.

Development Opportunity:

“Sensitives” need to surrender power and control. It can be done at first with a tree, for practice. Just go outside and hug a tree while saying “I surrender to you, tree.” Then practice this with other people. Also, practice just being a “witness.” There is no law written or compelling need to be in charge or control – observe yourself and others with emotional neutrality. Take a distance and just be a witness to the situation – allow others to be the directors, at least for practice.

Stability:

This is a very stable pattern that will only change if the person learns to give up control to others. This is not likely to happen.

Internal Emotional Bias Pattern 15: “Non-Committal”

SYMBOL CODE: (IO, E↓, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Non-Committal” Description:

A person has an internal emotional bias pattern characterized as “non-committal.” The “Non-committal” emotional orientation is rather “flat” with regard to energy – there is nothing on their horizon to get energetic about. People with the “non-committal” bias formation have a negative bias on Self Direction and a negative bias on Role Awareness. This means they are not getting any fulfillment from their job and also that they are somewhat pessimistic about conditions changing for the better in the future. The depreciations in both these areas rob them of energy and ego-drive. These negative biases are not just depreciations but also indicators of non-involvement. They are not with the program or any program – at all. The only saving grace is the neutral orientation toward the Sense of Self which means there is a moderate sense of self-satisfaction, likely due to a religious belief system or some kind of spiritual connection.

For “non-committals” the overall self esteem is only tied to the inner Sense of Self. Their self esteem is not tied to a productive job or vision of the future. The only thing they have going for them is a degree of spiritual fulfillment. They live mainly through others and they depend on others to give them a sense of direction and purpose. These people can be easily victimized and taken advantage of by others.

Development Opportunity:

“Non-committals” need more love in their lives. They need to fall in love with what they do for a living and also fall in love with their ideal self. The way to begin an approach to this is to concentrate on an optimistic view of their own future, the person they are becoming or would like to become. They should be directed to think about what their ideal self would look like. Describe this ideal, write it down in their journal or diary – and keep working on it until it is clear and realistically attainable. This ideal will better define their Self Direction as well as the right job for them.

Stability:

This pattern is not very stable and will augment to a positive bias on Self Direction or revert to a thoroughly negative bias in all three dimensions of self-appreciation.

Internal Emotional Bias Pattern 16: “Expressive”

SYMBOL CODE: (IO, E↓, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Expressive” Description:

A person has an internal emotional bias pattern characterized as “expressive.” This emotional orientation is named “expressive” due to the neutral attitude toward Sense of Self and the positive Self Direction. The negative bias on Role Awareness shows that [he/she] is not getting the personal sense of fulfillment from their job [he/she] would like to have, but the positive bias on Self direction shows this fulfillment is soon expected. “Expressives” have a clear self-image in the area of Self Direction and this conviction of self-concept encourages them to express themselves frequently and forcefully. They will think about it and talk about it often. Expressives are definite about their vision of the future and they work hard on goals with high energy and strong discipline.

“Expressives” have a moderate level of faith in themselves (neutral on Sense of Self) and this provides a stable foundation for going after their vision of the future with a great deal of energy and confidence. They fully realize that their vision is not yet real in space and time (negative bias on Role Awareness) however they want to make it real as soon as possible. The positive bias on Self Direction indicates definite rules to live by and also strong discipline. “Expressives” identify with their future vision, and since it is not yet a reality, they talk a lot about their plans and all the many possibilities of changes in the detail of their vision as it unfolds into actuality.

Development Opportunity:

The main problem for “expressive” is the fact that the envisioned future is not here yet. Therefore, they tend to depreciate whatever is going on in their current engagements. They need to better balance this out and also appreciate the accomplishments of the present.

Stability:

This is a very common and stable orientation pattern. The reason it is not likely to change is the fact that as soon as an idea becomes real, “expressives” go begin concentrating on the next idea to bring forward.

Internal Emotional Bias Pattern 17: “Independent”

SYMBOL CODE: (IO, E↓, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Independent” Description:

A person has an internal emotional bias pattern characterized as “independent.” This emotional orientation is termed “independent” due to the even and neutral attitude toward both Sense of Self and Self Direction – plus the negative orientation toward job satisfaction (Role Awareness). “Independents” are fairly satisfied with themselves and they do not need to be “taken care of” by someone else or a company. There is a negative bias associated with this pattern, and the failure to enjoy a personal sense of achievement from the job helps them maintain their independence. If they actually were getting a good sense of personal satisfaction and achievement from their job, they would be rather dependent on it to maintain a good feeling about themselves.

The “independent” self-attitude shows a person who may be working in a job that does not fit their talents well or may be in job transition. In any case “independents” are not happy with their work role. This pattern may also reflect dissatisfaction with the pay level. The “independent” has to be able to feel free enough to look for a better paying job. Therefore, they cannot be too dependent on the present job or company – they have to take a distance from it.

Development Opportunity:

“Independents” need to find a job that can bring them a sense of personal satisfaction and achievement from developing their potential and utilizing their talents. They are more or less OK with their Sense of Self and Self Direction – it is their job or primary productive activity that is suffering. This assumes they know what kind of job to pursue. If they are somewhat unclear about what job best fits them, then they should experiment with several kinds of jobs until they become clear what they want and most appreciate.

Stability:

This is not a stable pattern, but will rapidly change to a positive in Self Direction – then to a better balance or to a positive in Role Awareness.

Internal Emotional Bias Pattern 18: “Discriminating”

SYMBOL CODE: (IO, E↑, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Discriminating” Description:

A person has an internal emotional bias pattern characterized as “discriminating.” This emotional orientation is termed “discriminating” due to the positive orientation toward Role Awareness showing job satisfaction and a neutral orientation toward the Sense of Self showing relative harmony with their inner self. “Discriminating” people know they have chosen the right work role and they tend to maintain a balance between personal and work roles. This is due to fully realizing what role best fits their talents as well as their family situation. “Discriminators” do not get involved in extraneous roles. They have found the right roles and it is likely they will continue in the same job or career in the future. The bias toward Self Direction is negative, and this means there is little or no view of changing their life situation in the future. Their future will be an extension of the present. Their ideal role is already decided upon and they will probably not deviate from it very much.

“Discriminators” stay out of activities that do not well suit them. They also have a good rationale for why they like their current job and, in any case, they believe their job is allowing them to unfold their potential in positive ways. They also find personal fulfillment in personal, family roles. They do not spend too much time at work but balance their time between profession and personal involvement.

Development Opportunity:

The main thing “discriminators” need is a clearer self-identity that would shape and guide them toward a better future. The way they currently organize themselves for the future is to work harder and extend the present into the future. The future will be much the same as the present. Therefore, they need to forge a definite plan guided by a vision of what they would like to have or to bring about for both self and family.

Stability:

This is a stable pattern – not likely to change. The satisfaction with job or primary role is what tends to keep the emotional bias pattern the same.

Internal Emotional Bias Pattern 19: “Flexible”

SYMBOL CODE: (IO, EO, S↓)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Flexible” Description:

A person has an internal emotional bias pattern characterized as “flexible.” This emotional orientation is termed “Flexible” due to the neutral attitude toward the Sense of Self and Role Awareness – together with a negative bias on Self Direction. Since they do not have a definite self-organizing concept that defines what they will be doing in the future, they are malleable and “flexible.” They may be keeping their future open for a reason such as getting along with a new spouse or with a new boss. They can maintain this flexibility due to being relatively content with their neutral Sense of Self and there is enough job satisfaction evident in the neutral stance toward Role Awareness. In any case, they are not “set” on a definite future that they desire to bring about. The future for “flexible” can take several different directions according to changing conditions or new opportunities.

“Flexibles” are comfortable and satisfied with who they are. For “flexibles” there is no compelling need for them to become something different or to achieve anything definite in the near-term. They will probably get the same level of fulfillment or personal satisfaction from anything that may come along. However, when it does come along and is “visible” on the horizon, they will become energized and very enthusiastic. They can easily get energized about almost anything. Their decisions are usually their own, and they will be comfortable with whatever they decide.

Development Opportunity:

“Flexibles” most need to find or settle on the right self-identity – one that fits them best. They are currently living a life of self-adventure and self-exploration, and sooner or later they will identify with something definite. The clear self-identity will be the most productive and ultimately fulfilling.

Stability:

This is not a very stable pattern. It will rapidly change to a positive bias in one of the dimensions of self-appreciation.

Internal Emotional Bias Pattern 20: “Open”

SYMBOL CODE: (IO, EO, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Open” Description:

A person has an internal emotional bias pattern characterized as “open.” This emotional orientation is termed “open” and it is considered the ideal for self-appreciation. The “open” is considered the ideal because this is an individual who is able to move in and out of all the dimensions of self-appreciation with balanced and equal emphasis. This person is neutral in all primary dimensions of self-appreciation indicating a well-integrated view of personal strengths and weaknesses. The “open” has attained an equal emphasis among all forms of self-worth and is ready to add personal worth in any of the dimensions. It also indicates there is no bias that could be a potential barrier to self growth and development. [He/she] is open to change in all three self-appreciation dimensions and is not biased or stuck in any one dimension.

“Open” people can easily appreciate themselves in many different ways and dimensions. They can do well at almost any job and take satisfaction in whatever it may be. They can and do get a sense of personal achievement from all roles and all thinking activities. They are also spiritually connected and feel harmony with God and all existence. This spiritual connection helps them stay well-integrated and happy.

Development Opportunity:

Since “open” is the ideal emotional pattern, there is very little to say about further self-development. When an “open” person takes on a project, especially something new, they tend to form a positive bias around it. They are able to put themselves into it 100% and go with the flow of it. The next stage of development, barring a crisis, for “open” people is likely one of the following: the visionary, the master, or saintly where at least one dimension has a positive bias.

Stability:

This is the most unstable pattern – most people cannot maintain the neutral orientation toward self-appreciation in all dimensions for very long. The pattern will rapidly change either to a negative or to a positive bias in at least one of the dimensions.

Internal Emotional Bias Pattern 21: “Visionary”

SYMBOL CODE: (IO, EO, S↑)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Visionary” Description:

A person’s emotional orientation is called “visionary” due to being neutral (with balanced emphasis) in the dimensions of Sense of Self and Role Awareness – together with a positive bias on Self-Direction. This indicates the person is well-integrated or “together” about these forms of self-appreciation, but has an even stronger emphasis on the “vision” they see for themselves in the future. [He/she] has the ability to see which of the future possibilities are most like to work out. [He/she] is not hampered by either spiritual or performance biases and rather has clarity concerning what can be done or accomplished in the future.

This is one of the forms of moving higher from the ideal base where all dimensions have a neutral emotional orientation. Once an integrated balance has been achieved, it serves as a stable foundation where a person can move higher in one or more of the dimensions. This person has chosen to move higher in the systems dimension of using the mind and thinking, while keeping the other dimensions of self-appreciation neutral with balanced and equal emphasis.

“Visionaries” often speak about future possibilities as if they are already real and actual. They see the future so clearly, it is real to them as if it were not only in the mental, thinking dimension, but in the extrinsic, tangible dimension. They make the mental picture concrete by infusing additional value into it.

Development Opportunity:

To avoid falling into fantasy, “visionaries” should regularly check the technology available and with practical conditions to make sure the “vision” is realistic and attainable.

Stability:

This is not a stable pattern since the positive “vision” tends to pull away from reality. It will likely change rapidly to a slight negative bias in Role Awareness.

Internal Emotional Bias Pattern 22: “Master”

SYMBOL CODE: (IO, E↑, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Master” Description:

A person’s internal emotional orientation is characterized as “master” due to the neutral biases on Sense of Self and on Self-Direction (no biases) integrated with a positive bias on Role Awareness. [He/she] is ‘master” of [his/her] own life. “Masters” see themselves as “together” in both the spiritual and in the mental-image of self – but [he/she] has an even stronger emphasis on Role Awareness with a positive bias. [He/she] may actually be a “master” in a specific profession, and they will behave as if they were a “master” in any and all roles. They tend to introduce clever innovation (or a new perspective) into almost any situation. “Masters” tend to be very high energy people and tend to “energize” others around them. They can rally other people to complete a project with the attitude of “damn the torpedoes – full speed ahead.” “Masters” can persuade others to join in and actively participate in the mission or in whatever is being promoted.

This is one of the forms of moving higher from the base of the “all neutral” emotional orientation. Once an integrated balance has been achieved a person is ready to move higher in one or more of the dimensions. This person has chosen to move higher in the extrinsic Role Awareness dimension of performance, while keeping the other dimensions of self-appreciation neutral with balanced and equal emphasis.

Development Opportunity:

“Masters” place too much emphasis on elegant appearances and on social convention. It would help their personal growth to seek a better balance by placing more emphasis on their inner Sense of Self. With more emphasis on the intrinsic dimension of self-appreciation they can attain a deeper sense of harmony with others and with the world around them generally. In that way, they can become better team players.

Stability:

This is not a very stable pattern. It will likely move away from neutral and toward a more negative bias either on the Sense of Self or on Self Direction.

Internal Emotional Bias Pattern 23: “Saintly”

SYMBOL CODE: (I↑, EO, SO)

↑ = POSITIVE BIAS, ↓ = NEGATIVE BIAS, O = NEUTRAL BIAS

“Saintly” Description:

A person’s internal emotional orientation is characterized as a “Saintly” due to the neutral emphasis on both Role Awareness and on Self Direction – with a stronger positive emphasis on the intrinsic Sense of Self. “Saintly” people do not have any biases or prejudices about job, career or about defining themselves with a clear social identity and self-image. They identify with their inner, intrinsic selves where the connection to the Divine is found. Their only bias is in the intrinsic dimension, indicating a consciously activated spiritual capacity. They tend to be “ok” with almost any job or career and they are satisfied to identify with whatever social distinction fits them at the time. The activation of the intrinsic suggests a “saintly” emotional pattern emphasizing harmony with God and the universe. All is well with “saints” since they are emphasizing their intimate, devotional relation to God on the foundation of the spiritual beliefs they have.

This is the “highest” form of self-appreciation moving upwards from the base of the all neutrals in their emotional orientation. Once an integrated balance has been achieved, shown by all neutrals, a person is ready to move higher in one or more of the dimensions. [Name] has chosen to move higher (positive bias) in the intrinsic Sense of Self dimension where there is an intimate connection to the spiritual, while keeping the other dimensions of self-appreciate neutral with balanced and equal emphasis.

Development Opportunity:

“Saintly” people need to restore balance by placing more emphasis either on productive work or on a broader kind of “self-talk” in which to define themselves. The danger is that they may get farther and farther away from social and political reality. This may be OK with “saints” but it may cause unnecessary problems with others in important relationships. It may also cause them to develop a distorted and unrealistic concept of themselves.

Stability:

This is not a stable pattern. It will like develop rapidly into a negative bias either on Role Awareness or on Self Direction.