



TTI
SUCCESS
INSIGHTS®

Talent Insights®

Behavioral Intelligence®

Jason

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Introduction

Where Opportunity Meets Talent



The Behavioral Intelligence® report was designed to increase the understanding of an individual's talents. The report provides insight to two distinct areas: behaviors and emotional intelligence. Understanding strengths and weaknesses in both of these areas will lead to personal and professional development and a higher level of satisfaction.

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

Behaviors

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

Emotional Intelligence (EQ)

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

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

Jason

Introduction

Behaviors Section



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

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

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

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

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

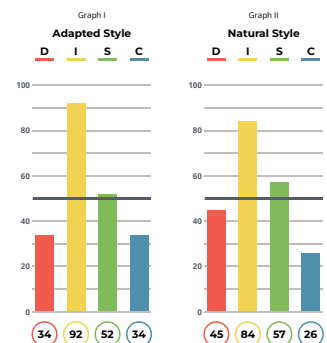
Behavioral Characteristics



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

Jason, as a manager, supervisor or group leader can use his people skills to build group involvement and increase participation from the group. He is approachable, affectionate and understanding. He can be seen as a person of good will. He seeks popularity and social recognition. He likes to deal with people in a favorable social environment. Jason wants to be seen as his own person, but usually projects it in friendly terms. He can be friendly with others in many situations, but primarily with groups of established friends and associates. He is sociable and enjoys the uniqueness of each human being. He is gregarious and sociable. He will be seen as a good mixer both on or off the job. He likes feedback from his manager on how he is doing. Jason tends to trust people and may be taken advantage of because of his high trust level. He can be obliging and accommodating; that is, he likes to work with people and help them.

Jason prefers not disciplining people. He may sidestep direct disciplinary action because he wants to maintain the friendly relationship. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. He likes to participate in decision making. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. Jason is good at solving problems that deal with people. He likes working for managers who make quick decisions. Because of his trust and willing acceptance of people, he may misjudge the abilities of others.



Jason

Behavioral Characteristics

Continued



Jason is good at negotiating conflict between others. Jason feels that "if everyone would just talk it out, everything would be okay!" He is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Jason will attempt to put them at ease. He usually uses many gestures when talking. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. Jason will optimistically interact with people in an assured, diplomatic and poised manner. He is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He is people-oriented and verbally fluent. He has the ability to sense what people want to hear. He then tends to tell people what he thinks they want to hear.



Jason

Value to the Organization



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

- ✓ Dedicated to his own ideas.
- ✓ Team player.
- ✓ Inner-directed rather than tradition-directed—brings fresh ideas for solving problems.
- ✓ Optimistic and enthusiastic.
- ✓ People-oriented.
- ✓ Positive sense of humor.
- ✓ Accomplishes goals through people.
- ✓ Negotiates conflicts.
- ✓ Builds confidence in others.



Jason

Checklist for Communicating



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

Ways to Communicate

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



Jason

Checklist for Communicating

Continued



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

Ways NOT to Communicate

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



Communication Tips



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

C Compliance

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

- ✓ Prepare your "case" in advance.
- ✓ Stick to business.
- ✓ Be accurate and realistic.
- ✗ Being giddy, casual, informal, loud.
- ✗ Pushing too hard or being unrealistic with deadlines.
- ✗ Being disorganized or messy.

D Dominance

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

- ✓ Be clear, specific, brief and to the point.
- ✓ Stick to business.
- ✓ Be prepared with support material in a well-organized "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

S Steadiness

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

- ✓ Begin with a personal comment—break the ice.
- ✓ Present your case softly, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

I Influence

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

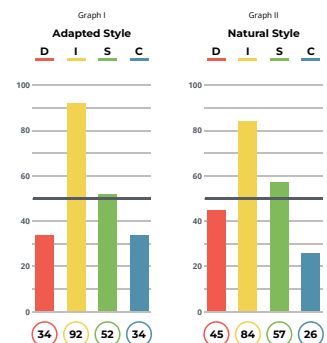
- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures, alternatives, abstractions.

Ideal Environment



This section identifies the ideal work environment based on Jason's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Jason enjoys and also those that create frustration.

- ✓ Freedom from control and detail.
- ✓ Democratic supervisor with whom he can associate.
- ✓ Forum for his ideas to be heard.
- ✓ Assignments with a high degree of people contacts.
- ✓ Work with a results-oriented team.



Perceptions



See Yourself As Others See You

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



Jason usually sees himself as being:

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



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

- ✓ Self-Promoting
- ✓ Overly Optimistic
- ✓ Glib
- ✓ Unrealistic



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

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

Descriptors



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

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

Natural & Adapted Style



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

Problems & Challenges

Natural

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

Adapted

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

People & Contacts

Natural

Jason is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Jason is trusting and also wants to be trusted.

Adapted

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

Natural & Adapted Style



Pace & Consistency

Natural

Jason is deliberate and steady. He is willing to change if the new direction is meaningful and consistent with the past. He will resist change for change's sake.

Adapted

Jason sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.



Procedures & Constraints

Natural

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

Adapted

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

Adapted Style



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

- ✓ Using a direct, forthright and honest approach in his communications.
- ✓ Making tactful decisions.
- ✓ Flaunting independence.
- ✓ Firm commitment to accomplishments.
- ✓ Dedicated to "going it alone" when necessary.
- ✓ Being creative and unconventional in making a point.
- ✓ Flexibility.
- ✓ Using a creative approach in decision making.
- ✓ Motivating people to take action by using persuasive skills.
- ✓ Obtaining results through people.
- ✓ Responding well to challenges: "You say I can't do it? Just watch me!"



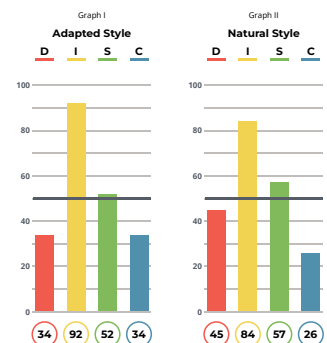
Keys to Motivating



This section of the report was produced by analyzing Jason's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Jason and highlight those that are present "wants."

Jason wants:

- ✓ Participation in meetings on future planning.
- ✓ A friendly work environment.
- ✓ No restrictions to hamper results.
- ✓ A manager who practices participative management.
- ✓ No close supervision.
- ✓ Flattery, praise, popularity and strokes.
- ✓ Rewards to support his dreams.
- ✓ To be trusted.
- ✓ Independence.
- ✓ Freedom from many rules and regulations.
- ✓ Public recognition of his ideas and results.
- ✓ The chance to have fun (play hard—work hard).
- ✓ A forum to ventilate his emotions.



Jason

Keys to Managing



In this section are some needs which must be met in order for Jason to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Jason and identify 3 or 4 statements that are most important to him. This allows Jason to participate in forming his own personal management plan.

Jason needs:

- ✓ To be informed of things which affect him.
- ✓ To mask emotions when appropriate.
- ✓ Participatory management.
- ✓ To focus conversations on work activities—less socializing.
- ✓ A rational approach to decision making—analyze the facts.
- ✓ People to work and associate with.
- ✓ To relax and pace himself.
- ✓ Better organization of record keeping.
- ✓ Support in doing excessive detail work.
- ✓ To handle routine paperwork only once.
- ✓ To maintain focus on results and not sacrifice productivity just to make everyone happy.



Jason

Time Wasters



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

Long Lunches

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

Possible Causes:

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

Possible Solutions:

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

Procrastination

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

Possible Causes:

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

Possible Solutions:

- Set goals and establish priorities





Time Wasters

Continued

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

Open Door Policy

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

Possible Causes:

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

Possible Solutions:

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

Inability To Say No

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

Possible Causes:

- Have many interests and want to be involved
- Confuse priorities
- Fail to set priorities
- Do not want to hurt others' feelings





Time Wasters

Continued

- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

Possible Solutions:

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

Poor Filing System

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

Possible Causes:

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

Possible Solutions:

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

Daydreaming

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

Possible Causes:

- Being a creative thinker and always thinking of new ideas
- Being more excited about the future than the here and now





Time Wasters

Continued

- Bring personal problems to work
- See work as routine and unexciting
- Experience stress from working on something too long
- Focus on past pleasant experiences as a way of coping with routine and stress

Possible Solutions:

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



Areas for Improvement



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

Jason has a tendency to:

- ✓ Be so enthusiastic that he can be seen as superficial.
- ✓ Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.
- ✓ Be optimistic regarding possible results of his projects or the potential of his people.
- ✓ Trust people indiscriminately if positively reinforced by those people.
- ✓ Act impulsively—heart over mind, especially if his security is not perceived to be threatened.
- ✓ Overestimate his ability to motivate people or change others' behavior.
- ✓ Be unrealistic in appraising people—especially if the person is a "friend."



Jason

Action Plan

Professional Development



1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

3. When I make changes to these behaviors, they will have the following impact on my career:

4. I will make the following changes to my behavior, and I will implement them by _____:

Action Plan

Personal Development



1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

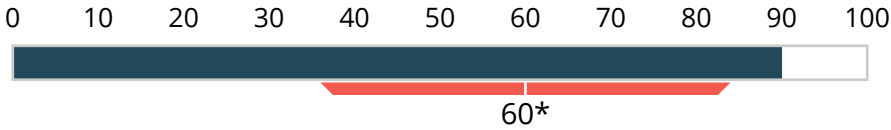
4. I will make the following changes to my behavior, and I will implement them by _____:

Behavioral Hierarchy

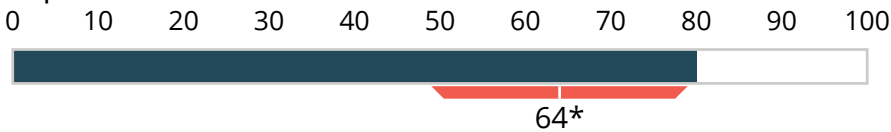


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

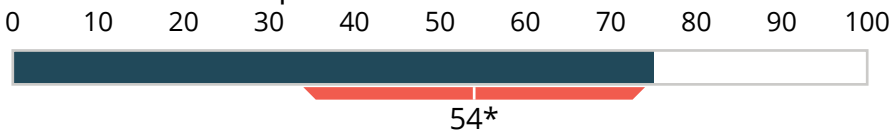
1. Interaction - Frequently engage and communicate with others.



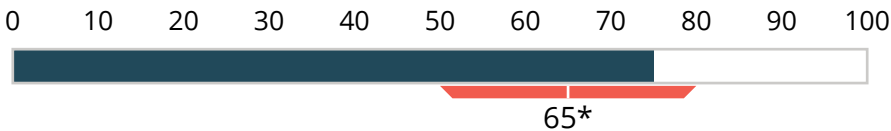
2. Customer-Oriented - Identify and fulfill customer expectations.



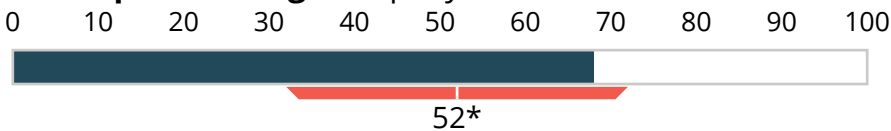
3. Versatile - Adapt to various situations with ease.



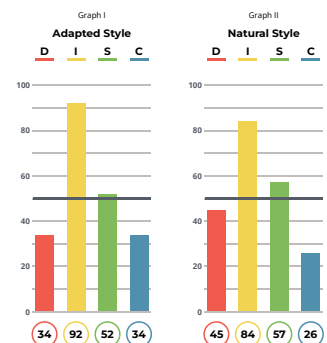
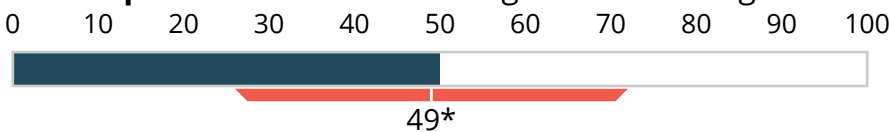
4. People-Oriented - Build rapport with a wide range of individuals.



5. Frequent Change - Rapidly shift between tasks.



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

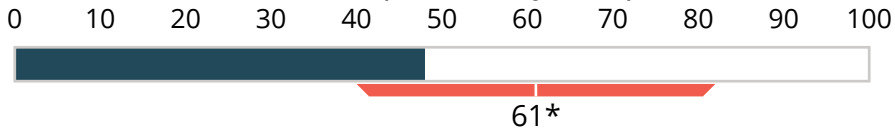


* 68% of the population falls within the shaded area.

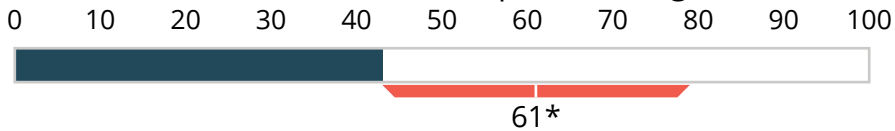
Behavioral Hierarchy



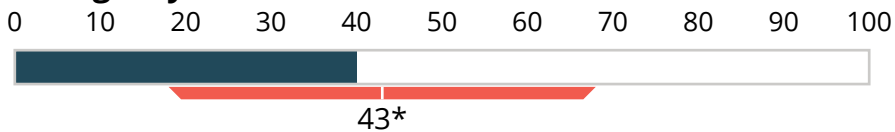
7. Consistent - Perform predictably in repetitive situations.



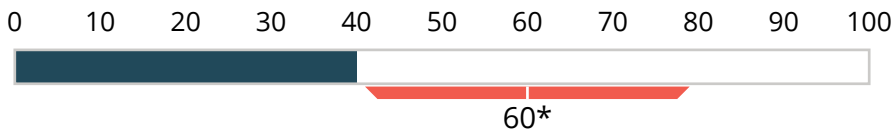
8. Persistence - Finish tasks despite challenges or resistance.



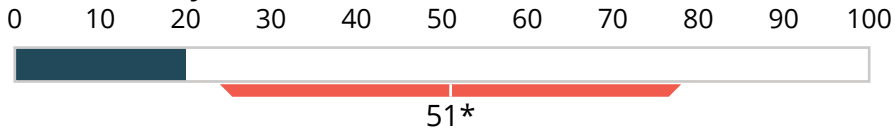
9. Urgency - Take immediate action.



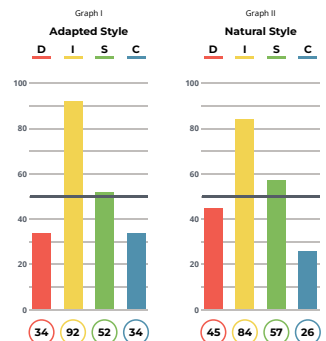
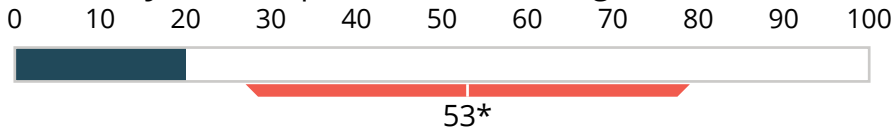
10. Following Policy - Adhere to rules, regulations, or existing methods.



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



12. Analysis - Compile, confirm and organize information.



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

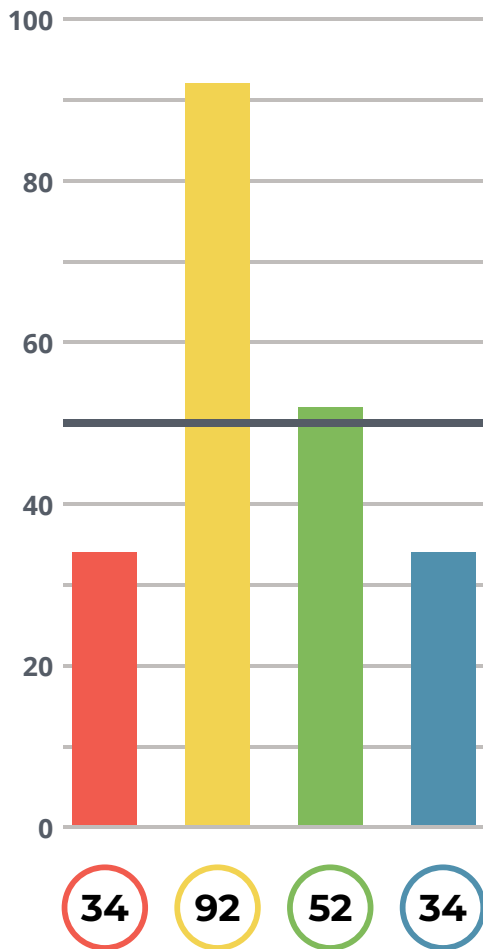
Style Insights® Graphs



Graph I

Adapted Style

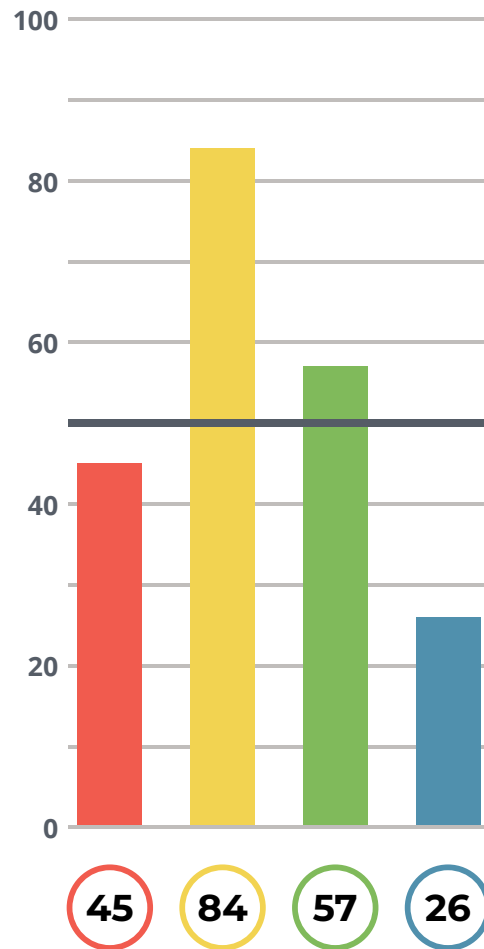
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



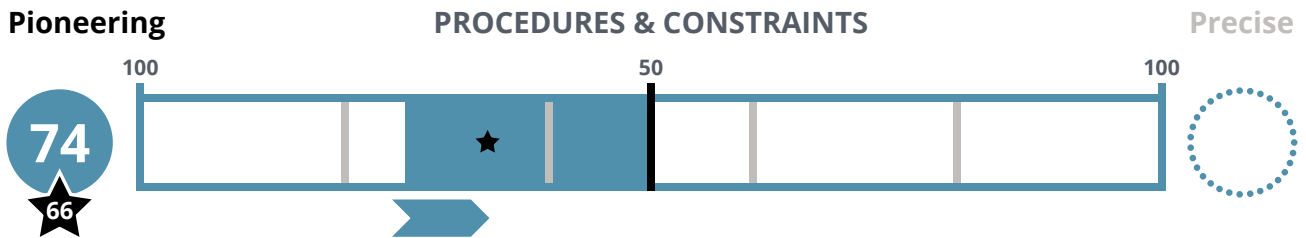
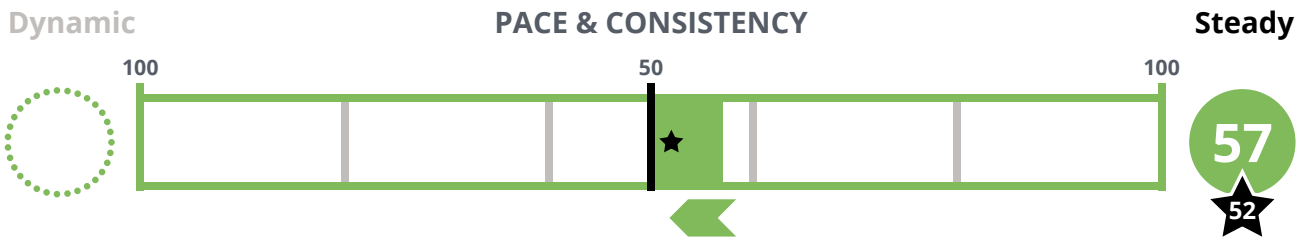
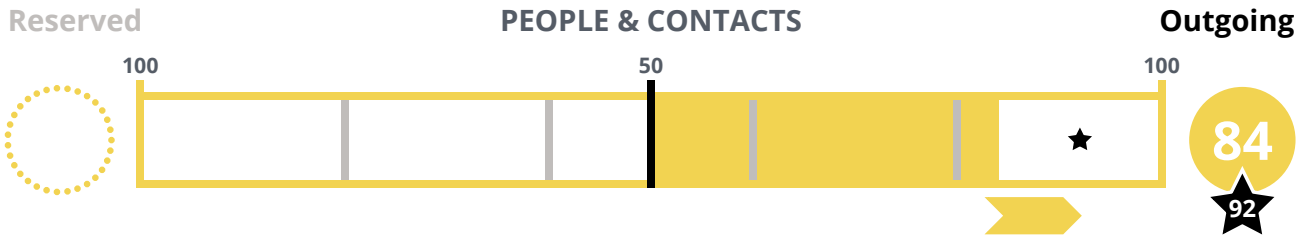
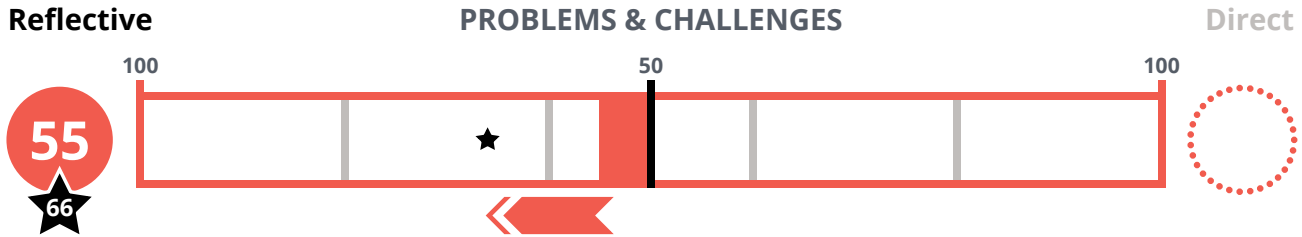
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Jason

Behavioral Continuum



Everyone has a varying level of the four main behavioral factors that create their own, personal style. Each side of those factors lives on a continuum, and the combination influences individuals' level of engagement in different situations. The graph below is a visual representation of where Jason falls within each continuum.



★ Adapted Position
 ◀ Adapted Movement

Norm 2017 R4
 3-13-2018
 T: 13:15

Jason

The Success Insights® Wheel



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

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.

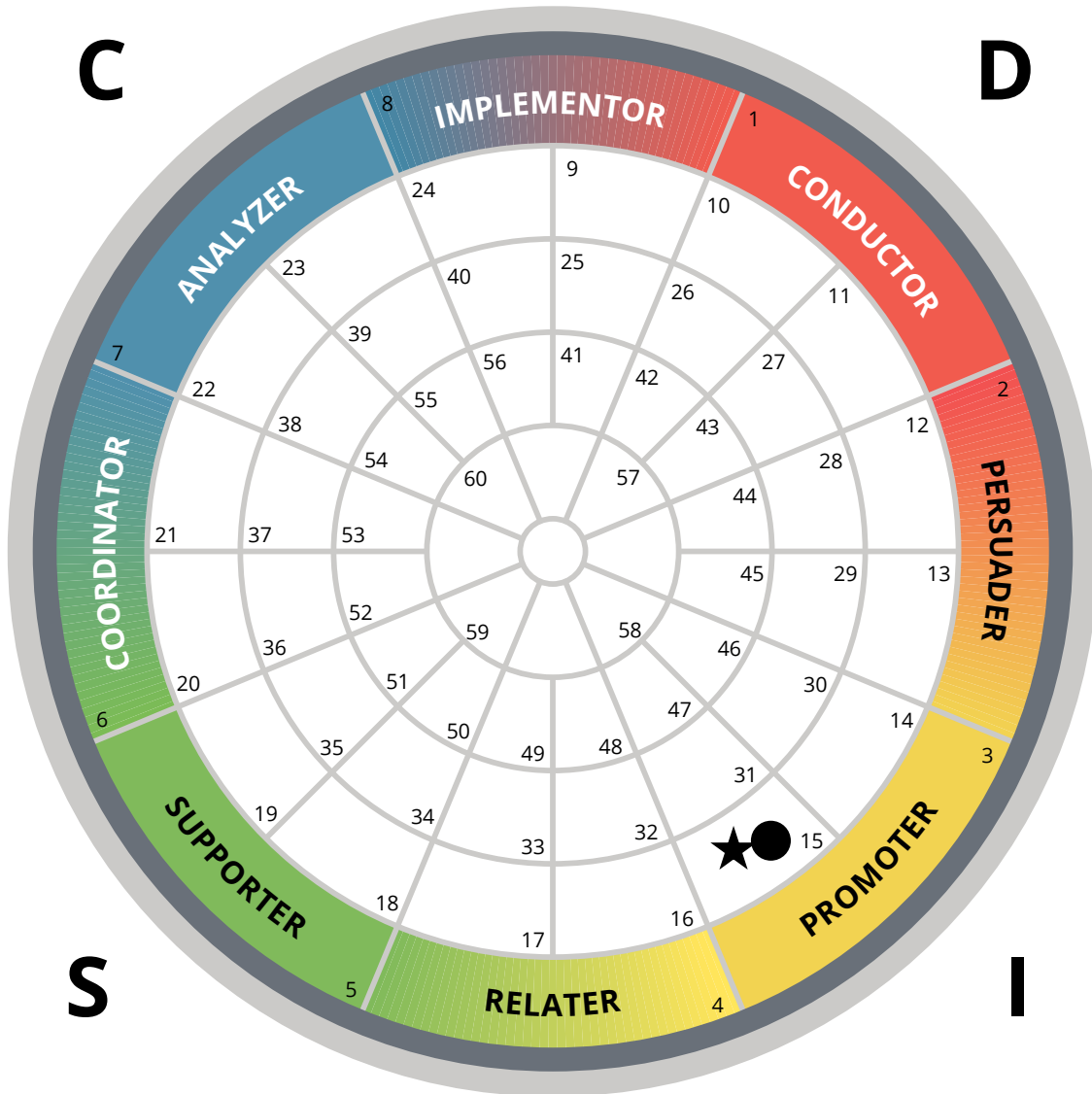
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

The Success Insights® Wheel



Jason



Adapted: ★ (15) RELATING PROMOTER
 Natural: ● (15) RELATING PROMOTER
 Norm 2017 R4

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Introduction

EQ Section



The Emotional Quotient™ (EQ) report looks at a person's emotional intelligence, which is the ability to sense, understand and effectively apply the power and acumen of emotions to facilitate higher levels of collaboration and productivity. The report was designed to provide insight into two broad areas: Self and Others.

Research shows that successful leaders and superior performers have well-developed emotional intelligence skills. This makes it possible for them to work well with a wide variety of people and to respond effectively to the rapidly changing conditions in the business world. In fact, a person's EQ may be a better predictor of success performance than intelligence (IQ).

Emotional intelligence is an area you can focus on and develop regardless of your current score in each dimension. One model to help you assess your emotional levels throughout the day is to check your emotional clarity. Think of red as poor emotional clarity or an inability to utilize all skills and resources because of your emotional cloudiness. When you're identifying yourself as having a red glass, you may be experiencing emotions such as fear, anger, sadness or loss. Think of a clear glass as your ideal state of clarity, or when you're emotionally "in the zone." You may experience emotions such as happiness, joy, peace or excitement. Most of the time you are somewhere in between. You may not be able to place an exact descriptor on how you feel, but you're relatively clear-headed and free from distractions. Remember, the higher your EQ scores, the easier it will be to apply this model to you and to those around you.

Introduction

EQ Section



This report measures five dimensions of emotional intelligence:

Emotional Intelligence - Self

What goes on inside of you as you experience day-to-day events.

Self-Awareness is the ability to recognize and understand your moods, emotions and drives, as well as their effect on others. In practice, it is your ability to recognize when you are red, clear or somewhere in-between.

Self-Regulation is the ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting. In practice, it is your ability to influence your emotional clarity from red to clear when the situation requires.

Motivation is a passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.

Emotional Intelligence - Others

What goes on between you and others.

Social Awareness is the ability to understand the emotional makeup of other people and how your words and actions affect others. In practice, it is the ability to assess if they are in a red, clear or somewhere in-between state.

Social Regulation is your ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.

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

Emotional Characteristics



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

Jason is consistently able to identify his emotions that will impact his ability to maintain composure during a stressful time. When others give Jason feedback, he will be aware of how his emotions can impact the understanding of the information. He regularly predicts and anticipates his emotional reactions to most events. Jason's level of self awareness can be seen as an ability to project confidence in most situations. When faced with a difficult decision, Jason's self awareness will assist him in moving forward. Jason's self awareness allows him to notice when his emotions begin to escalate in most instances.

Jason occasionally struggles when dealing with conflict. When Jason is feeling stressed, he tends to manage his emotions enough so he doesn't take it out on others. Sometimes Jason's emotions may cause him to act before he fully thinks things through. Others may question whether Jason can handle more responsibility during times of stress. Jason does not overreact to minor stressors but may have trouble managing his emotions with more significant stressors. He may struggle with weighing the practical issues versus emotional issues of a situation, and this can cause confusion in the decision-making process.

Jason generally will not allow objections or obstacles to keep him from achieving his goals. He will tend to challenge others at times when they are ready to settle for mediocre results. He will continue to look for ways to succeed when faced with challenges or resistance. He tends to meet his goals and the expectations others set for him. Jason tends to pursue his goals with enthusiasm and energy. He will look for ways to develop his skills or improve his career when he sees the need.

Emotional Characteristics



Jason recognizes if he has potentially offended someone and will make efforts to avoid that in the future. Others tend to feel Jason is perceptive around them. Jason's ability to gauge the emotional response of others enhances his ability to work with people. When using active listening skills, Jason will be able to predict a person's emotional state. Generally, Jason is able to empathize with others, even when he has not been there himself. Jason's ability to see things from others' viewpoints can assist him in collaborative circumstances.

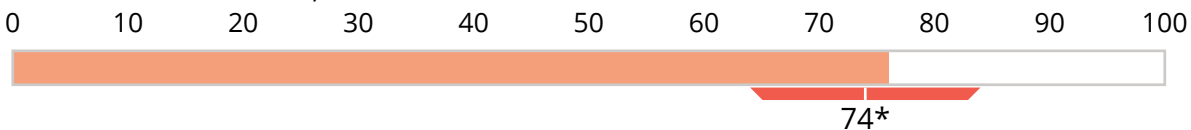
Jason is a good collaborator because he understands the dynamics of a team environment. He tends to use his relationship connections to reach outcomes. He is usually persuasive and is able to negotiate well with others. Others see Jason as approachable and will seek out interactions with him. Generally, others find spending time with Jason a positive experience. He is able to quickly and easily develop relationships with others.

Emotional Quotient Assessment Results



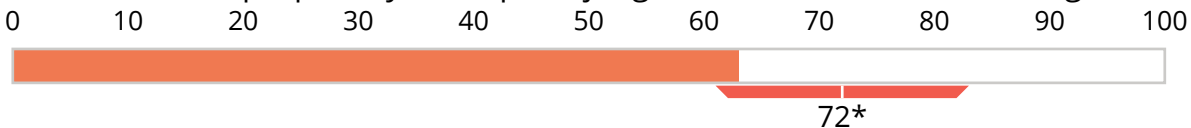
The Emotional Quotient (EQ) is a measure of your ability to sense, understand and effectively apply the power and acumen of your emotions and the emotions of others in order to facilitate high levels of collaboration and productivity. Your total score on the Emotional Quotient Assessment indicates your level of overall emotional intelligence. The higher the number, the more emotionally intelligent you are. If your goal is to raise your EQ, the components on which you have scored the lowest should be the focus of your development.

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



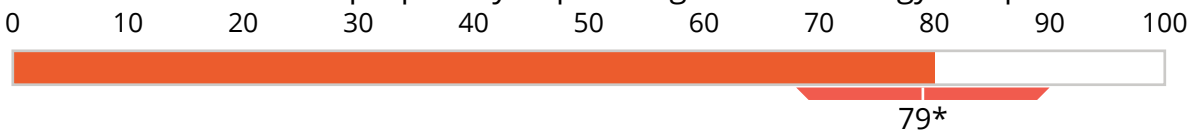
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2. Self-Regulation - The ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.



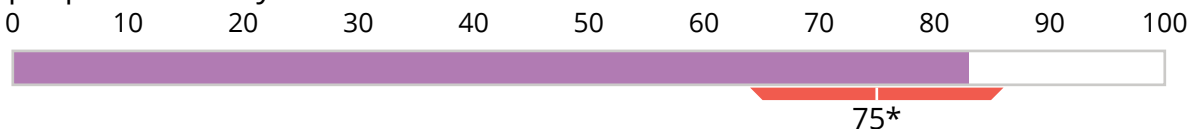
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3. Motivation - A passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.



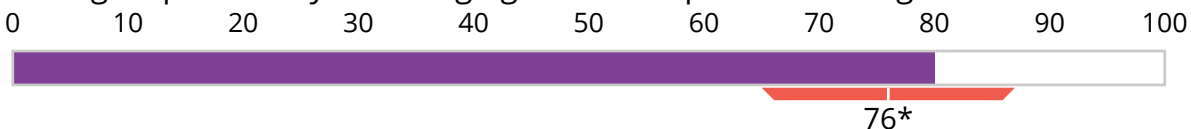
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4. Social Awareness - The ability to understand the emotional makeup of other people and how your words and actions affect others.



83

5. Social Regulation - The ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.



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

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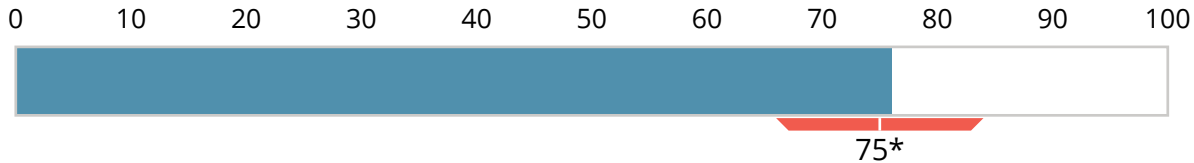
Jason

Emotional Quotient Scoring Information

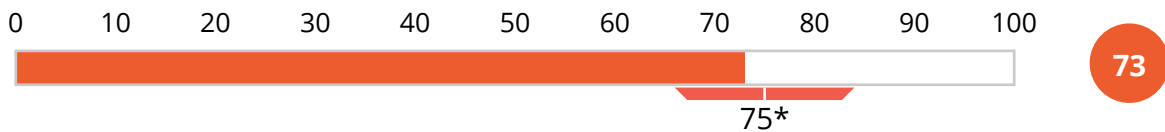


The average of the *Self-Regulation, Self-Awareness and Motivation* subscales represent your *Self Score*. The average of the *Social Awareness and Social Regulation* subscales represent your *Others Score*. Your total level of Emotional Quotient was calculated by averaging all five EQ dimensions.

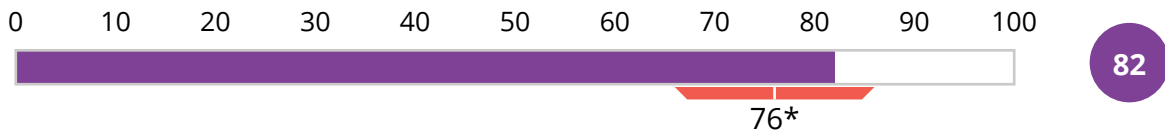
Total Emotional Quotient - Your total level of emotional intelligence, formed by averaging your Others and Self scores.



Self - The ability to understand yourself and form an accurate concept of yourself to operate effectively in life.



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



Self-Awareness

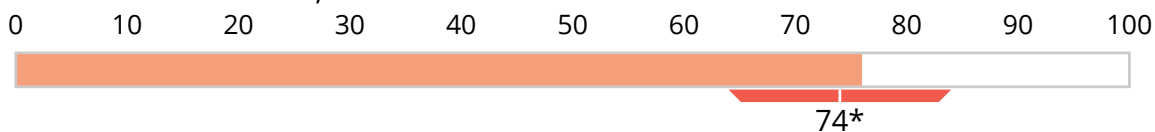


Based on Jason's current EQ level, he has a developed awareness of how he is feeling at any given time. Jason is usually able to assess his own emotions and their impact on his decisions.

What Jason can do:

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

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



Self-Regulation

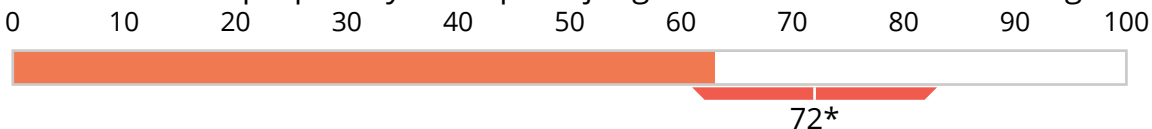


Based on Jason's current level of EQ in this dimension, he has a moderately developed level of Self-Regulation. Jason is able to regulate some negative emotions and, in these cases, allow himself to manage his reactions to given situations.

What Jason can do:

- Implement self-restraint by listening first, pausing and then responding.
- When becoming frustrated, stop and assess your emotional reaction and attempt to disrupt the negative behavior.
- Create effective responses to stressful situations by finding strategies for altering a distraction or negative mood.
- Discuss ways of dealing with change and stress with family members, friends or a trusted advisor.
- Make note of and focus on events that provide a sense of calm or positive emotions to change your clarity from red to clear or somewhere in-between.
- Choose a family member, friend or trusted advisor to discuss how you deal with change and how you can practice self-restraint.
- Ask yourself, "What is the worst thing that can happen?" in order to consider the reality of the situation.
- Journal occurrences during which you were able to regulate your responses or emotions.
- Discuss ways of expressing emotions appropriately with your co-workers.
- There is a strong mind-body connection. Take control of your body through meditation or yoga to learn to self-regulate your emotions over time.
- Begin regular exercise to increase your ability to manage your emotions and relax both body and mind.

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



Motivation

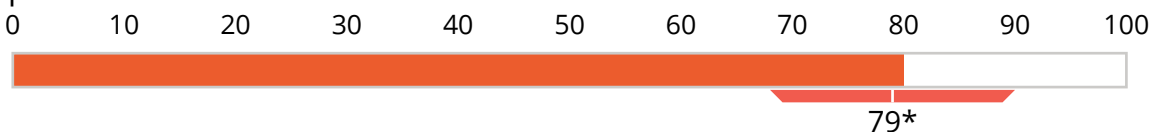


Based on Jason's current level of Motivation, he generally manages his goals well and tends to seek out new challenges.

What Jason can do:

- Document specific goals with target dates and revisit them regularly to ensure you are on track to achieve them.
- Post your goals and aspirations in a place where you will see them every day.
- Schedule time each day to reflect on the progress you are making towards your goals.
- Envision someone you know that models internal Motivation and develop those traits in yourself.
- Celebrate when you achieve one of your goals and document your success.
- Conduct a strengths, weaknesses, opportunities and threats analysis of your long-term goals to ensure your success.
- Challenge the status quo and make suggestions for improvement.
- Define qualities that may hold you back from attaining your goals and brainstorm ways to overcome them.
- Share your goals with a trusted advisor, family member or friend and ask them to help hold you accountable for reaching them.
- Spend time visualizing the achievement of your goals.
- Create detailed objectives to reach the overall goals.

Motivation - A passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.



Social Awareness

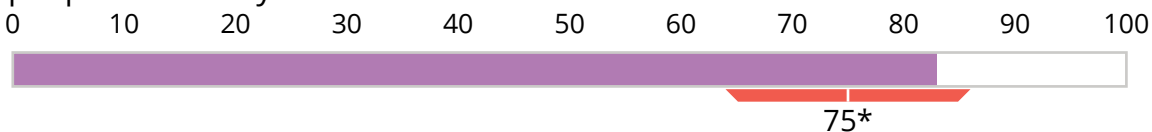


Based on Jason's level of Social Awareness, he tends to communicate with people according to their emotional cues and has the ability to be understanding of others in most instances.

What Jason can do:

- Attempt to understand others by assessing their emotional state before communicating your point of view; if not clear, the optimal outcome may be compromised.
- Observe interactions of other people and how their emotional color can change. Then, share your findings with a trusted advisor, family member or friend to see if they share a similar understanding.
- Consider ways you can use your social awareness to help others improve their emotional color.
- Work with a mentor to further improve your ability to consider others' emotional responses in the workplace.
- Consider ways to demonstrate a nonjudgmental attitude, especially when involved in sensitive situations.
- Make a list of your interpersonal habits and work on further developing positive communication practices.
- Seek clarification from others when reading their emotional responses, especially if you are not confident in your observation.
- Offer assistance to your friends, family and even strangers who may not understand the way they are communicating is impacting what you are trying to achieve.
- Try to find a good balance between being aware of others and considering your own emotional well-being.

Social Awareness - The ability to understand the emotional makeup of other people and how your words and actions affect others.



Social Regulation



Based on Jason's level of Social Regulation, he is able to find common ground with others and generally is able to build good rapport. Jason is able to help build a strong team environment.

What Jason can do:

- Consider traits you admire in other people you know and ask them for feedback about yourself in those areas.
- Identify areas of social interactions that may make you uncomfortable and ask a trusted advisor to help improve in these areas. This could be the case for others as well. Understanding how to manage these interactions can make a difference in the outcomes.
- Consider the unique capabilities of those you interact with and how you can further encourage these traits in them.
- Pursue quality, rather than quantity, in your social bonds. Converse with others on an even deeper level.
- Remember unique facts about others. This is a great way to keep the communication going in the direction you desire.
- Take notice when emotions are taking over an interaction and then find ways to improve the emotional tone of the situation.
- Talk about your feelings related to work as well as personal circumstances with a trusted advisor, family member or friend to understand their effects.
- Find ways to be a positive influence at work by helping others improve their Social Regulation skills.
- If you have a miscommunication or negative interaction, take accountability quickly and find ways to make sure the situation does not go red.
- Demonstrate a curiosity about others and their well being and consider ways you may be of assistance.
- Consider ways you may be able to provide positive feedback to help others improve.
- Join a professional association or special interest group to practice building positive emotional bonds to help manage situations.

Social Regulation - The ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.

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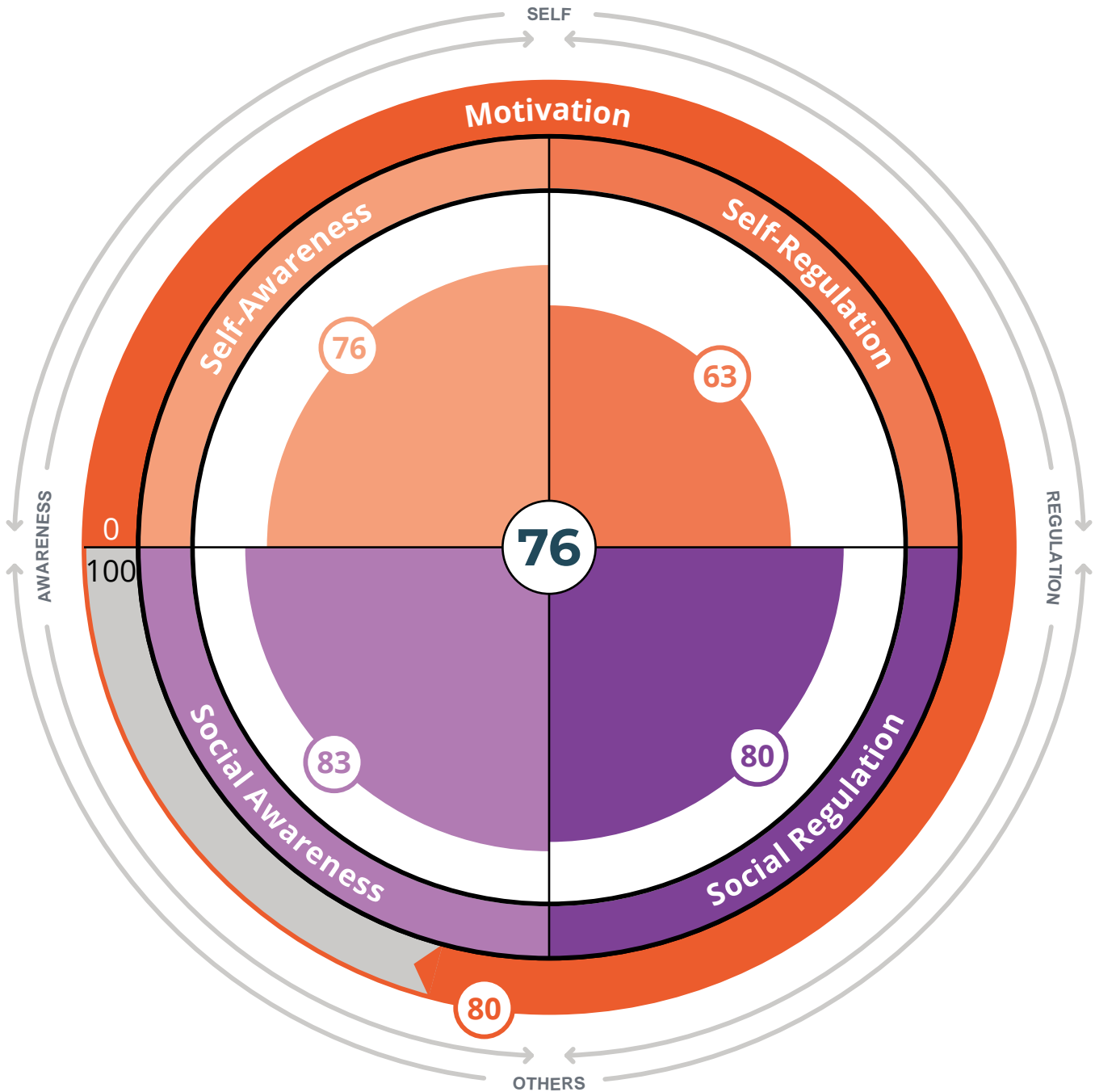
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Jason

Emotional Quotient™ Wheel



The Emotional Quotient wheel is a visualization of your scores in the report. The circle, split into quadrants, is encompassed by Motivation and divided by Self and Others. Your Motivation score starts at Self-Awareness and wraps around the wheel clockwise. This starting position is due to all EQ dimensions being influenced first by your level of Self-Awareness. The volume of color illustrates the strength of your overall EQ score which is also notated in the center circle.



T: 7:26