

**Personal & Confidential**

# Personal Assessment Results

for

**John Smith**

August 14, 2007

**Your Company Name**

## UNDERSTANDING YOUR ASSESSMENT RESULTS

### THE DATABASE

The assessment instrument you recently completed has been developed, scientifically validated, and standardized on large samples of management, technical, sales, administrative, and other skilled individuals. The database includes over 200,000 individuals.

### RELIABILITY

The assessment measures innate skill capacity and motivation. The results for most people are highly reliable and stable over time. This means that the vast majority of people assessed will have nearly the same results from one year to the next. This does not imply that people cannot or do not change - only that innate skill capacities and motivations are unlikely to change. In addition, short-term circumstances usually do not affect the results, i.e., having a good or bad day will usually not impact scores.

### ACCURACY

While no assessment instrument can be perfect, our standards for accuracy are quite high. In general, the vast majority of the people who review their own results feel that the assessment is accurate in its description overall. Often, if some part of the results does not seem to fit, it is a good idea to ask a close friend or family member to also review the results. If this person agrees with the results, it is likely that this is an area of which you are less conscious, representing a blind spot in your own self-awareness.

## THE MOTIVATION ANALYSIS PROFILE (MAP)

The MAP is a profile of the motivations most likely to influence your behavior in a work setting. It measures three broad categories as follows:

1. Task Motivations: How you are motivated to approach or accomplish everyday tasks.
2. Relationship Motivations: How you most frequently prefer to relate to others.
3. Influence Motivations: How you most often prefer to motivate other people to approach tasks that you cannot or prefer not to accomplish by yourself.

The MAP is able to measure both conscious motives (of which you are quite aware) and suppressed motives (which you tend to control or repress but can still influence your behavior). Scores on the right side of the scale represent conscious needs. Scores to the left on the MAP represent needs one has been taught to avoid and are sometimes difficult for people to identify with. Check with others who know you well. If a score on the left doesn't seem to fit, this could be a motivation you tend to suppress.

It is important to realize that motivation is not the same as behavior. For example, a soccer player may practice for a lot of different reasons. One player may strive for the fame and recognition of the fans, another may have personal goals to beat his own record, and still another may work to negotiate a higher salary or bonus. So an individual's motive for a specific behavior cannot be known without asking what he/she wants as a result.

How you choose to satisfy a motive is particularly dependent on the opportunities available. If you have a need for status, you may choose to pursue a highly visible career in show business or the media . . . or you could choose to acquire wealth to purchase the homes, cars, and other perks that signify success. Both are reasonable ways to gain status, and the choice will usually depend upon which opportunity is most available.

## EVALUATING YOUR MAP RESULTS

Since the MAP measures intensity of needs, the score represents the extent of opportunity required to feel satisfied at the time. In general, scores closest to the center of the profile are most "average." That is, you are closer to the midpoint in our society. The scores that are closest to either end--right or left--are the most distinctive. It is important to recognize that the strength of these characteristics increases or decreases by degree; the further a score moves away from the 50<sup>th</sup> percentile, the more likely it is to demonstrate the described behavior to gain the required satisfaction. Most people are recognized or thought of in terms of the characteristics that are most distinctive or different from average.

Most people in our society will have between three and seven distinctive motivational (MAP) scores that are above the 70th percentile (on the right of the profile) or below the 30th percentile (on the left of the profile). Individuals with three or fewer high or low scores are likely to be perceived as content, laid-back, or satisfied. Individuals with seven or more high or low scores are likely to be seen as driven, never satisfied, or strongly motivated.

Scores in the mid-range are not strong drivers or sources of satisfaction for the associated results. When an individual who scores in the mid-range is observed behaving like those who are strongly motivated for the typical result, it is most likely that he/she is attempting to satisfy one of his/her strong needs in an oblique manner. For instance, while you are not strongly motivated to lead a group, you still may take charge to help a foundering group move more quickly toward the short-term results that you are so motivated to accomplish.

**There is no "right way" to be.** Success, happiness, or other measures that might be applied are not strongly influenced by the number of motivational drives that influence behavior. More motivational drives do affect your activity level, pace, and intensity of satisfaction when things go well, as well as the intensity of your frustration when things do not go as well. However, strong motivational drives do require a continuous source of satisfaction, so situations suited to satisfying the opposite approach will produce frustration and stress if no outlets or alternatives are found.

## THE SELF-DESCRIPTIVE INDEX (SDI)

The SDI is a self-report measure of 12 different "habits" or typical approaches to life that are most frequently applicable to a work situation. They measure your most frequent, or preferred approach to situations. Like motivational drives, they can change but most frequently stay the same over a long period of time.

Because this is a self-report instrument, there are several "validity" scales to calibrate the degree of objectivity, both conscious and unconscious, in evaluating yourself. The habit of being very positive rather than self-critical in self-evaluation is pervasive in that it can influence your reported scores on most of the other scales. If your validity score indicates a lack of objectivity or reticence to admit limitations, the other scales that may be affected were adjusted to estimate a more accurate measure.

### EVALUATING YOUR SDI RESULTS

Since the SDI measures habits, the score represents the frequency or degree with which you practice the habit in question. Your preferred approach can be to practice the habit often, which will result in a score on the right. If your preferred approach is to avoid that habit or practice the opposite type of behaviors, your score will be on the left. If your score is in the mid-range (30% to 70%), you are likely to let the situation dictate how strongly you practice the behavior at any given time.

Again, **there is no "right way" to be.** You will be most comfortable and productive in situations that support or require your preferred approach. Extreme scores on the right will make you uncomfortable or less effective in situations that call for the opposite approach because you must stifle a natural tendency that works well for you most of the time, and instead use unfamiliar and difficult tactics. Likewise, extreme scores on the left will make you feel uncomfortable when the situation calls for the opposite because you must leave your comfort zone and force yourself to practice a foreign, or even unpleasant, approach.

## THE MISTAKE OF OVER-ANALYZING YOUR RESULTS

These profiles are meant to be a mirror and benchmark to objectively calibrate yourself against successful people in our society. Three principles are critical to keep in mind.

1. These profiles are useful to evaluate the kinds of activities that would be satisfying and even motivating. They say little about your ability to learn to perform the skills required by those activities. The fact that you enjoy working with people, are results oriented, have a high energy level, and like to control decisions means only that you could enjoy certain sales positions. It does not mean you have spent the time to understand a customer's business, establish an effective account management plan, learn products and applications, or develop sales skills. It does suggest, however, that learning the sales job could be a productive and satisfying opportunity.
2. The critical success factors for most career positions are *not* intuitively obvious. For example, most entrepreneurs are motivated by the opportunity to be independent and to control their own destiny, not by their interest in managing people. Design engineers, on the other hand, are more driven by the opportunity to establish a new customer's first business application than by the autonomy and independence enjoyed by the entrepreneur. The bottom line is simple--evaluate a career direction by what successful people actually do day-to-day, and not by overly simplified generalizations about the job. Keep in mind that 80% of all successful people did *not* originally plan to be in their present career. It takes a while for most of us to find the right niche.
3. Two different positions in two different environments may still require similar skills and be equally satisfying. Likewise, two similar sounding jobs may, in actuality, be very different. This is why so many people who performed well in one position fail to do as well in the "same" position in a different company, and why many people who were just "average" find a new position and shine.

# MAP: Task Motivations

| PRODUCE EXCELLENT RESULTS   | SCORE | LEFT   | AVERAGE | RIGHT |
|---|-------|--|---------|-------|
| The drive to reach new levels of achievement in building systems that produce tangible outputs; thrive on challenge to improve results  | 80%   |  |         |       |
| <b>LEFT: NEED TO CONTROL RISK</b>   |       | <b>RIGHT: PROMOTE GROWTH THROUGH INNOVATION</b>  |         |       |
| <ul style="list-style-type: none"> <li>• Focus on incremental improvements to output or profitability</li> <li>• Prefer to anticipate and remove obstacles before starting</li> <li>• Resourceful within the confines of existing methods or procedures</li> <li>• Uncomfortable risking what is 'good enough' to pursue a new idea that could fail</li> <li>• Minimize and control risk in order to optimize efficiency</li> <li>• Refine and maintain established systems at an effective level</li> <li>• Strive for stability and focused on results</li> </ul> |       | <ul style="list-style-type: none"> <li>• Like unique, new and different solutions, especially if seen as a breakthrough</li> <li>• Justify a growth-oriented approach in terms of future potential</li> <li>• Embrace innovation and creativity in exploring new business functions or capacities</li> <li>• Adopt the role of visionary and see the opportunities to be gained rather than the potential for loss</li> <li>• Welcome the challenge of trying or creating a new or different approach to your objectives</li> <li>• Eager to field-test a new solution or method by trial and error, making adjustments as necessary, and getting momentum started while the idea or technology is still fresh and exciting</li> </ul> |         |       |

| DEVELOP EXPERTISE  | SCORE | LEFT   | AVERAGE | RIGHT |
|--|-------|--|---------|-------|
| The drive to develop personal competence and effectiveness and increase personal skill levels; committed to producing quality results  | 84%   |  |         |       |
| <b>LEFT: ATTENTIVE TO RELEVANT DETAIL</b>  |       | <b>RIGHT: ATTENTION TO DETAIL</b>  |         |       |
| <ul style="list-style-type: none"> <li>• Delegate but retain control and check outputs</li> <li>• More likely to develop yourself as a generalist than a specialist and adopt a broadbrush approach to tasks in terms of qualitative standards</li> <li>• Prefer to develop breadth rather than depth of expertise</li> <li>• Reliable and accurate in task completion when directed to do so</li> <li>• Keep organized so details fall into place</li> <li>• Tend to focus on what is critical and ignore irrelevant details</li> <li>• Monitor and correct those details judged key to the success of the project or task at hand</li> </ul> |       | <ul style="list-style-type: none"> <li>• Concentrate on making details accurate and complete</li> <li>• Focus on quality and precision in your work because it is important to be accurate for its own sake</li> <li>• Take pride in the depth of expertise acquired for your job</li> <li>• Consistent in your detail orientation and will not permit sloppy or careless effort regardless of how a task is ranked in importance</li> <li>• Unwilling to sacrifice quality for efficiency, productivity, or creativity</li> </ul> |         |       |

| <b>PRODUCE SHORT-TERM RESULTS</b>   | <b>SCORE</b> | <b>LEFT</b>   | <b>AVERAGE</b> | <b>RIGHT</b> |
|---|--------------|---|----------------|--------------|
| The drive to accomplish an increased volume of useful outputs; strive for quantifiable results  | 3%           |   |                |              |
| <b>LEFT: NEED TO KEEP BUSY BUT STAY FLEXIBLE</b>  |              | <b>RIGHT: FOCUSED ON CONSISTENT, SHORT-TERM RESULTS</b>   |                |              |
| <ul style="list-style-type: none"> <li>• Set a busy schedule with opportunity to see progress on multiple projects</li> <li>• Need for variety requires frequent changes of the topic, scene, or situation</li> <li>• Seek or create situations that allow you to spread your focus rather than narrow your concentration to a single task or result</li> <li>• Choose to engage in an array of activities over repetition or replication of limited tasks in order to feel engaged and stimulated</li> <li>• Bored by rigid routine or repetition</li> </ul> |              | <ul style="list-style-type: none"> <li>• Tend to set personal goals in quantifiable units</li> <li>• Feel guilty about taking a respite from results achievement unless it is earned by high output</li> <li>• Accomplish consistent results within a given time frame by maintaining a single focus</li> <li>• Establish concrete dimensions and steps that can become quantifiable measures of progress</li> <li>• Routinize an approach to results achievement to increase the probability of success</li> </ul> |                |              |

## MAP: Relationship Motivations

| <b>MEET INTERESTING PEOPLE</b>   | <b>SCORE</b> | <b>LEFT</b>   | <b>AVERAGE</b> | <b>RIGHT</b> |
|--|--------------|---|----------------|--------------|
| The drive to meet, interact with, and understand successful, unique, or accomplished people  | 68%          |   |                |              |
| <b>LEFT: NEED TO FIND A PRACTICAL USE FOR SOCIAL INTERACTION</b>   |              | <b>RIGHT: NEED TO SEEK NEW INTERPERSONAL OPPORTUNITIES</b>  |                |              |
| <ul style="list-style-type: none"> <li>• Restrict casual socialization to those with common interests</li> <li>• Prioritize social contact selectively to fulfill commitments to those individuals important to you</li> <li>• Broad socialization is engaged in primarily to further a goal or obligation, e.g., skill building or business contacts</li> <li>• Consciously weigh the effort invested in social contact against the benefits</li> <li>• Unwilling to sacrifice time or resources on casual conversations or interactions that will not provide any value or gain</li> </ul> |              | <ul style="list-style-type: none"> <li>• Enjoy meeting accomplished or interesting people</li> <li>• Genuinely find accomplished people interesting regardless of shared experiences or backgrounds</li> <li>• Continually seek to broaden your circle of acquaintances</li> <li>• Typically skilled at conversation and social skills</li> <li>• Find opportunities to learn from people who have different opinions or perspectives to share</li> </ul> |                |              |

| <b>AVOID PERSONAL REJECTION</b>   | <b>SCORE</b> | <b>LEFT</b>   | <b>AVERAGE</b> | <b>RIGHT</b> |
|---|--------------|---|----------------|--------------|
| The drive to acquire long-term, fully trustworthy, 'loyal' relationships  | 31%          |   |                |              |
| <b>LEFT: NEED TO CONTROL EMOTIONAL INVOLVEMENT</b>  |              | <b>RIGHT: DEMONSTRATE LOYALTY AND COMMITMENT</b>  |                |              |
| <ul style="list-style-type: none"> <li>• Committed to being fair and objective when dealing with others</li> <li>• Seek acceptance by the work group but may show restraint in your participation in informal activities with them at the onset</li> <li>• Prefer more formal or reserved working relationships</li> <li>• Favor a reactive approach to relationship building and want to ensure your commitment will be reciprocated before it is offered to others</li> </ul> |              | <ul style="list-style-type: none"> <li>• Admire and reward loyalty, tending to favor allegiance when it conflicts with competence</li> <li>• Seek to foster loyalty and mutual support among the group and minimize internal politics</li> <li>• Gain significant satisfaction from the opportunity to work with a congenial and cooperative group</li> <li>• Willing to take the first step to establish trust and build strong working relationships</li> </ul> |                |              |

| <b>AVOID OFFENDING OTHERS</b>   | <b>SCORE</b> | <b>LEFT</b>  | <b>AVERAGE</b> | <b>RIGHT</b> |
|---|--------------|--|----------------|--------------|
| The drive to minimize painful relationship outcomes by respecting the value of all people   | 22%          |  |                |              |
| <b>LEFT: NEED TO SOFTEN TOUGH ISSUES</b>  |              | <b>RIGHT: AWARENESS OF IMPACT ON OTHERS</b>  |                |              |
| <ul style="list-style-type: none"> <li>• Keep all contact socially polite and friendly at a surface level</li> <li>• Likely to divert a conflict or ease tension when addressing sensitive issues</li> <li>• Make an effort to understand people by staying in constant contact and making adjustments as their feelings and motives become evident</li> <li>• Need a good excuse to be alone and free of social obligation, so you tend to have hobbies that provide solitude and time to reflect</li> </ul> |              | <ul style="list-style-type: none"> <li>• Introspective and spend private time thinking through difficult conversations</li> <li>• Concerned with offending others and plan how to present delicate or tricky issues</li> <li>• Through thoughtful consideration, attempt to understand what is behind others' actions and remain sensitive to their feelings and motives</li> <li>• Treat people with the same consideration that would be expected from them</li> </ul> |                |              |

Sample Report

# MAP: Influence Motivations

| <b>INFLUENCE OTHERS</b>   | <b>SCORE</b> | <b>LEFT</b>  | <b>AVERAGE</b> | <b>RIGHT</b> |
|---|--------------|--|----------------|--------------|
| The drive for influence and the power to accomplish greater outcomes than one could do personally   | 99%          |  |                |              |
| <b>LEFT: NEED TO ASSERT OWN DECISIONS</b>   |              | <b>RIGHT: CONSENSUS BUILDING APPROACH TO INFLUENCING OTHERS</b>  |                |              |
| <ul style="list-style-type: none"> <li>• Have a directive style when influencing a group, which works best when others are less experienced or expert</li> <li>• Prefer to control decisions and will not compromise authority just to support what's most popular or comfortable</li> <li>• Stand by your decision or solution rather than give in for the sake of group consensus</li> <li>• Willing to work around dissenters</li> <li>• Usually seen as pragmatic and practical and will exercise authority to achieve an efficient or effective outcome</li> </ul> |              | <ul style="list-style-type: none"> <li>• Believe you can have the greatest impact on your surroundings by embracing a democratic approach that encourages cooperation and collaboration</li> <li>• Draw ideas and suggestions from all sides to be sure of buy-in to the final approach</li> <li>• Willing to concede your preferred method or solution, if needed, to arrive at a consensus that works best for the group</li> <li>• Have a participative style when influencing a group, which works best when all are competent</li> <li>• Work to maximize team effectiveness</li> </ul> |                |              |

| <b>ADVISE OTHERS</b>  | <b>SCORE</b> | <b>LEFT</b>   | <b>AVERAGE</b> | <b>RIGHT</b> |
|---|--------------|---|----------------|--------------|
| The drive to enhance one's profession, field of endeavor, or beliefs, including the development of others to sponsor them   | 98%          |   |                |              |
| <b>LEFT: SELECTIVELY ADVISE OTHERS</b>  |              | <b>RIGHT: PROVIDE PROACTIVE ASSISTANCE/SUPPORT</b>  |                |              |
| <ul style="list-style-type: none"> <li>• Believe in promoting your profession/technology and have strong values based on personal expertise</li> <li>• Avoid appearing invasive by giving advice or assistance only upon request</li> <li>• Minimize time and resources spent directing advice or assistance toward unwilling or disinterested recipients</li> <li>• Willing to provide relevant information directed toward others' real needs</li> <li>• Enjoy helping individuals who demonstrate a need and appreciation for the information or assistance</li> </ul> |              | <ul style="list-style-type: none"> <li>• Seek opportunities to volunteer information, knowledge, and expertise</li> <li>• Find gratification in the success of those who benefit from your assistance</li> <li>• Serve as a mentor and personal coach to those needing individual guidance</li> <li>• Derive satisfaction from giving encouragement and support to others</li> <li>• Adjust your coaching style to accommodate novices as well as more experienced individuals</li> <li>• Take pride in being a role model</li> </ul> |                |              |

| <b>GET RECOGNITION</b>   | <b>SCORE</b> | <b>LEFT</b>   | <b>AVERAGE</b> | <b>RIGHT</b> |
|--|--------------|---|----------------|--------------|
| The drive to earn and receive the perks of success; the need to be seen as successful as a consequence of producing significant results  | 14%          |   |                |              |
| <b>LEFT: NEED TO AVOID SELF-PROMOTION</b>  |              | <b>RIGHT: SEEK RECOGNITION AS A PROFESSIONAL</b>  |                |              |
| <ul style="list-style-type: none"> <li>• Expect one's accomplishments to speak for themselves, and find it difficult to establish credibility with or make an impression on individuals unfamiliar with your professional credentials</li> <li>• Prefer to quietly have an impact or be an influential force behind-the-scenes</li> <li>• Respect a politically correct approach and choose to maintain a low personal profile</li> <li>• Tend to favor more prestigious symbols of success and avoid appearing too flashy or self-serving</li> <li>• Value recognition but believe it loses its significance if you must publicly seek it</li> <li>• Believe that self-promotion is inappropriate and can appear to be an automatic critique of others</li> </ul> |              | <ul style="list-style-type: none"> <li>• Seek the rewards and public recognition that define your success and elevate your status in the eyes of those individuals you want to influence or impress</li> <li>• Use your credentials as a means to establish credibility</li> <li>• Use public acknowledgement of one's professional status and accomplishment as a tool to make a positive impact on others</li> <li>• Get people to take notice and give their attention by promoting your accomplishments</li> <li>• Enjoy public recognition and feel comfortable in a high-profile role</li> <li>• Actively seek recognition and enjoy prominently displaying the rewards of success such as title, awards, etc.</li> </ul> |                |              |

| <b>BE VISIBLE</b>  | <b>SCORE</b> | <b>LEFT</b>  | <b>AVERAGE</b> | <b>RIGHT</b> |
|--|--------------|--|----------------|--------------|
| The drive to be included and involved and not excluded from key activity, including the need to be close to the center of ultimate decision making   | 2%           |  |                |              |
| <b>LEFT: NEED TO MINIMIZE CONFRONTATION</b>  |              | <b>RIGHT: NEED TO MAINTAIN A HIGH PROFILE</b>  |                |              |
| <ul style="list-style-type: none"> <li>• Make an effort to smooth over conflict situations rather than choose a side and risk alienation or dismissal from the group that holds the power</li> <li>• Solidify your place in the information loop by keeping negative feedback or controversial opinions to a minimum</li> <li>• Need to objectify the differences of opinion to permit yourself to look for mutually acceptable solutions</li> <li>• Prefer to downplay the importance of your position and refrain from actively defending your views or providing input that could result in an escalation of negative situations</li> </ul> |              | <ul style="list-style-type: none"> <li>• Seek to be included in what's happening and do not want to be left out of crucial actions or decisions</li> <li>• Want to be able to provide input and be seen as part of the advisory group supporting the decision makers</li> <li>• Comfortable assuming a highly visible role in the power structure of a group or organization</li> <li>• Constructively and proactively approach confrontation and negotiation to address obstacles when the desired outcome is threatened</li> </ul> |                |              |

# Self-Descriptive Index

| EXTROVERSION   | SCORE | LEFT   | AVERAGE | RIGHT |
|--|-------|--|---------|-------|
| The habit of expressing oneself actively in an outgoing and enthusiastic manner  | 29%   |  |         |       |
| <b>LEFT: QUIET AND UNASSUMING</b>  |       | <b>RIGHT: EFFECTIVE NETWORKING</b>   |         |       |
| <ul style="list-style-type: none"> <li>• May appear shy or quiet</li> <li>• Tend to hold back in social situations until others demonstrate interest</li> <li>• Prefer to interact with established and familiar acquaintances while you scope out opportunities to develop new contacts from a comfortable distance</li> <li>• Likely to assume the role of observer in social interactions</li> <li>• May be uncomfortable making social small talk without first rehearsing or scripting what to say</li> </ul> |       | <ul style="list-style-type: none"> <li>• Prefer to take the lead in social interactions and quite comfortable 'working a room' as you meet people and put them at ease</li> <li>• Move easily between people or groups both familiar and unfamiliar to you in order to identify opportunities for potential dealings in the future</li> <li>• Enjoy socialization, sharing information about yourself, and asking questions about others to 'break the ice' and initiate a conversation</li> </ul> |         |       |

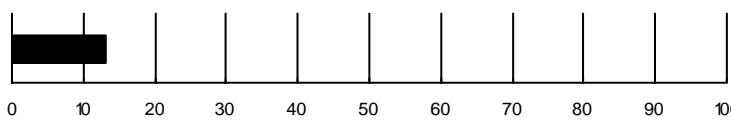
| ASSERTIVENESS   | SCORE | LEFT  | AVERAGE | RIGHT |
|---|-------|---|---------|-------|
| The habit of actively promoting one's own point of view or direction  | 83%   |   |         |       |
| <b>LEFT: COMPLIANCE</b>   |       | <b>RIGHT: ASSERTIVENESS</b>   |         |       |
| <ul style="list-style-type: none"> <li>• Concerned about being seen as too pushy or forceful</li> <li>• May allow frustration to build when backing down from repetitive, negative issues, setting the stage for overreaction to a specific occurrence of the issue</li> <li>• Avoid emotional argument just to make a point</li> <li>• Prefer to acquiesce to others' wishes rather than promote your opinions or desires</li> </ul> |       | <ul style="list-style-type: none"> <li>• Willing to speak up and defend your point of view</li> <li>• Comfortable using the force of personality to achieve objectives</li> <li>• Capable of disagreeing without intimidation</li> <li>• Debate without turning conflicting views into a personal attack</li> <li>• Confront adverse situations without serious concern about how this appears to others</li> </ul> |         |       |

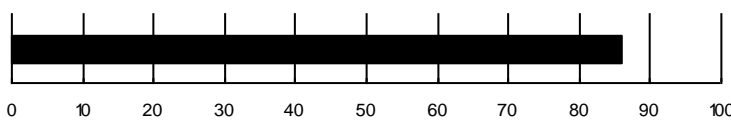
| ACCEPTANCE   | SCORE | LEFT   | AVERAGE | RIGHT |
|--|-------|--|---------|-------|
| The habit of tolerating different and conflicting needs or habits of others  | 9%    |  |         |       |
| <b>LEFT: COMFORTABLE TAKING A FIRM STAND</b>   |       | <b>RIGHT: ABILITY TO WEAR WELL WITH PEOPLE</b>   |         |       |
| <ul style="list-style-type: none"> <li>• Can be critical of others whose values are too different</li> <li>• Comfortable with being firm and consistent in a role that critiques or evaluates others</li> <li>• Tough-minded and demonstrate strength in your own convictions</li> <li>• Willing to make and act upon unpopular decisions</li> <li>• Steadfast in supporting one's viewpoint and will not surprise or confuse others with sudden swings in opinion or beliefs</li> </ul> |       | <ul style="list-style-type: none"> <li>• Tolerant of individual views, opinions, and attitudes</li> <li>• Tend to accept people at face value without filtering their words or actions through personal biases</li> <li>• Can embrace your own personal values without imposing them on others</li> <li>• Try to find common ground with others rather than focus on dissimilarities</li> <li>• Can be too easygoing and lenient to effectively hold others to critical performance standards</li> </ul> |         |       |

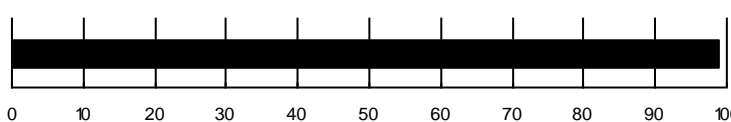
| <b>RESERVE</b>   | <b>SCORE</b> | <b>LEFT</b>  | <b>AVERAGE</b> | <b>RIGHT</b> |
|--|--------------|--|----------------|--------------|
| The habit of evaluating the content and impact of any communication or action before it is committed   | 57%          |  |                |              |
| <b>LEFT: OPPORTUNISTIC</b>   |              | <b>RIGHT: CONTROLLED WORK APPROACH</b>   |                |              |
| <ul style="list-style-type: none"> <li>• Spontaneously seize opportunities presented and take full advantage of them</li> <li>• Capitalize on unexpected events or circumstances and turn them into an advantage</li> <li>• Have the propensity to immediately exploit unexpected, timely opportunities and circumstances as they occur</li> <li>• Value what has proven successful in the past but willing to stretch past comfortable or known methods to meet objectives in spite of extra pressure or risk</li> <li>• Comfortable speaking your mind and suggesting innovative or creative ideas</li> <li>• Build immediate trust and rapport by presenting a visible and candid agenda</li> </ul> |              | <ul style="list-style-type: none"> <li>• Gather considerable evidence of likely success prior to adopting new methods and procedures</li> <li>• Minimize the risk of mistakes or failure by thinking through the process to the expected outcome and anticipating the consequences</li> <li>• Thoroughly question and evaluate new ideas or methodologies in an effort to ensure that the desired results are achieved</li> <li>• Resistant to move more quickly toward producing results if you perceive that quality could be jeopardized</li> <li>• Exhibit a strong need for control and a reticence to implement new methods until they have been proven</li> </ul> |                |              |

| <b>STRESS TOLERANCE</b>  | <b>SCORE</b> | <b>LEFT</b>   | <b>AVERAGE</b> | <b>RIGHT</b> |
|--|--------------|---|----------------|--------------|
| The habit of easily accommodating pressure or stress without excessive or visible impact on behavior or decisions  | 37%          |   |                |              |
| <b>LEFT: THRIVE ON STRESS AND CHANGE</b>   |              | <b>RIGHT: DEAL EFFECTIVELY WITH STRESS</b>  |                |              |
| <ul style="list-style-type: none"> <li>• Can get rattled if pressure lasts too long</li> <li>• Try to do too much in a given time frame and do not anticipate delays</li> <li>• Rise to the pressure to get things done</li> <li>• Fill your plate without becoming distracted by multiple tasks or directions</li> <li>• Respond favorably to a sense of urgency</li> </ul> |              | <ul style="list-style-type: none"> <li>• Set realistic goals and deadlines; anticipate barriers</li> <li>• Head off the negative impact of a potentially stressful situation by being prepared to deal with the cause of the stress</li> <li>• Remain calm and focused on the goal; almost never allow anxiety to inhibit your behavior</li> <li>• Resilient and do not take problems as personal affronts</li> <li>• Keep a sense of perspective in the face of adversity</li> </ul> |                |              |

| <b>ENERGY</b>  | <b>SCORE</b> | <b>LEFT</b>   | <b>AVERAGE</b> | <b>RIGHT</b> |
|--|--------------|---|----------------|--------------|
| The rate or pace of activity, both physical and mental   | 95%          |   |                |              |
| <b>LEFT: WORK AT A DELIBERATE PACE</b>   |              | <b>RIGHT: MAINTAIN AN ENERGETIC PACE</b>  |                |              |
| <ul style="list-style-type: none"> <li>• Move deliberately; may tire in intense or fast-paced situations</li> <li>• Keep a steady physical pace that contributes favorably to more sedentary or tedious tasks</li> <li>• Gear up to meet increased workload demands, but will not continue with an unnecessarily inflated pace once that demand is met</li> <li>• Reduce the chance for error by accomplishing results at a slower pace</li> </ul> |              | <ul style="list-style-type: none"> <li>• Possess a high level of stamina</li> <li>• Maintain a consistently fast and purposeful pace</li> <li>• Sustain your energy level and pace with only average amounts of rest and fuel</li> <li>• Resist being restrained by sedentary tasks or a deliberate pace</li> </ul> |                |              |

| POSITIVE MENTAL ATTITUDE  |     | SCORE  | LEFT   | AVERAGE | RIGHT |
|---|-----|--|--|---------|-------|
| The habit of defining needs and problems as opportunities and challenges and freely expressing frustration as it is experienced   | 13% |  |  |         |       |
| <b>LEFT: EMOTIONALLY CONTROLLED</b>   |     |  | <b>RIGHT: EFFECTIVELY MANAGE FRUSTRATION</b>   |         |       |
| <ul style="list-style-type: none"> <li>• Try to manage frustration by internalizing it</li> <li>• May find yourself going over negative events with excessive frequency or self-doubt</li> <li>• Keep a tight rein on your emotions</li> <li>• Can become discouraged if problems are persistent or solutions just don't materialize</li> </ul> |     |  | <ul style="list-style-type: none"> <li>• Tend to focus more on the solution than the problem</li> <li>• Comfortable expressing concerns</li> <li>• Won't allow frustrations to build</li> <li>• Don't allow negative events to ruin a positive attitude</li> </ul> |         |       |

| COMPETITIVENESS   |     | SCORE  | LEFT   | AVERAGE | RIGHT |
|---|-----|--|--|---------|-------|
| The habit of approaching most activities anticipating a win-loss outcome in terms of achieving a desired result and trying to win whether or not others are aware that it's a competition   | 86% |  |  |         |       |
| <b>LEFT: SUPPORTIVE AND COOPERATIVE</b>   |     |  | <b>RIGHT: COMPETITIVENESS</b>  |         |       |
| <ul style="list-style-type: none"> <li>• Prefer a cooperative effort with others to a competitive environment that creates rivals or opponents</li> <li>• Embrace a philosophy of 'all for one and one for all' in working toward common objectives</li> <li>• Avoid situations that promote winners and losers, and the associated feelings of disappointment and failure</li> <li>• Promote compromise and 'give and take' efforts in order to achieve a partial level of success rather than abandon a goal because compromise was unacceptable</li> </ul> |     |  | <ul style="list-style-type: none"> <li>• Enjoy the challenge of competition and comfortable with situations that produce a winner and a loser</li> <li>• Seek and gather the resources needed to position yourself to win</li> <li>• Unwilling to give up or accept failure if not immediately rewarded with success</li> <li>• Refrain from turning competition into a personal attack</li> </ul> |         |       |

| SELF-SATISFACTION  |     | SCORE  | LEFT  | AVERAGE | RIGHT |
|--|-----|--|---|---------|-------|
| The habit of being satisfied or content with one's current level of accomplishment   | 99% |  |   |         |       |
| <b>LEFT: DRIVEN TOWARD CONTINUOUS SELF-IMPROVEMENT</b>   |     |  | <b>RIGHT: SELF-ASSURED/SELF-SATISFACTION</b>  |         |       |
| <ul style="list-style-type: none"> <li>• Rarely content with own accomplishments and goals reached</li> <li>• Can be sensitive to external criticism</li> <li>• Concerned with how you are judged by others and by the standards they apply</li> <li>• Tough in self-evaluation and continually work to improve upon past accomplishments</li> </ul> |     |  | <ul style="list-style-type: none"> <li>• Project sureness in yourself and your accomplishments</li> <li>• Self-confident and comfortable with your ability to do the job</li> <li>• Refuse to measure your own self-worth against others' standards</li> <li>• Take on challenges and stay focused on the process without being self-conscious</li> <li>• Unconcerned with how you are evaluated by others</li> </ul> |         |       |

| <b>OPTIMISTIC FUTURE PERSPECTIVE</b>   | <b>SCORE</b> | <b>LEFT</b>   | <b>AVERAGE</b> | <b>RIGHT</b> |
|--|--------------|---|----------------|--------------|
| The habit of continually looking for opportunities for further gains and expecting the desired outcome to happen   | 91%          |   |                |              |
| <b>LEFT: PRAGMATIC</b>   |              | <b>RIGHT: OPTIMISTIC PERSPECTIVE</b>  |                |              |
| <ul style="list-style-type: none"> <li>• To keep from being disappointed, you keep positive expectations in check</li> <li>• Remain in control by expecting the worst, and therefore, will not be unprepared or caught off guard</li> <li>• Anticipate that things will go wrong and believe too much optimism is naïve</li> </ul> |              | <ul style="list-style-type: none"> <li>• See opportunities versus threats</li> <li>• Focus on positive goal attainment and keep obstacles in perspective, refusing to give them power over your abilities and vision of the goal</li> <li>• Feel that you are in control of both daily activities and your ultimate destination and will not be ruled or placed at a disadvantage by external factors</li> <li>• Can be surprised by obstacles and barriers that could have been anticipated and prevented</li> </ul> |                |              |

| <b>VALIDITY</b>  | <b>SCORE</b> | <b>LEFT</b>  | <b>AVERAGE</b> | <b>RIGHT</b> |
|--|--------------|--|----------------|--------------|
| The habit of being willing to admit personal limitations   | 70%          |  |                |              |
| <b>LEFT: ON GUARD</b>  |              | <b>RIGHT: FORTHRIGHT</b>   |                |              |
| <ul style="list-style-type: none"> <li>• Package yourself to give the best impression</li> <li>• Try to look 'right' for the job or situation</li> <li>• Have difficulty asking for help or exposing possible flaws</li> </ul> |              | <ul style="list-style-type: none"> <li>• Try to be very scrupulous in exposing flaws</li> <li>• May get distracted under pressure and focus on the problem rather than the desired results</li> <li>• May tend to challenge your own worth or value</li> </ul> |                |              |

| <b>UNINTENTIONAL GUARDEDNESS</b>   | <b>SCORE</b> | <b>LEFT</b>   | <b>AVERAGE</b> | <b>RIGHT</b> |
|--|--------------|---|----------------|--------------|
| The habit of introspective awareness of one's own controls or inhibitions; a willingness to accept personal limitations                    | 42%          |   |                |              |
| <b>LEFT: SELF-CONSTRAINT</b>   |              | <b>RIGHT: SELF-CENSURE</b>  |                |              |
| <ul style="list-style-type: none"> <li>• Emotionally controlled</li> <li>• Tend to overly control feelings and focus externally</li> </ul> |              | <ul style="list-style-type: none"> <li>• Tend to be concerned with your own feelings and emotions</li> <li>• Tend to be overly self-critical</li> </ul> |                |              |