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Encourage.  
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**Ajax Nowack**

**Innate Index 360**

**3 Nov 2012**

**Strictly Confidential**

This report contains feedback gathered from the following sources:

Self	1
Manager	1
Direct Reports	2
Team Members	2
Peers	2
Others	2
<b>Total:</b>	<b>10</b>

## About the Innate Index

The **Innate Index** is a reliable and valid assessment of personality. It measures eight key factors that have been shown to be significantly associated with diverse job, career and health outcomes and highly correlated with other validated measures of personality.

The **Innate Index** has been normed on over 17,000 working adults in diverse industries and has a balance of gender, ethnicity, job level and age. The Innate Index has a sound statistical foundation with reliable and valid scales. The **Innate Index** development and research manual is available by request at [support@envisialearning.com](mailto:support@envisialearning.com)

Your **Innate Index** report is a snapshot of how people who work with you experience your personality at work. Your **Innate Index** report provides a summary and comparison of your self-perceptions to those of others so you can leverage your strengths and focus on potential development areas to become even more effective on the job.

The **Innate Index** is a measure of general and normal personality. The factors measured by the Innate Index support an impressive body of literature that provides compelling evidence for a 5-factor personality model of personality.

### What is Personality and Why Does it Matter?

Current research suggests that personality is not merely "an attitude about one's self" and this limited view does *not appear consistent* with current research showing that:

1. Personality measurements of the same factor by self-reports, other reports, behavioral simulation, tend to be *highly correlated with each other*.
2. Personality measures have proven heritability across cultures (on average *40 to 50 percent* of most personality factors are inherited).
3. Personality measures appear to be related systematically to biological systems such as those assessed by functional MRI (i.e., there is a close association between personality and neurophysiologic processes).
4. Personality traits are *relatively consistent* over long periods of time and strongly associated with diverse life and health outcomes (e.g., career success, life span, well-being).

In general, our personality plays a major role in the way people perceive, behave, and are experienced by others at work. Our personality provides us with insight about "*why*" we behave as we do and how others experience us at work.

There is no "good" or "bad" but too much or too little of a personality trait may either benefit or get in the way of high performance depending on the job complexity and emphasis on interpersonal interactions.

## The Importance of Personality at Work

It's not how smart you are, *but how you are smart* that seems to make a difference in work and life success. Personality and social and emotional competence for most individuals in most kinds of jobs determines largely who succeeds and who fails.

1. Research by Envisia Learning, Inc. demonstrates that talent who report to interpersonally incompetent bosses are **significantly** more likely to report higher job stress, lower satisfaction/engagement and less likely to stay with the organization.

2. There is considerable support for the claim that there is a *strong association* between personality and work-related performance. For example, studies show that emotional intelligence and social and emotional competence predicts performance even when mental ability (incremental validity) is controlled in both leadership and professional jobs.

3. Research by the Center for Creative Leadership suggests that although intelligence is important for initial career success, over use of some interpersonal personality factors can contribute to "*derailment*" and ultimate failure in both leadership and professional roles.

4. A broad personality trait called "core self evaluations" represent fundamental assessments that people make about their worthiness, competence and capabilities. These self-evaluative traits of self-efficacy, self-esteem, locus of control and emotional stability have been shown to be *strongly associated* with health, job success and performance. Additional research also supports positive psychology traits like resilience, hardiness and optimism with sales success and performance and self-discipline predicts academic success (GPA and SAT scores) twice as well as IQ in students.

5. New personality research reveals that many traits like achievement orientation and emotional stability have a *U-shape relationship* with job performance. Higher levels will initially lead to better performance (e.g., high in conscientiousness and drive) but the relationship will become weaker and then eventually disappear after it reaches a certain threshold point that depends on just how complex the job to be performed is. For example, highly conscientious individuals who are deliberate, cautious, diligent and persistent working in low complexity jobs might waste time influencing both speed and accuracy and find it difficult to make rapid decisions. So, the level of *specific personality traits* must be looked at in the context of the job being performed in order to assess what is ideal for effectiveness and success.

### Using the Innate Index

The **Innate Index** helps you to see yourself more accurately by comparing your own self-ratings on the eight personality factors to those of others you have invited for feedback. Each of these personality factors has been shown to be important in both job and career success.

By understanding how you are perceived you can make some changes in your behavior to become more effective on the job. The goal is *not for you to become a different person* but to look for opportunities to leverage the strengths of your personality and minimize how over use or under use might limit your effectiveness in getting tasks accomplished or working effectively with others.

## The Competencies

### INNATE INDEX 360 SCALES

#### **INTERPERSONAL SENSITIVITY**

Interpersonal sensitivity assesses one's interpersonal orientation. Individuals high on Sensitivity can be characterized as trusting, forgiving, caring, altruistic, and gullible.

#### **SELF-CONFIDENCE**

Self-Confidence describes the continuum between humbleness to arrogance in the behavior of others.

#### **CHARACTER**

Character describes the extent to which an individual acts and behaves in a responsible and honest manner in all dealings with others. This factor implies a slightly broader conception including willingness to comply with rules, internalized values, norms and expectations.

#### **SOCIABILITY**

Sociability describes the extent to which people are gregarious, outgoing, social and extraverted (i.e., they get energy being around other people).

#### **ADVENTURESOME**

Adventuresome characterizes someone who is intellectually curious and tends to seek new experiences and explore novel ideas.

#### **ENERGY**

Energy describes the extent to which people are energetic, playful, excitable active, and enthusiastic.

#### **RESILIENCE**

Resilience represents individual differences in emotional adjustment and emotional stability.

#### **ACHIEVEMENT**

Achievement indicates an individual's degree of organization, persistence, drive, hard work, and motivation in the pursuit of goal accomplishment. It is composed of two primary facets (but treated as a unitary factor): achievement motivation and dependability.

## Self-Awareness Index Introduction

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **CustomView360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorized in four distinct ways:

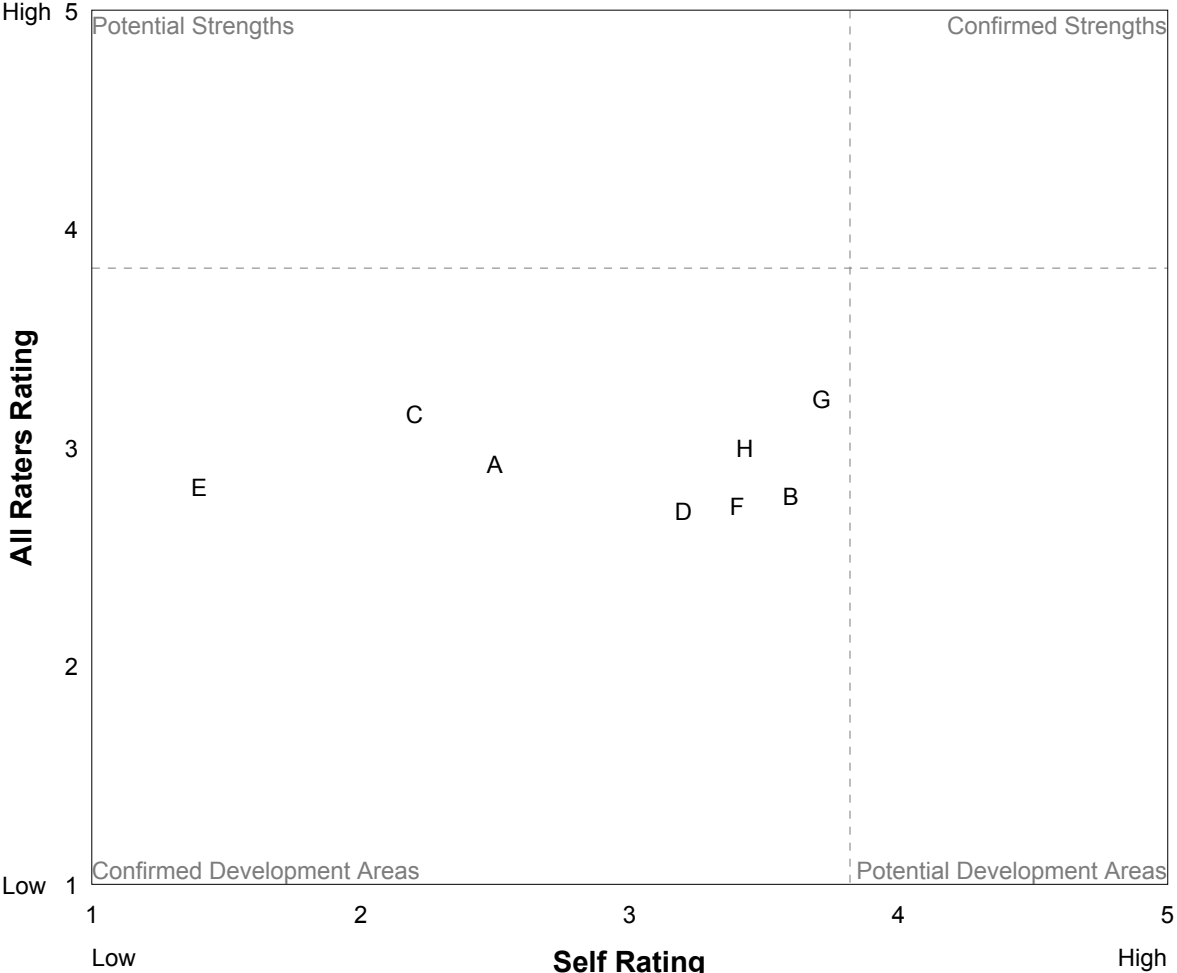
- ✓ Potential Strengths - the competencies represented in this quadrant are those that were rated higher by your rater groups than your own self ratings
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those that were rated high by yourself and other rater groups
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated lower by your rater groups than your own self ratings
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those that were rated low by yourself and other rater groups

		<b>SELF RATINGS</b>	
		Low	High
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas

### HOW TO USE YOUR SELF-AWARENESS INDEX

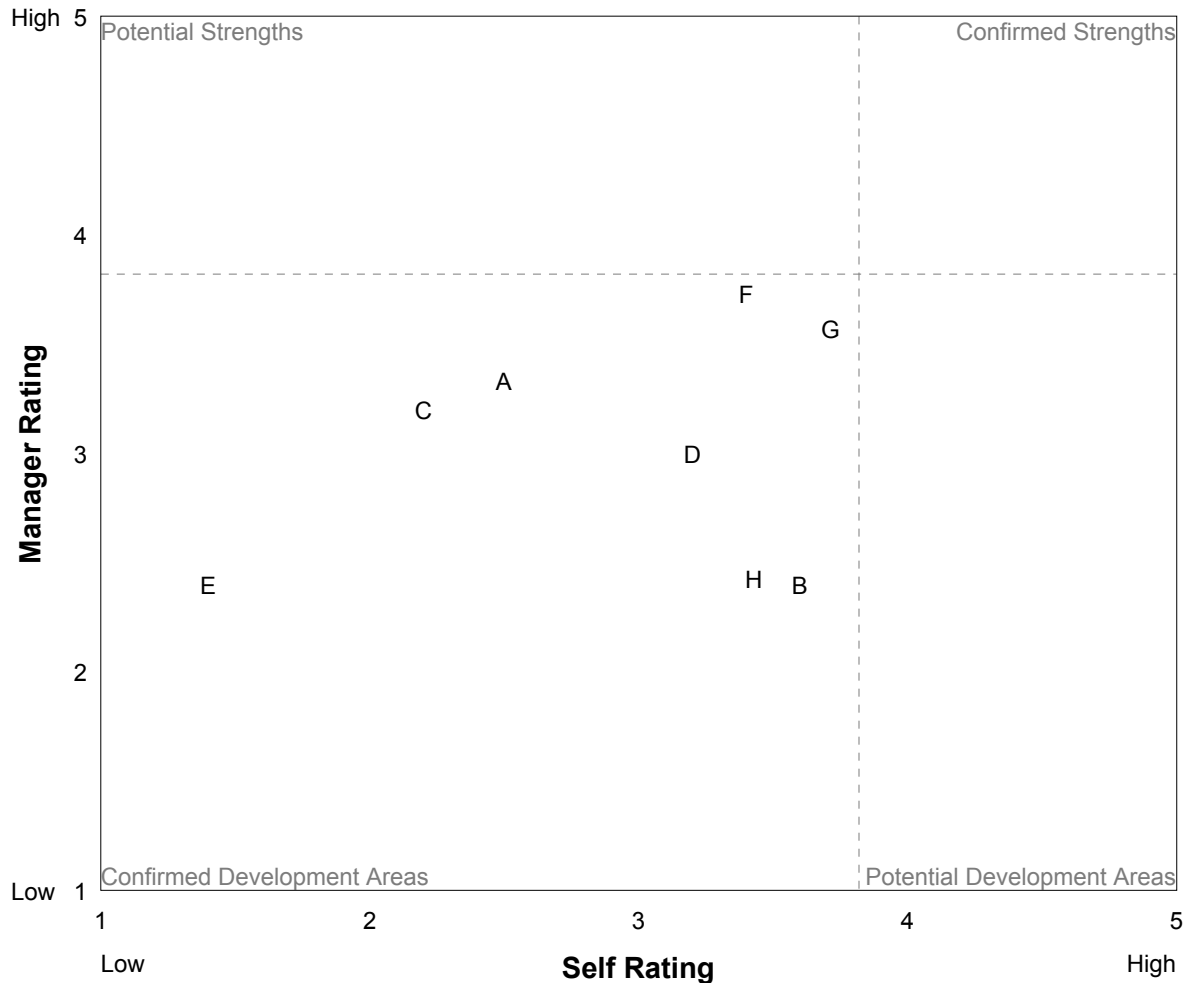
- 1) First, examine the specific competencies that fall into each of these four quadrants
- 2) Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or Potential Strengths
- 3) Finally, consider ways to enhance skills and effectiveness in those competencies categorized as Confirmed or Potential Development Areas

**Self-Awareness Index**  
**SELF - ALL RATERS (N = 9)**



	<u>Self</u>	<u>All Raters</u>
<b>Confirmed Development Areas</b>		
A. INTERPERSONAL SENSITIVITY	2.50	2.93
B. SELF-CONFIDENCE	3.60	2.78
C. CHARACTER	2.20	3.16
D. SOCIABILITY	3.20	2.71
E. ADVENTURESOME	1.40	2.82
F. ENERGY	3.40	2.73
G. RESILIENCE	3.71	3.22
H. ACHIEVEMENT	3.43	3.00

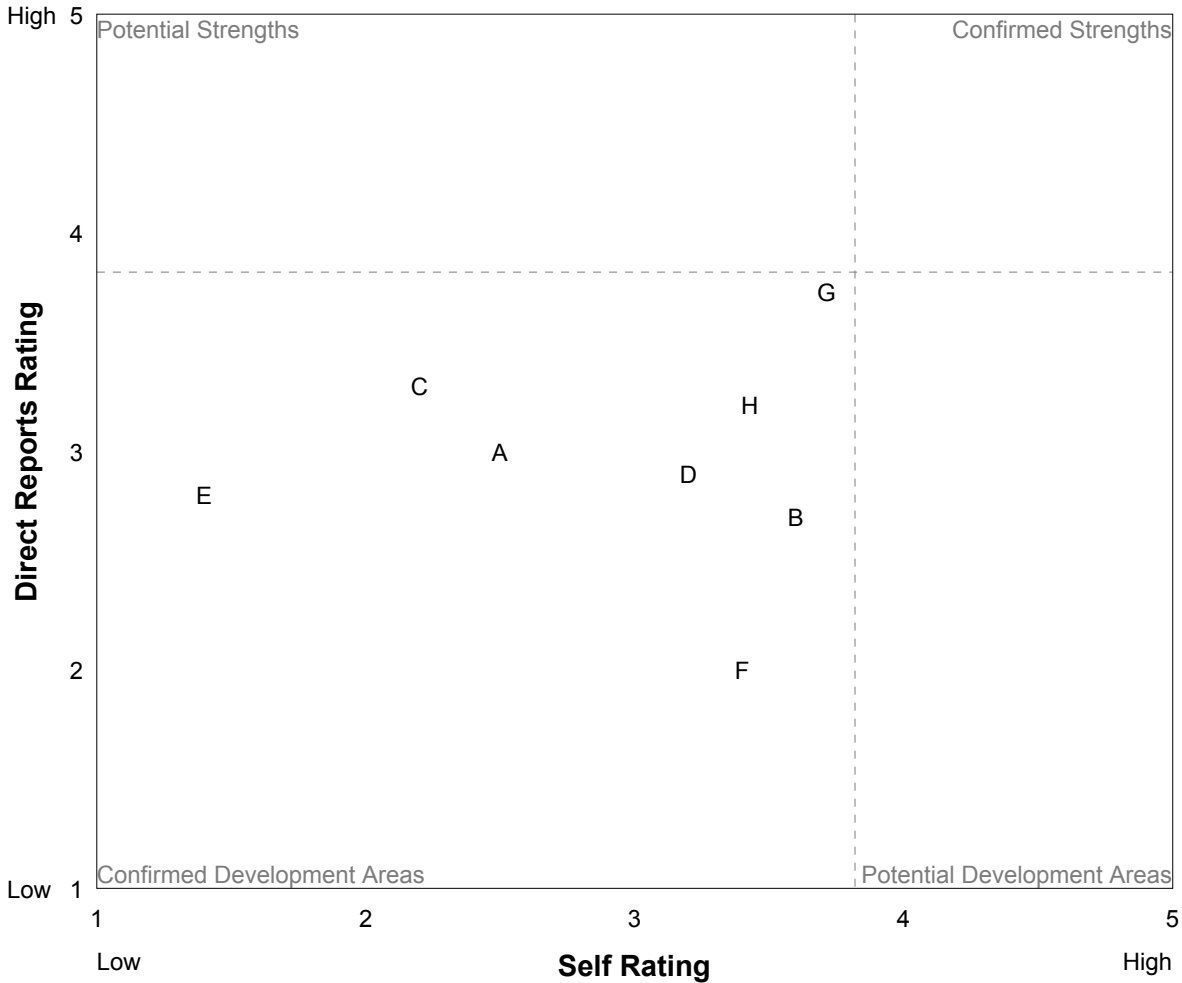
**Self-Awareness Index**  
**SELF - MANAGER (N = 1)**



	<u>Self</u>	<u>Manager</u>
<b>Confirmed Development Areas</b>		
A. INTERPERSONAL SENSITIVITY	2.50	3.33
B. SELF-CONFIDENCE	3.60	2.40
C. CHARACTER	2.20	3.20
D. SOCIABILITY	3.20	3.00
E. ADVENTURESOME	1.40	2.40
F. ENERGY	3.40	3.80
G. RESILIENCE	3.71	3.57
H. ACHIEVEMENT	3.43	2.43

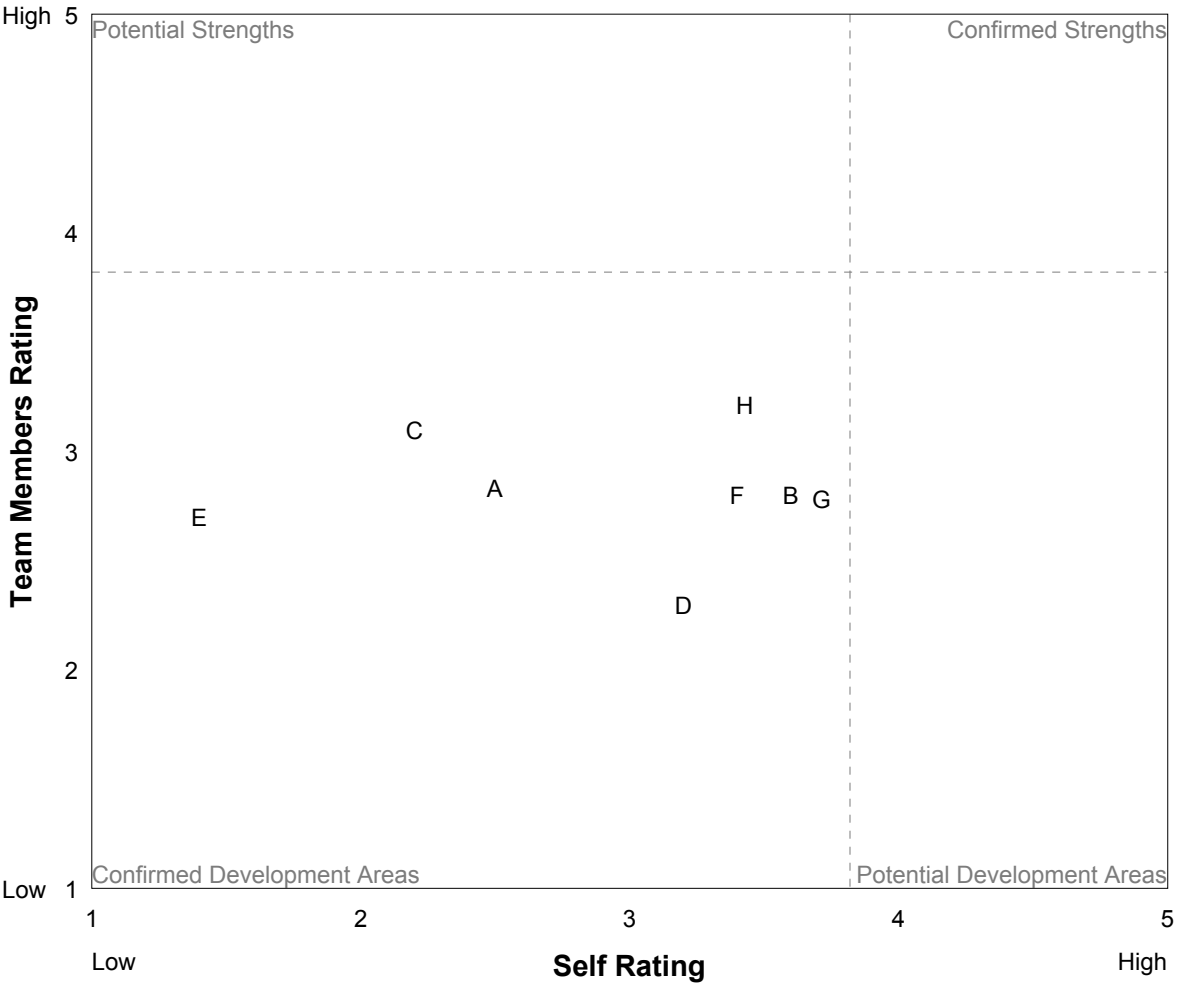


**Self-Awareness Index**  
**SELF - DIRECT REPORTS (N = 2)**



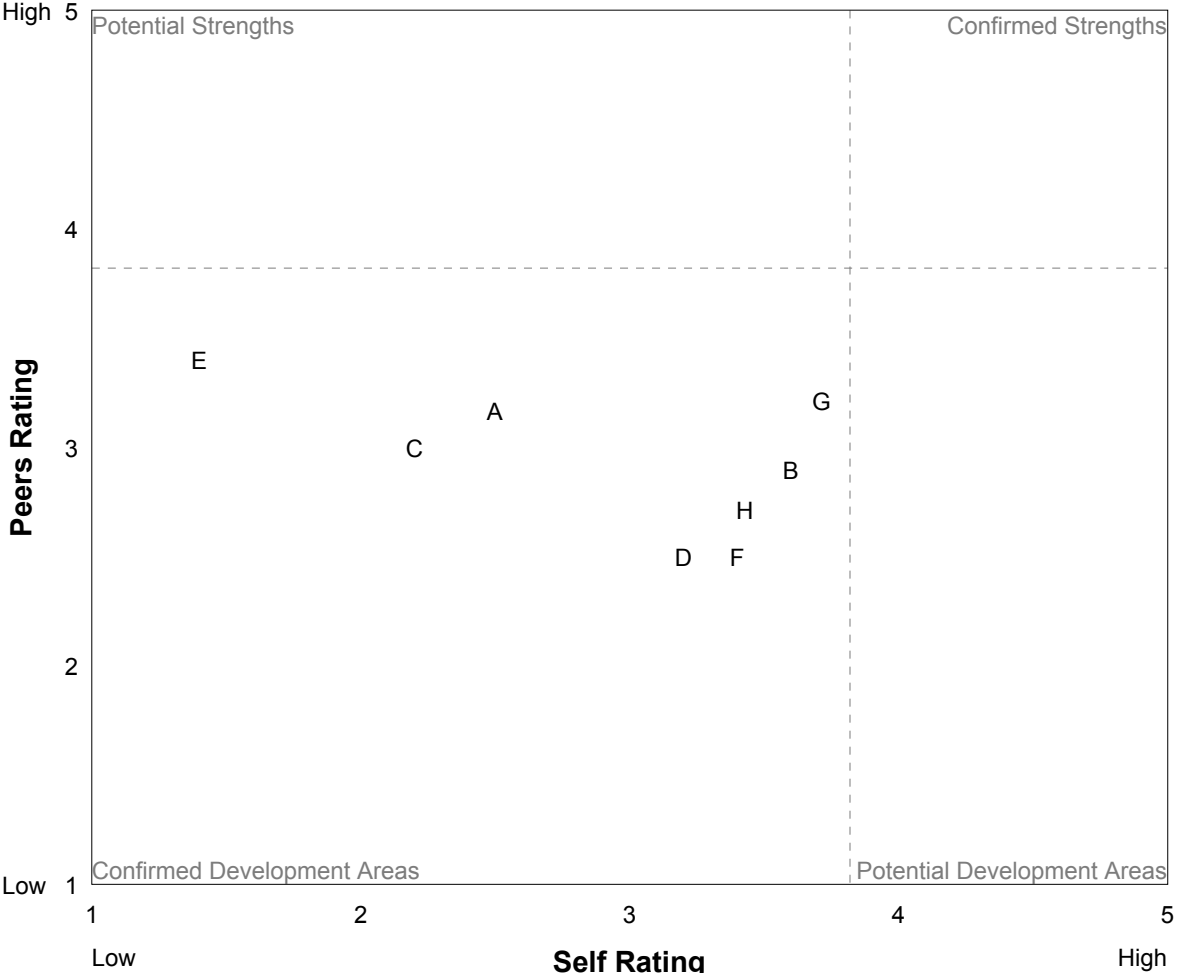
	<u>Self</u>	<u>Direct Reports</u>
<b>Confirmed Development Areas</b>		
A. INTERPERSONAL SENSITIVITY	2.50	3.00
B. SELF-CONFIDENCE	3.60	2.70
C. CHARACTER	2.20	3.30
D. SOCIABILITY	3.20	2.90
E. ADVENTURESOME	1.40	2.80
F. ENERGY	3.40	2.00
G. RESILIENCE	3.71	3.79
H. ACHIEVEMENT	3.43	3.21

**Self-Awareness Index**  
**SELF - TEAM MEMBERS (N = 2)**



	<u>Self</u>	<u>Team Members</u>
<b>Confirmed Development Areas</b>		
A. INTERPERSONAL SENSITIVITY	2.50	2.83
B. SELF-CONFIDENCE	3.60	2.80
C. CHARACTER	2.20	3.10
D. SOCIABILITY	3.20	2.30
E. ADVENTURESOME	1.40	2.70
F. ENERGY	3.40	2.80
G. RESILIENCE	3.71	2.79
H. ACHIEVEMENT	3.43	3.21

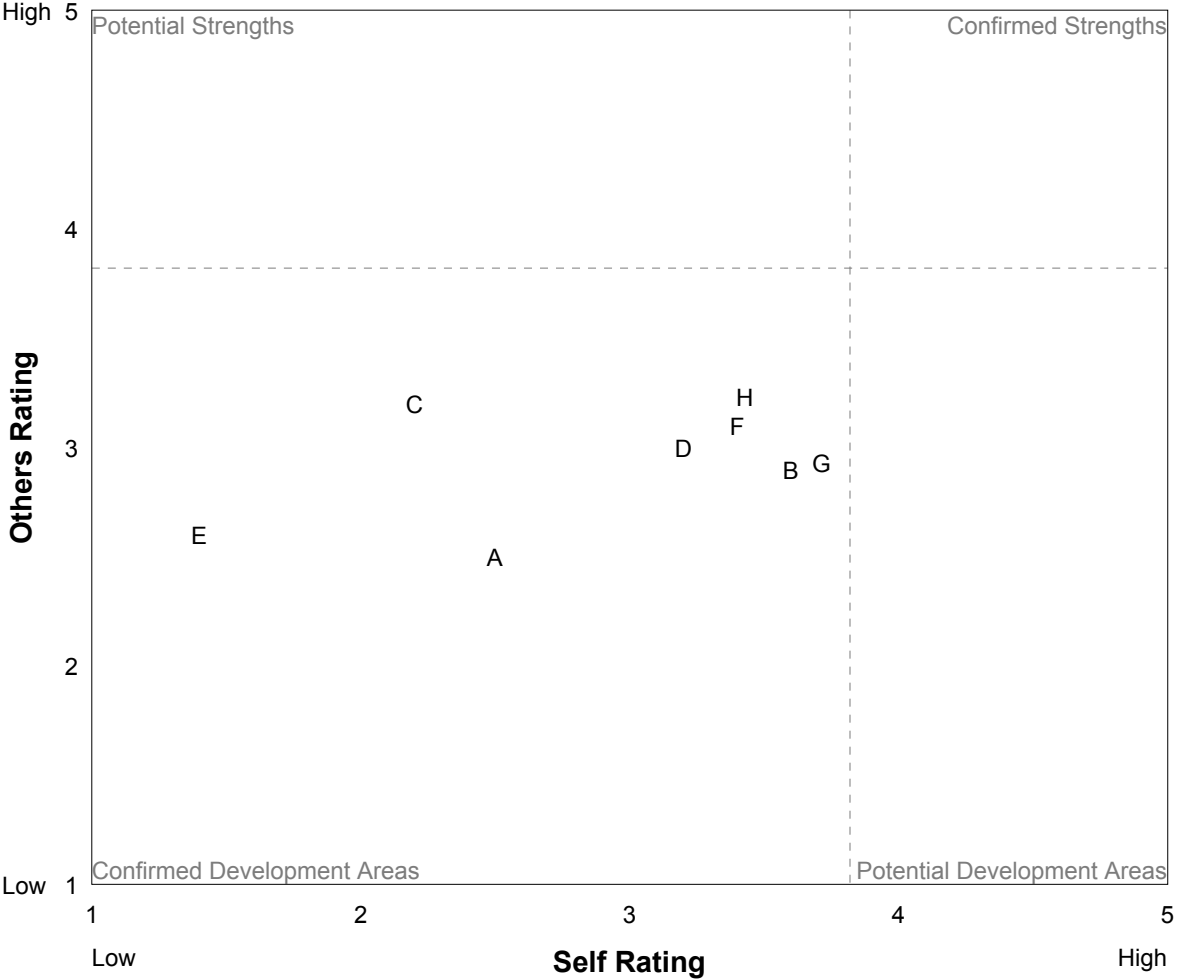
**Self-Awareness Index**  
**SELF - PEERS (N = 2)**



**Confirmed Development Areas**

	<u>Self</u>	<u>Peers</u>
A. INTERPERSONAL SENSITIVITY	2.50	3.17
B. SELF-CONFIDENCE	3.60	2.90
C. CHARACTER	2.20	3.00
D. SOCIABILITY	3.20	2.50
E. ADVENTURESOME	1.40	3.40
F. ENERGY	3.40	2.50
G. RESILIENCE	3.71	3.21
H. ACHIEVEMENT	3.43	2.71

**Self-Awareness Index**  
**SELF - OTHERS (N = 2)**



	<u>Self</u>	<u>Others</u>
<b>Confirmed Development Areas</b>		
A. INTERPERSONAL SENSITIVITY	2.50	2.50
B. SELF-CONFIDENCE	3.60	2.90
C. CHARACTER	2.20	3.20
D. SOCIABILITY	3.20	3.00
E. ADVENTURESOME	1.40	2.60
F. ENERGY	3.40	3.10
G. RESILIENCE	3.71	2.93
H. ACHIEVEMENT	3.43	3.14

## The Rating Scale

As a reminder, the scale that was used by respondents for the questionnaire is shown below:

### Response Scale

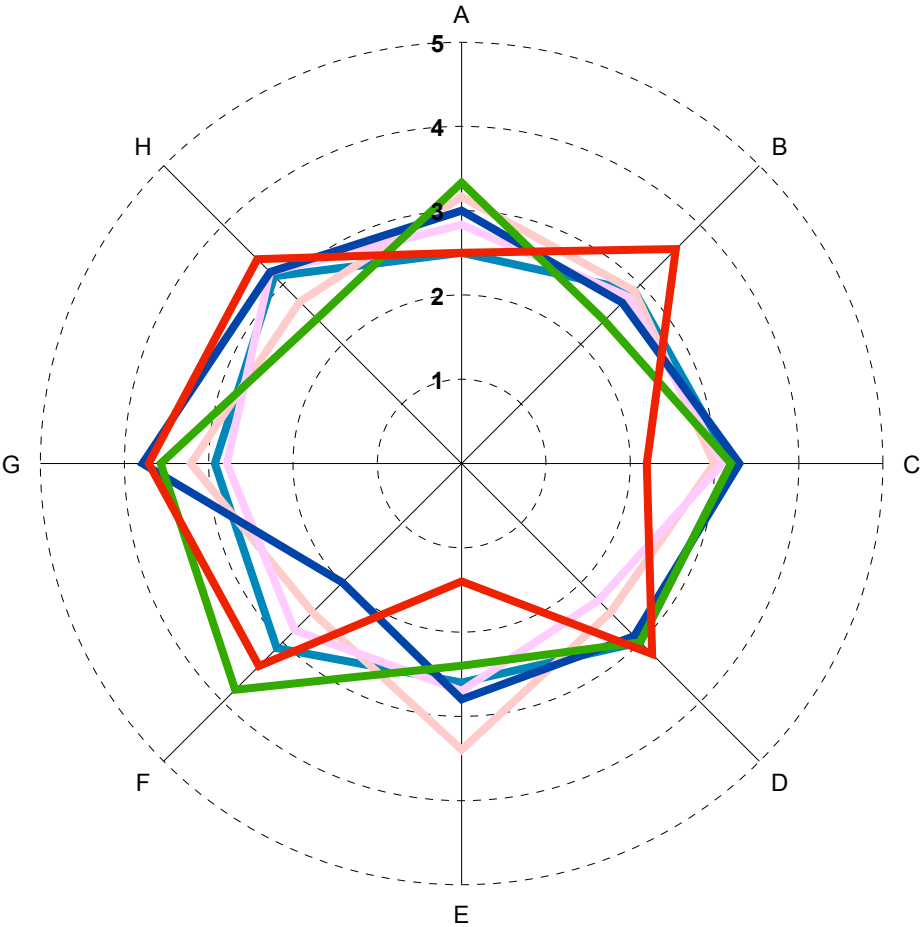
- 1 Very Little
- 2 A Little
- 3 Moderate
- 4 Quite a Bit
- 5 A Great Deal

## Competency Rater Overview

The table below shows the Average score from all respondents (excluding yourself) for each competency. The graph shows how you have been rated at the Competency level by each of the different respondent types. Each line relates to a different respondent category as indicated in the key, with the letter corresponding to the competency in the table above.

Competency	Score
A INTERPERSONAL SENSITIVITY	2.93
B SELF-CONFIDENCE	2.78
C CHARACTER	3.16
D SOCIABILITY	2.71

Competency	Score
E ADVENTURESOME	2.82
F ENERGY	2.73
G RESILIENCE	3.22
H ACHIEVEMENT	3.00



■ Self   
 ■ Manager   
 ■ Direct Reports   
 ■ Team Members   
 ■ Peers   
 ■ Others

## Introduction to Competency Rater Overview

This report shows how you have been rated at the Competency level by each of the different respondent (or rater) types. The responses are represented by a set of bars on the left of the page (where the respondent type is shown within the bar in each case) and in numerical format in the columns on the right. The last bar on each graph shows the average over all the respondents, excluding yourself.

**T** is your score compared to the norm group and corresponds with the bar length.

**N** shows the number of respondents who answered the question.

**Ags** shows the degree to which people agreed about your performance.

- a number close to 0 means that there was little agreement between the different respondents' ratings.
- a number close to 1 shows a consensus of opinions from the different respondents.

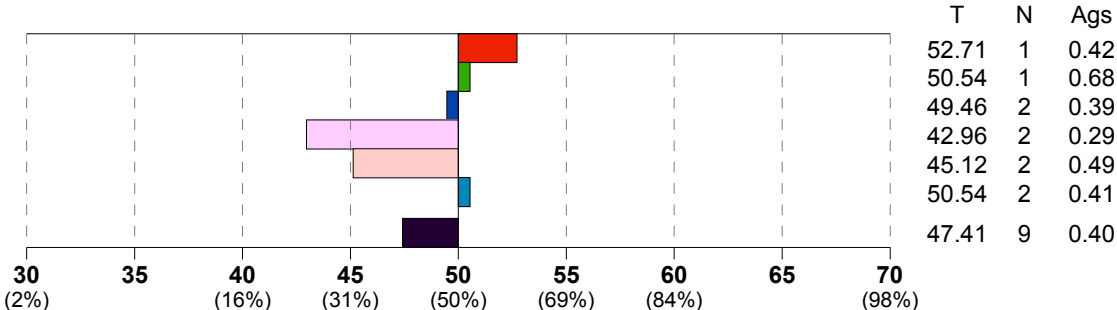
**AP** means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

Range Bars show the highest and lowest ratings received for a question or competency from a given group.

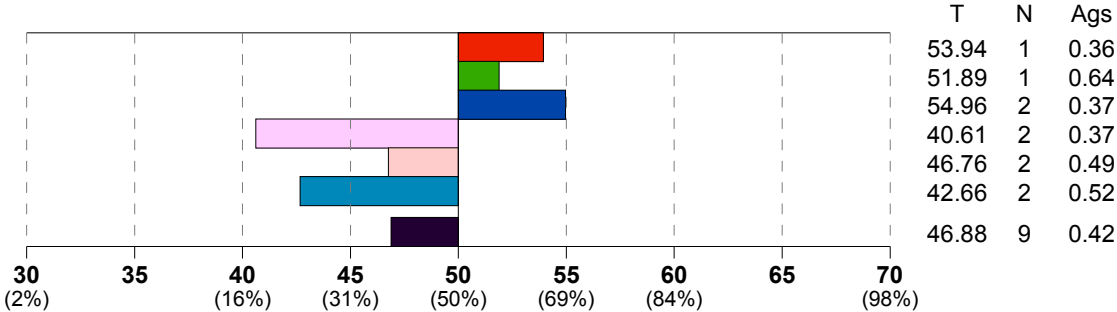
The competencies and questions are shown in ranking order based on the respondent average.

### Competency Rater Overview

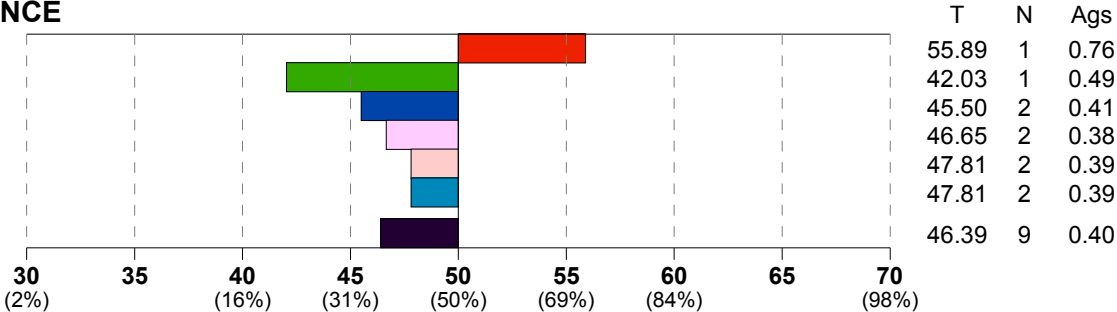
**SOCIABILITY**



**RESILIENCE**



**SELF-CONFIDENCE**

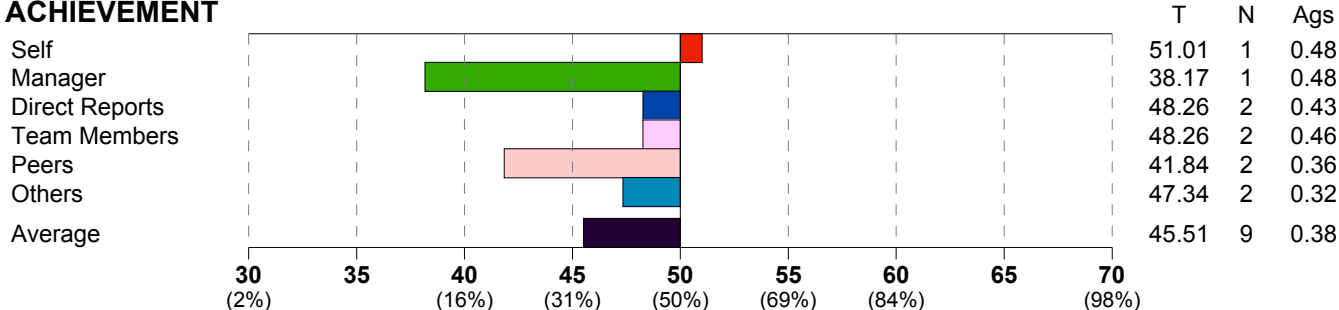


T - T-Score N - Number of Responses Ags - Agreement Score AP - Anonymity Protected

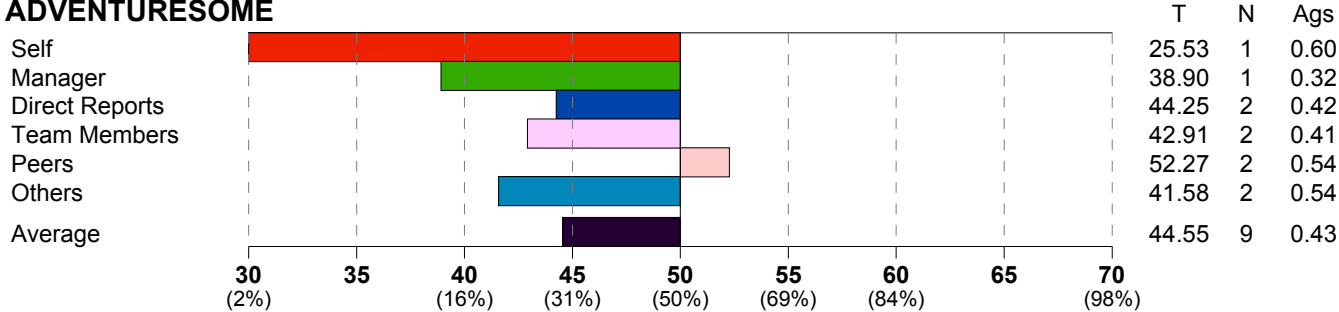


### Competency Rater Overview

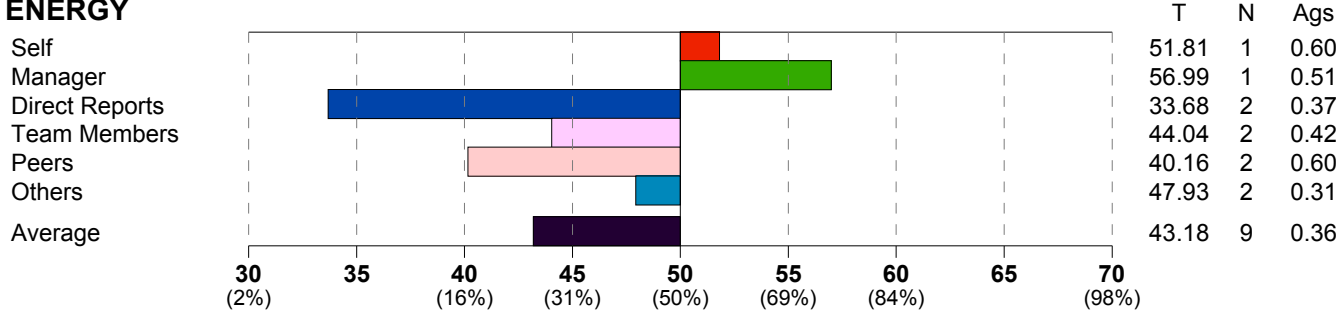
**ACHIEVEMENT**



**ADVENTURESOME**



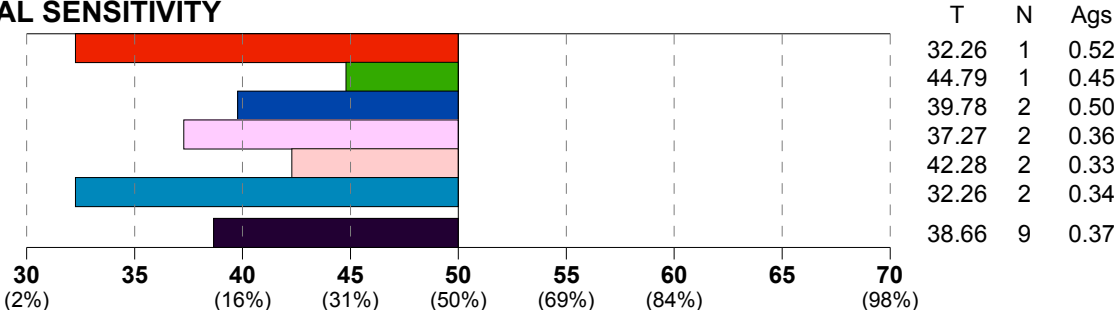
**ENERGY**



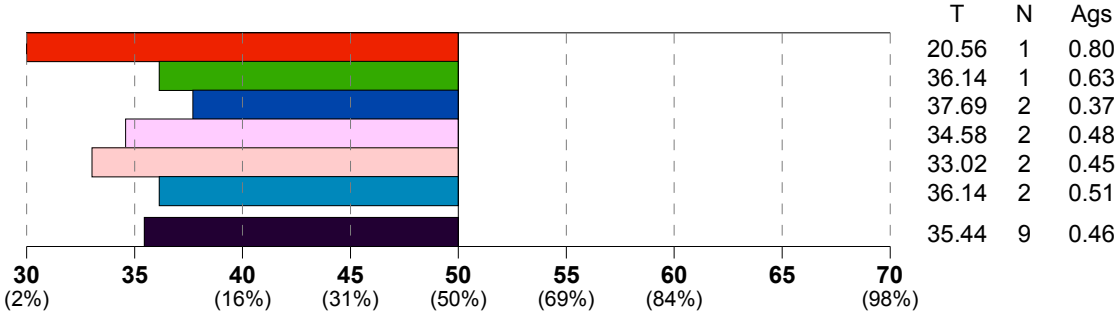
T - T-Score N - Number of Responses Ags - Agreement Score AP - Anonymity Protected

### Competency Rater Overview

**INTERPERSONAL SENSITIVITY**



**CHARACTER**



T - T-Score N - Number of Responses Ags - Agreement Score AP - Anonymity Protected

## Overall Item Summary

The average score for each competency and specific questions are summarised below for each rater category. If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions and behaviours. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score less than .50 might suggest that you interpret the average score with caution, as it might not represent a consistent perception of how you are perceived by all raters.

Questions	Self	Manager	Direct Reports	Team Members	Peers	Others	Average
<b>RESILIENCE</b>	<b>3.71 (0.36)</b>	<b>3.57 (0.64)</b>	<b>3.79 (0.37)</b>	<b>2.79 (0.37)</b>	<b>3.21 (0.49)</b>	<b>2.93 (0.52)</b>	<b>3.22 (0.42)</b>
Easy Going	3.00 (1.00)	4.00 (1.00)	3.50 (0.75)	3.50 (0.75)	4.00 (1.00)	4.50 (0.75)	3.89 (0.72)
Anxious	5.00 (1.00)	4.00 (1.00)	5.00 (1.00)	3.50 (0.75)	3.50 (0.75)	3.00 (1.00)	3.78 (0.61)
Happy	2.00 (1.00)	3.00 (1.00)	4.00 (1.00)	2.00 (0.50)	3.50 (0.75)	3.50 (0.75)	3.22 (0.54)
Adaptable	2.00 (1.00)	3.00 (1.00)	2.50 (0.25)	4.50 (0.75)	3.00 (0.50)	2.50 (0.75)	3.11 (0.40)
Fearful	5.00 (1.00)	5.00 (1.00)	3.50 (0.25)	2.00 (1.00)	3.50 (0.25)	2.00 (0.50)	3.00 (0.25)
Optimistic	4.00 (1.00)	3.00 (1.00)	4.50 (0.75)	1.50 (0.75)	3.00 (1.00)	2.50 (0.75)	2.89 (0.45)
Troubled	5.00 (1.00)	3.00 (1.00)	3.50 (0.25)	2.50 (0.25)	2.00 (0.50)	2.50 (0.75)	2.67 (0.38)
<b>CHARACTER</b>	<b>2.20 (0.80)</b>	<b>3.20 (0.63)</b>	<b>3.30 (0.37)</b>	<b>3.10 (0.48)</b>	<b>3.00 (0.45)</b>	<b>3.20 (0.51)</b>	<b>3.16 (0.46)</b>
Trustworthy	2.00 (1.00)	3.00 (1.00)	3.50 (0.75)	3.50 (0.25)	4.00 (1.00)	4.00 (1.00)	3.67 (0.59)
Honest	2.00 (1.00)	4.00 (1.00)	2.00 (1.00)	3.50 (0.75)	3.00 (0.50)	4.00 (1.00)	3.22 (0.54)
Undependable	3.00 (1.00)	2.00 (1.00)	4.50 (0.75)	3.00 (0.50)	2.50 (0.25)	3.50 (0.75)	3.22 (0.39)
Reliable	2.00 (1.00)	4.00 (1.00)	3.50 (0.75)	3.00 (0.50)	3.00 (0.50)	1.50 (0.75)	2.89 (0.45)
Responsible	2.00 (1.00)	3.00 (1.00)	3.00 (0.00)	2.50 (0.75)	2.50 (0.75)	3.00 (1.00)	2.78 (0.48)
<b>ACHIEVEMENT</b>	<b>3.43 (0.48)</b>	<b>2.43 (0.48)</b>	<b>3.21 (0.43)</b>	<b>3.21 (0.46)</b>	<b>2.71 (0.36)</b>	<b>3.14 (0.32)</b>	<b>3.00 (0.38)</b>
Determined	3.00 (1.00)	3.00 (1.00)	3.00 (0.50)	4.00 (1.00)	3.50 (0.75)	3.50 (0.25)	3.44 (0.52)
Hard Working	3.00 (1.00)	3.00 (1.00)	3.00 (1.00)	3.00 (0.50)	3.50 (0.25)	3.50 (0.25)	3.22 (0.43)
Driven	3.00 (1.00)	4.00 (1.00)	3.50 (0.25)	4.00 (0.50)	2.00 (0.50)	2.50 (0.25)	3.11 (0.28)
Ambitious	3.00 (1.00)	2.00 (1.00)	3.50 (0.75)	2.50 (0.25)	2.50 (0.25)	3.50 (0.25)	2.89 (0.32)
Achievement Oriented	5.00 (1.00)	3.00 (1.00)	2.50 (0.25)	3.50 (0.75)	1.00 (1.00)	4.00 (0.50)	2.78 (0.30)

## Overall Item Summary Continued

Questions	Self	Manager	Direct Reports	Team Members	Peers	Others	Average
<b>ACHIEVEMENT</b>	<b>3.43 (0.48)</b>	<b>2.43 (0.48)</b>	<b>3.21 (0.43)</b>	<b>3.21 (0.46)</b>	<b>2.71 (0.36)</b>	<b>3.14 (0.32)</b>	<b>3.00 (0.38)</b>
Persistent	2.00 (1.00)	1.00 (1.00)	4.00 (0.50)	2.50 (0.75)	3.00 (1.00)	2.50 (0.75)	2.78 (0.48)
Competitive	5.00 (1.00)	1.00 (1.00)	3.00 (0.50)	3.00 (0.50)	3.50 (0.75)	2.50 (0.75)	2.78 (0.48)
<b>INTERPERSONAL SENSITIVITY</b>	<b>2.50 (0.52)</b>	<b>3.33 (0.45)</b>	<b>3.00 (0.50)</b>	<b>2.83 (0.36)</b>	<b>3.17 (0.33)</b>	<b>2.50 (0.34)</b>	<b>2.93 (0.37)</b>
Collaborative	3.00 (1.00)	4.00 (1.00)	4.00 (1.00)	3.00 (1.00)	5.00 (1.00)	3.50 (0.75)	3.89 (0.63)
Pleasant	2.00 (1.00)	4.00 (1.00)	3.00 (1.00)	4.50 (0.75)	3.00 (0.50)	2.50 (0.75)	3.33 (0.53)
Supportive	1.00 (1.00)	3.00 (1.00)	3.00 (0.50)	2.00 (0.50)	3.50 (0.25)	2.50 (0.75)	2.78 (0.43)
Helpful	3.00 (1.00)	4.00 (1.00)	4.00 (1.00)	1.50 (0.75)	3.00 (1.00)	1.00 (1.00)	2.56 (0.37)
Warm	4.00 (1.00)	1.00 (1.00)	1.50 (0.75)	3.50 (0.75)	1.50 (0.75)	4.50 (0.75)	2.56 (0.29)
Caring	2.00 (1.00)	4.00 (1.00)	2.50 (0.75)	2.50 (0.25)	3.00 (0.50)	1.00 (1.00)	2.44 (0.37)
<b>ADVENTURESOME</b>	<b>1.40 (0.60)</b>	<b>2.40 (0.32)</b>	<b>2.80 (0.42)</b>	<b>2.70 (0.41)</b>	<b>3.40 (0.54)</b>	<b>2.60 (0.54)</b>	<b>2.82 (0.43)</b>
Innovative	1.00 (1.00)	1.00 (1.00)	3.50 (0.75)	3.00 (0.00)	4.50 (0.75)	2.50 (0.75)	3.11 (0.28)
Risk Taking	1.00 (1.00)	1.00 (1.00)	4.00 (1.00)	2.50 (0.75)	3.00 (0.50)	3.00 (0.50)	2.89 (0.45)
Creative	1.00 (1.00)	4.00 (1.00)	2.00 (1.00)	3.50 (0.75)	3.00 (1.00)	2.00 (0.50)	2.78 (0.54)
Adventuresome	3.00 (1.00)	4.00 (1.00)	2.00 (0.50)	2.50 (0.75)	4.00 (1.00)	2.00 (1.00)	2.78 (0.48)
Entrepreneurial	1.00 (1.00)	2.00 (1.00)	2.50 (0.25)	2.00 (0.50)	2.50 (0.75)	3.50 (0.75)	2.56 (0.47)
<b>SELF-CONFIDENCE</b>	<b>3.60 (0.76)</b>	<b>2.40 (0.49)</b>	<b>2.70 (0.41)</b>	<b>2.80 (0.38)</b>	<b>2.90 (0.39)</b>	<b>2.90 (0.39)</b>	<b>2.78 (0.40)</b>
Confident	4.00 (1.00)	3.00 (1.00)	4.00 (1.00)	4.00 (1.00)	3.50 (0.25)	5.00 (1.00)	4.00 (0.53)
Insecure	4.00 (1.00)	2.00 (1.00)	3.50 (0.25)	3.50 (0.75)	2.50 (0.25)	2.00 (1.00)	2.78 (0.39)
Unafraid	3.00 (1.00)	2.00 (1.00)	2.00 (1.00)	3.50 (0.75)	3.00 (0.50)	3.00 (1.00)	2.78 (0.61)
Self-Assured	4.00 (1.00)	4.00 (1.00)	2.50 (0.75)	1.00 (1.00)	3.50 (0.75)	2.50 (0.75)	2.56 (0.47)
Self-Doubting	3.00 (1.00)	1.00 (1.00)	1.50 (0.75)	2.00 (0.50)	2.00 (1.00)	2.00 (0.50)	1.78 (0.61)
<b>ENERGY</b>	<b>3.40 (0.60)</b>	<b>3.80 (0.51)</b>	<b>2.00 (0.37)</b>	<b>2.80 (0.42)</b>	<b>2.50 (0.60)</b>	<b>3.10 (0.31)</b>	<b>2.73 (0.36)</b>
Animated	4.00 (1.00)	3.00 (1.00)	1.50 (0.75)	3.50 (0.75)	3.00 (0.50)	5.00 (1.00)	3.22 (0.34)
Dynamic	2.00 (1.00)	3.00 (1.00)	2.50 (0.75)	3.00 (0.00)	3.00 (1.00)	2.50 (0.25)	2.78 (0.39)
Energetic	4.00 (1.00)	5.00 (1.00)	1.00 (1.00)	3.50 (0.75)	2.00 (1.00)	3.00 (1.00)	2.67 (0.38)
Up	4.00 (1.00)	5.00 (1.00)	2.00 (0.50)	2.00 (1.00)	2.50 (0.75)	3.00 (0.50)	2.67 (0.42)
Enthusiastic	3.00 (1.00)	3.00 (1.00)	3.00 (0.00)	2.00 (1.00)	2.00 (0.50)	2.00 (0.50)	2.33 (0.38)

## Overall Item Summary Continued

Questions	Self	Manager	Direct Reports	Team Members	Peers	Others	Average
<b>SOCIABILITY</b>	<b>3.20 (0.42)</b>	<b>3.00 (0.68)</b>	<b>2.90 (0.39)</b>	<b>2.30 (0.29)</b>	<b>2.50 (0.49)</b>	<b>3.00 (0.41)</b>	<b>2.71 (0.40)</b>
Private	3.00 (1.00)	3.00 (1.00)	4.00 (1.00)	2.50 (0.25)	2.50 (0.75)	3.50 (0.75)	3.11 (0.50)
Outgoing	4.00 (1.00)	3.00 (1.00)	4.00 (1.00)	3.00 (0.00)	2.50 (0.75)	2.00 (0.50)	2.89 (0.36)
Reserved	1.00 (1.00)	2.00 (1.00)	2.00 (1.00)	2.00 (1.00)	3.50 (0.25)	4.00 (1.00)	2.78 (0.43)
Introverted	4.00 (1.00)	4.00 (1.00)	2.50 (0.25)	1.00 (1.00)	2.50 (0.75)	3.00 (0.50)	2.44 (0.37)
Sociable	4.00 (1.00)	3.00 (1.00)	2.00 (0.50)	3.00 (0.50)	1.50 (0.75)	2.50 (0.25)	2.33 (0.42)

## Most Frequent Behaviours - Manager

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Fearful	RESILIENCE	5.0	0	0	0	0	1
Up	ENERGY	5.0	0	0	0	0	1
Energetic	ENERGY	5.0	0	0	0	0	1
Self-Assured	SELF-CONFIDENCE	4.0	0	0	0	1	0
Adventuresome	ADVENTURESOME	4.0	0	0	0	1	0
Creative	ADVENTURESOME	4.0	0	0	0	1	0
Introverted	SOCIABILITY	4.0	0	0	0	1	0
Anxious	RESILIENCE	4.0	0	0	0	1	0
Easy Going	RESILIENCE	4.0	0	0	0	1	0
Driven	ACHIEVEMENT	4.0	0	0	0	1	0
Honest	CHARACTER	4.0	0	0	0	1	0
Reliable	CHARACTER	4.0	0	0	0	1	0
Collaborative	INTERPERSONAL SENSITIVITY	4.0	0	0	0	1	0
Helpful	INTERPERSONAL SENSITIVITY	4.0	0	0	0	1	0
Caring	INTERPERSONAL SENSITIVITY	4.0	0	0	0	1	0
Pleasant	INTERPERSONAL SENSITIVITY	4.0	0	0	0	1	0

## Most Frequent Behaviours - Direct Reports

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Anxious	RESILIENCE	5.0	0	0	0	0	2
Undependable	CHARACTER	4.5	0	0	0	1	1
Optimistic	RESILIENCE	4.5	0	0	0	1	1
Happy	RESILIENCE	4.0	0	0	0	2	0
Confident	SELF-CONFIDENCE	4.0	0	0	0	2	0
Helpful	INTERPERSONAL SENSITIVITY	4.0	0	0	0	2	0
Collaborative	INTERPERSONAL SENSITIVITY	4.0	0	0	0	2	0
Private	SOCIABILITY	4.0	0	0	0	2	0
Outgoing	SOCIABILITY	4.0	0	0	0	2	0
Persistent	ACHIEVEMENT	4.0	0	0	1	0	1
Risk Taking	ADVENTURESOME	4.0	0	0	0	2	0

## Most Frequent Behaviours - Team Members

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Adaptable	RESILIENCE	4.5	0	0	0	1	1
Pleasant	INTERPERSONAL SENSITIVITY	4.5	0	0	0	1	1
Confident	SELF-CONFIDENCE	4.0	0	0	0	2	0
Driven	ACHIEVEMENT	4.0	0	0	1	0	1
Determined	ACHIEVEMENT	4.0	0	0	0	2	0



## Most Frequent Behaviours - Peers

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Collaborative	INTERPERSONAL SENSITIVITY	5.0	0	0	0	0	2
Innovative	ADVENTURESOME	4.5	0	0	0	1	1
Easy Going	RESILIENCE	4.0	0	0	0	2	0
Trustworthy	CHARACTER	4.0	0	0	0	2	0
Adventuresome	ADVENTURESOME	4.0	0	0	0	2	0

## Most Frequent Behaviours - Others

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Confident	SELF-CONFIDENCE	5.0	0	0	0	0	2
Animated	ENERGY	5.0	0	0	0	0	2
Easy Going	RESILIENCE	4.5	0	0	0	1	1
Warm	INTERPERSONAL SENSITIVITY	4.5	0	0	0	1	1
Reserved	SOCIABILITY	4.0	0	0	0	2	0
Honest	CHARACTER	4.0	0	0	0	2	0
Trustworthy	CHARACTER	4.0	0	0	0	2	0
Achievement Oriented	ACHIEVEMENT	4.0	0	0	1	0	1

## Most Frequent Behaviours - All Raters

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviours as strengths.

Most Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Confident	SELF-CONFIDENCE	4.0	0	1	1	4	3
Easy Going	RESILIENCE	3.9	0	0	2	6	1
Collaborative	INTERPERSONAL SENSITIVITY	3.9	0	0	3	4	2
Anxious	RESILIENCE	3.8	0	0	4	3	2
Trustworthy	CHARACTER	3.7	0	1	2	5	1

## Least Frequent Behaviours - Manager

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practising these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Competitive	<b>ACHIEVEMENT</b>	1.0	1	0	0	0	<input type="text" value="0"/>
Persistent	<b>ACHIEVEMENT</b>	1.0	1	<input type="text" value="0"/>	0	0	0
Risk Taking	<b>ADVENTURESOME</b>	1.0	<input type="text" value="1"/>	0	0	0	0
Innovative	<b>ADVENTURESOME</b>	1.0	<input type="text" value="1"/>	0	0	0	0
Warm	<b>INTERPERSONAL SENSITIVITY</b>	1.0	1	0	0	<input type="text" value="0"/>	0
Self-Doubting	<b>SELF-CONFIDENCE</b>	1.0	1	0	<input type="text" value="0"/>	0	0

## Least Frequent Behaviours - Direct Reports

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practising these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Energetic	ENERGY	1.0	2	0	0	<input type="text" value="0"/>	0
Warm	INTERPERSONAL SENSITIVITY	1.5	1	1	0	<input type="text" value="0"/>	0
Animated	ENERGY	1.5	1	1	0	<input type="text" value="0"/>	0
Self-Doubting	SELF-CONFIDENCE	1.5	1	1	<input type="text" value="0"/>	0	0
Reserved	SOCIABILITY	2.0	<input type="text" value="0"/>	2	0	0	0
Sociable	SOCIABILITY	2.0	1	0	1	<input type="text" value="0"/>	0
Unafraid	SELF-CONFIDENCE	2.0	0	2	<input type="text" value="0"/>	0	0
Adventuresome	ADVENTURESOME	2.0	1	0	<input type="text" value="1"/>	0	0
Creative	ADVENTURESOME	2.0	<input type="text" value="0"/>	2	0	0	0
Up	ENERGY	2.0	1	0	1	<input type="text" value="0"/>	0
Honest	CHARACTER	2.0	0	<input type="text" value="2"/>	0	0	0

## Least Frequent Behaviours - Team Members

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practising these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Introverted	<b>SOCIABILITY</b>	1.0	2	0	0	<input type="text" value="0"/>	0
Self-Assured	<b>SELF-CONFIDENCE</b>	1.0	2	0	0	<input type="text" value="0"/>	0
Optimistic	<b>RESILIENCE</b>	1.5	1	1	0	<input type="text" value="0"/>	0
Helpful	<b>INTERPERSONAL SENSITIVITY</b>	1.5	1	1	<input type="text" value="0"/>	0	0
Supportive	<b>INTERPERSONAL SENSITIVITY</b>	2.0	<input type="text" value="1"/>	0	1	0	0
Happy	<b>RESILIENCE</b>	2.0	1	<input type="text" value="0"/>	1	0	0
Fearful	<b>RESILIENCE</b>	2.0	0	2	0	0	<input type="text" value="0"/>
Reserved	<b>SOCIABILITY</b>	2.0	<input type="text" value="0"/>	2	0	0	0
Up	<b>ENERGY</b>	2.0	0	2	0	<input type="text" value="0"/>	0
Enthusiastic	<b>ENERGY</b>	2.0	0	2	<input type="text" value="0"/>	0	0
Entrepreneurial	<b>ADVENTURESOME</b>	2.0	<input type="text" value="1"/>	0	1	0	0
Self-Doubting	<b>SELF-CONFIDENCE</b>	2.0	1	0	<input type="text" value="1"/>	0	0

## Least Frequent Behaviours - Peers

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practising these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Achievement Oriented	<b>ACHIEVEMENT</b>	<b>1.0</b>	2	0	0	0	0
Warm	<b>INTERPERSONAL SENSITIVITY</b>	<b>1.5</b>	1	1	0	0	0
Sociable	<b>SOCIABILITY</b>	<b>1.5</b>	1	1	0	0	0
Troubled	<b>RESILIENCE</b>	<b>2.0</b>	1	0	1	0	0
Enthusiastic	<b>ENERGY</b>	<b>2.0</b>	1	0	1	0	0
Energetic	<b>ENERGY</b>	<b>2.0</b>	0	2	0	0	0
Driven	<b>ACHIEVEMENT</b>	<b>2.0</b>	1	0	1	0	0
Self-Doubting	<b>SELF-CONFIDENCE</b>	<b>2.0</b>	0	2	0	0	0

## Least Frequent Behaviours - Others

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practising these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Caring	INTERPERSONAL SENSITIVITY	1.0	2	0	0	0	0
Helpful	INTERPERSONAL SENSITIVITY	1.0	2	0	0	0	0
Reliable	CHARACTER	1.5	1	1	0	0	0
Insecure	SELF-CONFIDENCE	2.0	0	2	0	0	0
Self-Doubting	SELF-CONFIDENCE	2.0	1	0	1	0	0
Adventuresome	ADVENTURESOME	2.0	0	2	0	0	0
Creative	ADVENTURESOME	2.0	1	0	1	0	0
Outgoing	SOCIABILITY	2.0	1	0	1	0	0
Enthusiastic	ENERGY	2.0	1	0	1	0	0
Fearful	RESILIENCE	2.0	1	0	1	0	0



## Least Frequent Behaviours - All Raters

The following behaviours were identified by your respondents as your least frequently demonstrated behaviours and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behaviour. The number of raters is shown for each rating level of the behaviour. A box indicates your own self-rating on this behaviour (Note: If there is no box present, it means you did not provide an answer to this specific question).

These represent behaviours perceived by others as infrequently practiced. As such, you should consider practising these behaviours more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviours	Competency	Average Score	Frequency of Responses				
			1 - Very Little	2 - A Little	3 - Moderate	4 - Quite a Bit	5 - A Great Deal
Self-Doubting	<b>SELF-CONFIDENCE</b>	<b>1.8</b>	4	3	<input type="text" value="2"/>	0	0
Sociable	<b>SOCIABILITY</b>	<b>2.3</b>	3	2	2	<input type="text" value="2"/>	0
Enthusiastic	<b>ENERGY</b>	<b>2.3</b>	3	2	<input type="text" value="3"/>	0	1
Introverted	<b>SOCIABILITY</b>	<b>2.4</b>	3	2	1	<input type="text" value="3"/>	0
Caring	<b>INTERPERSONAL SENSITIVITY</b>	<b>2.4</b>	3	<input type="text" value="2"/>	1	3	0

## **Open Ended Comments Summary**

**1. What aspects of this individual's personality help them to be successful and effective?**

## **Open Ended Comments Summary**

**2. What aspects of this individual's personality might get in the way or interfere with them being successful and effective?**

## Interpreting and Using the Innate Index 360 Report

Your **Innate Index** report provides and a comparison of your own self-ratings to those of others on eight personality factors that have been shown to be associated with job/career success and health/well-being. This section will provide a more detailed description of each of the eight **Innate Index** personality factors and a brief set of reflective questions to help you further understand and use the results from this report.

### The Meaning for Your Innate Index Scores

Go back and look at your self-reported scores relative to the Innate Index norms on each of the eight personality factors? Which ones are low, moderate or high? What is desirable for maximizing job/career success and health?

A very shrewd and cunning leader may be distrusted and disliked by some but might gain many advantages in a highly political organization. Similarly, a gentle, compassionate and caring individual might be seen as genuine and sensitive by some but also might be vulnerable to being manipulated or taken advantage of by others.

A low or high score on the Innate Index is not necessarily "good" or "bad" but depends on the job tasks you perform (complexity in decision making, need for problem solving, creativity, etc.) and the personality of others whom you interact and work with. So, it is important to distinguish between how you see yourself (*Identity*) versus how you are seen by others (*reputation*).

### Bright Side Assets and Dark Side Liabilities

It is also very important to distinguish two aspects of "reputation" that might be referred to as "bright side assets" and "dark side liabilities." When we have very low or high scores on the Innate Index factors, either ends of the continuum might be experienced by others as positive or as "bright side assets" that are positively associated with job performance, career success and health.

On the other hand, too low or too high a score might reflect how people are experienced by others when they are less concerned about how they are perceived (i.e., when they are under stress or let their guard down). These "dark side liabilities" may be seen as dysfunctional extensions of the "bright side assets." For example, extreme confidence appears as narcissism and extreme introversion appears as being aloof, cold and uncaring.

### Understanding the Innate Index Personality Scales

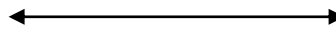
The following pages summarize each of the eight Innate **Index** personality factors in terms of both the "bright side assets" and "dark side liabilities" for low and high scores. As you review these pages, reflect on both your own self-ratings and those of others to better understand how your personality and interpersonal style may be experienced and perceived by others in the most desirable and undesirable light.

## ACHIEVEMENT

**Achievement** indicates an individual's degree of organization, persistence, drive, hard work, conscientiousness and motivation in the pursuit of goal accomplishment. It is composed of two primary facets (but treated as a unitary factor): achievement motivation and dependability. Achievement motivation has been widely studied in the context of entrepreneurship but dependability has received much less explicit attention.

Those scoring high might be described as more ambitious, careful, thorough, persistent, focused, deliberate, disciplined and dependable. Individuals scoring low on Achievement may be seen as less disciplined, careful, complacent, and indecisive and disorganized leading to lower productivity and success in high complexity jobs.

**Low Expression**



**High Expression**

### Bright Side Assets

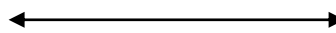
- Multi-focused and less obsessed with pursuing goals
- Knows when to “cut losses” and move on with tasks and goals that can’t be achieved
- Flexible and willing to give up, if prudent
- Big-picture oriented
- Greater openness to supporting other’s agendas and goals
- Less concerned with perfection in decisions and actions
- Doesn’t take on too many tasks/goals at one time
- More lackadaisical in working towards goals
- Flexible and open sense of direction in life
- Satisfied with a life with less ambition and relentless pursuit of goals
- Spontaneous and able to make more rapid decisions
- Greater work and life balance
- Accommodating and casual
- Willing to consult and seek advice
- Can keep work and family separate
- Free thinking
- Flexible in work practices
- Adapt quickly to new situations
- Casual/Liberal

### Bright Side Assets

- Disciplined in pursuit of goal attainment
- Detail Oriented
- Deliberate in decision making
- Ethical in pursuing an agenda
- Determined/Strong-willed
- Conscientious
- Goal Oriented
- Polite in interpersonal interactions
- High tenacity/persistence
- Fosters a work climate regarded as fair
- Efficient
- Planned and Organized
- Good Time Management
- Strong sense of direction
- Organized and well planned/prepared
- Picks up new tasks quickly
- Strong sense of direction in life
- Decides carefully with all the data and researches information
- Can focus on immediate gains
- Measured and steady in their work

## ACHIEVEMENT

Low Expression



High Expression

### Dark Side Liabilities

- Seen as lazy and unmotivated
- Undependable or unreliable
- Causal about deadlines
- Unprepared
- Eager to quit in the face of challenge and obstacles
- Procrastinates in beginning new tasks, chores, and assignments
- Easily discouraged when faced with adversity
- Hasty to speak out and not very deliberate
- Lack of commitment to achieve and excel
- Lacks confidence in abilities and may be seen as inept by others
- Tends to avoid making commitments
- Uncomfortable with personal responsibility
- Unwilling to accept direction
- "Drifter" and uncommitted to actions and decisions
- Irresponsible
- Rebellious
- Too independent
- Flighty
- Not very thorough and rushes to get things done
- Seen as lacking pride in what is accomplished
- Short-term oriented
- Unpredictable

### Dark Side Liabilities

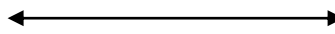
- Rigid/willful/stubborn
- Inflexible and too determined to stick with their views
- Compulsive perfectionists
- Prone to self-deception
- Wastes time correcting mistakes
- Slow in speed to get things done at the expense of accuracy
- Overly obsessive-compulsive and relentless
- Overly cautious and slow to adapt to change
- Unlikely to be seen as charismatic or inspirational
- Less willing to take risks and avoids innovation
- Workaholic and prone to burnout
- Delays critical decision making (overly analytical)
- Threatened by turbulent circumstances
- Stressed by organizational change and tries to achieve too much
- Overwhelmed by work overload
- Less adaptable to change
- Inflexible around procedures/policies
- Misses entrepreneurial opportunities
- Over-controlling and micro-managing
- Overly adheres to ethical principles and fulfills moral obligations as he or she understands them

## RESILIENCE

Resilience represents individual differences in emotional adjustment and emotional stability.

Individuals scoring low on the Resilient factor tend to experience a number of negative emotions including anxiety, hostility, depression, self-consciousness, impulsiveness, insecurity, pessimism, and vulnerability. People who score high on can be characterized as calm, even tempered, hopeful, optimistic, relaxed and generally happy. Low scoring individuals tend to feel and express more negative affect overall (e.g., anxiety, tension, nervousness, and negative moods).

**Low Expression**



**High Expression**

<b>Bright Side Assets</b>	<b>Bright Side Assets</b>
<ul style="list-style-type: none"> <li>▪ Hypervigilant</li> <li>▪ Emotionally expressive</li> <li>▪ Realistically self-critical</li> <li>▪ Concerned and makes plans for future events</li> <li>▪ High standards and quick to feel impatience with sloppiness and inefficiency</li> <li>▪ Tunes into own feelings and anxieties</li> <li>▪ Moderate stress motivates one to action and decisions</li> <li>▪ Gets one ready for “fight or flight” in an emergency</li> <li>▪ Rarely overly optimistic in one’s thinking about things</li> <li>▪ Not overly confident or optimistic to guard against impulsive actions and decisions</li> <li>▪ Increased alertness and readiness to act, think, and behave</li> <li>▪ Increases response time in a crisis situation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Calm in the face of change, danger, and stress (“cool-headed”)</li> <li>▪ Consistent in expressing emotions</li> <li>▪ Unlikely to express anxiety, stress, jealousy</li> <li>▪ Optimistic and hopeful about the future</li> <li>▪ Relaxed, unworried, and less likely to be tense or nervous</li> <li>▪ Seems to be more “in the moment”</li> <li>▪ Recovers from individual, team, and organizational failure</li> <li>▪ Views change as a challenge and not a threat</li> <li>▪ Possesses a sense of emotional control</li> <li>▪ Even-tempered and laid-back in interpersonal style</li> <li>▪ Slow to anger and patient with others</li> <li>▪ Rarely experiences or expresses extreme emotional “highs” and “lows”</li> <li>▪ Happy, content, and satisfied with work and life</li> <li>▪ Able to control their emotions and behavior in the face of stress</li> <li>▪ Serene, takes things as they come</li> <li>▪ Undemonstrative, doesn’t panic</li> <li>▪ Optimistic</li> <li>▪ Focuses on events/situations as they get close</li> <li>▪ Capable of practicing mindfulness</li> <li>▪ Easy-going and slow to anger</li> </ul>

## RESILIENCE

### Low Expression

### High Expression

#### Dark Side Liabilities

- Prone to panic
- Histrionic and overly emotive
- Uncertain and moody
- Pessimistic or negative about the future
- Anxious, nervous, and overly cautious
- Emotionally volatile and unpredictable
- Unable to control emotions
- Impatient and quick to express anger and hostility
- Neurotic and excessive worrier who rubs off on others
- Discontent and unhappy with work/life
- Prefers to stick to what is comfortable and what they know
- Pessimistic
- Most likely to get hurt when let down by others
- Easily discouraged and dejected when things go badly
- Too sensitive/anxious to change
- Overwhelmed and not able to concentrate under pressure
- Prone to “choking”
- Lets little things “get under one’s skin”
- Can be seen as too emotionally expressive and high strung
- Inability to concentrate, think clearly, and make sound decisions

#### Dark Side Liabilities

- Indifferent/Unresponsive
- Overconfident to handle problems
- Apathetic
- Insular
- Cold
- Unconcerned and complacent
- Impervious to criticism
- Unemotional
- Fails to see difficulties ahead
- Emotionally unavailable
- Overconfident in skills and abilities to handle crises and challenges
- Can be perceived as aloof, apathetic, and lacking urgency
- Can come across as uninterested and lacking empathy for others
- Seldom injects emotions into relationships with others
- Unexpressive leaders might conceal their true assessments of others
- Less likely to use inspirational appeal as an influence tactic
- Unwilling to face issues
- Emotionally too controlled

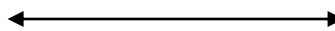


## ENERGY

Energy describes the extent to which people are energetic, playful, excitable active, and enthusiastic.

People who score high on Energy tend to and seek excitement and stimulation and express both thoughts and feelings outwardly. High scoring individuals tend to feel and express more positive affect overall. People who score low on Energy are typically characterized as reserved, quiet, lethargic, possibly lazy, “low key” and depressed in their affect.

**Low Expression**



**High Expression**

<b>Bright Side Assets</b>	<b>Bright Side Assets</b>
<ul style="list-style-type: none"> <li>▪ Serene, laid back and detached in a healthy manner</li> <li>▪ Autonomous and independent</li> <li>▪ Cautious about jumping ahead and blindly following others</li> <li>▪ Analytical and intellectual</li> <li>▪ Reserved and self-reliant</li> <li>▪ Can be unobtrusive</li> <li>▪ Can manage their energy to avoid burning out or becoming too fatigued</li> <li>▪ Steady but unexciting</li> <li>▪ Quieter and unhurried</li> <li>▪ Takes more time to understand and get to know others</li> <li>▪ Longer term focus</li> <li>▪ More patient</li> <li>▪ Relaxed, calm and not highly emotionally expressive</li> <li>▪ Cautious about being overly excited about brand new ideas that may lack logic, plans and chance of success</li> <li>▪ Stable emotionally under stressful situations</li> <li>▪ Serious and mature in their approach to tasks and activities</li> <li>▪ Not prone to jump at conclusions based solely on emotions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Energetic</li> <li>▪ Active and Animated</li> <li>▪ Enthusiastic, fun loving and positive</li> <li>▪ Dynamic and charismatic</li> <li>▪ Fast and focusing on productivity and outcomes</li> <li>▪ Likeable and attractive</li> <li>▪ Verbal and persuasive/Vocalize thoughts quickly</li> <li>▪ Powerful presence when speaking and communicating with others</li> <li>▪ Stay with a goal or task despite being physically or emotionally tired</li> <li>▪ Tries to remain moderate and calm</li> <li>▪ “Up”, positive and uplifting in their emotional expressions</li> <li>▪ Rarely tire or need breaks—focused on task completion</li> <li>▪ Makes decisions rapidly</li> <li>▪ Prides self on accomplishing multiple tasks</li> <li>▪ Expressive and open to share things about themselves with others</li> <li>▪ Willing to start to get things going</li> <li>▪ Enthusiastic about new ideas</li> </ul>

## ENERGY

Low Expression



High Expression

### Dark Side Liabilities

- Undemonstrative, cool or indifferent
- Unenthusiastic about new ideas
- Disconnected
- Self-centered and non-caring
- Aloof and distant
- Doesn't appear to need the company or care about others
- Makes people feel unwelcome
- Appears cocky, evaluative and better than others
- Boring and lacking in any interests
- Appear slow to adapt to change
- Hold back emotions
- Appear to be unsupportive of the ideas of others
- Needs to be "pulled out" from groups
- Can appear bored and non-supportive
- Don't appear to be a team player
- Can look self-centered

### Dark Side Liabilities

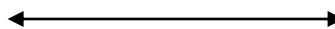
- Disruptive verbally and behaviorally
- Erratic emotional outbursts
- Overly talkative and verbose
- Grandiose in speech and behavior
- Overly animated/histrionic in display of emotions
- Impatient and multi-tasking to be efficient
- Too quick to act and not careful and detailed enough
- Ignoring quality over quantity
- Attention deficit disorder tendencies/hard to stay on track
- Appears to need to be the center of attention
- Can appear insensitive or not fully tuned in to others
- Exhibitionists
- Frivolous and impulsive
- Easily bored
- Appears undisciplined and disorganized
- "Type A" in their approach to work and life

## ADVENTURESOME

Adventuresome characterizes someone who is intellectually curious and tends to seek new experiences and explore novel ideas.

Individuals high on Openness can be described as creative, innovative, imaginative, reflective, and untraditional. Those scoring too low on Adventuresome can be characterized as conventional, narrow in interests, and not analytical. These individuals are typically experienced as more rigid, less experimental, and closed to new ideas and ways of doing things. Adventuresome is positively associated with risk taking, entrepreneurial behavior and general intelligence relating to creativity and divergent thinking.

**Low Expression**



**High Expression**

### Bright Side Assets

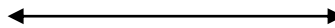
- Risk takers, so long as they agree to take the risks or there is a strong “upside” for them
- Have to see a commercial point to doing something
- Must have a clear “what’s in it for me” (WIFM)
- Less impulsive and more thoughtful about behavioral choices and decisions
- Resists temptations and has high tolerance for frustration
- Prudent risk takers
- Practical and logical
- Prosaic and prefers to keep mind on the task at hand
- Controlled emotions and less emphasis on feeling states
- Narrow, rather than broad, focus on activities, hobbies, and tasks
- Conservative and more cautious
- Analytical and logical
- “Look before you leap” philosophy to ensure success
- Stable, reliable, and predictable
- Practical and more conservative ideas and thinking
- Dependable and someone you can count on to do what they articulate they plan to do

### Bright Side Assets

- Intellectually curious and stimulated by learning or trying new things
- Creative and innovative
- Challenges the status quo
- Seeks change and adventure and will try new things
- High tolerance for ambiguity
- Risk taker, flexible, adaptable
- Aggressively pursues new opportunities
- Introspective
- Imaginative and resourceful
- Utilizes divergent thinking to challenge the ways things are typically done
- Sees change as adventuresome, rather than a challenge
- Views failure as a learning experience
- Possesses vivid imagination and can generate future visions that are often compelling to others
- Open and tolerant of novel ways of thinking and behaving
- Can detect an opportunity
- Self-Development oriented and seeks to change self
- Competitive
- Radical ideas
- Changes mind when excited about something
- Passionate about initiating change
- Sensation seeking

## ADVENTURESOME

Low Expression



High Expression

### Dark Side Liabilities

- Rigid, narrow, and lacking in imagination
- Difficulty in coping with erratic or unpredictable behavior
- Lack of spontaneity
- Others might experience these individuals as boring and reticent to try new things
- Finds change difficult and sticks with “tried and true”
- Limited curiosity
- Too dogmatic and not open to alternative views and ways of behaving
- Misses out on entrepreneurial opportunities
- Often expresses regrets about not taking more chances
- Stays with what is known and rarely ventures out too far with new ventures, activities, or social interactions
- Fails to see new opportunities and the “up side” to actions and decisions
- Focuses more on what might go wrong or won’t work than the opportunities for success

### Dark Side Liabilities

- Nonconformists
- Prides oneself on being antiauthoritarian
- Uncomfortable in hierarchical, conventional, and traditional organizational settings
- Gets distracted by new and vogue ideas and proposals by others
- Can be overly complex and philosophical
- Too much emphasis on “possibility thinking”
- Prone to bouts of deep analysis and reflection
- Appears unable to develop a particular position on issues
- Frustrating to others requiring simple and clear instructions
- Big risk takers
- Too committed to change for change’s sake
- Overly competitive
- Radical but not people oriented solutions
- Good getting things started but not finishing
- Vivid fantasies and daydreaming that interfere with actions

## SOCIABILITY

Sociability describes the extent to which people are gregarious, outgoing, social and extraverted (i.e., they get energy being around other people).

People who score high on Sociability tend to like people and large groups, and social stimulation. People who score low on this factor prefer to spend more time alone and are often characterized as reserved, private, shy and independent and extraverted. Individuals with low scores on sociability might even be perceived and experienced by others as aloof, judgmental, non-social or boring.

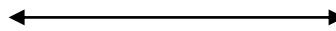
### Low Expression

### High Expression

<b>Bright Side Assets</b>	<b>Bright Side Assets</b>
<ul style="list-style-type: none"> <li>▪ Respectful of others</li> <li>▪ Introspective</li> <li>▪ Intellectual</li> <li>▪ Secure</li> <li>▪ Non-Manipulative</li> <li>▪ Gets energy from being alone</li> <li>▪ Selective in whom they interact with</li> <li>▪ Independent and less needy of others</li> <li>▪ Unassuming</li> <li>▪ Prefers to sort out problems alone</li> <li>▪ Not dependent on others and self-reliant</li> <li>▪ Maintains focus without others' input</li> <li>▪ Takes time to establish relationships with others</li> <li>▪ Seeks quality in friendships, rather than quantity</li> <li>▪ Uses a private style and thinks deeply</li> <li>▪ Prefers to be left alone and selects own company</li> <li>▪ Prefers to work out problems alone after careful thought and consideration</li> <li>▪ Lacks public need for recognition</li> <li>▪ Operates out of respect and doesn't expect to be liked</li> <li>▪ Emotional energy is charged in smaller and more intimate groups and friendships</li> <li>▪ Better one to one in interpersonal interactions</li> <li>▪ Data and thing oriented, rather than people oriented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assertive and willing to speak "one's mind"</li> <li>▪ Gregarious/Extraverted</li> <li>▪ Charismatic</li> <li>▪ Friendly/Outgoing</li> <li>▪ Social</li> <li>▪ Talkative</li> <li>▪ Appears "leader-like" to others</li> <li>▪ Gets energy from being around others</li> <li>▪ Not inhibited socially</li> <li>▪ Engaging interpersonally</li> <li>▪ Outgoing and willing to meet new people easily</li> <li>▪ Emotionally expressive and open with others</li> <li>▪ Socially poised and confident</li> <li>▪ Amenable to others and willing to fit in</li> <li>▪ Interested in building long-term relationships</li> <li>▪ Makes contacts and friends easily</li> <li>▪ Compatible</li> <li>▪ Responsive</li> <li>▪ Agreeable</li> <li>▪ Team oriented</li> <li>▪ Interested in recognition</li> <li>▪ High capacity to make friends</li> <li>▪ Tolerant of diversity</li> <li>▪ Less disturbed by awkward social interactions</li> </ul>

## SOCIABILITY

Low Expression



High Expression

### Dark Side Liabilities

- Private, shy, and reserved
- Aloof and distant and keeps others away
- Domineering and opinionated
- Judgmental and evaluative of others
- Very selective in whom they support and court (political)
- Mysterious
- Closed and unwilling to share
- Troubled/Insecure
- May not seem obviously enthusiastic or involved with others
- Unwilling to share or divulge much to others
- Closed off emotionally
- Unwilling to mix and will ignore you unless you are needed
- Comes off as being better than others
- Doesn't care how others are doing things
- Timid
- Too independent
- Submissive and lacking a "spine"
- Self-conscious and avoids groups and new relationships
- Slow to involve themselves in teams and new groups
- Easily misunderstood by others
- Inhibited and may have strong opinions and not share them

### Dark Side Liabilities

- Too socially interactive and embarrassing to those who are quieter
- Bold and aggressive, both verbally and behaviorally
- Quickly bounces from one conversation to another (appears to lack focus)
- Can come across as disingenuous or friendly for self-gain
- Lacking in boundaries of what to share and disclose to others
- Attention seeking
- Overly talkative
- Draining
- Pushy
- Too dependent and in need of company
- Dependent on others
- Opinionated and inflexible
- Domineering
- Overly assertive
- Obstructive/Dogmatic
- Unwilling to take radical or independent views
- Needy for recognition from others

## CHARACTER

Character describes the extent to which an individual acts and behaves in a responsible and honest manner in all dealings with others. This factor implies a slightly broader conception including willingness to comply with rules, internalized values, norms and expectations.

Individuals scoring high on Character tend to demonstrate high levels of responsibility, trustworthiness, candor, truthfulness and directness in interpersonal interactions. Those scoring low on this factor may be seen as less trusting, more indirect, manipulative, clever and even vindictive.

**Low Expression**



**High Expression**

### Bright Side Assets

- Less willing to pursue lofty ethical or moral standards to accomplish tasks or maximize productivity or profit
- Recognizes those trying to take advantage of others
- Can manipulate situations and others to get things done
- Psychologically minded (i.e., reads others accurately)
- Astute in identifying the needs of others
- Rarely taken advantage of by others
- Healthy cynicism, suspiciousness
- Sometimes self-serving and self-motivated
- Interprets guidelines flexibly
- Naturally skeptical and rarely taken advantage of
- Do not accept excuses in others
- Shrewd and astute
- Hard nosed and business outcome focused
- Objective and realistic
- Can separate issues from people's interests and needs
- Laissez-faire in trusting others
- Can play favorites to get things accomplished
- Understand what is wrong but won't work to take responsibility to change things
- Guarded in expressing their true feelings
- Willing to stretch the truth or tell "white lies" to get things done or make a situation smoother

### Bright Side Assets

- Responsible
- Strict personal code of conduct
- Works to high standards all the time
- Honest/Moral
- Reliable
- Trusting, frank and sincere
- Humble
- Positive organizational citizenship
- Able to stand up to peer pressure and opposite points of view
- Will do the "right thing" even if they don't things right
- Possess a view of greater good for individuals, teams and the organization
- Strong idealized values and morals
- Willing to challenge others if things are done poorly or lack ethics or integrity
- Complies with rules, processes and procedures
- Team first and individual gain second
- Trustworthy and true to their word
- Believes in people
- Willing to believe and trust others
- Protects the organization in business transactions/deals
- Expect results from others and can be critical when others don't deliver
- Take people at face value
- Apply themselves to even unpleasant tasks if they feel it is their duty

## CHARACTER

Low Expression



High Expression

### Dark Side Liabilities

- Undependable and unreliable
- Makes decisions on how the decisions will reflect on their reputations
- Manipulative and clever
- Exaggerated views of their own self worth
- Mistrustful and vindictive
- Sometimes selfish/Self-centered
- Use of any means to achieve one's political ends
- Careless about commitments, constant "stories" and lies
- Using personal power to influence others
- Capable of abusing power embedded in the organization's formal authority
- Narcissistic, arrogant and self-absorbed
- Likely to interpret information with a self-serving bias
- Paranoid and distrusting of others
- Unwilling to help others
- Behavior not reigned in by professional standards
- Indiscreet/Not confidential
- Amoral
- Unreliable and not trustworthy
- Say things they might not believe
- May not take direction from everyone
- May take credit for other's ideas and suggestions

### Dark Side Liabilities

- Gullible, too trusting and can be taken advantage of for extremely low scores
- Naïve and easily conned by others
- Susceptible to be manipulated freely
- Taken in by charm and charisma
- Overly trusting
- Too team focused and not selfish enough
- Inflexible in their beliefs
- Dogmatic
- Too conventional
- Too ingenuous
- Are surprised when people lie or cheat
- Very disappointed when others let them down
- Uncompromising
- Rigid/Narrow minded

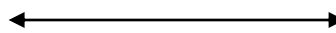


## SELF-CONFIDENCE

Self-Confidence describes the continuum between humbleness to arrogance in the behavior of others.

Those with high scores on Self-Confidence are seen by others as accepting ourselves and others in a non-judgmental manner, expressing humbleness, modesty, and not bragging about his/her accomplishments. Individuals with low scores can be seen and experienced as narcissistic, constantly seeking attention and admiration from others, having an exaggerated sense of self-importance, being selfish, boastful, overly confident, arrogant, disdainful and demonstrating a patronizing attitude.

**Low Expression**

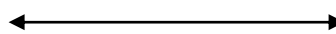


**High Expression**

<b>Bright Side Assets</b>	<b>Bright Side Assets</b>
<ul style="list-style-type: none"><li>▪ Humble but poised</li><li>▪ Willing to consider the ideas and suggestions of others</li><li>▪ Value others who are experts and thought leaders</li><li>▪ See your flaws, limits and areas for future growth and development</li><li>▪ Balanced, realistic and more accurate view of things you do well and things you can improve on</li><li>▪ Understand that others in some areas will always be more experienced, smarter and more talented</li><li>▪ Don't expect special privileges</li><li>▪ Will refrain from being "pushy" and overly assertive making you easier to interact with</li><li>▪ Face life challenges without being unrealistically optimistic</li><li>▪ Will take prudent risks understanding the potential advantages and disadvantages</li><li>▪ Sticks with things that are predictable and understandable</li><li>▪ Doesn't come across as a "know it all" or being right all the time</li><li>▪ Has a clear understanding of what they don't know</li></ul>	<ul style="list-style-type: none"><li>▪ Self-assured</li><li>▪ Possess strong self-esteem and self-efficacy</li><li>▪ Expressed pride in what they have accomplished</li><li>▪ Open to feedback, feedforward and constructive criticism</li><li>▪ Seeks information from others as a way to learn and grow</li><li>▪ Demonstrates emotional control and poise under pressure</li><li>▪ Expresses conviction in actions, decisions and behaviors</li><li>▪ Acts independently from others</li><li>▪ Decisive and bold in taking actions when they believe they have all the necessary information</li><li>▪ Optimistic about the future</li><li>▪ Reassuring to others particularly when there is ambiguity</li><li>▪ Persistent in the face of obstacles and challenge</li><li>▪ Belief in the ability to see the ability to influence outcomes from actions taken</li><li>▪ Possess more internal locus of control</li></ul>

## SELF-CONFIDENCE

Low Expression



High Expression

### Dark Side Liabilities

- Insecure
- Socially compare themselves to others
- Underestimate their “signature strengths”
- Inaccurate in how others experience them
- Hypervigilant to negative feedback
- Won't leverage their strengths and stuck on their perceived weaknesses
- Won't take risks and take chances
- Unwilling to solicit feedback out of fear of being evaluated negatively
- Unable to concentrate and make independent decisions
- Require high levels of assurance from others
- Highly dependent on the suggestions, advice and recommendations of others
- Easy to manipulate and get to agree
- Unable to assert their preferences and ideas
- Lack the ability to constructively confront others
- Timid and fearful of confrontation with others
- Self-defeating/self-defeating statements limit options and choices and beliefs to take risks
- Low self esteem
- Lack a belief if they take actions it will result in positive or successful outcomes (self-efficacy)
- Possess more external locus of control

### Dark Side Liabilities

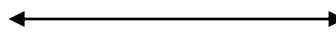
- Arrogant and self-absorbed for high scores
- Behaving as if they are entitled
- Tendency to not know when to quit a task that can't be accomplished
- Acting in self-enhancing ways/Excessive pride
- Manipulating conversational patterns towards their own interests
- Boastful/Bragging about their own accomplishments
- Possess unrealistic self-ratings of skills and abilities
- Inflated sense of self-confidence
- Unrealistic optimism about the future
- Deny credibility of critical feedback
- Discount information in conflict with their own views and self-image
- Believe they can accomplish more than others
- Not open to feedback
- Defensive, smug and sense of knowing more than others
- Angry with any critical feedback
- Attention seeking and need to be the center of social settings
- Feel superior to others

## SENSITIVITY

Sensitivity assesses one's interpersonal orientation.

Individuals high on Sensitivity can be characterized as trusting, forgiving, caring, altruistic, and gullible. The high end of Sensitivity represents someone who has cooperative values and a preference for positive interpersonal relationships. Someone at the low end of the dimension can be characterized as cold, uncaring, tough, self-centered, and ruthless.

**Low Expression**



**High Expression**

### Bright Side Assets

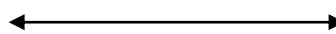
- Pragmatic and realistic
- Quick to tell others what to do
- Assertive
- Determined to stick to their own views
- Willing to take responsibility for actions
- Outspoken
- Direct
- Blunt
- Willing to give constructive feedback to others
- Effective in confronting others
- Holds own in face to face arguments
- Can protect own interests
- Healthy cynics
- Capacity to see through flattery in others
- High ability to see genuineness in others
- Wary of others who take advantage
- Can be tough when required
- Strong negotiators
- Can make decisions without feeling obligated to the feelings of others
- Will challenge, defend, and argue to make important points
- Understands and knows how to play "politics"
- Less forgiving and more demanding
- Argues using logic and structure

### Bright Side Assets

- Trusting and trustworthy
- Responsive, open, and compassionate
- Sympathetic and caring
- Altruistic and kind toward others
- Team oriented and willing to support and help others
- Cooperative, accommodating, gentle, and kind
- Inclusive and promoting affiliation
- Facilitating and helping to minimize conflict
- Pleasant
- Fair and friendly—looks for the good in others
- Empathetic in delivering negative feedback
- Interested in the thoughts and feelings of others
- Good, active listeners
- Astute and "tuned" into other's feelings and behaviors
- Psychologically minded and able to understand and mirror the feelings of others
- Collaborative and seeks "win-win" outcomes
- Amenable to others and tries to "fit in"
- Takes opinions of others into account
- Allows others to make their points
- Will not argue aggressively
- Democratic and accepting
- Selfless and understanding

## SENSITIVITY

Low Expression



High Expression

### Dark Side Liabilities

- Narcissistic and Self-promoting
- Harsh/Bullying
- Shrewd, self-advancing, and cynical
- Too realistic and objective
- Non-emotive and non-feeling
- No-nonsense and boring
- Too direct in dealing with others
- Overly emotional and lacking in self-control
- Too concerned about pleasing others
- Autocratic/Authoritarian
- Unwilling to listen to others
- Too quick to impose on others
- Overly aggressive and demanding
- Too quick to act and too hard to hold back
- Prone to be outspoken
- Discounts the opinions and ideas of others
- Can be seen as self-serving
- Manipulative
- Critical and unwilling to forgive
- Harsh in judgment of others
- Callous, cold, and overly blunt

### Dark Side Liabilities

- Overly accommodating and obliging
- Tendency to avoid interpersonal conflict
- Soft
- Susceptible and gullible
- Can appear as naïve to others
- Overly process oriented and not task focused enough
- Unwilling to confront others
- Willing to adapt to another's argument
- Avoids issues, hoping they will get better
- Can be manipulated and steamrolled by assertive individuals
- Too willing to please
- Idealistic
- Naïve
- Too willing to give others a "second chance"
- Overly uncritical
- Too forgiving
- Too soft on others—unwilling to confront and speak out in the face of opposition
- Too timid
- Too willing to bend and adapt to a group decision
- Defuses an argument by giving too much away

# Innate Index 360

## Development Plan Guide

### Self-Assessment

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The following questions will help you to better understand and assess your own personality and interpersonal style orientations.

1. If you had to pick a single work or phrase to describe your emotional reactions to your feedback report it would be:
2. How did your self-ratings compare to others on the eight **Innate Index** personality factors?
3. The strengths of my personality and interpersonal style might be described by me as:
4. The potential liabilities of my personality and interpersonal style might be described by me as:
5. When others see my style successfully they most likely see me as:
6. When others view my style critically they most likely see me as:
7. What job activities or responsibilities are most compatible with your personality and interpersonal style (i.e., what activities allow you to express your personal style)?
8. What job activities or responsibilities are most challenging, difficult, or uninteresting based upon your personality and interpersonal style?

# Innate Index 360

## Development Plan Guide

### Interpersonal Assessment

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The following questions will assist you in more effectively diagnosing the personality and interpersonal style orientations of others with whom you work and frequently interact with.

1. Using the **Innate Index** model, how would you describe the personality and interpersonal style of your boss (or other)?
2. What would my boss (or other) value most about my personality and interpersonal style?
3. What would my boss (or other) value least about my personality and interpersonal style?
4. How well does my boss's (or other's) personality and interpersonal style meet my needs (i.e., what areas of our styles overlap and are compatible)?
5. In what ways do my boss's (or other significant other's) interpersonal style orientations not meet my needs (i.e., what areas of our types create potential conflict or interpersonal challenge)?

# Innate Index 360

## Development Plan Guide

### Action Plan

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Now that you have taken the time to assess your own style and that of your boss (or other), consider the following questions to enhance your personal effectiveness in your current position within your organization.

1. Based on your **Innate Index** personality and interpersonal style, what is the best approach to take with your boss (or other) in order to develop and maintain an effective working relationship?
2. How can you become more aware of how others view your personality and interpersonal style?
3. How can you more effectively communicate and give others a "frame of reference" to better understand and value your special efforts and accomplishments based on your personality?
4. What areas of your personality and interpersonal style might you attempt to stretch, modify, adapt or build on in working more effectively with others and becoming as successful as possible?

# Innate Index 360

## Development Plan Guide

### Next Steps

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To get the maximum benefit of this 360 feedback report, you should consider the following steps:

1. Promptly thank all your raters for their time, energy, and comments.
2. Review the **Innate Index** personality scales and descriptions below and focus on one or more areas for your development. Create a specific development plan that leverages the strengths of your personality as perceived and experienced by others and/or on potential areas of development.
3. Share your development plan with your manager, coach, mentor or trusted colleague. Listen to their suggestions and then finalize your development plan with activities, behaviors and tasks that are specific, measurable and realistic.
4. Individually meet with your manager, direct reports, and other invited raters to share your development plan activities. Solicit their support to ensure success in your development efforts.
5. Schedule a brief conversation with your manager, direct reports and other colleagues every three months to review your development plan and discuss your progress.