TriMetrix® ACI Reference Guide

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

Section 1
Administration Instructions

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

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

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

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

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

Candidate/Employee Sample Instructions

[INSERT CANDIDATE NAME]*,

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

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

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

Please let me know if you have any questions.

*Be sure to insert the candidate name, your company name, the assessment code, and the time to complete the assessment.
Behaviors are the manner in which we do things, a necessary and integral part of who we are - what traits and characteristics we reveal to others. By understanding behavior styles, we can build on our own strengths and communicate more effectively with a wide variety of other people.
High-D

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

Factors that improve communication with High-Ds

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

- Friendly and talkative
- Impulsive
- Uses many hand gestures while speaking
- Shows much emotion
- Imprecise about use of time
- Buys trendy or showy products impulsively
- May not notice change
- Drives visually, looking around, with radio on
- Not good at goal setting/good intentions but no planning

- Reads fiction or self-improvement books or cookbooks
- Office: decorated with memorabilia of experiences
- Dress: contemporary and stylish
- Posture: feet apart, both hands in pockets
- Walk: meandering, easily distracted to other destinations

Factors that improve communication with High-Is

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

- Patient
- Easy-going
- Unemotional voice
- Reserved
- Deliberate; methodical
- Buys traditional products and is a slow decision maker
- Does not like change
- Drives at a relaxed pace, no hurry

- Sets short-term, low-risk goals
- Reads fiction
- Office: family snapshots, homely atmosphere, team photos
- Dress: casual in comfortable, old favorites
- Posture: leans back with hands in pockets
- Walk: steady, easy pace

Factors that improve communication with High-Ss

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

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

Factors that improve communication with High-Cs

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

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

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

Consistency
• The job requires an ability to do the job the same way.

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

Follow Up and Follow Through
• The job requires performers to be thorough and comprehensively address customer issues or concerns.

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

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

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

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

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

Versatility
• The job calls for a high level of optimism and a “can do” orientation.
• It will require multiple talents and a willingness to adapt them to changing assignments, as required.
How to Read and Understand Your Behavioral Graphs

A reference guide for use in interpreting Behavioral Assessments
Insights Into Personal Behavior

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

### KEY STRENGTHS
- Ability to tackle tough problems dealing with many issues
- Forward-looking, aggressive and competitive
- Ability to work in an environment that has variety and change
- Initiate activity and set a pace to achieve desired results

**IMPROVE EFFECTIVENESS BY**
- Being less intense, opinionated and blunt
- Not coercing others who may not be as committed to a project as they are
- Patience, concern for people, humility

### TENDENCIES
**Goal:** Dominance and independence
**Judges others by:** Their ability for getting the task done quickly
**Influences others by:** Force of character, persistence
**Value to the organization:** Show ‘em attitude
**Overuses:** Challenge and contest
**When under stress:** Becomes quiet and analytical
**Fears:** Losing control

### KEY STRENGTHS
- Results-oriented with a sense of urgency to accomplish goals and meet deadlines
- Decisive and aggressive when presented with challenges
- Initiate activity through other people to get desired results
- Extroverted and actively seek relationships with a variety of people

**IMPROVE EFFECTIVENESS BY**
- Becoming less irritated if deadlines are delayed or missed
- Not taking on too many responsibilities at one time, more consistency
- More follow-through directness, lower expectations

### TENDENCIES
**Goal:** Aggressive and confident to win
**Judges others by:** Ability to communicate and to think
**Influences others by:** Friendliness and desire for results
**Value to the organization:** Good planner, problem solver and resourceful
**Overuses:** Position and their way
**When under stress:** Becomes restless impatient and insensitive
**Fears:** Losing and failing

### KEY STRENGTHS
- Set high standards for self and others expecting performance and teamwork
- Aware and sensitive to the cost of errors and mistakes
- Structured in use of time
- Systematically solves problems without letting emotions influence decisions

**IMPROVE EFFECTIVENESS BY**
- More warmth and appreciation of other team members
- Being more consistent with decisions — quantity versus quality issues
- Not being so blunt and critical of people who do not meet your standards

### TENDENCIES
**Goal:** Dominance and pioneering
**Judges others by:** Their own standards, progressive ideas
**Influences others by:** Competition and unique challenges
**Value to the organization:** Initiate change on their own
**Overuses:** Bluntness, overly critical
**When under stress:** Driving and demanding
**Fears:** Not being influential
## High-D Behavioral Graphs

### KEY STRENGTHS
- Ability to come up with a new idea and follow it through to completion
- Appreciate others who are team players
- Ability to see the “big picture”
- Determination and persistence

### IMPROVE EFFECTIVENESS BY
- Not being overly focused on one issue and missing other opportunities
- Being less concerned with personal standards
- Checking priorities with others

### TENDENCIES
- **Goal:** Determined
- **Judges others by:** Amount of work completed
- **Influences others by:** Tenacity and persistence
- **Value to the organization:** Results-oriented with a sense of consistency
- **Overuses:** Reliance on self
- **When under stress:**Stubborn, quiet and nondemonstrative
- **Fears:** Involvement with too many people

### KEY STRENGTHS
- Direct and independent
- High personal goals that usually surpass the goals of others
- Ability to be self-sufficient, challenging yourself when others fail to provide support
- Face obstacles and competition with optimism

### IMPROVE EFFECTIVENESS BY
- Not displaying too much independence at inappropriate times
- Being more careful with details
- Using patience, planned approaches to solutions, delegation

### TENDENCIES
- **Goal:** Aggressively works through people to achieve results
- **Judges others by:** Expectations and likability
- **Influences others by:** Persuasiveness
- **Value to the organization:** Innovation and determination
- **Overuses:** Old ways, strong will
- **When under stress:** Impatient, driving, unstructured
- **Fears:** Not achieving desired goals

### KEY STRENGTHS
- Ability to express ideas without getting emotionally attached
- Single-minded concentration on goals and vital issues
- Careful scrutinizing of others who may impact your performance
- Ability to explain technical data clearly and translate theory into workable solutions

### IMPROVE EFFECTIVENESS BY
- Sharing knowledge, thoughts and emotions with others
- Not hesitating to act under heavy pressure
- Developing people contact and verbalization

### TENDENCIES
- **Goal:** Self-sufficient
- **Judges others by:** Comprehension and power of reasoning
- **Influences others by:** Rational, indirect manner
- **Value to the organization:** Self-starter, goal-oriented
- **Overuses:** Self-reliance
- **When under stress:** Ambivalent and pessimistic
- **Fears:** Deadlines without time for quality assurance
### High-I Behavioral Graphs

#### KEY STRENGTHS
- Very optimistic with a positive sense of humor
- Place focus on people and high trust in relationships
- Develop friendships quickly, enjoy networking
- Use a consensus approach to decision-making

#### IMPROVE EFFECTIVENESS BY
- Keeping sight of career goals
- Being less concerned with the feelings of others
- Being organized and having a realistic attitude

#### I-1

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#### TENDENCIES
- **Goal:** Obliging and accommodating
- **Judges others by:** Their warmth
- **Influences others by:** Friendliness and interpersonal skills
- **Value to the organization:** Communicates the “big dream,” ability to bring a team together
- **Overuses:** Dependence on others and optimism
- **When under stress:** Emotional, too trusting
- **Fears:** Not being liked enough

#### KEY STRENGTHS
- Ability to influence people to their way of thinking
- Communicate in a very open manner
- Ability to calm conflict situations
- Ability to promote new ideas and products

#### IMPROVE EFFECTIVENESS BY
- Making decisions based less on emotions
- Being willing to confront when required
- Having realistic deadlines, and practicing good time management

#### I-2

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#### TENDENCIES
- **Goal:** Maintain friendships
- **Judges others by:** Influential contacts, commitment
- **Influences others by:** Inspiration and charisma
- **Value to the organization:** Stable, dependable, wide range of friendships
- **Overuses:** Enthusiasm
- **When under stress:** Overly verbal
- **Fears:** Failure

#### KEY STRENGTHS
- Ability to help others using warmth, empathy and understanding
- Protect and value both people and things
- Good at people problems, provide a counseling approach
- Good listener and good talker

#### IMPROVE EFFECTIVENESS BY
- Being assertive and decisive in certain situations
- Not avoiding confrontation even when risky
- More initiative, sense of urgency

#### I-3

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#### TENDENCIES
- **Goal:** Maintain long-term friendships
- **Judges others by:** Their loyalty to the relationship
- **Influences others by:** Personal relationships, setting a good example
- **Value to the organization:** Good listener, patient with others
- **Overuses:** Tolerance
- **When under stress:** A grudge-holder, uneasy under stressful situations
- **Fears:** Confrontation
### High-I Behavioral Graphs

#### I-4

**KEY STRENGTHS**
- Ability to handle difficult situations, tactfully, sensitive to the needs of people
- Ability to create a pleasant, comfortable atmosphere
- Ability to promote ideas effectively
- Prefer a fast-paced environment

**IMPROVE EFFECTIVENESS BY**
- Being less analytical
- Communicating less information when selling products or ideas
- Being more assertive

**TENDENCIES**
- **Goal:** Approval and acceptance
- ** Judges others by:** Their ability to read verbal and nonverbal cues
- **Influences others by:** Poise and confidence
- **Value to the organization:** Relieves tension and promotes people and projects
- **Overuses:** Control of conversation
- **When under stress:** Verbal, caustic with others
- **Fears:** Loss of uniqueness

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#### I-5

**KEY STRENGTHS**
- Ability to be adaptable in many situations
- An optimistic, sociable and cooperative team player
- Will attempt to bring the team together in a well-organized manner
- Patience to listen to what others are saying

**IMPROVE EFFECTIVENESS BY**
- Being less accommodating of others
- More consistent display of assertiveness
- More directness and better time management

**TENDENCIES**
- **Goal:** Systematic results through others
- ** Judges others by:** Their ability to communicate and think
- **Influences others by:** Diplomacy
- **Value to the organization:** Careful and personable
- **Overuses:** Position and their standards
- **When under stress:** Possessive and overly sensitive
- **Fears:** Not being part of the team

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#### I-6

**KEY STRENGTHS**
- Ability to be persuasive, assertive and steady
- Ability to be independent when the need arises
- Ability to create and promote an idea
- Ability to present ideas in a positive and somewhat direct manner

**IMPROVE EFFECTIVENESS BY**
- Being less opinionated
- Gathering enough information before acting
- More attention to details, organization

**TENDENCIES**
- **Goal:** Sociable and convincing
- ** Judges others by:** Their dedication and tenacity
- **Influences others by:** Taking responsibility
- **Value to the organization:** Enthusiasm and directness with new ideas and opinions
- **Overuses:** Ambitiousness
- **When under stress:** Superficial
- **Fears:** Not being seen as a team player
High-S Behavioral Graphs

**KEY STRENGTHS**
- Ability to present self in a calm and controlled manner, using the ability to concentrate as a means to listen and learn
- Ability to stay with a task that provides meaningful contribution to the organization
- A team member who can be open, patient and tolerant of differences
- Enjoy praising others

**IMPROVE EFFECTIVENESS BY**
- Projecting a sense of urgency when the need arises
- Less reliance on routines
- More initiative, adaptability to change

**S-1**
- **TENDENCIES**
  - **Goal:** Dependable and stable
  - **Judges others by:** Their consistency
  - **Influences others by:** A congenial disposition, serving others
  - **Value to the organization:** Stabilizes the environment in a friendly manner
  - **Overuses:** Composure
  - **When under stress:** Nonexpressive
  - **Fears:** Not being appreciated, and the unknown

**KEY STRENGTHS**
- Ability to begin a project and follow through to completion
- Willing to work for a leader and cause
- Excel in seeking solutions to problems through logic that will be comprehensive and pleasing to all involved
- Demonstrate positive leadership through the consideration shown to the feelings of others on the team

**IMPROVE EFFECTIVENESS BY**
- Learning to be self-promoting
- Using a direct approach
- Displaying concerns and feelings

**S-2**
- **TENDENCIES**
  - **Goal:** Achieve high standards set for self
  - **Judges others by:** Use of knowledge
  - **Influences others by:** Ability to follow through
  - **Value to the organization:** Adding focus and logic to existing needs
  - **Overuses:** Resistance to change
  - **When under stress:** Becomes determined, stubborn
  - **Fears:** Not meeting specific requirements

**KEY STRENGTHS**
- Good listening skills with the ability to empathize with people
- Skilled at helping and supporting others achieve goals and aspirations
- Gifted at accepting people's sentiments, beliefs and values
- Ability to create an environment where people feel significant

**IMPROVE EFFECTIVENESS BY**
- Being assertive and decisive
- Being less accepting of the status quo
- More strength, firmness and self-assertion

**S-3**
- **TENDENCIES**
  - **Goal:** Acceptance
  - **Judges others by:** Loyalty, sincerity, dependability
  - **Influences others by:** Offering understanding friendship
  - **Value to the organization:** Supports harmonizes and offers stability under pressure
  - **Overuses:** Kindness, compassion
  - **When under stress:** Withdrawn
  - **Fears:** Dissention, conflict, being unliked
High-S Behavioral Graphs

**KEY STRENGTHS**
- Ability to take a problem and follow through to successful completion
- Persistent, determined, tenacious and logical in the pursuit of results
- Excel at maintaining relationships
- Team player who will display leadership skills and stand up for what they believe in

**IMPROVE EFFECTIVENESS BY**
- Demonstrating less passive behavior, even if it affects their security
- Using new and creative thinking when problem solving
- Not resisting new situations that may be out of their comfort zone

**KEY STRENGTHS**
- Ability to be supportive, friendly and optimistic in any relationship
- Sociable with the ability to enjoy the uniqueness of each human being
- Ability to use balanced judgment bringing stability to the entire team
- Good at analyzing situations that can be felt, touched, seen, heard, personally observed or experienced

**IMPROVE EFFECTIVENESS BY**
- Staying focused on roles and expectations to be effective
- Having a sense of urgency
- Sincere appreciation of shortcut methods

**KEY STRENGTHS**
- Ability to empathize with others’ feelings while maintaining their own independence
- Excel at projects that require a determination and persistence to win
- Positive influence on uncooperative or negative team members
- Good at bringing people to the negotiation process and listening to opposing views

**IMPROVE EFFECTIVENESS BY**
- Prioritizing daily activities
- More weighing of pros and cons
- Being more firm and consistent in their convictions

**TENDENCIES**
- **Goal:** Personal achievement
- **Judges others by:** Their accomplishments and successes
- **Influences others by:** Perseverance
- **Value to the organization:** Works independently and likes challenge
- **Overuses:** Bluntness
- **When under stress:** Obstinately inflexible, relentless
- **Fears:** Not attaining desired results

**TENDENCIES**
- **Goal:** Status quo
- **Judges others by:** Friendship
- **Influences others by:** Consistency of performance, accommodation
- **Value to the organization:** Planner, consistency, maintains pace
- **Overuses:** Modesty, conservatism
- **When under stress:** A grudge-holder
- **Fears:** Conflict, losing face

**TENDENCIES**
- **Goal:** Success through consistency
- **Judges others by:** Loyal friendships
- **Influences others by:** Persuasive people skills
- **Value to the organization:** Solves problems creatively and innovatively works through people
- **Overuses:** Intensity
- **When under stress:** Passionate, forceful
- **Fears:** Not being supported by the team and change
### C-1: High-C Behavioral Graph

**KEY STRENGTHS**
- Ability to do tough assignments right the first time
- Alert and sensitive to errors where precision and accuracy are required
- Professional and disciplined in their approach as it relates to an area of their expertise
- Organization skills, wise use of time

**IMPROVE EFFECTIVENESS BY**
- Being less of a perfectionist
- Going “by the book” less often
- More enthusiasm, less reliance on data

**TENDENCIES**
- **Goal:** Accuracy and quality
- **Judges others by:** Correct results, proof and facts presented
- **Influences others by:** Use of data and exactness
- **Value to the organization:** High standards for self and subordinates
- **Overuses:** Rules and regulations
- **When under stress:** Becomes overly critical of self and others
- **Fears:** High-risk decisions

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### C-2: High-C Behavioral Graph

**KEY STRENGTHS**
- Ability to set and accomplish high standards of work and conduct
- Alert and sensitive to problems, rules, errors and procedures
- Ability to make tough decisions without letting emotions interfere
- Ability to understand and preserve the need for quality systems

**IMPROVE EFFECTIVENESS BY**
- Stating true feelings on issues
- Less concern that change may damage relationships or quality
- More confidence, interdependency

**TENDENCIES**
- **Goal:** Security and neatness
- **Judges others by:** Precise standards
- **Influences others by:** Dependability, attention to detail
- **Value to the organization:** Conscientious, maintains standards
- **Overuses:** Dependency on standard operating procedure
- **When under stress:** Becomes introverted, obstinate
- **Fears:** Antagonism

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### C-3: High-C Behavioral Graph

**KEY STRENGTHS**
- Ability to do quality work while exploring new ways to increase quantity
- Ability to make tough decisions, using insight and facts, while remaining unemotional
- Ability to push hard to discover correct acceptable solutions to problems
- Expect and challenge high levels of performance from the team

**IMPROVE EFFECTIVENESS BY**
- Being sensitive to the feelings of others
- Being less blunt and direct
- Lowering expectations of others and sincerity

**TENDENCIES**
- **Goal:** Designing systems
- **Judges others by:** Their own standards
- **Influences others by:** Setting a pace in developing systems
- **Value to the organization:** Precise, conscientious worker
- **Overuses:** Facts and figures
- **When under stress:** Takes on too much
- **Fears:** Disorganization
### High-C Behavioral Graphs

#### Key Strengths
- A promoter of quality systems
- A good sense of urgency balanced with maintaining high standards
- Organized, even in relationships. Appreciates company of people with similar ideas, likes being organized and quality-conscious
- Sensitive to changes in the social and work environment

#### Improve Effectiveness By
- More accepting of others’ ideas and beliefs
- Setting realistic goals
- Not being overly sensitive of other people’s comments

#### Tendencies
- **Goal:** Diplomatic
- **Judges others by:** Who they know, prestige and accomplishments
- **Influences others by:** Strategy in good relations
- **Value to the organization:** Creates a good working environment
- **Overuses:** Tactfulness
- **When under stress:** Becomes to suave
- **Fears:** Having to trade quality for good relationships

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#### Key Strengths
- Willing to adapt and be an integral part of the team—unless adapting lowers quality
- Ability to see both the good and the bad in any situation
- Ability to get results through people and complete tasks with high standards
- Place a high priority on conserving resources

#### Improve Effectiveness By
- Being realistic when appraising people
- Making quicker decisions even when more data relating to quality is needed
- Respecting others’ efforts and valuing team members

#### Tendencies
- **Goal:** Technical ability
- **Judges others by:** Their skills and expertise
- **Influences others by:** Being levelheaded
- **Value to the organization:** Combined task and people skills
- **Overuses:** High standards
- **When under stress:** Becomes uneasy, unpleasant
- **Fears:** Lack of recognition

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#### Key Strengths
- Ability to fight hard for results and/or procedures to ensure quality and correctness
- Ability to ask the right questions to uncover hidden facts
- Avoid favoritism when evaluating personnel
- Will combine analytical and intuitive skills when dealing with complex issues

#### Improve Effectiveness By
- Being less analytical in trying to achieve correctness
- Not hiding emotion and expressing more thoughts to others
- Sharing information, team cooperation

#### Tendencies
- **Goal:** Problem solver
- **Judges others by:** Their use of data
- **Influences others by:** Facts and figures
- **Value to the organization:** Independently accepts analytically challenging assignments
- **Overuses:** Perfectionism
- **When under stress:** Becomes blunt
- **Fears:** People contact, high risks and lack of privacy
Unusual Graphs

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

GRAPH I unusual graphs may be caused by the following reasons:
- Attempting to outsmart the instrument
- Trying to be an overachiever
- Overanalyzing by taking too long to respond
- Being new to the job and not understanding the behavior required to be successful
- Transition from one environment to another

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

GRAPH II unusual graphs may be caused by the following reasons:
- Attempting to outsmart the instrument
- Overanalyzing by taking too long to respond
- Experiencing a significant emotional event (or personal trauma of some kind)
- Under pressure to “be all things to all people”

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

When observing an unusual graph, first check to see if the instrument was scored properly. If proper scoring has occurred, one cause may be the inability to understand the word choices. Additional causes must be investigated depending on which graph the unusual graph occurred.
Motivators help to initiate one’s behavior and are sometimes called the hidden motivators because they are not always readily observed. By measuring motivators, we uncover some of these and can identify strengths that make each person unique within an organization.
Theoretical

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

- High degree of curiosity in a variety of areas
- Sought out by others on the team to answer questions about projects or procedures
- Prefers learning-based events or conferences over a small economic incentive
- Strong desire to learn and go beyond the required knowledge base
- Interested in new methods and how they can be applied to existing structures
- Believes that continuous learning is healthy for the mind and body
- Has many interests outside the workplace
- Likes to go to trade shows and conventions in their area of interest and expertise to find new ideas and tools for the team and organization at large
Section 3

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

- Has a very high drive for traditional procedures
- Is very structured, orderly, and precise
- Likes to know how to do something before doing it so that it gets done correctly the first time
- Likes freedom and independence within an ordered atmosphere
- Subscribes to a “rules are made to be followed” position
- Relies on a sense of security that comes from studying and adhering to procedures and routines
- Will be very helpful to others who share the same beliefs
The primary interest for this motivator is power. Research studies indicate that leaders in most fields have a high Individualistic/Political value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

- High individualism may be demonstrated in a variety of observable ways: in creative problem solving, in a risk-taking attitude, etc.
- Surprises others with spontaneous ideas or responses
- Enjoys working in own way and using own methods
- Thrives in a team environment but likes freedom in own work area
- Enjoys work and assignments that give them standing in the eyes of others and evoke respect
- Independent
- Likes to have own niche; a place where they can excel
- Has a tendency to push the envelope a bit in situations where winning is desired
The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This motivator includes the practical affairs of the business world—the production, marketing and consumption of goods, the use of credit, and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average American businessperson. A person with a high score is likely to have a high need to surpass others in wealth.

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

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

- Has a drive to be expressive in artistic or inventive ways
- Exhibits an appreciation for and support of the creative ideas of others
- Likes rewards based on the results achieved rather than on the method used to obtain the results
- Occasionally prefers some solitary time for personal reflection and rebalancing
- Cares about the feelings of others and is supportive of their creative ideas
- Seeks form and harmony in experiences and environment
- Dresses for success — enjoys the latest designer clothes, always “put together”
- Uses aesthetic talent to impress others
SECTION 3: Motivators

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

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

Theoretical

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

Economic/Utilitarian

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

Aesthetic

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

Social

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

Political/Individualistic

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

Traditional/Regulatory

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

Section 4
Personal Skills

Accountability for Others
The ability to take responsibility for others’ actions.
• Establishes appropriate performance standards for others
• Assumes personal accountability for others’ performance
• Effectively confronts performance issues promptly
• Monitors performance, tracks results and measures achievement of key accountabilities

Conceptual Thinking
The ability to analyze hypothetical situations or abstract concepts to compile insight.
• Demonstrates ability to forecast long range outcomes and develop suitable business strategies
• Identifies, evaluates and communicates potential impacts of hypothetical situations
• Defines options to leverage opportunities in achieving business goals
• Develops plans and strategies that lead to desired strategic outcomes

Conflict Management
The ability to resolve different points of view constructively.
• Faces difficult issues with objectivity
• Considers all opinions and facts before drawing conclusions
• Identifies appropriate solutions to volatile situations
• Negotiates acceptable solutions between parties to successfully move beyond confrontation

Continuous Learning
The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.
• Researches job related topics to improve understanding, expertise and personal performance
• Continually updates business skills
• Actively seeks suitable opportunities to implement newly acquired skills and knowledge
• Provides expertise, knowledge and information to others, as required

Customer Focus
A commitment to customer satisfaction.
• Consistently places a high value on customers and all issues related to customers
• Objectively listens to, understands and represents customer feedback
• Anticipates customer needs and develops appropriate solutions
• Meets all promises and commitments made to customers
Decision Making

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

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

Developing Others

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

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

Diplomacy and Tact

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

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

Flexibility

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

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

Goal Achievement

A commitment to customer satisfaction.

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

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

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

Interpersonal Skills

The ability to interact with others in a positive manner.

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

Leading Others

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

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

Objective Listening

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

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

Personal Accountability

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

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

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

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

Problem Solving

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

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

Resiliency

The ability to quickly recover from adversity.

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

Results Orientation

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

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

The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
• Independently pursues business objectives in an organized and efficient manner
• Prioritizes activities as necessary to meet job responsibilities
• Maintains required level of activity toward achieving goals without direct supervision
• Minimizes workflow disruptions and time wasters to complete high-quality work within a specified time frame

Self Starting

The ability to initiate and sustain momentum without external stimulation.
• Initiates relevant activities toward achieving business goals
• Independently completes projects and produces desired results
• Requires little or no supervision to stay focused on necessary activities
• Readily identifies and pursues business opportunities without outside direction

Teamwork

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

Understanding Others

The ability to resolve different points of view constructively.
• Faces difficult issues with objectivity
• Considers all opinions and facts before drawing conclusions
• Identifies appropriate solutions to volatile situations
• Negotiates acceptable solutions between parties to successfully move beyond confrontation
Section 5

Dimensional Balance
External Factors
5.5 - 6.9 Low | 7.0 - 8.5 Moderate | 8.5 - 10.0 High

Understanding Others

↑ Overvalue

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

〇 Balanced

• maintains open, supportive relationships
• demonstrates sincere, caring attitude
• understands others objectively
• listens to others objectively
• accurate judge of others’ strengths and weaknesses
• has realistic expectations of others
• perceives others’ needs and desires objectively
• does not over- or under-empathize
• has no fear of losing self in others
• combined with high clarity score, indicates high level of versatility easily adapting to different people
• coupled with a low clarity score, reflects lower versatility - may suddenly overreact positively or negatively toward others

↓ **UNDERVALUE**

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

\[\text{OVERVALUE}\]

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

\[\text{BALANCED}\]

- objective understanding of the work process
- good at weighing pros and cons of a situation
- equal sensitivity to social sufficiency and deficiency
- views social and professional norms objectively
- good practical problem-solver
- objectively understands and communicates well with co-workers and clients
- works well with others in professional context
- resourceful and consistent work pattern
- maintains balance between doing and delegating
• maintains balance between listening and talking
• combined with high clarity score, indicates high level of versatility easily adapting to changing situations
• coupled with a low clarity score, reflects lower versatility - may suddenly overreact positively or negatively

↓ **UNDERVALUE**

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

↑ Overvalue

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

○ Balanced

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

↓ UNDERVALUE

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

5.5 - 6.9 LOW | 7.0 - 8.5 MODERATE | 8.5 - 10.0 HIGH

**Sense of Self**

↑ Overvalue

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

○ Balanced

- has achieved an objective sense of self awareness
- realistically judges their strengths and weaknesses
- appreciates their own unique individuality
- tends to be a well-integrated personality
- have a balanced understanding of who they are
• clearly aware of their abilities and limitations
• has inner strength and faith in themselves
• may feel they have already accomplished a great deal in life
• may feel somewhat satisfied with themselves the way they are
• may be on the threshold of change
• may not have clear direction yet about how to further develop their potential
• may be uncertain about how to further improve
• may reflect a degree of complacency or lack of clear direction

↓ UNDERVALUE

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

↑ OVERVALUE

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

〇 BALANCED

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

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

**OVERVALUE**

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

**BALANCED**

- may be uncertain concerning future goals and how to best pursue them
- may be so focused on what they are doing in the present, that their future is placed in suspension
- may lack clarity about who they want to become or where they want to be
- may be leaving future open to capture best opportunity
- likely open-minded and flexible
• may lack clear standards and principles, or allow self to bend their own rules
• may be highly disciplined at times, and not at all on other occasions
• may be undecided about what to pursue
• may lack clear positive goals that they really want to achieve

↓ Undervalue

• may lack a clear sense of direction
• lacks focus on how to best pursue future growth and development
• low level of energy, ambition and ego-drive, due to lack of clear target or goal
• lacks strong, clear mental image of self
• may not desire to advance career
• lacks persistence and determination to achieve goals
• may be too open-minded and flexible; may suffer from decidophobia
• can be easily influenced, molded or manipulated by others
• have difficulty asserting their will and authority over others
• may lack definite rules or a moral code to live by
• may lack self organization and discipline
• has difficulty envisioning brighter future
• may have vague or conflicting goals
• may be confused, impulsive, and have hard time following through
• may have difficulty keeping appointments or meeting schedules
• may have negative image of themselves, and feel directionless, lost or fearful
The graph measures 3 External Factors (Understanding Others, Practical Thinking, and Systems Judgment) and 3 Internal Factors (Sense of Self, Role Awareness, and Self Direction).

**Score**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Score</th>
<th>Bias</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding Others</td>
<td>8.6</td>
<td>O</td>
</tr>
<tr>
<td>Practical Thinking</td>
<td>8.4</td>
<td>↑</td>
</tr>
<tr>
<td>Systems Judgment</td>
<td>7.8</td>
<td>↑</td>
</tr>
<tr>
<td>Sense of Self</td>
<td>8.4</td>
<td>O</td>
</tr>
<tr>
<td>Role Awareness</td>
<td>8.6</td>
<td>↓</td>
</tr>
<tr>
<td>Self Direction</td>
<td>7.0</td>
<td>↑</td>
</tr>
</tbody>
</table>

**Bias**

- 8.6, 8.4, 7.8, 8.4, 8.6, 7.0

**Rev:** 0.94-0.92

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

**T:** 2:51

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

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

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

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

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

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