



TTI
SUCCESS
INSIGHTS®

TriMetrix® HD

Leadership Version

Samuel Sample

VP of Samples

TTI

4-21-2026

Table of Contents



Introduction - <i>Understanding the Leadership Coaching Report</i>	4
Introduction - <i>Behaviors Section</i>	5
Behavioral Characteristics	6
Value to the Organization	8
Checklist for Communicating	9
Checklist for Communicating - <i>Continued</i>	10
Communication Tips	11
Perceptions - <i>See Yourself as Others See You</i>	12
Potential Hidden Influences	13
Descriptors	14
Natural & Adapted Style	15
Adapted Style	17
Productivity Boosters	18
Areas for Improvement	22
Behavioral Hierarchy	23
Style Insights® Graphs	26
Behavioral Continuum	27
The TTI Success Insights® Wheel	28
Introduction - <i>Driving Forces Section</i>	30
Driving Forces Characteristics	31
Strengths & Weaknesses	33
Energizers & Stressors	34
Primary Driving Forces Cluster	35
Situational Driving Forces Cluster	36
Indifferent Driving Forces Cluster	37
Areas for Awareness	38
Driving Forces Graph	39
Driving Forces Wheel	40
Descriptors Wheel	41
Introduction - <i>Integrating Behaviors & Motivators</i>	42
Potential Strengths - <i>Blending Behaviors & Driving Forces</i>	43
Potential Conflicts - <i>Blending Behaviors & Driving Forces</i>	44

Table of Contents

Continued



Ideal Environment - <i>Blending Behaviors & Driving Forces</i>	45
Leadership Wants - <i>Blending Behaviors & Driving Forces</i>	46
Leadership Needs - <i>Blending Behaviors & Driving Forces</i>	47
Introduction - <i>Acumen Capacity Section</i>	48
Summary of Acumen Capacity	49
World View	50
Self View	51
External Clarity and Awareness	52
Internal Clarity and Awareness	53
Summary of Capacity for Problem Solving	54
External Problem Solving and Decision Making	55
Internal Problem Solving and Decision Making	56
Reaction Index	57
Business Performance Summary	58
Dimensional Balance	60
Introduction - <i>Competencies Section</i>	61
Skill Category Overview - <i>Competency Breakdown By Category</i>	62
Thinking Skills Summary	63
Working Skills Summary	64
Relating Skills Summary	65
Introduction - <i>Competencies Hierarchy & Growth Activities</i>	67
DNA Competency Pages	68
Potential Strengths & Over-Extensions	93
Potential Limitations & Hidden Strengths	94
Norms & Comparisons - <i>Hierarchy Based on Population</i>	95
Competencies Graph - <i>Hierarchy Based on Scores</i>	96
Competency Development Plan - <i>Turning Insight Into Action</i>	97

Introduction



Understanding the Leadership Coaching Report

The TriMetrix HD Report is designed to enhance understanding of an individual's strengths and areas for growth in leadership contexts. It explores four key areas: behaviors, driving forces, acumen and personal competencies. By gaining insight across these areas, individuals can strengthen their leadership effectiveness and adapt their approach across different situations.

The following pages provide a comprehensive view of Samuel's patterns and preferences across multiple dimensions, presented in five main sections:

Behaviors

This section examines Samuel's behavioral style, offering insight into how he may naturally lead, engage others, and respond to different situations, as well as where additional energy or focus may be required.

Driving Forces

This section explores Samuel's personal motivators, which influence the types of people, tasks, and responsibilities that may feel energizing or more draining. Understanding these drivers can help clarify what supports engagement, direction, and sustained leadership effectiveness.

Integrating Behaviors & Driving Forces

This section explores how Samuel's behavioral style and personal drivers combine to shape his leadership approach. It highlights how these elements may influence how he responds to different people, situations, and responsibilities.

Competencies (TTI DNA)

This section explores Samuel's personal skills across 25 competencies, providing insight into current levels of proficiency. These competencies are grouped into three categories: Thinking, Working, and Relating, which reflect how he processes information, approaches tasks, and connects with others in leadership contexts.

Acumen Capacity Index

This section explores Samuel's patterns of thought and perception using the Hartman Value Profile (HVP). It highlights how he may interpret experiences, make decisions, and form judgements in leadership situations.

Introduction

Behaviors Section



Understanding how individuals respond to different situations provides valuable insight into how they lead, engage others, and adapt their approach. Behavior is influenced by both natural tendencies and learned experiences, shaping how leaders communicate, make decisions, and guide others across a range of contexts.

This section explores four key dimensions of behavior, which are important for understanding leadership tendencies:

- Samuel's approach to problems and challenges.
- Samuel's approach to people and contact.
- Samuel's approach to pace and consistency.
- Samuel's approach to procedures and constraints.

The insights provided here explore how Samuel may naturally lead across different situations. While the report aims to be accurate, it may not capture every nuance of context or experience. For a balanced perspective, consider reflecting on these insights alongside feedback from colleagues, team members, or stakeholders.

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

Behavioral Characteristics



This section explores Samuel's behavioral style with each paragraph taking a different focus. The first paragraph provides a general behavioral description. The second paragraph explores Samuel's approach to decision making and problem solving. The final paragraph explores Samuel's approach to communication. Use this section to gain a general overview of Samuel's natural leadership approach.

Samuel embraces visions not always seen by others. Samuel's creative mind allows him to see the "big picture." As a leader, Samuel is committed to driving results and keeping the team focused on their objectives. As a leader, Samuel views risk taking as essential to success, operating under the principle of "nothing ventured, nothing gained." He prefers an environment with variety and change. He is at his best when many projects are underway at once. Samuel leads with a strong results-driven focus and a sense of urgency to complete tasks. He is deadline conscious and becomes irritated if deadlines are delayed or missed. Many people see him as a self-starter dedicated to achieving results. He needs to learn to relax and pace himself. He may expend too much energy trying to control himself and others. Samuel seeks his own solutions to problems. In this way, his independent nature comes into play. He is a results-driven leader who believes in leveraging team strengths to achieve success.

Samuel will work long hours until a tough problem is solved. After it is solved, Samuel may become bored with any routine work that follows. He leads with an emphasis on speed in decision making, preferring a team that acts decisively. He embraces innovative solutions to long-standing problems, often looking for new approaches. He prefers authority equal to his responsibility. As a leader, Samuel values decisiveness and prefers working with a team that can make quick decisions. He should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He is known for tackling difficult situations with persistence, driving them toward an outcome.

Samuel tends to be intolerant of people who seem ambiguous or think too slowly. He challenges people who volunteer their opinions. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. He may sometimes mask his feelings in friendly terms. If pressured, Samuel's true



Behavioral Characteristics

Continued



feelings may emerge. Samuel may lack the patience to listen and communicate with slower acting people. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He may lose interest in what others are saying if they ramble and fail to speak to the point. His active mind is already moving ahead. He tends to influence people by being direct, friendly, and results-oriented.

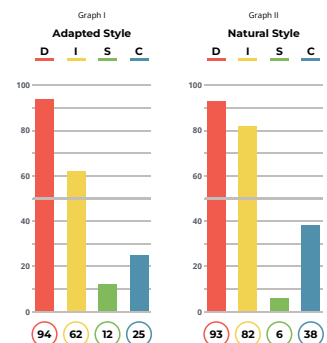


Value to the Organization



This section explores the valuable traits Samuel might bring to an organization, group or team. Use this section to help Samuel better understand the inherent strengths in his leadership approach and how he might apply them.

- ✓ 1. Thinks big.
- ✓ 2. Self-starter.
- ✓ 3. Forward-looking and future-oriented.
- ✓ 4. Ability to change gears fast and often.
- ✓ 5. Accomplishes goals through people.
- ✓ 6. Usually makes decisions with the bottom line in mind.
- ✓ 7. Will join organizations to represent the company.
- ✓ 8. Sense of urgency.



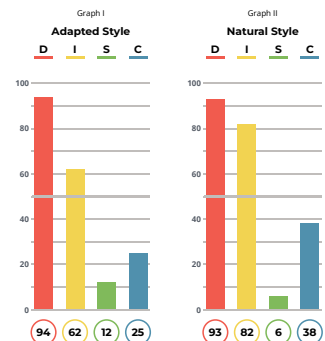
Checklist for Communicating



This section outlines how others can communicate effectively with Samuel. It highlights key approaches to consider when interacting with him. Use this section to help Samuel develop and share a personalized set of communication guidelines with others.

Ways to communicate with Samuel:

- ✓ 1. Give strokes for his involvement.
- ✓ 2. As a leader, Samuel needs to be mindful of his occasional inconsistency in listening attentively.
- ✓ 3. Put projects in writing with deadlines.
- ✓ 4. Support the results, not the person, if you agree.
- ✓ 5. Support and maintain an environment where he can be efficient.
- ✓ 6. Present the facts logically; plan your presentation efficiently.
- ✓ 7. Be specific and leave nothing to chance.
- ✓ 8. Read the body language—look for impatience or disapproval.
- ✓ 9. Verify that the message was heard.
- ✓ 10. Come prepared with all requirements, objectives, and support material in a well-organized "package."
- ✓ 11. Provide time for fun and relaxing.
- ✓ 12. Ask specific (preferably "what?") questions.



Checklist for Communicating

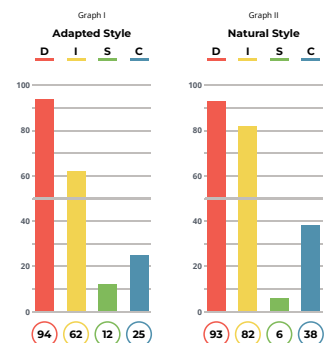
Continued



This section outlines what others should avoid when communicating with Samuel. It identifies specific behaviors or approaches that could hinder effective communication with him. Use this section to help Samuel establish and share guidelines on communication pitfalls, ensuring smoother interactions with others.

Ways not to communicate with Samuel:

- 1. Ramble or waste his time.
- 2. Assume he heard what you said.
- 3. Ask rhetorical questions or useless ones.
- 4. Try to build personal relationships.
- 5. Come with a ready-made decision or make it for him.
- 6. Let him change the topic until you are finished.
- 7. Reinforce agreement with "I'm with you."
- 8. Forget to follow-up.
- 9. Use a paternalistic approach.
- 10. Try to convince by "personal" means.
- 11. Be redundant.
- 12. Let disagreement reflect on him personally.



Communication Tips



This section explores various ways Samuel might adapt his leadership approach to different people and situations. By recognizing and aligning with the preferred communication styles of others, Samuel may enhance his leadership effectiveness. Use this section to understand how he may need to adapt to different behavioral styles.

Compliance

When managing or interacting with a person who is dependent, neat, conservative, perfectionist, careful, and compliant:

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

Dominance

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

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

Steadiness

When managing or interacting with a person who is patient, predictable, reliable, steady, relaxed, and modest:

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

Influence

When managing or interacting with a person who is magnetic, enthusiastic, friendly, demonstrative, and political:

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

Perceptions



See Yourself As Others See You

This section explores some potential perceptions and possible gaps in Samuel's understanding of his natural leadership behaviors and how others might perceive it. Use this section to identify how Samuel might need to adapt his approach with certain people and certain situations.



Samuel usually sees himself as being:

- ✓ Pioneering
- ✓ Assertive
- ✓ Competitive
- ✓ Confident
- ✓ Positive
- ✓ Winner



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

Potential Hidden Influences



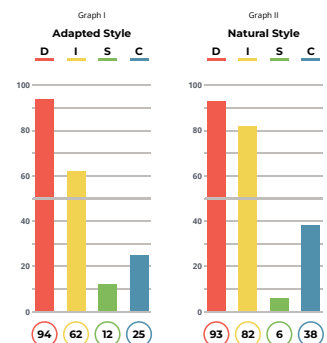
This section explores Samuel's "lowest" behavioral factor, including situations to avoid if possible, as well as suggestions on how Samuel might adapt to his surroundings when required to operate outside his "natural" style.

Leadership situations that may create discomfort or deplete Samuel's energy quickly include:

- The need for juggling many tasks at once may jeopardize quality.
- Emotionally charged situations unless prepared to adapt and control the emotional output.
- Situations that require constant focus without any room for variance in task.

As a leader, adapting to different people, tasks, and systems is sometimes necessary. Below are ideas to consider when faced with situations that may not fully align with the preferred approach.

- Recognize that others may move at a slower pace.
- Rambling, written or verbal, will be avoided to the point of missing a deadline.
- Seek environments where change is rewarded rather than discouraged.



Descriptors



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

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

Natural & Adapted Style



This section explores the four core behavioral spectrums and any shifts between Samuel's natural and adapted approach. Use it to help Samuel gain a deeper understanding of how he perceives the demands of his environment in relation to approaching problems, people, pace, and procedures.

Problems & Challenges

Natural

Samuel tends to approach problems in a direct, driven manner. He is forceful and goal-oriented, thriving in leadership roles that offer authority and constant challenges, highlighting assertiveness and ambition.

Adapted

Samuel sees no need to change his approach to tackling problems in the current environment. He likely feels comfortable that his natural approach is fairly well suited to the current environment.

People & Contacts

Natural

Samuel is enthusiastic about his ability to influence others. He enjoys working with a variety of individuals and seeks trust, showing a leadership style built on confidence and connection.

Adapted

Samuel feels the environment calls for sociability and optimism. He trusts others and seeks a positive atmosphere for collaboration, showing a leadership style based on trust and fostering positive team relationships.

Natural & Adapted Style

Continued



Pace & Consistency

Natural

Samuel thrives in constantly changing environments, maintaining equilibrium even in fast-paced situations. He demonstrates resilience and adaptability in leadership, embracing unpredictability.

Adapted

Samuel sees little need to drastically alter his natural approach to managing the pace and consistency of work in the current environment.



Procedures & Constraints

Natural

Samuel is independent by nature. As a leader, he is open to new ideas and may at times appear freewheeling. He thrives in situations where constraints are flexible, suggesting a preference for autonomy in leadership.

Adapted

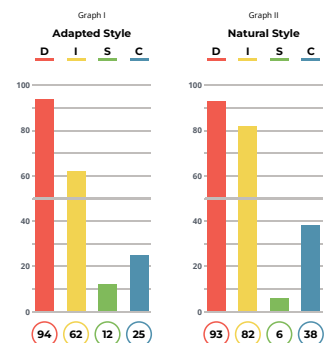
Samuel views the environment as having few limitations. As a leader, he feels compelled to challenge excessive constraints, reflecting a leadership style driven by the desire for independence and willingness to break free from rules.

Adapted Style



This section provides feedback on Samuel's adapted behavioral style. Use it to help Samuel understand how his leadership approach may be perceived by others and whether those behaviors align with the needs of the team and situation.

- ✓ 1. Questioning the status quo and seeking more effective ways of accomplishment.
- ✓ 2. A competitive environment combined with a high degree of people skills.
- ✓ 3. Quickly responding to crisis and change with a strong desire for immediate results.
- ✓ 4. Exhibiting an active and creative sense of humor.
- ✓ 5. Moving quickly from one activity to another.
- ✓ 6. Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- ✓ 7. A good support team to handle paperwork.
- ✓ 8. Dealing with a wide variety of work activities.
- ✓ 9. Skillful use of vocabulary for persuasive situations.
- ✓ 10. Working without close supervision.
- ✓ 11. Handling a variety of activities.



Productivity Boosters



This section explores potential ways for Samuel to enhance his productivity and effectiveness as a leader. It offers insights on strengths to leverage, limitations to mitigate, and perceptions to manage based on Samuel's natural behavioral style. Use this section to help Samuel identify and maximize his strengths while addressing any limitations or perceptions.

Empower Others

To challenge himself, Samuel should focus on trusting team members by clearly delegating tasks and providing autonomy, which can promote confidence and help others grow in skill and responsibility.

Understanding his preferred approach:

1. He can be controlling and may resist delegating.
2. He often feels he can do things better himself.
3. He may struggle to trust others' abilities.

How he might increase his productivity:

1. Start delegating smaller tasks first to build trust and allow team members to gain confidence.
2. Avoid constant check-ins after delegating a task to demonstrate trust in others' capacity to handle tasks independently.
3. Praise team members for successful task completion to reinforce confidence in future delegations.

Be Decisive

As a potential strength, Samuel should use his decisive action to clearly communicate next steps and set deadlines, ensuring momentum is maintained, which drives others' efficiency and ability to meet targets.

Understanding his preferred approach:

1. He thrives in fast-paced environments.
2. He prefers quick decisions and direct actions.
3. He often dislikes delays or over-analysis.

How he might increase his productivity:

1. Allow time for others to process decisions, ensuring involvement and avoiding a sense of being rushed.



Productivity Boosters

Continued



2. Clarify decisions by asking for input and making sure communication is fully understood.
3. Share key deadlines with the team, making sure expectations are clear and realistic for all involved.

Prioritize Tasks

To challenge himself, Samuel should focus on prioritizing key tasks to ensure that his energy, and that of others, is directed towards the most critical objectives, helping to prevent overextension and improve efficiency.

Understanding his preferred approach:

1. He has a strong desire to take on multiple projects simultaneously.
2. He often dives into tasks quickly, which can slow down the process because of his need for more detail and facts.
3. He may feel compelled to be involved in every detail, spreading himself too thin.

How he might increase his productivity:

1. Allow team members to take the lead on some tasks to share responsibilities and avoid personal overload.
2. Communicate task priorities clearly to avoid confusion about which projects require immediate attention.
3. Encourage feedback on project prioritization to help balance workload and prevent bottlenecks.

Think Through Decisions

To challenge himself, Samuel should consider slowing down his decision making process to gather critical information, helping to prevent rushed decisions that could have a negative impact or lead to mistakes.

Understanding his preferred approach:

1. He tends to make quick decisions without full data.
2. He often prefers speed over thoroughness.
3. He might overlook details in favor of fast outcomes.



Productivity Boosters

Continued



How he might increase his productivity:

1. Take time to involve others in decisions by setting checkpoints for gathering critical input.
2. Ask team members for input and perspective before finalizing decisions.
3. Set decision deadlines that allow for thoughtful consideration without causing unnecessary delays.

Mindful Communication

To manage perceptions, Samuel should practice mindful communication, ensuring that his direct style remains clear and assertive but is softened to avoid being perceived as blunt or dismissive, which helps maintain positive relationships with others.

Understanding his preferred approach:

1. He values directness and efficiency.
2. He prefers quick, no-nonsense communication.
3. He tends to prioritize getting the message across over softening the delivery.

How he might increase his productivity:

1. Utilize active listening techniques to demonstrate openness to feedback and different perspectives in conversations.
2. Take time to soften the tone of direct messages to ensure others don't feel dismissed or rushed.
3. Follow up with others after direct conversations to ensure clarity and understanding have been reached.

Embrace Challenges

As a potential strength, Samuel should use his desire for challenges to drive others' engagement by tackling complex problems, inspiring proactive attitudes, and creating an environment that thrives on overcoming difficult tasks.



Productivity Boosters

Continued



Understanding his preferred approach:

1. He gets bored with routine tasks.
2. He needs constant challenges to stay motivated.
3. He feels energized by difficult tasks or complex problems.

How he might increase his productivity:

1. Regularly check in with team members to ensure support is provided and challenges are not overwhelming.
2. Rotate responsibilities to allow others to develop problem solving skills at their own pace.
3. Balance difficult tasks with smaller, achievable ones to maintain energy and avoid team fatigue.



Areas for Improvement



This section highlights potential areas for improvement based on Samuel's natural behavioral tendencies. Use this section to help Samuel understand the possible limitations he may need to manage in his leadership approach.

Samuel has a tendency to:

- ✓ 1. Dislike routine work or routine people—unless he sees the need to further his goals.
- ✓ 2. Keep too many balls in the air; if his support is weak, he will have a tendency to drop some of those balls.
- ✓ 3. Have no concept of the problems that slower-moving people may have with his style.
- ✓ 4. Have trouble delegating—can't wait, so does it himself.
- ✓ 5. Be so concerned with the big picture that he forgets to see the details.
- ✓ 6. Blame, deny, and defend his position—even if it is not needed.
- ✓ 7. Resist participation as part of the team, unless seen as a leader.
- ✓ 8. Make "off the cuff" remarks that are often seen as personal prods.
- ✓ 9. Be disruptive because of his innate restlessness and disdain for sameness.

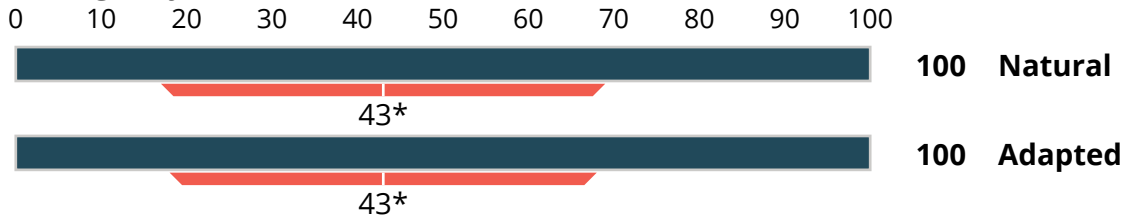


Behavioral Hierarchy

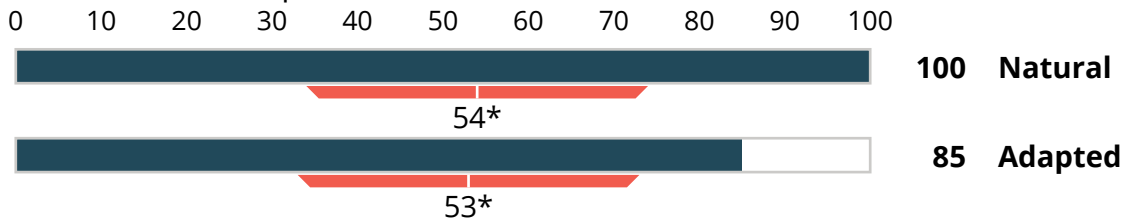


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

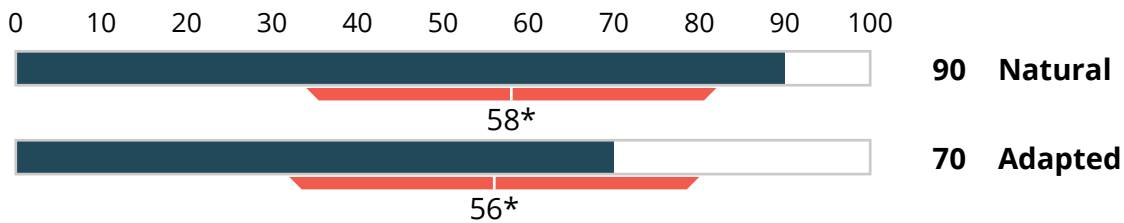
1. Urgency - Take immediate action.



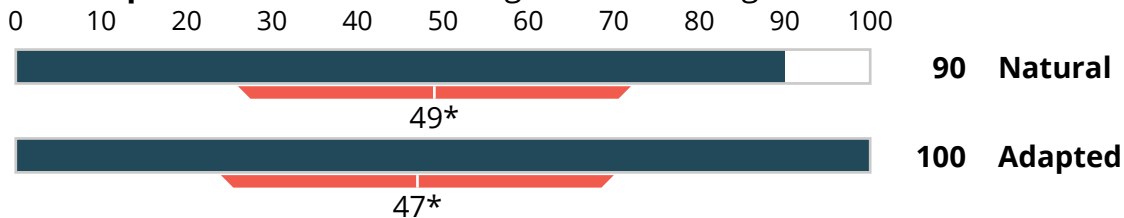
2. Versatile - Adapt to various situations with ease.



3. Interaction - Frequently engage and communicate with others.



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



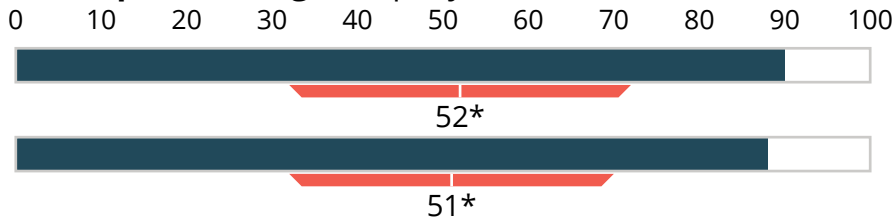
* 68% of the population falls within the shaded area.

Behavioral Hierarchy

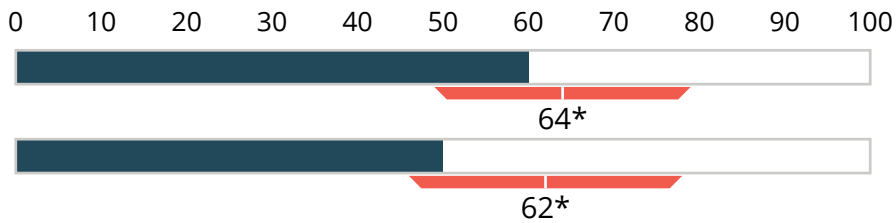
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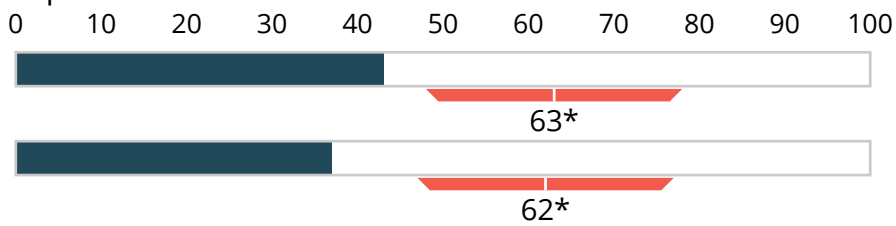
5. Frequent Change - Rapidly shift between tasks.



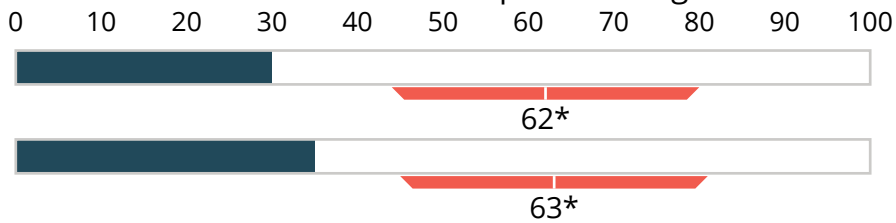
6. People-Oriented - Build rapport with a wide range of individuals.



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



8. Persistence - Finish tasks despite challenges or resistance.



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

Behavioral Hierarchy

Continued



9. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



25 Natural

54*



35 Adapted

57*

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

0 10 20 30 40 50 60 70 80 90 100



25 Natural

61*



28 Adapted

62*

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

0 10 20 30 40 50 60 70 80 90 100



22 Natural

53*



25 Adapted

56*

12. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



20 Natural

62*



25 Adapted

63*

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

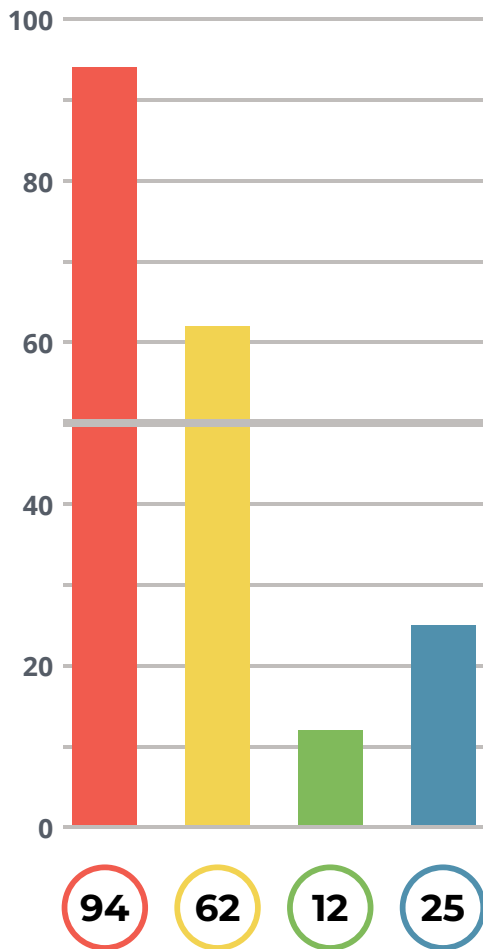
Style Insights® Graphs



Graph I

Adapted Style

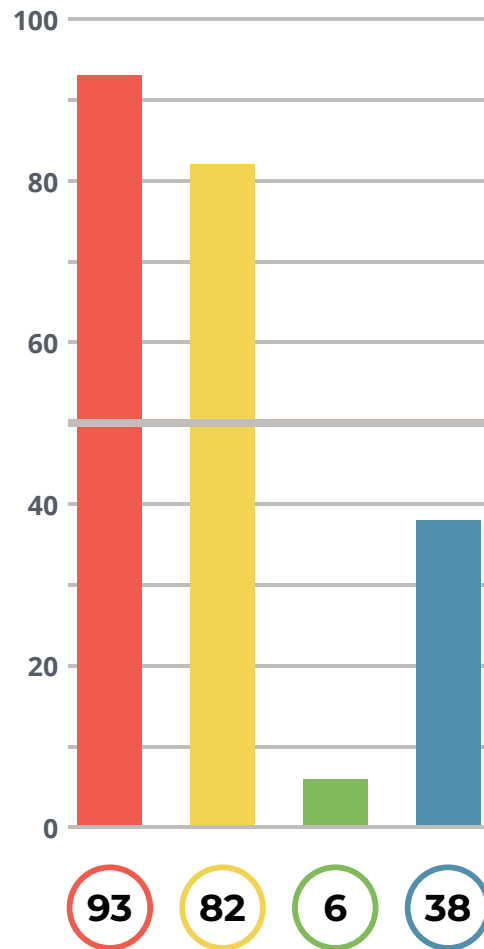
D **I** **S** **C**



Graph II

Natural Style

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



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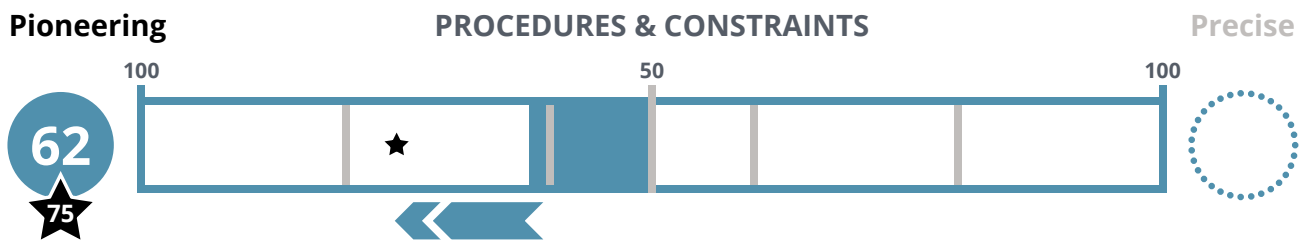
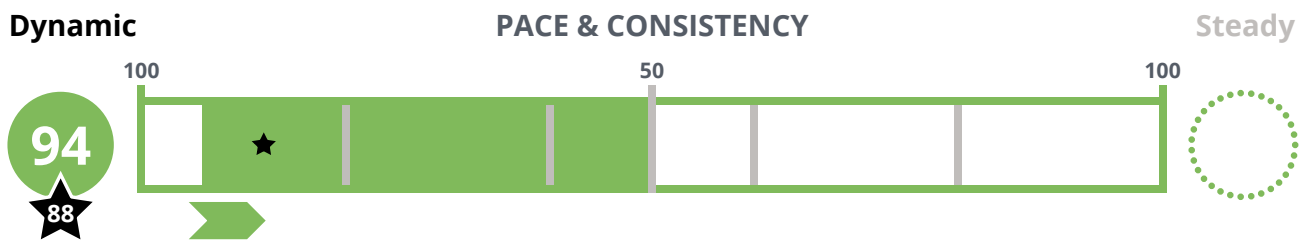
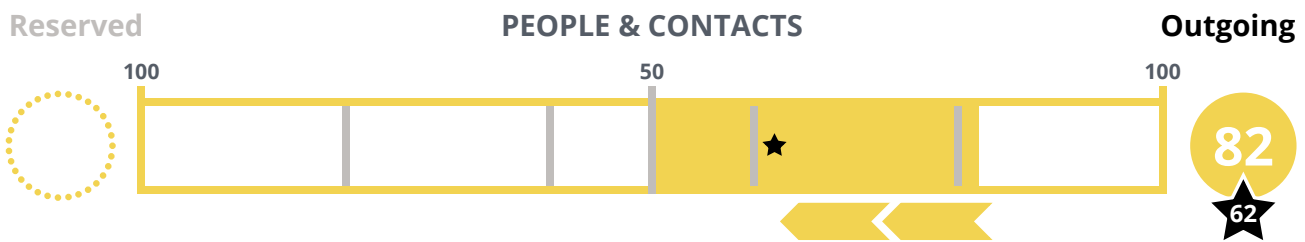
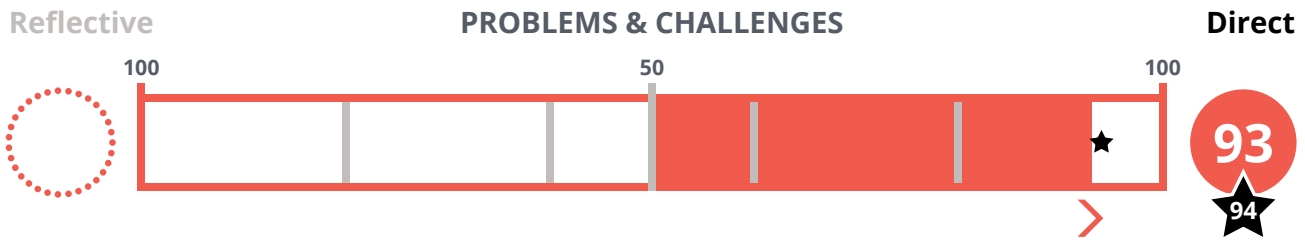
Samuel Sample

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Behavioral Continuum



This section provides a visual representation of Samuel's scores on each of the four core behavioral factors. The combination of all four factors will influence how Samuel will prefer to lead and how he will need to adapt to different people and leadership situations.



★ Adapted Position
 ◀ Adapted Movement

Norm 2021 R4
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Samuel Sample

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The TTI Success Insights® Wheel



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

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

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

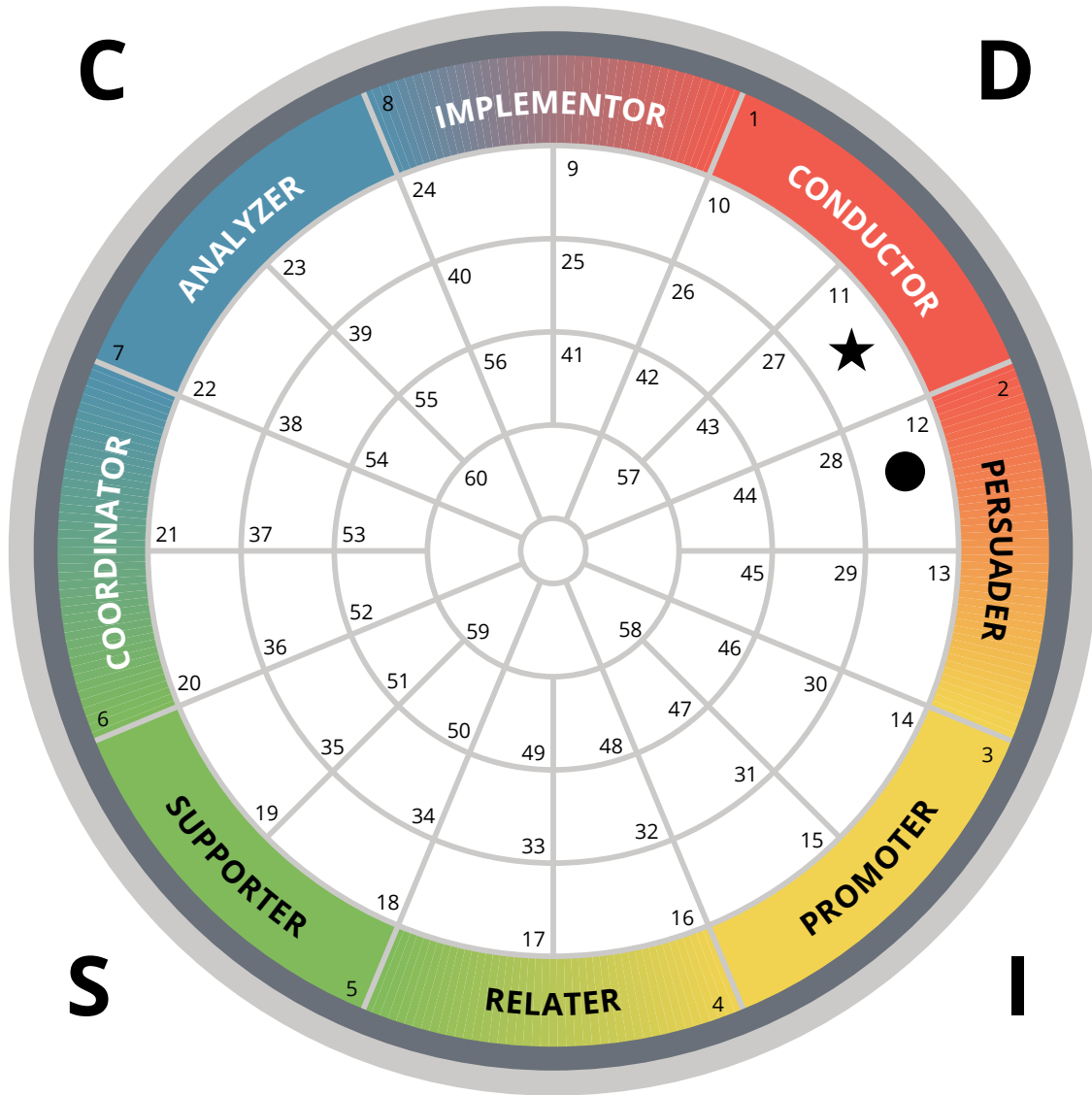
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

The TTI Success Insights® Wheel



Samuel Sample

TTI
4-21-2026



Adapted: ★ (11) PERSUADING CONDUCTOR
 Natural: ● (12) CONDUCTING PERSUADER
 Norm 2021 R4

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Introduction

Driving Forces Section



Understanding what motivates individuals provides valuable insight into the energy they bring to leading others, making decisions, and setting direction. Driving Forces influence what feels engaging or draining, shaping priorities, communication, and how leaders apply their effort over time.

This report explores 12 key dimensions of motivation, reflecting the underlying drivers that may influence how Samuel leads, engages others, and approaches different responsibilities.

The goal of this section is to help Samuel better understand the motivations that shape his leadership approach and decisions. With this understanding, he can:

- Recognize what naturally engages and energizes him in leadership situations.
- Understand what may feel less motivating or require more conscious effort when leading others.
- Make more informed choices about how he lead, communicate, and create engagement across different individuals and situations.

By understanding Samuel's Driving Forces, he can make more intentional decisions about how to lead, where to focus energy, and how to create conditions that support engagement and effectiveness in others.

Driving Forces Characteristics



This section explores Samuel's driving forces and how they are likely to manifest in his leadership approach. Use this section to gain insight into how Samuel's personal drivers shape his decision making and influence on others.

Samuel is motivated by increasing productivity and efficiency. He is driven by a long list of wants and will work hard to achieve them. He is driven to be very diligent and resourceful. He views people as a resource to achieve results. Samuel can buffer the feelings of others to drive business. He sees the world as a toolset with which to accomplish his goals. He will challenge the status quo to keep momentum moving. He is always looking for new ways to accomplish routine tasks. When Samuel feels strongly about a situation, he will argue that the "end justifies the means." He wants to control his own destiny and impact the destiny of others. If knowledge of a specific subject is not of interest, or is not required for success, Samuel will have the tendency to rely on his intuition or practical information in this area. He may prefer pleasant experiences for himself and others.

Samuel will focus on creating processes to ensure efficiency going forward. He is driven to maximize opportunities in order to create financial flexibility. He follows a philosophy of "it's not personal, it's just business." He will help develop an individual if he sees opportunities for future return. Samuel can be an out-of-the-box thinker. Given the choice, Samuel would choose to experience new opportunities. He can go to extremes to win or control the situation. He has the desire to create a winning strategy. In those areas where Samuel has a special interest, he will be good at integrating past knowledge to solve current problems. If Samuel is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth. At times Samuel will look for opportunities to tie beauty and harmony into the experiences of others. He may look at the totality of a situation to ensure a rewarding interaction.

Driving Forces Characteristics

Continued



Samuel may look for ways to create a positive customer experience. He will seek knowledge based on his needs in individual situations. He is driven by public recognition. He likes to set his own plan to guide and direct his actions. Samuel believes it's important to keep emotions out of business decisions. He will not normally allow himself to be directed by others unless it will enhance his own self-interest. He has a strong desire to build resources for the future. He will be creative when resources are scarce.

Strengths & Weaknesses



This section highlights potential strengths and limitations that can emerge based on Samuel's driving forces. Use this section to discover how Samuel might leverage his strengths and minimize the impact of any potential blind spots.



Potential Strengths

- ✓ 1. Samuel configures resources to maximize output.
- ✓ 2. He tends to focus on the return on investment.
- ✓ 3. He tends to maximize efficiency and productivity.
- ✓ 4. He will help others when others are willing to work hard.
- ✓ 5. Samuel will seek to develop or help others when he can see future opportunities.
- ✓ 6. He will adopt aspects of systems if he sees a benefit.
- ✓ 7. He strives to advance his position.



Potential Weaknesses

- ✗ 1. Samuel tends to view people and resources as tools to achieve an outcome.
- ✗ 2. He may view material possessions and money as a scorecard.
- ✗ 3. He may be perceived as a workaholic.
- ✗ 4. He may create scenarios that benefit himself more than others.
- ✗ 5. Samuel may expect something in return each time he helps or serves others.
- ✗ 6. He resists overly structured ways of thinking and approaches.
- ✗ 7. He can be driven by the desire to achieve status and recognition.

Energizers & Stressors



This section explores potential leadership energizers and stressors for Samuel based on his driving forces. Understanding our personal energizers and stressors assists in navigating the ups and downs of leadership.

Potential Energizers

- ✓ 1. Samuel tries to eliminate waste.
- ✓ 2. He strives to obtain practical results.
- ✓ 3. He likes to be compensated based on performance.
- ✓ 4. He is energized by purposeful people.
- ✓ 5. Samuel likes to develop internal advocates.
- ✓ 6. He likes to question unnecessary protocols.
- ✓ 7. He likes to create and control his destiny.

Potential Stressors

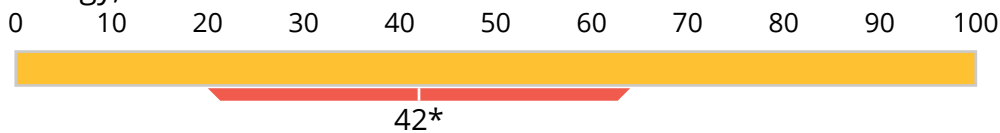
- ✗ 1. Samuel does not like when resources are used inefficiently.
- ✗ 2. He gets frustrated when processes are redundant.
- ✗ 3. He is stressed when others ignore the return on investment.
- ✗ 4. He does not act without personal benefit.
- ✗ 5. Samuel does not like to make emotion-based decisions.
- ✗ 6. He is stressed when he must support the status quo.
- ✗ 7. He does not like a small workspace.

Primary Driving Forces Cluster



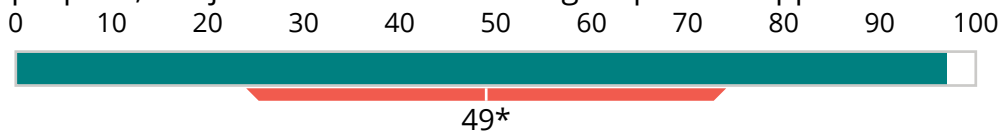
This section explores Samuel's strongest driving forces. Samuel's driving forces will influence his decisions, actions and approach to leadership. Use this section to understand Samuel's primary driving forces and how they might influence his approach to leadership.

1. Resourceful - Leaders who value practical results, maximizing both efficiency and returns for their investments of time, talent, energy, and resources.



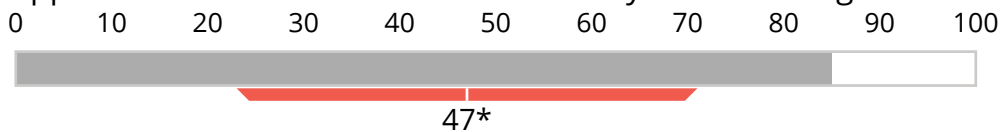
100

2. Intentional - Leaders who value assisting others for a specific purpose, not just for the sake of being helpful or supportive.



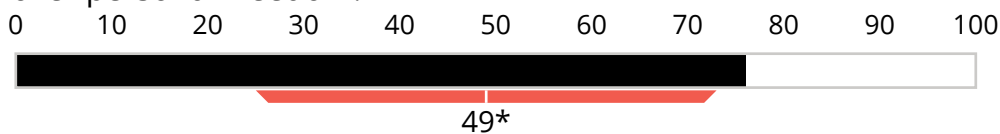
97

3. Receptive - Leaders who value new ideas, methods, and opportunities that fall outside a defined system for living.



85

4. Commanding - Leaders who value status, recognition, and control over personal freedom.



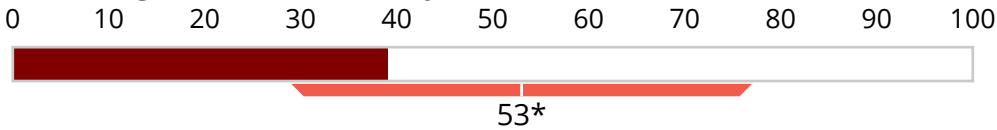
76

Situational Driving Forces Cluster



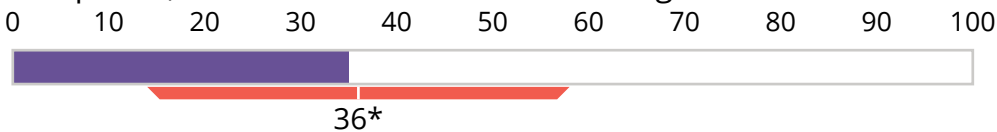
This section explores Samuel's mid-level driving forces. These driving forces may play a role in specific situations or environments, influencing his actions and leadership approach when certain circumstances arise. Use this section to understand how these situational driving forces might shape Samuel's decisions and interactions.

5. Intellectual - Leaders who value opportunities to learn, acquire knowledge and the discovery of truth.



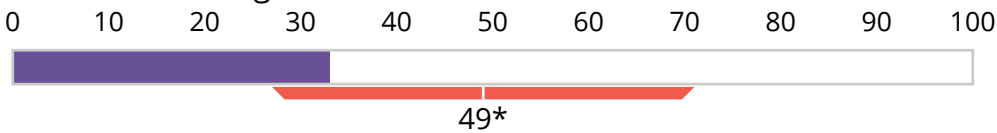
39

6. Harmonious - Leaders who value experience, subjective viewpoints, and balance in their surroundings.



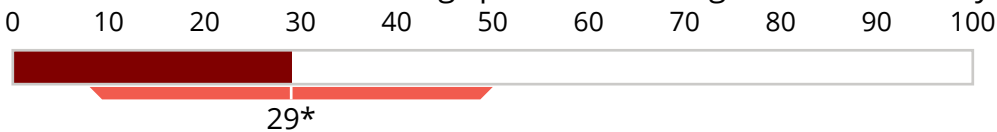
35

7. Objective - Leaders who value the functionality and objectivity of their surroundings.



33

8. Instinctive - Leaders who value utilizing past experiences and their intuition and are seeking specific knowledge when necessary.



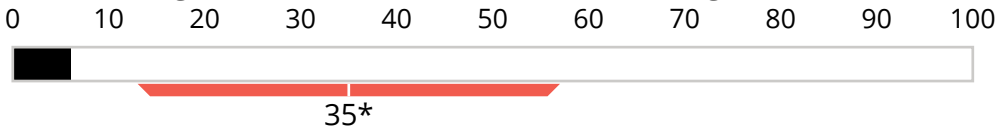
29

Indifferent Driving Forces Cluster

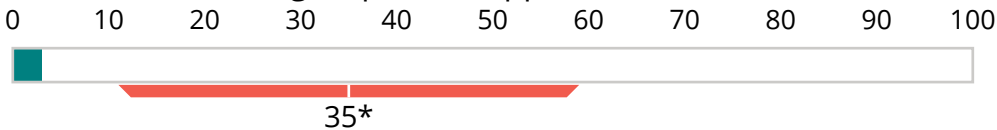


This section explores Samuel's indifferent driving forces. These are areas where he may feel indifferent, or if low enough, may even actively disengage or move away from. Understanding these driving forces can help identify situations or tasks that may drain Samuel's energy or motivation. Use this section to recognize what he might avoid or deprioritize in his leadership approach.

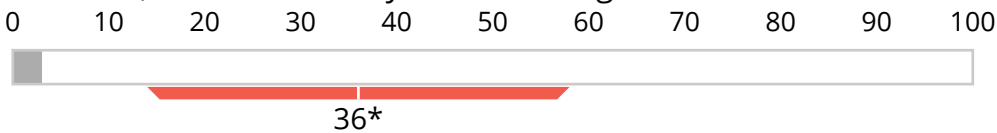
9. Collaborative - Leaders who value being in a supporting role and contributing, with little need for individual recognition.



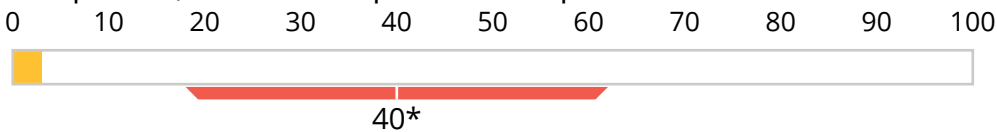
10. Altruistic - Leaders who value assisting others for the satisfaction of being helpful or supportive.



11. Structured - Leaders who value traditional approaches, proven methods, and a defined system for living.



12. Selfless - Leaders who value completing tasks for the sake of completion, with little expectation of personal return.



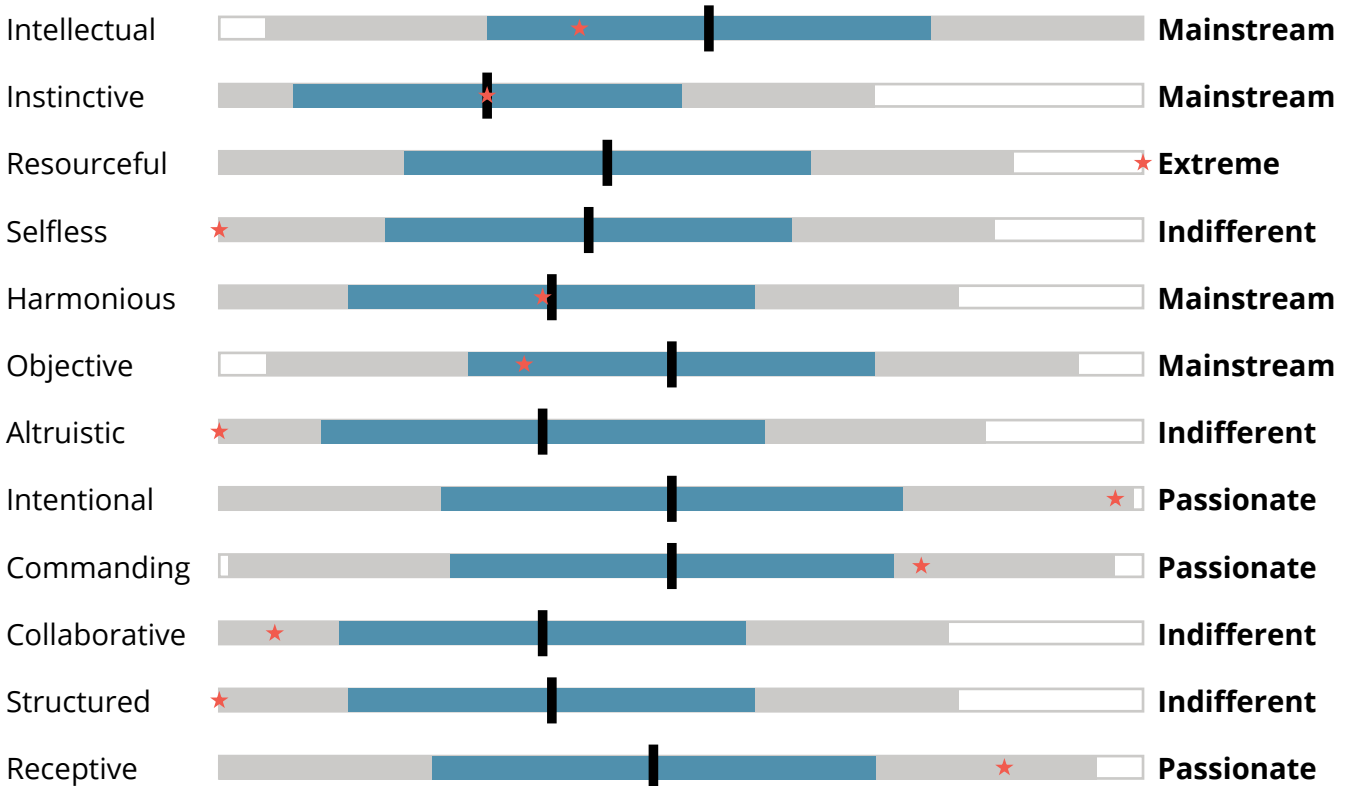
Areas for Awareness



Understanding individual differences in motivation is key to recognizing how one's driving forces align with or diverge from those of the wider population. When surrounded by people who share similar driving forces, a sense of belonging and energy can flourish. Conversely, being in environments where driving forces differ significantly can create a sense of being outside the mainstream, potentially leading to stress or conflict.

This section highlights where an individual's driving forces stand relative to the broader population, indicating potential areas of alignment or divergence. Scores significantly above the mean reflect a noticeable passion, while those well below may indicate indifference or even active avoidance. The shaded area around each driving force shows where varying percentages of the population fall. Use this information to understand where priorities align or contrast with the broader population.

Norms & Comparisons Table - Norm 2021



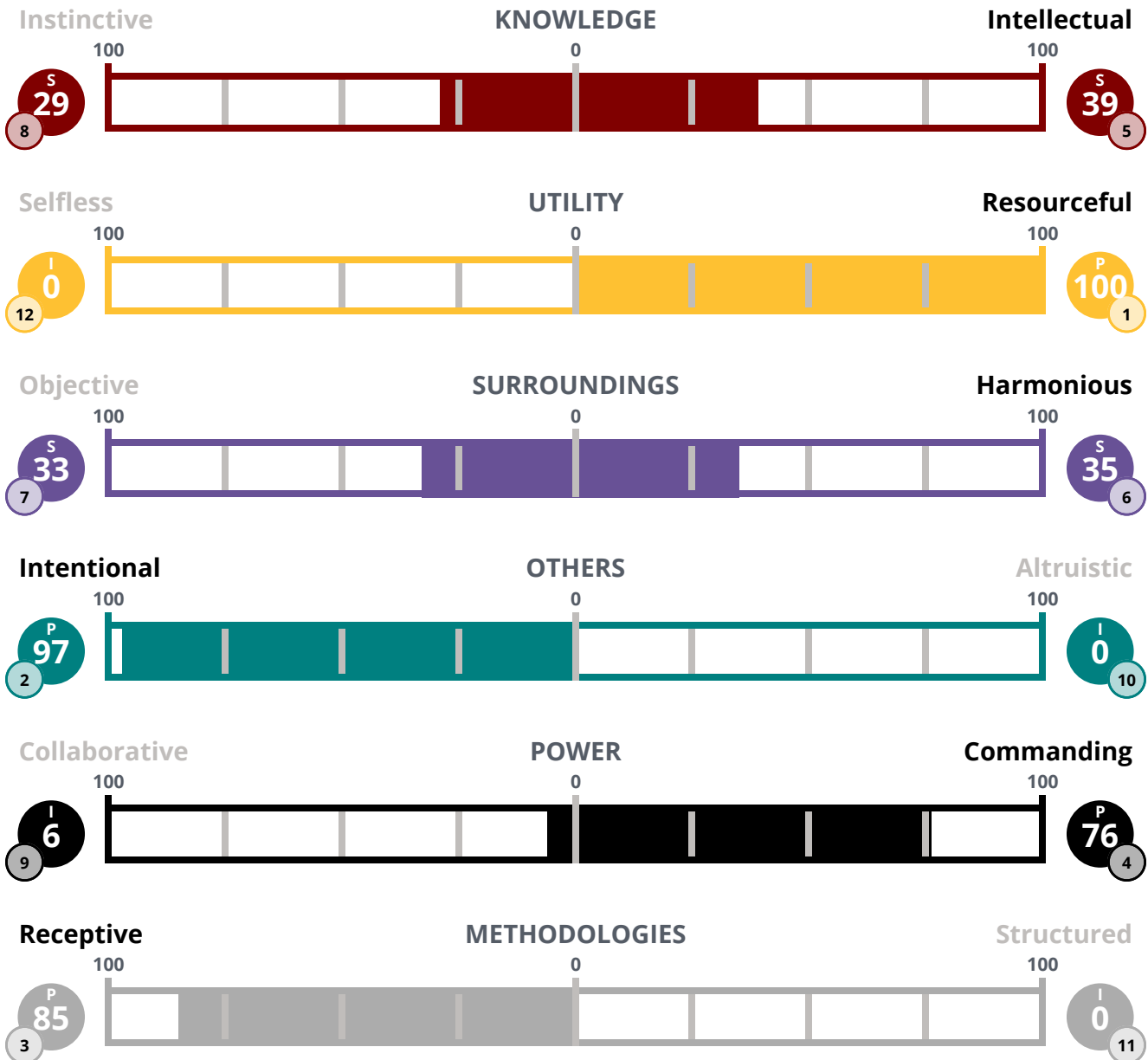
■ - 1st Standard Deviation - * 68% of the population falls within the shaded area. ■ - national mean ★ - your score
■ - 2nd Standard Deviation
■ - 3rd Standard Deviation

Mainstream - one standard deviation of the national mean
Passionate - two standard deviations above the national mean
Indifferent - two standard deviations below the national mean
Extreme - three standard deviations from the national mean

Driving Forces Graph



This section provides a visual representation of Samuel's scores across the 12 Driving Forces®. The combination of these drivers influences the people, tasks, and systems that Samuel finds energizing or draining. Use this section to gain insight into the blend of Samuel's drivers and how they may impact his leadership approach.

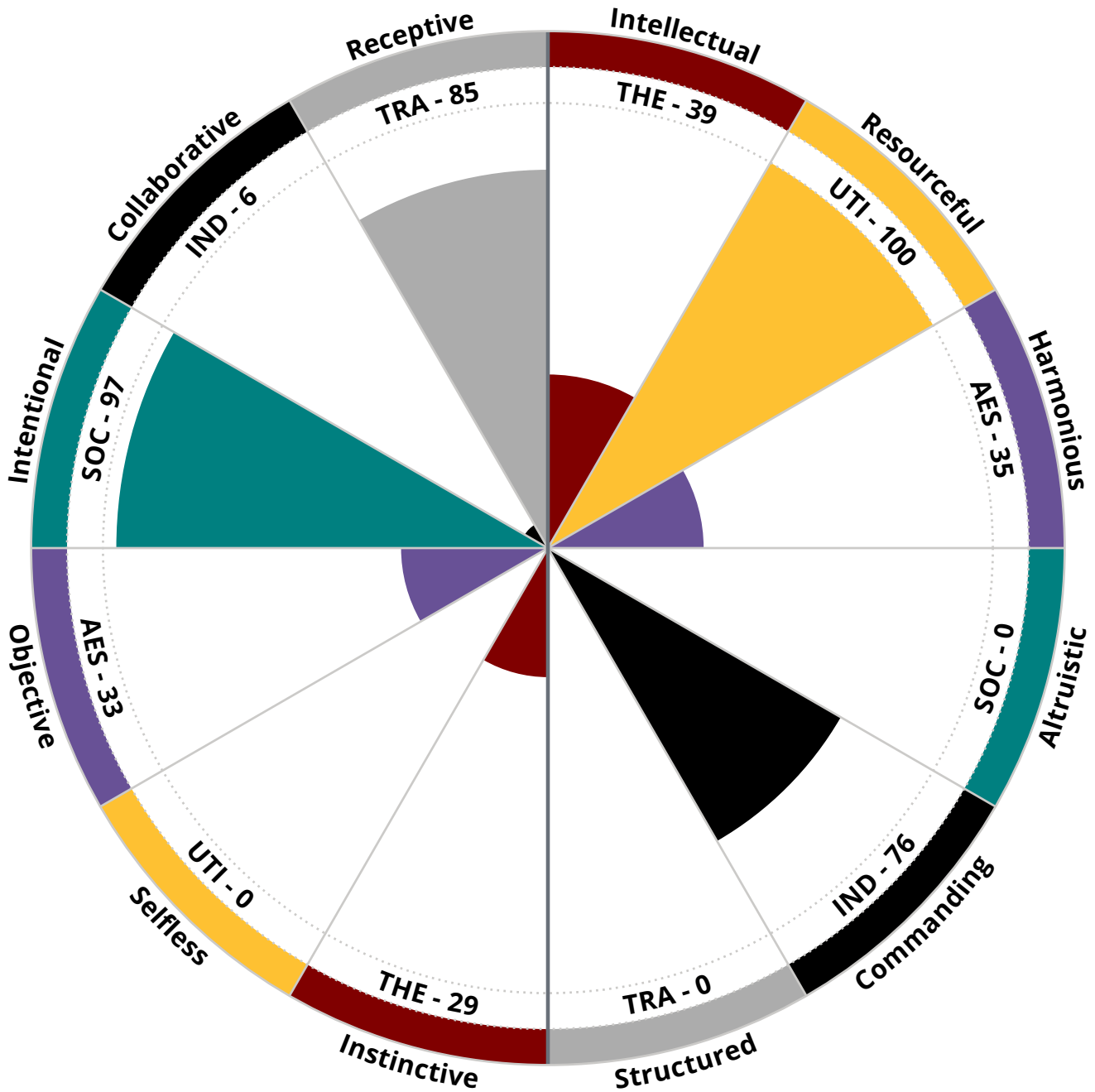


P Primary, Situational, or Indifferent
76 Driving Forces Score
3 Driving Forces Rank

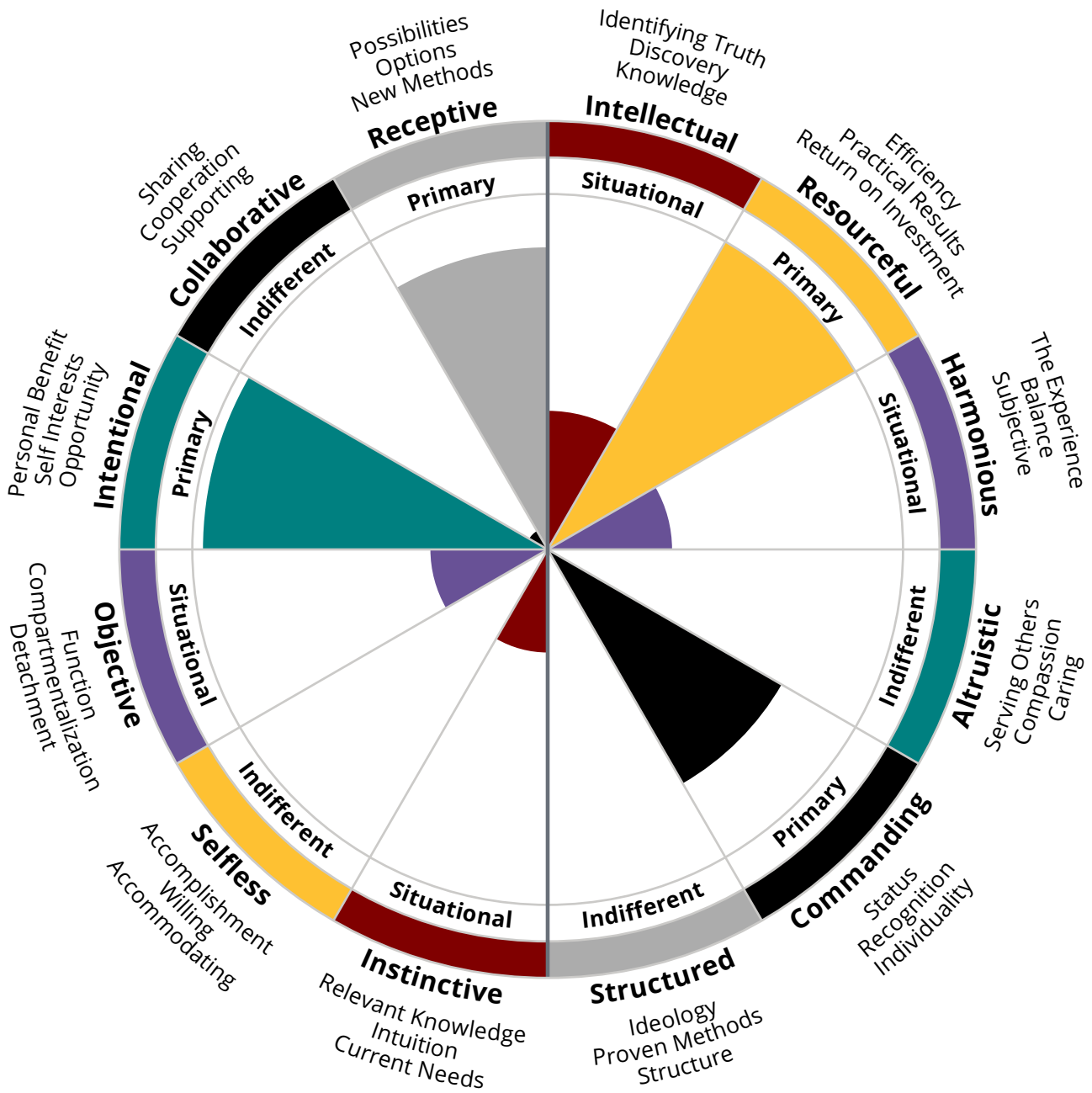
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Samuel Sample

Driving Forces Wheel



Descriptors Wheel



Introduction



Integrating Behaviors & Motivators

The synergy between a leader's behavior and personal drivers significantly impacts how they will approach leadership. While each aspect provides valuable insights individually, the integration reveals how Samuel naturally leads, adapts, and motivates others. This combined understanding helps leaders to refine their approach, creating a more impactful and enriching leadership style.

This section provides a deeper look at how Samuel's behavioral tendencies and driving forces interact to shape his leadership approach, covering areas such as:

- **Potential Strengths:** Insights into how the combination of Samuel's behaviors and motivators can be leveraged to enhance leadership impact.
- **Potential Conflicts:** Understanding where Samuel's behavioral style and motivations might clash, creating potential challenges in his leadership.
- **Ideal Environment:** Identifying the type of environment where Samuel's unique blend of behavior and motivation thrives best.
- **Leadership Wants:** Practical strategies for tapping into Samuel's natural motivations to drive engagement and performance.
- **Leadership Needs:** Tips for aligning leadership efforts with both Samuel's strengths and areas for growth.

By exploring these insights, Samuel can develop a more balanced and adaptive leadership style that considers both how he behaves and what drives him. This approach enables leaders to meet the needs of their teams while remaining true to their own leadership identity.

Potential Strengths

Blending Behaviors & Driving Forces



This section explores areas where Samuel's behavioral style and his top four driving forces amplify one another. Use this section to identify potential strengths that Samuel should seek to capitalize on as a leader.

1. Can be resourceful in influencing others to get results.
2. Makes decisions based on saving time, resources, and improving efficiency.
3. Very resourceful in solving problems.
4. Will champion a worthy cause, as a challenge, if they see a potential return.
5. Initiates the activity of developing others if they are putting forth a strong effort on their own.
6. Tough but fair when others are willing to work hard.
7. A leader to those who question traditions.
8. Will champion change and focus on out-of-the-box results
9. Puts everything he has into looking for new opportunities.
10. Forward-looking to improve himself or a situation.
11. Not easily deterred by setbacks.
12. Seeks the challenge and opportunity to win.

Potential Conflicts

Blending Behaviors & Driving Forces



This section explores the potential areas of conflict between Samuel's behavioral style and his top four driving forces. Use this section to identify potential leadership situations and topics that may cause Samuel to feel conflicted in how he approaches it.

1. May tend to flaunt success and use money as a scorecard.
2. Can be a workaholic.
3. May offend others with too much discussion of results.
4. May try to utilize many people to obtain results.
5. Needs immediate results when involving others.
6. May set standards too high that causes others to fall short.
7. By challenging the status quo he may miss the desired results.
8. A desire for better results may be prohibited by his need for something new.
9. May break others' rules to keep the momentum moving.
10. May always want to display his superiority through solving problems or challenges.
11. May not realize the negative consequences of his quick decisions.
12. Takes on too much, too soon, and too fast to maintain control.

Ideal Environment



Blending Behaviors & Driving Forces

This section explores how to create the ideal environment around Samuel to help him be at his best. Use this section to identify specific strategies that will help Samuel succeed in a given environment.

1. Rewards for being quicker, faster, and better.
2. Key performance measured on results and efficiency rather than people and processes.
3. An environment where direct, bottom-line efforts are appreciated.
4. A forum to champion the needs and desires of others who are willing to work for common results.
5. The opportunity to show others their potential in order to achieve the desired outcomes.
6. A results-driven environment where people are respected for what they can provide.
7. An environment that promotes creative ideas for solving problems and making decisions.
8. Opportunity to alter existing systems to make them bigger, better, and faster.
9. The ability to achieve results by challenging the status quo.
10. Continual opportunity to challenge and win.
11. Opportunity to assertively express his desire to control his own destiny and potentially that of others.
12. Ability to be self-starting and forward looking as it relates to challenging the status quo.

Leadership Wants

Blending Behaviors & Driving Forces



This section explores things that Samuel might want in his work environment to keep him engaged. Use this section to understand how Samuel might become and stay engaged as a leader.

As a leader, Samuel tends to want:

1. Freedom to get desired results and improve efficiency.
2. Focus on results and rewards, not the process or journey.
3. Opportunities for achieving things faster and of more value.
4. Opportunities to accomplish solutions to problems that relate to his vision.
5. To be in charge of people, resources, and surroundings.
6. Recognition for driving business and being a catalyst for changing the world.
7. The opportunity to expand his way of thinking.
8. All systems and structures to be current and moving toward the desired result.
9. The ability to solve problems by examining many new approaches.
10. New and difficult challenges that lead to prestige and status.
11. Space and latitude to do what it takes to get the job done.
12. Power and control over outcomes and goals.

Leadership Needs

Blending Behaviors & Driving Forces



This section explores things that Samuel might need to be at his best as a leader. Use this section to understand possible strategies that will strengthen Samuel's leadership approach.

As a leader, Samuel tends to need:

1. To be an active listener instead of dominating the discussion.
2. The opportunity to receive rewards based on results achieved.
3. To assess the risk and rewards of each decision.
4. To be given power and authority to achieve results through people.
5. Needs task-oriented challenges.
6. Help to understand how managing his intensity can align others to his objectives.
7. Support to achieve results through his constantly evolving system for living.
8. A workplace that values his direct approach to leadership, knowing he actively seeks out new insights and opportunities for improvement.
9. A culture that supports his drive to explore various systems to enhance team and organizational success.
10. Assistance in staying on task when he is not the leader of the project.
11. Freedom to determine how results should be achieved.
12. Help understanding the effect on his image when he disengages from uncontrolled projects.

Introduction

Acumen Capacity Section



Understanding how individuals interpret their experiences provides valuable insight into how they make decisions, assess situations, and lead others. These patterns of thought shape perception, judgment, and clarity, influencing how leaders evaluate people, challenges, and opportunities.

This section explores six dimensions of acumen across two perspectives, reflecting how individuals perceive themselves and interpret the world around him in leadership contexts:

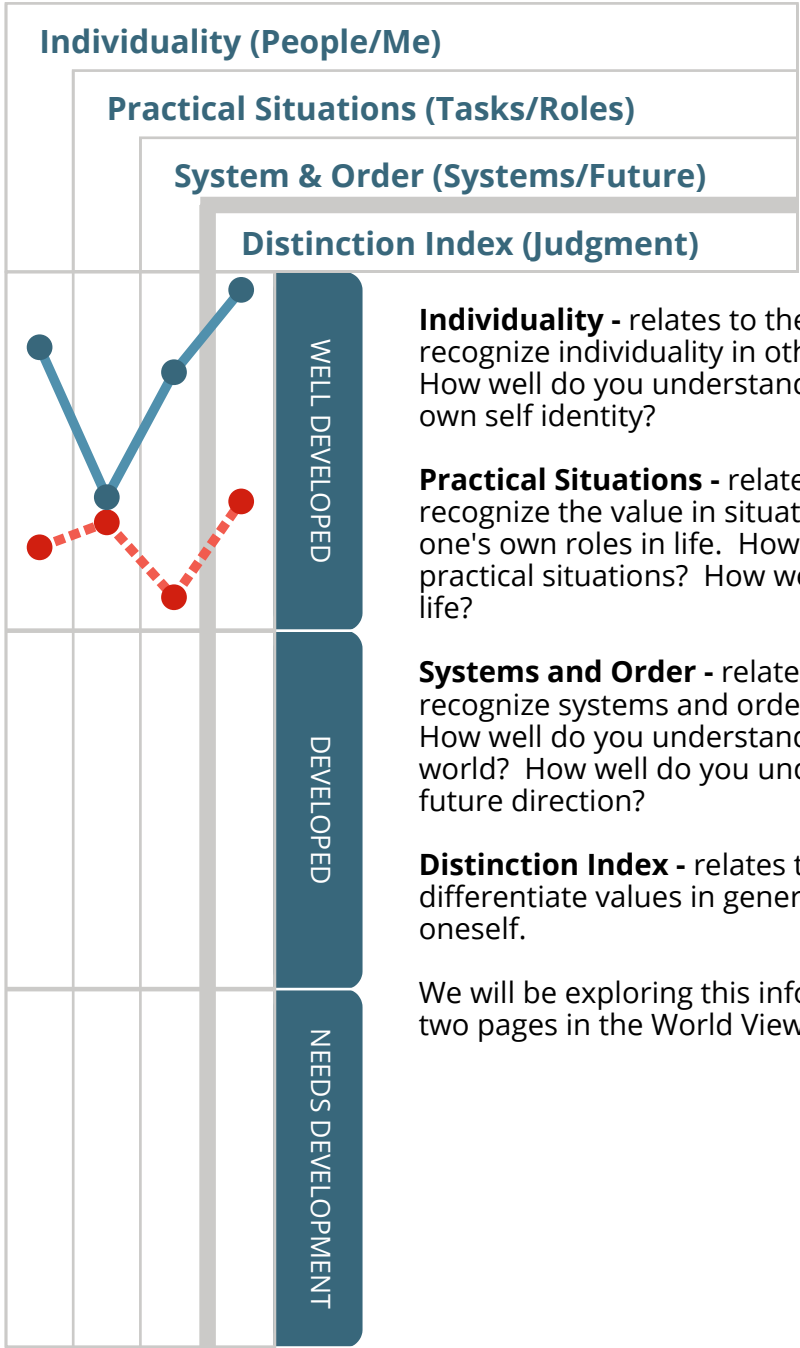
- **World View:** Samuel's clarity of perception in relation to others, situations, and systems when making leadership decisions.
- **Self View:** Samuel's clarity of self-perception, including his Sense of Self, Role Awareness, and Self Direction.

Clarity of thought can be strengthened over time through reflection, feedback, and intentional practice. The insights provided here explore how Samuel may interpret experiences and apply judgment in different contexts. While the report provides a structured model, it represents patterns of thought rather than fixed outcomes. Greater awareness of these patterns can support clearer thinking and more effective decision-making.

Summary of Acumen Capacity



The Dimensions section measures Samuel's ability to understand each of the dimensions individually as well as the ability to differentiate the value elements in situations.



Individuality - relates to the development of your ability to recognize individuality in others and individuality within yourself. How well do you understand others? How well developed is your own self identity?

Practical Situations - relates to the development of your ability to recognize the value in situations in the outside world and within one's own roles in life. How well do you understand all aspects of practical situations? How well do you understand your roles in life?

Systems and Order - relates to the development of your ability to recognize systems and order in the world and within yourself. How well do you understand structure and organization in the world? How well do you understand your self-organization and future direction?

Distinction Index - relates to your development of the ability to differentiate values in general in the world as well as within oneself.

We will be exploring this information in more detail over the next two pages in the World View and Self View sections.

Samuel's World View



Samuel's Self View

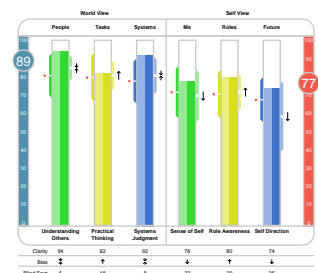


World View



This is how Samuel sees the world around him. This view measures his clarity and understanding of people, tasks and systems. It could also be looked at in terms of feeling, doing and thinking from an external standpoint. The statements below are based primarily on the 3 dimensions found on the World View side of the dimensional balance page. The statements will be listed in scoring order from highest to lowest.

- Samuel values people as individuals, rather than just on their performance, even when he is in a management position.
- Samuel understands people well and enjoys a feeling of mutual respect for others.
- Samuel enjoys forming and maintaining close affiliations with others.
- Samuel sees order and structure as necessary requirements for getting things done.
- Samuel performs best in an atmosphere that has a clear structure and a well-defined chain of command.
- Samuel has good thinking and planning abilities.
- Samuel sees the practical perspective clearly and will ignore interruptions to stay focused.
- Samuel performs best in an atmosphere that is practical, with the end-point of each project or task clearly defined.
- Samuel focuses on solutions to problems to achieve goals.

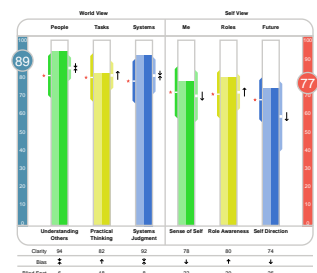


Self View



This is how Samuel sees himself. This view measures his clarity and understanding of himself, his roles in life and his direction for the future. The internal dimensions are a reflection of him from both personal and professional viewpoints. The statements below are based on the 3 dimensions found on the Self View side of the dimensional balance page. The statements will be listed in scoring order from highest to lowest.

- Samuel will focus on the process of role changes when necessary to assure a smoother transition.
- Samuel is a person who emphasizes his personal and professional roles.
- Samuel has a good grasp of his life roles.
- Samuel tends to rely on himself in the face of adversity.
- Samuel may call upon his inner strength when needed to get through a situation.
- Samuel could benefit from developing a deeper understanding and appreciation of himself.
- Samuel tends to follow a set of organizing principles for his life.
- Samuel is open to future possibilities and opportunities, and his flexibility about his long-term future should help him to take advantage of opportunities.
- Samuel focuses on the directional aspects of life, where he is going and who he will become.



External Clarity and Awareness



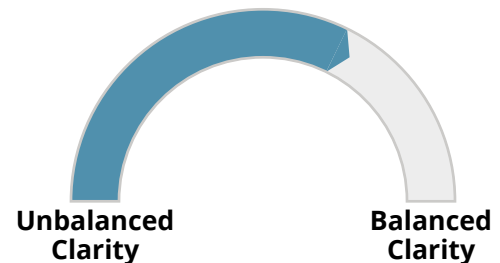
Clarity of Performance measures a person's ability to recognize what's relevant in situations, their ability for focusing on, understanding and valuing all three dimensions evenly in the outside world. Situational Awareness is the measurement of Samuel's viewpoint of the reality in the outside world. Both the Clarity of Performance and Situational Awareness should be evaluated by taking the Emotional Bias Distortion Score into account. Does Samuel have a clear view of the outside world to go with his level of balance and reality?

External Clarity of Performance: The level of balance based on Samuel's ability to evaluate people, practical and theoretical situations in the outside world.

- Samuel should do his best to remain objective in dealing with situations and issues of all kinds.
- To establish a more balanced view of the world, Samuel should seek to understand and appreciate tasks and practical matters.

Based on your current level of balance, where is the greatest impact: people, tasks or systems?

Is your level of balance appropriate for your professional/personal life and path?

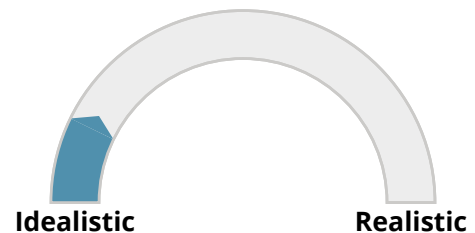


External Situational Awareness: Your level of reality based on your perception of the outside world.

- Samuel may be "closed" to certain things.
- Samuel may be unrealistic in matters personal, practical and theoretical.

How realistic is your world perception or your expectations of the world in terms of people, tasks and systems?

How is this level (or lack) of expectations or perception impacting you?



11

Emotional Bias Distortion: This could also be referred to as your external blind spots as shown on the Dimensional Balance page. The higher the score the less clear your world view is in terms of people, tasks and systems. Scores over 20 can moderately affect the impact of your External Clarity of Performance and Situational Awareness. Scores over 40 can greatly cloud these areas.

Internal Clarity and Awareness



Clarity of Performance measures a person's ability to recognize what's relevant in situations, their ability for focusing on, understanding and valuing all three dimensions evenly within one's self. Situational Awareness is the measurement of Samuel's viewpoint of the reality within his own world. Both the Clarity of Performance and Situational Awareness should be evaluated by taking the Emotional Bias Distortion description into account. Does Samuel have a clear view of himself to go with his level of balance and expectations?

Internal Clarity of Performance: The level of balance based on Samuel's ability to evaluate who you are, your roles and your future.

- He may want to focus on clarifying his envisioned future of who and what he ought to become.
- Samuel has a balanced view of internal issues and situations.

Based on your current level of balance, where is the greatest impact: you as a person, your roles or your future?

How does this level of balance impact you (positive/negative) in your current situation?

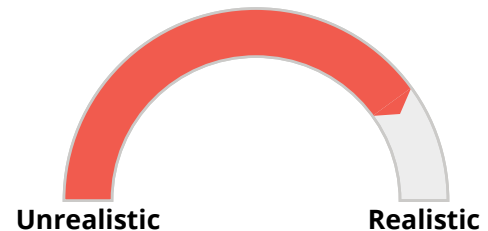


Internal Situational Awareness: Your level of expectations based on your perception of yourself, your roles and your future.

- Samuel is acutely aware of his own strengths and weaknesses.
- Samuel has good awareness in terms of himself, role and direction.

How realistic is your self perception or your expectations in terms of you as a person, your roles and your future?

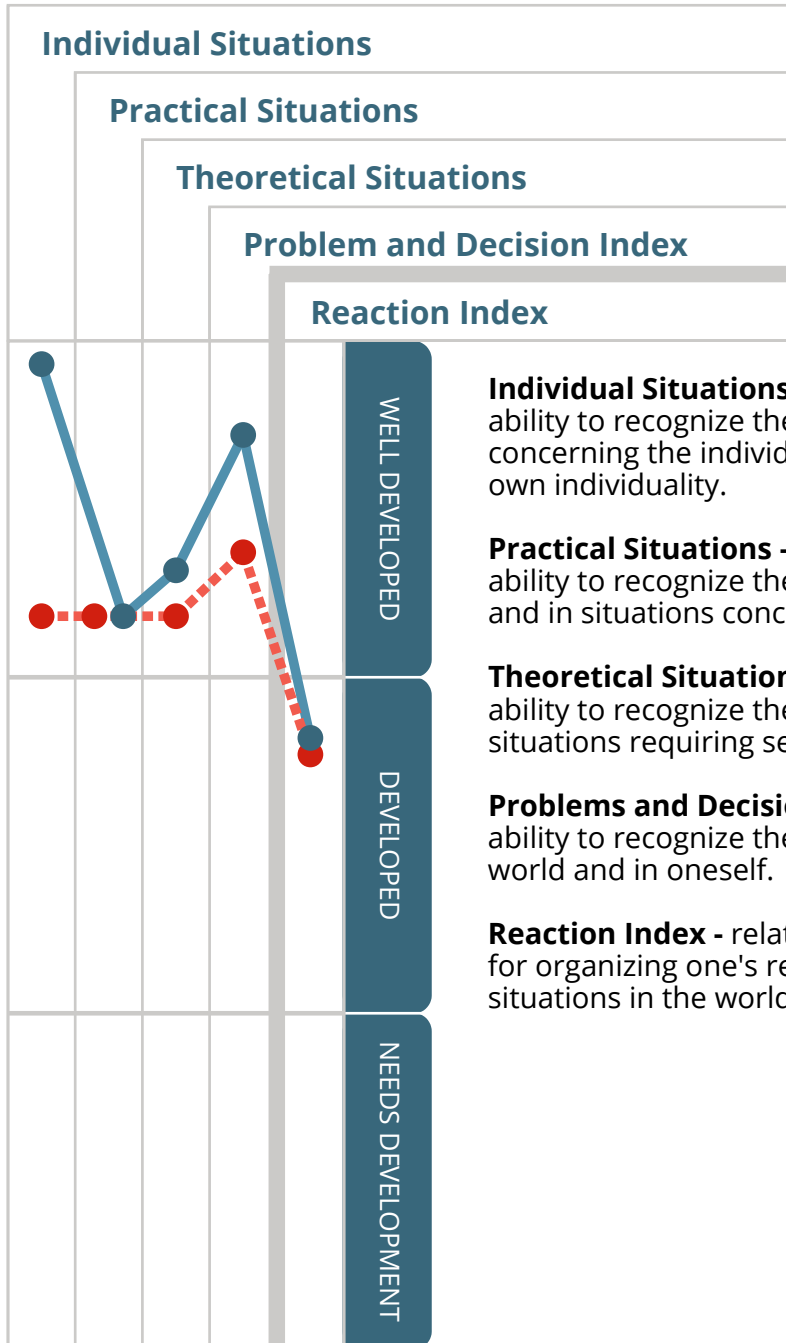
What insights have you discovered about yourself that could be further developed?



23

Emotional Bias Distortion: This could also be referred to as your internal blind spots as shown on the Dimensional Balance page. The higher the score the less clear your self-view is in terms of you as a person, your roles and your future. Scores over 20 can moderately affect the impact of your Internal Clarity of Performance and Situational Awareness. Scores over 40 can greatly cloud these areas.

Summary of Capacity for Problem Solving



Individual Situations - relates to the development of your ability to recognize the importance within situations concerning the individuality of others and concerning one's own individuality.

Practical Situations - relates to the development of your ability to recognize the importance within practical situations and in situations concerning one's own roles in life.

Theoretical Situations - relates to the development of your ability to recognize the importance within systems and in situations requiring self-discipline.

Problems and Decisions - relates to the development of your ability to recognize the importance within situations in the world and in oneself.

Reaction Index - relates to the development of your ability for organizing one's reactions when confronted with situations in the world and within oneself.

Samuel's World View



Samuel's Self View



External Problem Solving and Decision Making



The following scores will identify Samuel's ability to identify and solve specific types of problems as well as his ability to make balanced decisions in the outside world.

Capacity for Solving Problems Involving People - The ability to identify and solve problems related to the individuality of people.

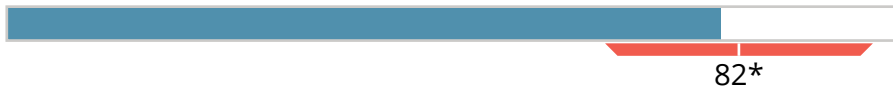
0 10 20 30 40 50 60 70 80 90 100



100

Capacity for Solving Practical Problems - The ability to identify and solve problems related to tasks and practical situations.

0 10 20 30 40 50 60 70 80 90 100



80

Capacity for Solving Theoretical Problems - The ability to identify and solve systems, structural and theory-based problems.

0 10 20 30 40 50 60 70 80 90 100



84

Capacity for Problem Solving and Decision Making in the Outside World - The ability to perceive all relevant information regarding people, tasks and systems. The higher your score, the more balanced your problem and decision making will be.

0 10 20 30 40 50 60 70 80 90 100



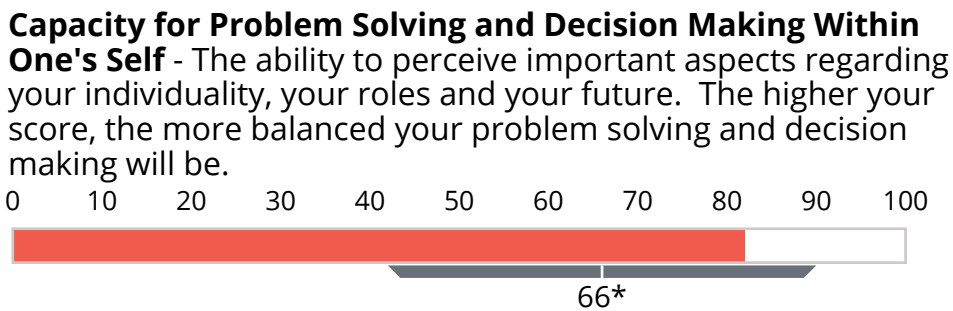
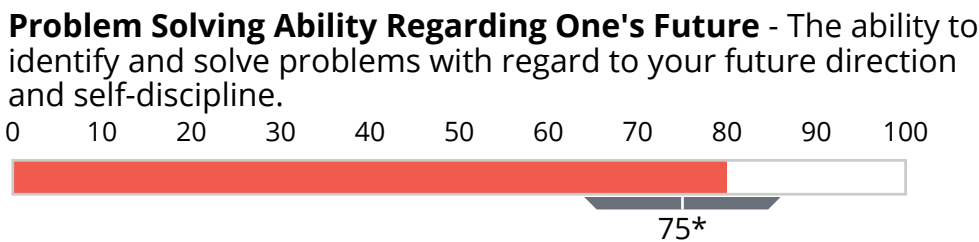
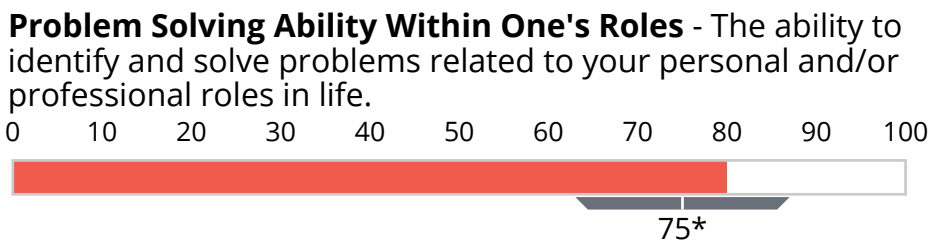
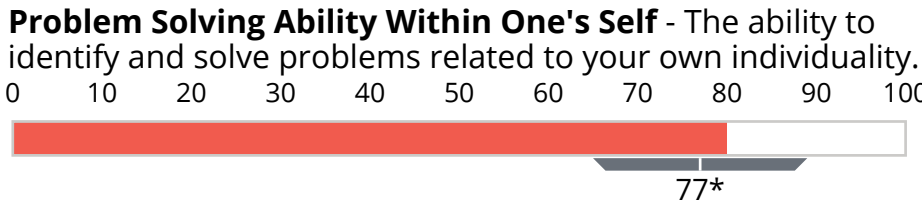
92

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

Internal Problem Solving and Decision Making



The following scores will identify Samuel's ability to identify and solve specific types of problems as well as his ability to make balanced decisions within one's self.



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

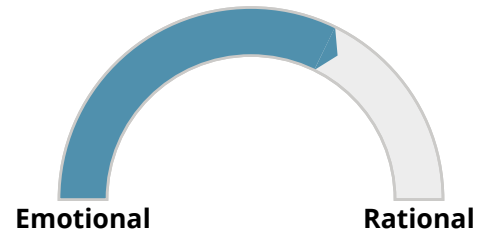
Reaction Index



The Reaction Index is determined by looking at Samuel's External Control and Internal Control. The combination of this information will identify one's ability for appropriate responses in difficult situations.

External Control: The ability to appear to be rational and in control when facing problems or crises.

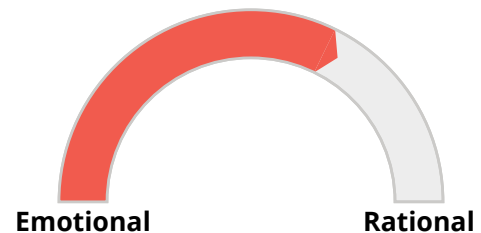
1. He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving systems and theories.
2. He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving practical situations.
3. He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving other people.
4. His capacity to organize and discipline his reactions when confronted with outside problems is developed.



11 Emotional Bias Distortion: The higher the score, the more difficult it will be to maintain a rational and appropriate response in difficult situations regarding people, tasks, and systems.

Internal Control: The ability to remain in conscious command of one's internal self when confronted with difficult circumstances and to respond rationally.

1. He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving self-discipline.
2. He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving his roles in life.
3. He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving his own individuality.
4. His capacity to organize and discipline his reactions when confronted with problems within himself is developed.



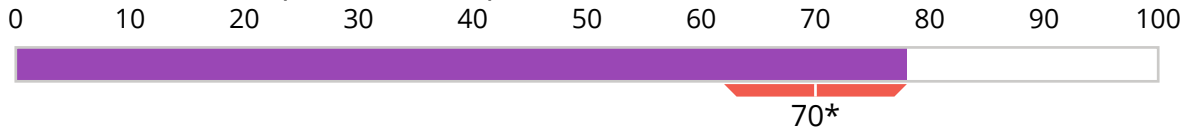
23 Emotional Bias Distortion: The higher the score, the more difficult it will be to maintain a rational and appropriate response in difficult situations regarding you as a person, your roles, and your future.

Business Performance Summary

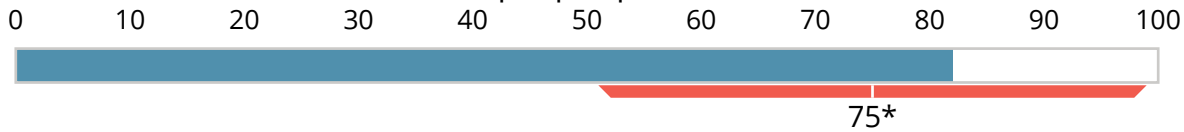


The Business Performance Summary will identify Samuel's ability to solve problems and concentrate during challenging times and ability to make balanced decisions.

Balanced Decision Making - The ability to make consistently sound and timely decisions in one's personal and professional life.

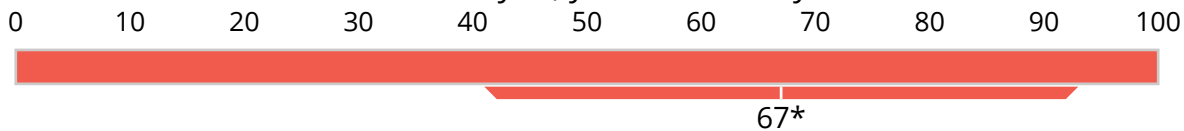


External Concentration Index - The ability to remain focused and manage distractions on issues relative to people, practical and theoretical situations.



11 Emotional Bias Distortion: This could also be referred to as your external blind spots as shown on the Dimensional Balance page. The higher the score the less clear your world view is in terms of people, tasks and systems. Scores over 20 can moderately affect the impact of your External Concentration score awareness. Scores over 40 can greatly cloud these areas.

Internal Concentration Index - The ability to remain focused and manage distractions on issues relative to you, your roles and your future.



23 Emotional Bias Distortion: This could also be referred to as your internal blind spots as shown on the Dimensional Balance page. The higher the score the less clear your self-view is in terms of you as a person, your roles and your future. Scores over 20 can moderately affect the impact of your Internal Concentration score awareness. Scores over 40 can greatly cloud these areas.

■ - External ■ - Internal ■ - Combined External and Internal

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

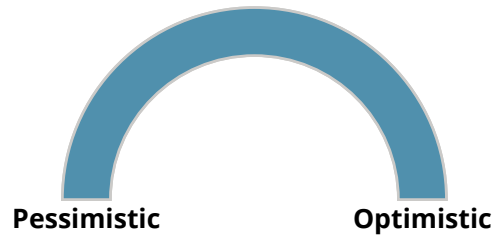
Business Performance Summary



Continued

Attitude Index: The Attitude Index measures your current outlook regarding your external or world view at the time when you completed the assessment. This is a very sensitive measurement and may pick up on something that has affected you within a few days or even several weeks of completing this assessment.

1. Open-minded - accessible, flexible
2. Appreciative - grateful, thankful
3. Approving - favorable
4. Positive - encouraging, upbeat
5. Dynamic - lively, energetic, vibrant



How has your optimistic outlook benefited you in recent times?

How can you build on this in the future?

11

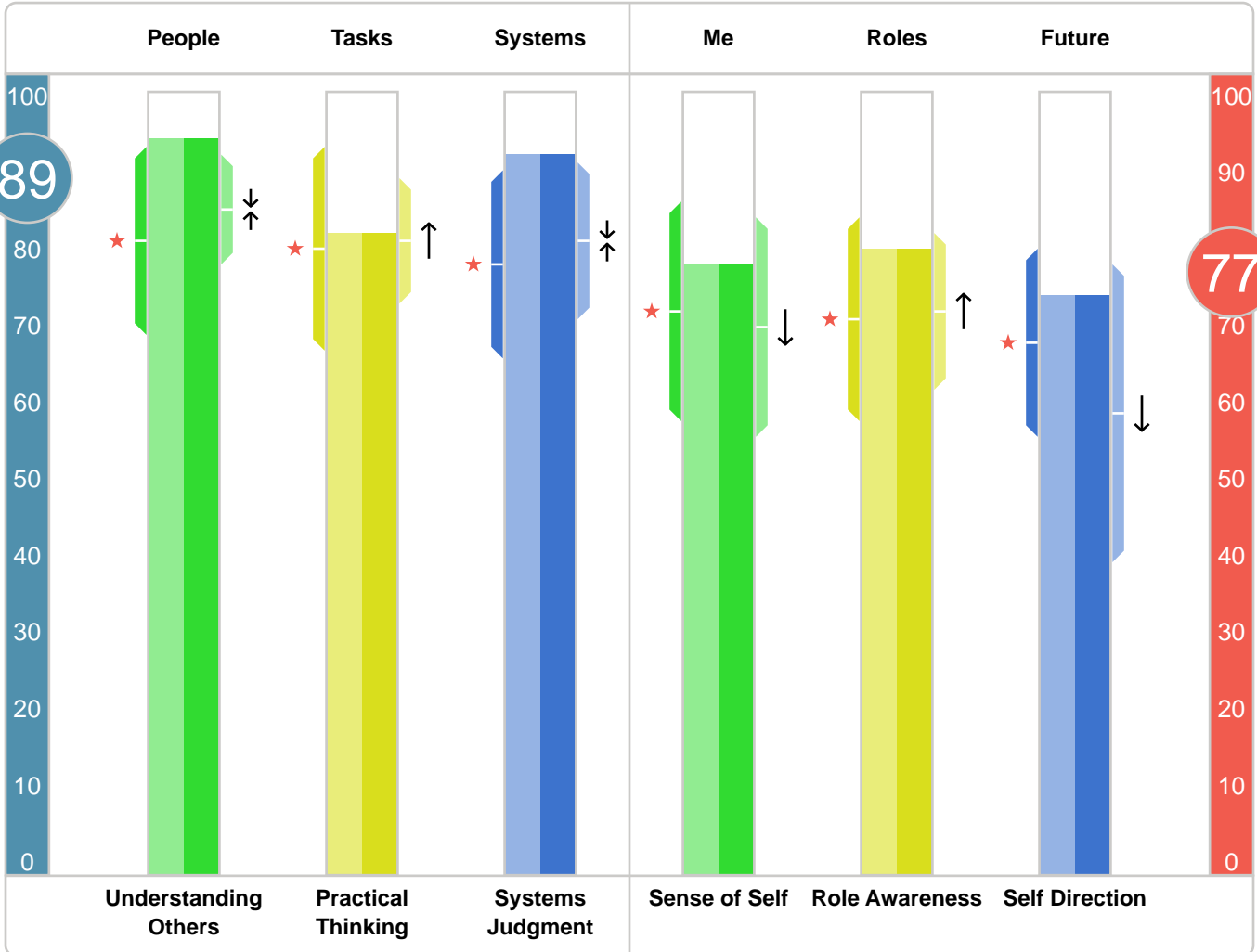
Emotional Bias Distortion: This could also be referred to as your external blind spots as shown on the Dimensional Balance page. The higher the score the less clear your world view is in terms of people, tasks and systems. Scores over 20 can moderately affect your Attitude Index. Scores over 40 can greatly cloud your outlook.

Dimensional Balance

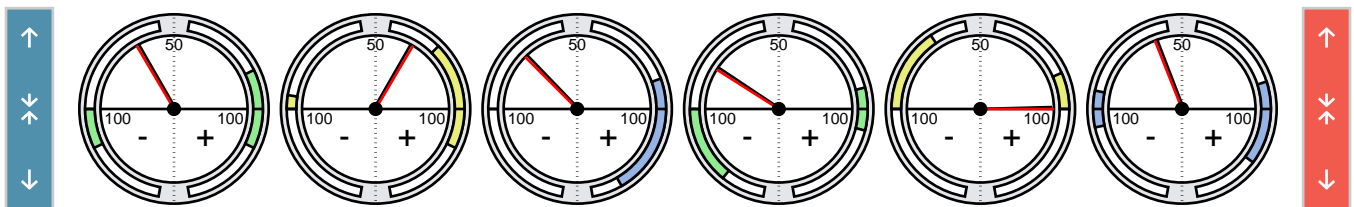


World View

Self View



	Understanding Others	Practical Thinking	Systems Judgment	Sense of Self	Role Awareness	Self Direction
Clarity	94	82	92	78	80	74
Bias	↕	↑	↕	↓	↑	↓
Blind Spot	6	18	8	22	20	26



Rev: 0.96-0.90

↑ Overvaluation	● Intrinsic	★ Population mean
↕ Mixed valuation	● Extrinsic	89 External Clarity Average
↓ Undervaluation	● Systemic	77 Internal Clarity Average

T: 4:56

Introduction

Competencies Section



Understanding personal competencies provides insight into the capabilities individuals bring to leading others, solving problems, and achieving results. These competencies are developed over time through experience, learning, and application, shaping how leaders contribute, make decisions, and create impact.

This section measures 25 key personal competencies, grouped into three categories that reflect different aspects of leadership capability:

- **Thinking:** Skills that support thinking, problem solving, and decision-making in leadership contexts.
- **Working:** Skills that support execution, accountability, and delivering results through others.
- **Relating:** Skills that support connecting, influencing, and working effectively with others.

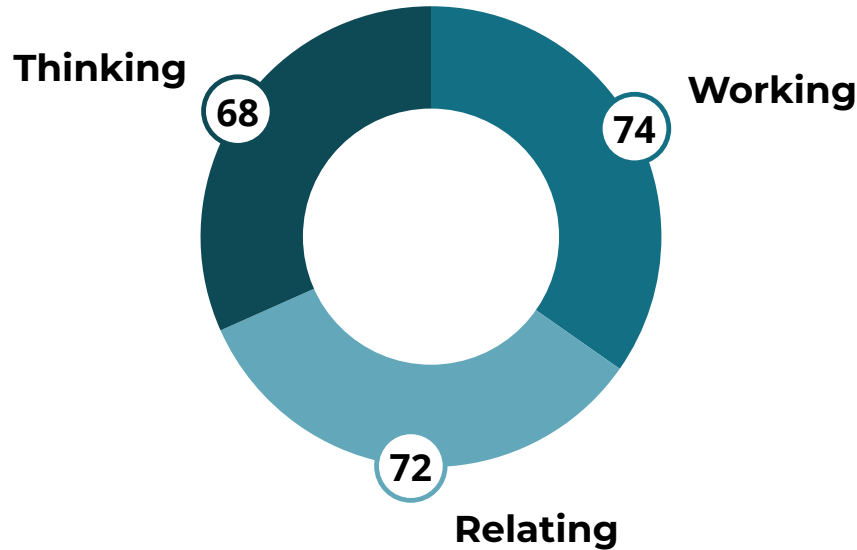
All competencies can be grown over time through awareness, practice, and intentional application. The insights provided here explore how Samuel's competencies may currently be showing up. While the report offers a structured view, it may not capture every nuance of experience or context. For a balanced perspective, consider reflecting on these insights alongside real-world examples and feedback from others.

Skill Category Overview

Competency Breakdown by Category



This section shows how Samuel's personal skills group into the three core DNA domains: Relating, Thinking, and Working. The chart reflects overall strength in each domain, based on the combined mastery of related competencies. Below, each skill is ranked within its domain from strongest to least pronounced. Use this section to consider which skill clusters most support his leadership impact and where targeted growth can benefit.



Thinking 68

- 93 Creativity & Innovation
- 80 Futuristic Thinking
- 80 Conceptual Thinking
- 63 Tactical Thinking
- 63 Continuous Learning
- 53 Planning & Organizing
- 47 Problem Solving

Working 74

- 100 Flexibility
- 87 Goal Orientation
- 83 Self-Starting
- 73 Personal Accountability
- 63 Project Management
- 63 Resiliency
- 47 Time & Priority Management

Relating 72

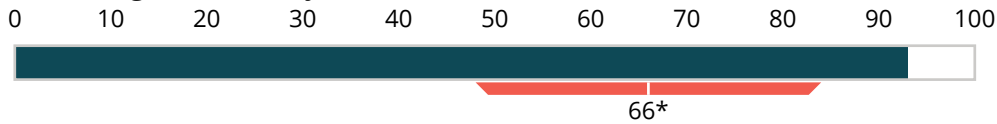
- 93 Conflict Management
- 87 Customer Focus
- 83 Negotiation
- 83 Recognizing Potential
- 80 Creating Alignment
- 80 Interpersonal Skills
- 77 Influencing Others
- 67 Teamwork
- 60 Employee Development & Coaching
- 53 Diplomacy
- 33 Appreciating Others

Thinking Skills Summary

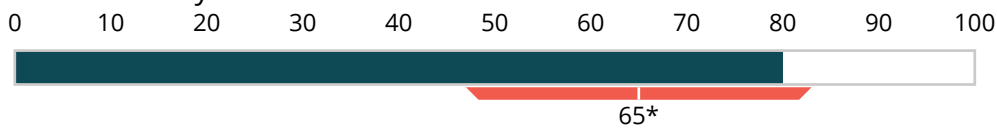


This section presents Samuel's Thinking-related competencies in ranked order, from the most to least pronounced. These skills reflect how he processes information, generates ideas, and makes decisions. Use this section to explore how he leverages cognitive strengths to lead with insight, clarity, and effective judgment.

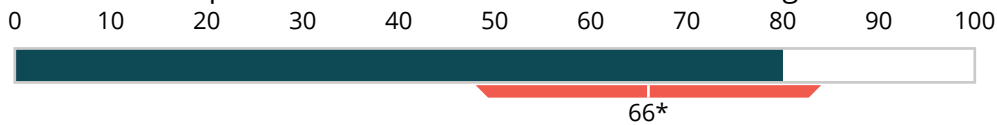
Creativity & Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



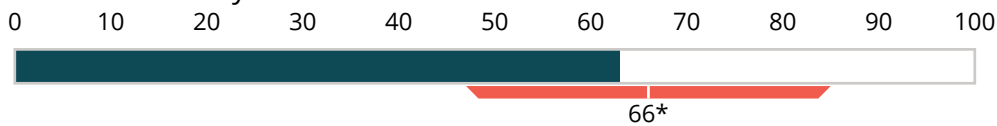
Futuristic Thinking - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



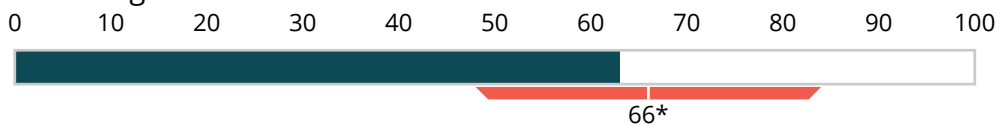
Conceptual Thinking - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.



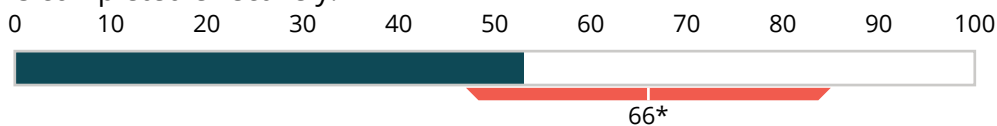
Tactical Thinking - Analyzing all aspects of a situation to make consistently sound and timely decisions.



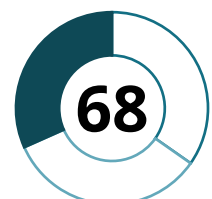
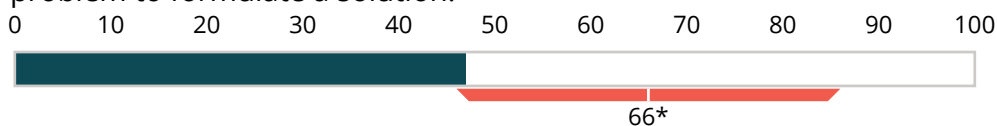
Continuous Learning - Taking initiative to regularly learn new concepts, technologies and/or methods.



Planning & Organizing - Establishing courses of action to ensure that work is completed effectively.



Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



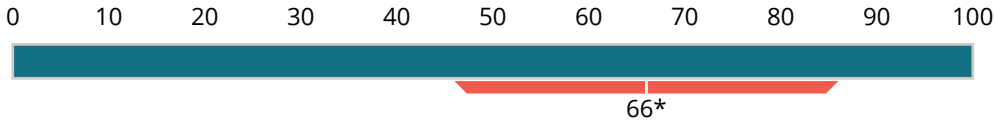
* 68% of the population falls within the shaded area.

Working Skills Summary

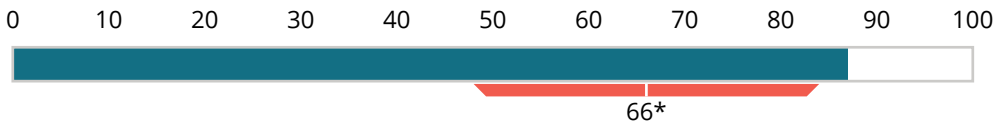


This section presents Samuel's Working competencies in ranked order, from the most to least pronounced. These skills influence how he approaches tasks, goals, and performance pressures. Use this section to reflect on how he leads through action, drives momentum, and delivers results.

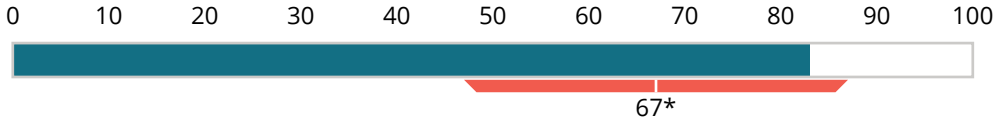
Flexibility - Readily modifying, responding and adapting to change with minimal resistance.



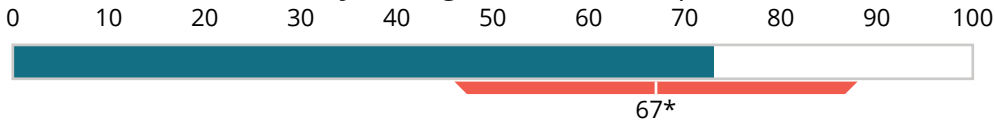
Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



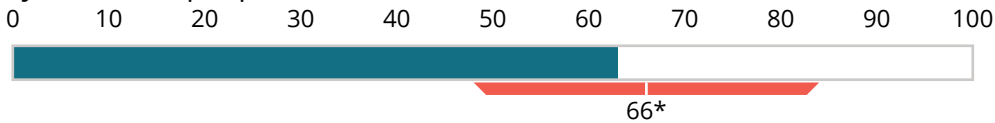
Self-Starting - Demonstrating initiative and willingness to begin working.



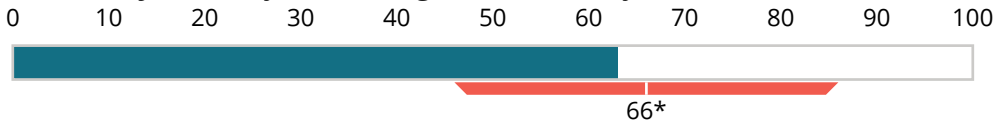
Personal Accountability - Being answerable for personal actions.



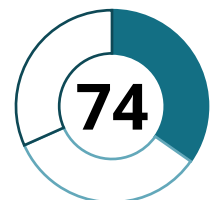
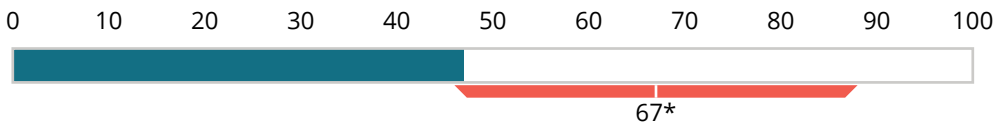
Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.



Resiliency - Quickly recovering from adversity.



Time & Priority Management - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.



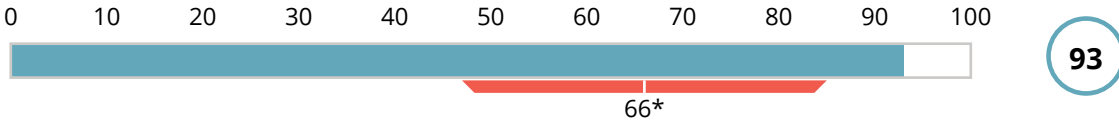
* 68% of the population falls within the shaded area.

Relating Skills Summary

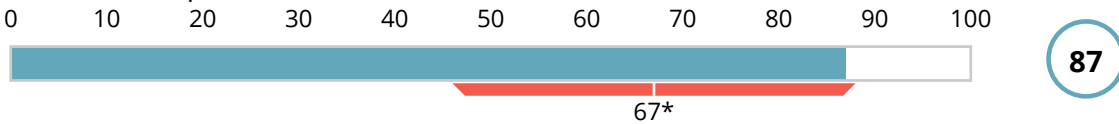


This section presents Samuel's Relating competencies in ranked order, highlighting how he connects with others. These skills shape communication, empathy, and collaboration in social or professional settings. Use this section to reflect on how he builds trust, connection, and alignment across teams and stakeholders.

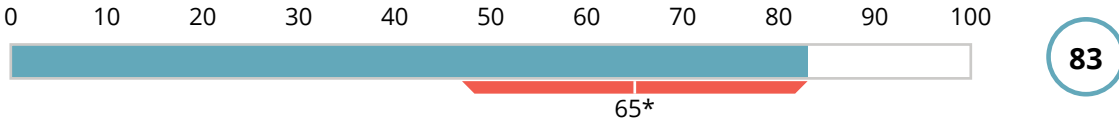
Conflict Management - Understanding, addressing and resolving conflict constructively.



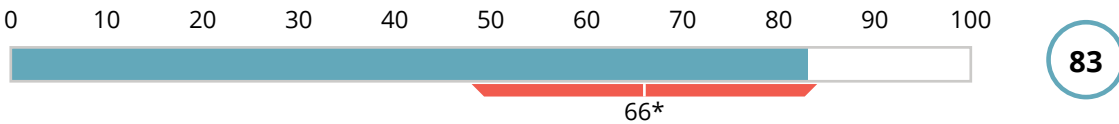
Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



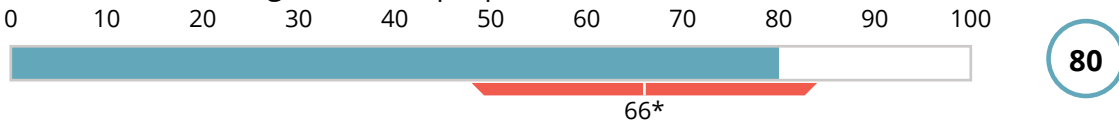
Negotiation - Listening to many points of view and facilitating agreements between two or more parties.



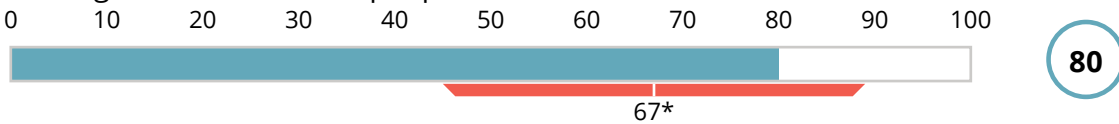
Recognizing Potential - Understanding the uniqueness and contributions of others.



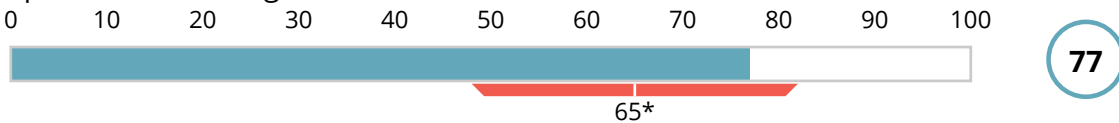
Creating Alignment - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



Influencing Others - Personally affecting others' actions, decisions, opinions or thinking.



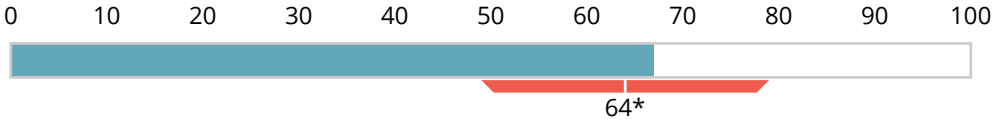
* 68% of the population falls within the shaded area.

Relating Skills Summary

Continued

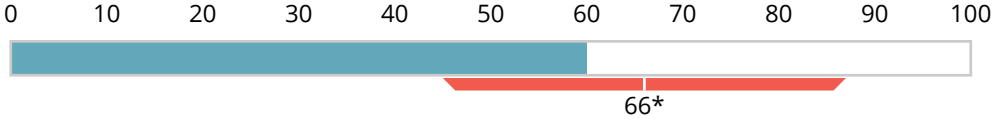


Teamwork - Cooperating with others to meet objectives.



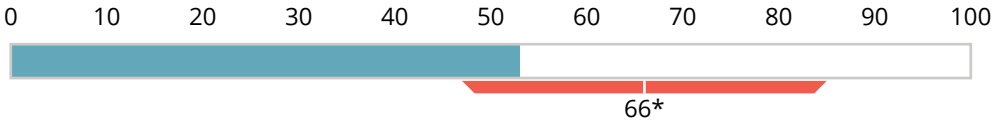
67

Employee Development & Coaching - Facilitating, supporting and contributing to the professional growth of others.



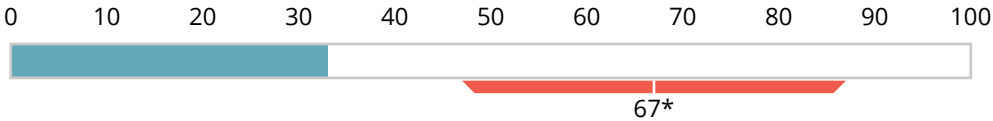
60

Diplomacy - Effectively and tactfully handling difficult or sensitive issues.



53

Appreciating Others - Identifying with and caring about others.



33



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

Introduction



Competencies Hierarchy & Growth Activities

The following pages present all 25 competencies in ranked order, from highest to lowest, based on Samuel's current scores. Each competency is explored individually, combining visual data, tailored insights, and practical activities to support ongoing development.

Each page includes a graph showing Samuel's score relative to the population, a short summary to help him interpret the result, and observable indicators of how the competency may manifest. Growth activities are also provided to help strengthen and expand capability in each competency over time. Use this section to build awareness of how Samuel's competencies may be expressed and to identify practical ways to support growth and application in day-to-day situations.

Flexibility

Working Skill



This section explores how Flexibility might show up for Samuel. Flexibility helps maintain effectiveness by adjusting actions and thinking quickly as circumstances change. Use this section to consider how Flexibility helps him lead with calm, composure, and openness in dynamic environments.

1. Flexibility - Readily modifying, responding and adapting to change with minimal resistance.

0 10 20 30 40 50 60 70 80 90 100

100

66*

Samuel adapts quickly to new priorities and shifting environments without losing focus or positivity. Adaptive leaders help others stay focused and confident during transitions.

What People Might See:

- Samuel applies feedback swiftly to refine approach or direction.
- He adapts quickly to shifting priorities and new demands.
- Others see him as agile and open-minded in changing environments.
- He modifies communication or approach when things are not working.
- Samuel challenges “how it’s always been done” to encourage adaptation.

Growth Activities:

- Facilitate a brief group review this month to bring together multiple feedback points into one shared improvement. Note what supported group alignment.
- This month, facilitate a team reflection on recent changes and adjustments. Capture examples where adapting early improved results.
- Create a short playbook of actions and traits that signal adaptability. Share it with three peers and invite one idea from each.
- Share one story this month about adapting communication style to fit the audience. Invite peers to try it and reflect on what changed.
- Lead a discussion this month to examine one long-standing process. Identify what still adds value and explore a small change to trial.

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

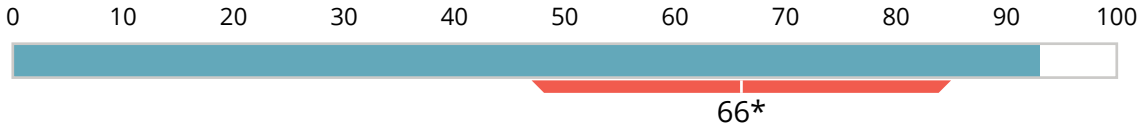
Conflict Management

Relating Skill



This section explores how Conflict Management might show up for Samuel. Conflict Management supports constructive resolution and stronger alignment through open, respectful dialog. Use this section to consider how Conflict Management shapes his leadership presence and ability to create alignment during tension.

2. Conflict Management - Understanding, addressing and resolving conflict constructively.



Samuel handles tense situations with composure and fairness. Calm conflict handling helps leaders model stability and protect team momentum.

What People Might See:

- Samuel speaks respectfully, even when opinions differ.
- He tends to listen carefully to all viewpoints before responding.
- Others can view him as a steady and trustworthy presence in disputes.
- He separates facts from emotions to reach balanced outcomes.
- Samuel remains composed under pressure, helping others stay calm.

Growth Activities:

- This month, review a transcript or notes from a tense exchange with a peer. Identify one moment where tone shifted tension and discuss how similar situations could be handled in future.
- After a tense moment this month, facilitate a short reflection where each person restates another's view before responding. Capture one insight on tone or understanding gained.
- Create and share a short playbook of three actions that show steadiness or calm in tense moments. Ask three peers to review it and suggest one practical addition each.
- Run one peer session reviewing a recent disagreement. Focus on separating fact from interpretation. Note one tactic that supported objectivity.
- This month, share personal stress signals and calming strategies with peers. Trial one new suggestion from the discussion and reflect on which supported composure best.

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

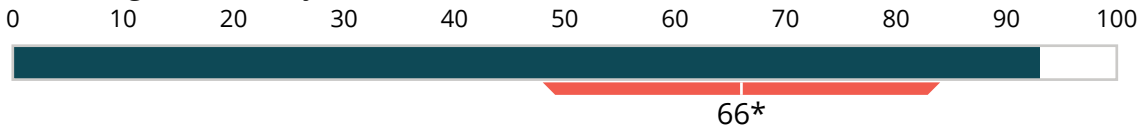
Creativity & Innovation

Thinking Skill



This section explores how Creativity & Innovation might show up for Samuel. Creativity & Innovation helps support the creation of original ideas and the improvement of systems, products, or outcomes. Use this section to consider how Creativity & Innovation supports his ability to lead with imagination and adaptability.

3. Creativity & Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



Samuel introduces fresh ideas and imaginative solutions that challenge norms and enhance results. Modeling bold, imaginative thinking encourages others to challenge limits and explore breakthrough ideas.

What People Might See:

- Samuel takes calculated risks to push new ideas.
- He seeks inspiration from diverse sources.
- He can turn creative insights into tangible results.
- He adjusts creative ideas quickly when conditions shift.
- Samuel encourages peers to think creatively and challenge norms.

Growth Activities:

- Over three months, share one creative risk each month. Describe what was tried, why it mattered, and one insight gained, even if it did not succeed.
- Host a “Creative Inspiration” session each quarter for one year. Invite the team to share one outside insight and how it might apply.
- Lead a project this quarter, that turns a new concept into action. Track progress, adjustments, and share what enabled momentum.
- Over a six month period, lead a monthly review of in-progress ideas and adjust based on input. Capture what changed and why.
- Host a monthly “Ideas in Progress” showcase where team members share creative work. Continue this for six months and capture feedback and contributions sparked.

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

Goal Orientation

Working Skill



This section explores how Goal Orientation might show up for Samuel. Goal Orientation supports focus and sustained energy in pursuit of meaningful outcomes, even amid competing priorities. Use this section to consider how Goal Orientation drives his progress and ambition in leadership.

4. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.

0 10 20 30 40 50 60 70 80 90 100



87

66*

Samuel sets clear, measurable goals and maintains focus and persistence in achieving those goals, even when faced with obstacles. A clear and persistent goal focus sets the cultural tone for accountability, resilience, and aligned performance across the team.

What People Might See:

- Samuel derives energy from tracking and achieving measurable success.
- He persists when facing setbacks or delays.
- He approaches goals with enthusiasm and focus.
- Others see him as determined and results-driven.
- Samuel maintains a clear sense of direction by keeping desired outcomes firmly in view.

Growth Activities:

- At month's end, host a short reflection to link recent results with effort. Capture how that connection boosted motivation.
- Develop a short persistence playbook based on past challenges. Share it with peers and invite one suggestion from each to improve it.
- Share a short energizing habit or routine with teammates this week. Invite others to test it and reflect on results.
- Ask three colleagues when focus or follow-through from one person made a difference to team results. Capture one insight from each and compare to personal habits.
- Run a session this week where the team writes one clear goal and names how success will be known. Capture shared themes.

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

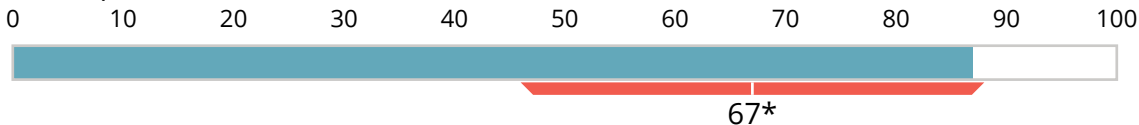
Customer Focus

Relating Skill



This section explores how Customer Focus might show up for Samuel. Customer Focus contributes to lasting trust and loyalty by meeting or exceeding expectations with care and responsiveness. Use this section to consider how Customer Focus enhances his leadership by role-modeling service, empathy, and attentiveness.

5. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



Samuel responds to clients and demonstrates understanding of individual needs. Encouraging proactive service habits supports more transparent communication and strengthens client trust.

What People Might See:

- Samuel maintains composure when customers are frustrated.
- He shows care and attentiveness toward customer satisfaction.
- He responds to customers promptly, balancing accuracy with speed.
- He listens to suggestions and adjusts accordingly.
- Samuel navigates organizational limits while maintaining customer satisfaction.

Growth Activities:

- Log three demanding moments. For each, record what helped maintain calm and how it affected the interaction.
- Schedule one follow-up with a key client weekly for one month. Note insights gathered and share one resulting improvement with the team.
- Track response times daily for one week. At the end, calculate the average and write down one change to reduce delays.
- Each week, thank one client for their feedback. Note one change made in response and track the outcome.
- Choose one challenging request weekly, for three weeks. Record how it was addressed while maintaining fairness and service quality.

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

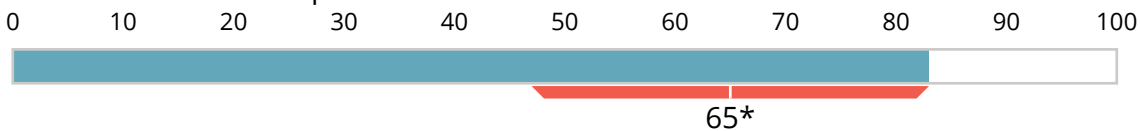
Negotiation

Relating Skill



This section explores how Negotiation might show up for Samuel. Negotiation supports mutually beneficial outcomes by balancing competing needs and building commitment. Use this section to consider how Negotiation strengthens his ability to resolve tension and guide fair outcomes.

6. Negotiation - Listening to many points of view and facilitating agreements between two or more parties.



Samuel navigates complex interests to reach fair, mutually beneficial agreements. Balanced negotiation helps leaders resolve competing needs while maintaining alignment and long-term commitment.

What People Might See:

- Samuel balances the needs of all parties to achieve fair outcomes.
- He remains calm and objective during tense exchanges.
- He listens to understand underlying needs and interests.
- Others see him as calm, fair, and effective in reaching agreements.
- Samuel guides others toward shared agreement through balanced reasoning.

Growth Activities:

- During a discussion this month, map out two competing needs and share how both could be supported. Afterwards, walk a peer through the approach and explain what helped create alignment.
- Facilitate a session on handling tense conversations. Share one personal strategy and invite others to contribute their approaches. Build a short toolkit together.
- Lead a team exercise this month that practices summarizing others' views before responding. Create and share a cheat sheet using the feedback and lessons learned.
- Invite three colleagues to reflect on how negotiation style affects clarity, tone, and outcomes. Capture one idea to test personally.
- Build a short playbook of three tactics for building agreement during negotiations. Test one in a live session and invite peers to refine it.

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

Recognizing Potential

Relating Skill



This section explores how Recognizing Potential might show up for Samuel. Recognizing Potential supports identifying and valuing the unique traits, needs, and potential of others. Use this section to consider how Recognizing Potential enables him to tailor leadership to the needs of different individuals.

7. Recognizing Potential - Understanding the uniqueness and contributions of others.

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Samuel observes differences thoughtfully and recognizes unique traits or preferences. Thoughtful observation helps leaders better understand individual differences and avoid inaccurate assumptions.

What People Might See:

- Samuel understands what distinguishes each person's contribution.
- He identifies where others naturally excel.
- He recognizes how different strengths influence group dynamics.
- He anticipates how people are likely to respond in situations.
- Samuel recognizes the value of differing viewpoints, including those that challenge personal perspectives.

Growth Activities:

- During group interactions this month, name one strength or trait that made someone's input stand out. Aim to capture three examples.
- Each week, describe how another team members' strength contributed to team success. Collect and share at least three examples.
- Review three interactions where collaboration could have been smoother. Identify what was missed about others and how it affected the result.
- Weekly for one month, compare expected reactions to actual ones. Record what was learned about interpreting patterns.
- Across five days, seek input from someone with a different perspective. Apply one element from their idea and note the outcome.

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

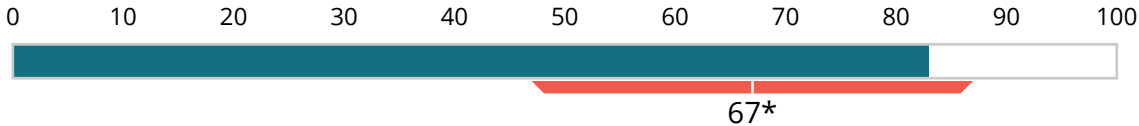
Self-Starting

Working Skill



This section explores how Self-Starting might show up for Samuel. Self-Starting supports independent momentum by initiating action without external prompting. Use this section to consider how Self-Starting supports his ability to lead from the front and model ownership.

8. Self-Starting - Demonstrating initiative and willingness to begin working.



Samuel initiates tasks willingly and maintains progress with minimal supervision. When leaders take initiative, it signals that ownership is expected and valued across the team.

What People Might See:

- Samuel takes the first step once priorities are clear.
- He operates well when given clear objectives.
- He clarifies actions needed to move forward.
- He identifies areas where initiative adds value.
- Samuel plans sufficiently before initiating work.

Growth Activities:

- For three weeks, begin one new task each week without external direction. At week's end, note what triggered the start and how early action impacted others.
- Each week for one month, reflect on one task completed independently. Record what made it possible, and one habit or tool that supported that autonomy.
- For one month, end at least ten conversations by confirming one clear next step. Track how often this improved follow-through or clarity.
- Across two weeks, volunteer for one emerging task or need each week before being requested. Record what prompted the action and any impact noticed.
- Review one task that went smoothly and identify the preparation step that supported success. Over three similar tasks, track which habits repeat and contribute most.

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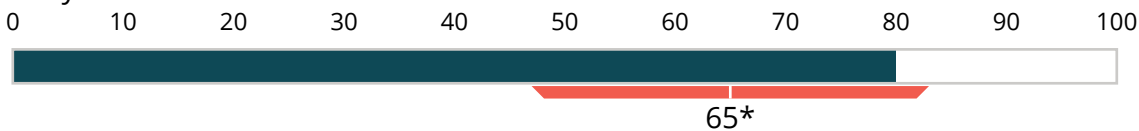
Futuristic Thinking

Thinking Skill



This section explores how Futuristic Thinking might show up for Samuel. Futuristic Thinking helps anticipate trends and possibilities that shape future direction and insight. Use this section to consider how Futuristic Thinking informs his strategic direction and vision for those he leads.

9. Futuristic Thinking - Imagining, envisioning, projecting and/or creating what has not yet been actualized.



Samuel projects likely outcomes and aligns current actions with emerging trends. Anticipating trends improves team readiness and supports proactive positioning.

What People Might See:

- Samuel incorporates long-term thinking to connect present actions with future outcomes.
- He imagines how current trends could shape the future.
- He commonly balances short-term actions with future implications.
- He generally welcomes challenges that highlight future possibilities.
- Others view him as progressive and forward-looking.

Growth Activities:

- Extend one current plan into a 6–12 month view. Add two checkpoints and share it with a peer for input on feasibility.
- Each week, write one sentence describing a best-case future for a current project. After four weeks, review for common themes.
- After each major task this month, write down one future effect or step that could follow. Track how often those predictions became relevant.
- Write down one bold idea this month that goes beyond current norms. Share it in a team setting and note any support or concerns that come up.
- Ask two colleagues this week for feedback on when long-term thinking has been most noticeable. Note one habit or action to build on based on their input.

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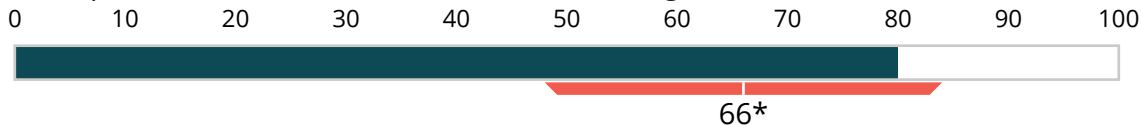
Conceptual Thinking

Thinking Skill



This section explores how Conceptual Thinking might show up for Samuel. Conceptual Thinking helps uncover patterns and insights by making connections across ideas and systems. Use this section to consider how Conceptual Thinking strengthens his ability to lead through complexity and shape forward-thinking strategy.

10. Conceptual Thinking - Analyzing hypothetical situations, patterns and/or abstract concepts to formulate connections and new insights.



Samuel connects ideas effectively and often identifies themes that unify data or projects. Making patterns visible aligns teams and helps focus effort around what matters most.

What People Might See:

- Samuel seeks deeper insight by exploring how and why things connect.
- He generally recognizes links among ideas or processes.
- He commonly blends ideas to form balanced perspectives.
- He recognizes how parts fit within a larger structure.
- Samuel tends to consider broader impacts when analyzing issues.

Growth Activities:

- Ask at least five “why” or “what if” questions each week. Track what new understanding emerged from one question weekly. Repeat this for three weeks.
- Create a short end-of-week log noting repeated patterns in tasks or conversations. Highlight one pattern that could shape future action. Do this for three weeks.
- For three weeks, choose two tasks or pieces of feedback that seem connected. Write one sentence showing how they fit together. At the end, reflect on which link revealed something new.
- Each week, trace how one task affects two other parts of a system (e.g. teams, tools, outcomes). Write down one unexpected link. Continue for four weeks.
- Choose three tasks each week for two weeks. For each, explain how it connects to a larger team or business direction. At the end, pay attention to what patterns shaped overall focus.

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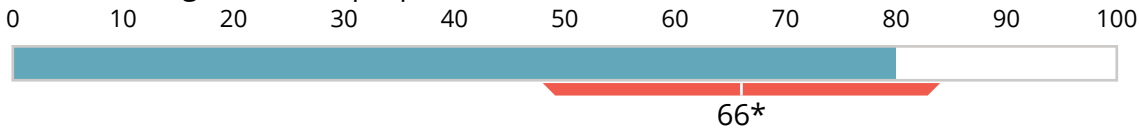
Creating Alignment

Relating Skill



This section explores how Creating Alignment might show up for Samuel. Creating Alignment helps bring people together behind a shared vision and builds momentum toward meaningful outcomes. Use this section to consider how Creating Alignment shapes his ability to unify, inspire, and guide others.

11. Creating Alignment - Organizing and influencing people to believe in a vision while creating a sense of purpose and direction.



Samuel provides direction and clarity for others, helping groups stay aligned toward common objectives. Stating priorities clearly helps direct team energy and keep people aligned under pressure.

What People Might See:

- Samuel expresses purpose and direction with confidence.
- He accepts responsibility for shared successes and setbacks.
- He encourages strong effort by reinforcing shared direction.
- He balances consultation with decisive action.
- Samuel demonstrates fairness in distributing work and recognition.

Growth Activities:

- This month, review five moments where team direction felt unclear. Identify what led to the loss of focus and how shared direction was re-established.
- Over the next month, track three deliverables where accountability slipped. Identify what contributed and how similar issues could be prevented.
- Across three weeks, track at least three situations where energy dropped. Identify what could have reinforced optimism or purpose.
- Review four recent decisions and ask peers if the reasoning was unclear. Capture recurring gaps and adjust how decisions are framed in the future.
- Across a month, track how five similar requests or situations were handled. Compare responses to check for consistency, and note any signs of uneven treatment or unintentional bias.

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

Interpersonal Skills

Relating Skill



This section explores how Interpersonal Skills might show up for Samuel. Interpersonal Skills support positive connection and trust through strong communication and presence. Use this section to consider how Interpersonal Skills strengthen his leadership presence and relational credibility.

12. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.

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Samuel communicates warmly and adapts tone to suit different people and situations. Adjusting tone to context helps leaders connect effectively across a wider range of people

What People Might See:

- Samuel establishes rapport through openness and courtesy.
- He tailors communication based on cues from others.
- He comes across as friendly and willing to listen.
- He notices subtle shifts in group dynamics.
- Others view him as approachable and comfortable to interact with.

Growth Activities:

- Over three weeks, identify one interaction each week where rapport felt harder to build. Reflect on what felt missing and try a small adjustment next time.
- After a difficult interaction each week, review how communication could have been better adapted. Track patterns over a month in what caused disconnects.
- Reflect on one moment each week where an opportunity to invite input other's was missed. Do this for one month and capture what got in the way and test one small change next time.
- Over the month, identify three moments where the energy or engagement in a meeting noticeably declined. Note what signaled the shift and how it might have been prevented or recovered.
- Observe one socially confident person each week for three weeks. Review one action or trait to trial personally.

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

Influencing Others

Relating Skill



This section explores how *Influencing Others* might show up for Samuel. *Influencing Others* helps shape decisions and outcomes by guiding thinking and actions in purposeful, ethical ways. Use this section to consider how *Influencing Others* enhances his ability to align others to vision and inspire commitment.

13. Influencing Others - Personally affecting others' actions, decisions, opinions or thinking.

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Samuel presents ideas with purpose and adjusts his approach to shape thinking and encourage agreement. Expressing ideas with clarity helps others see the value in a direction and encourages team-wide alignment.

What People Might See:

- Samuel presents ideas in a way that gains support from others.
- He delivers ideas with confidence that supports persuasive impact.
- He builds credibility by combining reliability and expertise.
- He reiterates ideas with balance and patience.
- Samuel expresses differing views constructively.

Growth Activities:

- After sharing one idea each week, ask a peer what made the message clear or persuasive, and what reduced its impact. Track patterns across four weeks to improve delivery.
- Over the next month, track any persuasive conversations where confidence wavered. Write down what triggered it and one adjustment that could strengthen delivery next time.
- Over the next month, when sharing ideas, note which facts were accepted, questioned, or overlooked. Track what seems to strengthen and weaken credibility.
- This month, track three conversations where an idea didn't gain traction. Reflect on what limited progress and test a revised approach.
- During four weeks, practice naming any disagreements directly without dismissing the other person's perspective. Record the wording used and how it influenced the tone or direction of the conversation.

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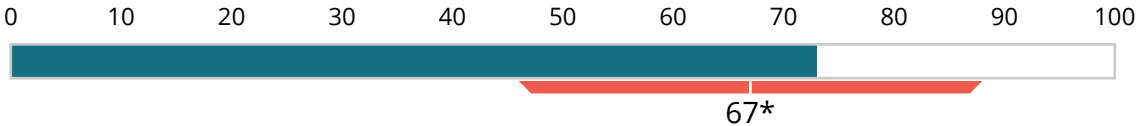
Personal Accountability

Working Skill



This section explores how Personal Accountability might show up for Samuel. Personal Accountability supports reliability and trust by owning actions and decisions fully. Use this section to consider how Personal Accountability reinforces his integrity, consistency, and credibility in leadership.

14. Personal Accountability - Being answerable for personal actions.



Samuel takes ownership and works to correct issues constructively. Owning and addressing issues constructively encourages a culture of transparency and openness.

What People Might See:

- Samuel acknowledges personal responsibility for outcomes.
- He considers feedback without defensiveness.
- He generally maintains composure and responsibility despite stress.
- Others view him as dependable and steady when responsibilities arise.
- Samuel follows through, even when tasks are demanding.

Growth Activities:

- Over three weeks, track moments where responsibility felt avoided or passed on. Note how clearer responsibility could have improved outcomes.
- Review five recent pieces of feedback. Identify one pattern in how personal responses to feedback helped or limited growth.
- Track three tasks or deadlines that created pressure this month. Record what helped maintain accountability even under pressure.
- Ask three peers what actions consistently signal dependability. Identify one area to improve based on their input.
- Review four tasks that were completed late or inconsistently this month. Consider what disrupted follow-through and how to prevent it.

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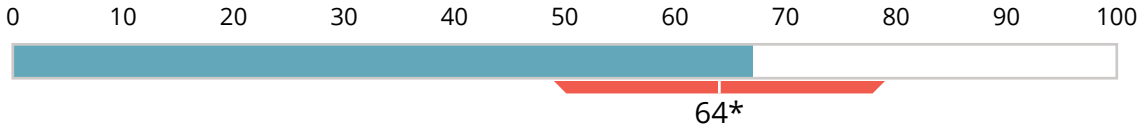
Teamwork

Relating Skill



This section explores how Teamwork might show up for Samuel. Teamwork helps create trust and shared success by supporting others and contributing to common goals. Use this section to consider how Teamwork influences his ability to build unity and foster contribution as a leader.

15. Teamwork - Cooperating with others to meet objectives.



Samuel works well with others and contributes reliably to group objectives. Demonstrating consistent teamwork builds a dependable team rhythm and encourages others to show up reliably.

What People Might See:

- Samuel contributes positively to group tasks.
- He delivers on agreed commitments within team settings.
- He listens and acknowledges others' input.
- Others view him as reliable in group environments.
- Samuel supports team plans while balancing individual priorities.

Growth Activities:

- Over three weeks, lead one task per week involving at least two peers. After each, note one action that supported or hindered smooth collaboration.
- Each week for two weeks, complete one shared task as agreed. Note how dependable follow-through supported the team.
- In three team conversations during three weeks, invite one person who hasn't spoken to share a view. Observe how their input shaped next steps.
- Over three weeks, track moments when others ask for input or help. Note personal actions that may have encouraged (or discouraged) those requests.
- Across four shared tasks, identify where contribution felt uneven or well balanced. Note what influenced the outcome each time.

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

Tactical Thinking

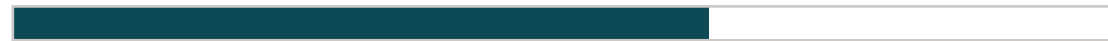
Thinking Skill



This section explores how Tactical Thinking might show up for Samuel. Tactical Thinking helps produce trusted, effective outcomes through well-informed and timely choices. Use this section to consider how Tactical Thinking influences his leadership effectiveness and ability to guide others through complexity.

16. Tactical Thinking - Analyzing all aspects of a situation to make consistently sound and timely decisions.

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Samuel makes sound evaluations in familiar settings but may not apply a structured approach consistently. Stronger evaluation habits help leaders stay clear-headed when navigating new or complex decisions.

What People Might See:

- Under pressure, Samuel retains focus on priorities but may lose composure when decisions carry a higher risk.
- He reviews key information but may overlook less obvious factors that affect his conclusions.
- He may hesitate to alter course once a decision feels established.
- He evaluates immediate outcomes effectively but may understate the broader ripple effects of choices.
- Samuel may express confidence once a decision is final, but can hesitate or revisit his choices when challenged.

Growth Activities:

- This month, reflect on how pressure affected any decisions made. Write down what helped or hindered clear thinking in each case.
- For two weeks, after making a decision, note one piece of information that helped or could have helped. At the end, reflect on what kind of data made choices easier.
- Each week for one month, identify one moment where new input shifted a decision. Write down what shifted and what prompted the change.
- For three weeks, before making any decisions, write down one likely impact on others. Afterwards, reflect on what impact actually followed.
- After each decision this week, write one sentence explaining what made it the right choice.

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

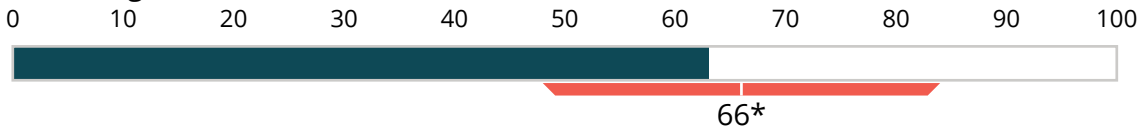
Continuous Learning

Thinking Skill



This section explores how Continuous Learning might show up for Samuel. Continuous Learning supports growth and adaptability by staying curious and building new knowledge. Use this section to consider how Continuous Learning shapes his growth as a leader and commitment to development.

17. Continuous Learning - Taking initiative to regularly learn new concepts, technologies and/or methods.



Samuel demonstrates a commitment to development when topics feel relevant or energizing. Broader curiosity helps leaders anticipate future needs and develop team capabilities.

What People Might See:

- Samuel pursues learning when topics are personally relevant.
- He may wait for encouragement before pursuing new learning.
- Occasionally, Samuel shows curiosity but may not always follow it through.
- He may focus his learning within familiar boundaries.
- In some cases, Samuel uses new information selectively or experimentally.

Growth Activities:

- For one month, engage with one new learning source weekly and apply one insight to a task. At month's end, review which sources were most useful.
- For three weeks, choose and begin one learning task each week without external prompts. Record what helped make each start easier.
- Ask one open-ended question in a work context each day for two weeks. At the end, reflect on what sparked the most useful insights.
- Choose one topic outside regular work each week for a month. Note one question or insight that emerged from each.
- Over three weeks, apply one new idea or technique per week. After each, record what changed in the outcome or process.

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

Project Management

Working Skill



This section explores how Project Management might show up for Samuel. Project Management helps ensure success by coordinating people, timelines, and resources to deliver outcomes. Use this section to consider how Project Management supports his ability to lead through complexity and execution.

18. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.

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Samuel maintains progress on projects but may not consistently track how tasks, resources, and outcomes connect. Highlighting task-outcome links helps the team understand priorities and stay aligned.

What People Might See:

- Samuel follows progress across main components, but secondary elements can be monitored less closely.
- Occasionally, Samuel adjusts resource use in response to emerging constraints.
- He coordinates related activities once dependencies become clearer.
- Others sometimes recognize his coordination skills within defined contexts.
- Samuel notices task interdependencies after disruptions occur.

Growth Activities:

- Over two weeks, notice two times when unclear progress or updates caused confusion. Note what could have improved visibility in each case.
- For two weeks, look for three tasks where tools or time were stretched. Record one step that could improve resource use next time.
- Across three shared tasks this month, observe when timing differences between contributors caused delays or rework. Reflect on what made coordination easier or harder.
- Ask three teammates what signals strong project management. Trial one of their suggestions this month.
- Choose one key task and map its dependencies. Over the next week, track how timing or changes affected other work. Note one way to manage these links more effectively.

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

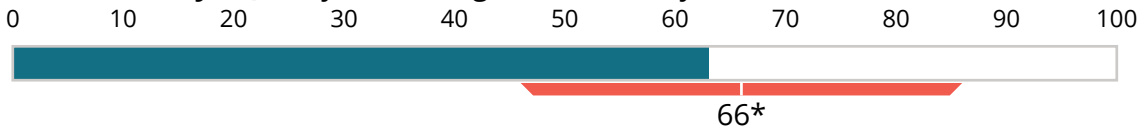
Resiliency

Working Skill



This section explores how Resiliency might show up for Samuel. Resiliency supports continued effort and momentum by recovering quickly from setbacks. Use this section to consider how Resiliency reinforces his steadiness and perspective in challenging leadership moments.

19. Resiliency - Quickly recovering from adversity.



Samuel manages pressure with support, but may take longer to shift focus after setbacks. Taking ownership of recovery supports steady leadership presence and reduces team disruption.

What People Might See:

- Samuel recovers well once support or time is available.
- He can identify value in setbacks after the fact.
- He sometimes reacts defensively to criticism.
- He adapts as new conditions become more familiar.
- Samuel can take time to re-engage after depletion.

Growth Activities:

- Over the next two weeks, track two moments that felt like setbacks. For each, note what supported recovery and one idea that could help next time.
- Each week for three weeks, write a short reflection naming both the loss and the gain from a challenge. Review how this influenced overall perspective.
- After two feedback moments this month, note the first reaction and what helped maintain openness. At month's end, identify what supported or weakened it most.
- Track two disruptions this month. For each, record the first reaction, adjustment made, and what helped shift mindset.
- After three stressful moments, use a reset action (e.g., walking, deep breathing, or a short break). Rate energy before and after. Track which worked best.

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

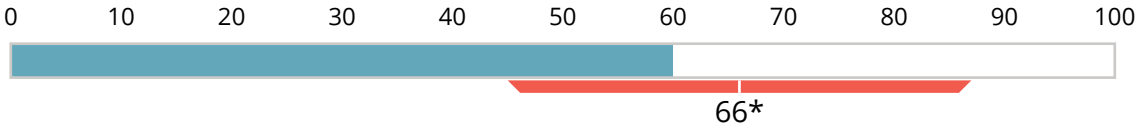
Employee Development & Coaching



Relating Skill

This section explores how Employee Development & Coaching might show up for Samuel. Developing & Coaching Employees helps unlock individual potential through targeted support, feedback, and challenge. Use this section to consider how Employee Development & Coaching reflects his investment in the success of those he leads.

20. Employee Development & Coaching - Facilitating, supporting and contributing to the professional growth of others.



Samuel provides guidance or encouragement when opportunities arise, but may not consistently initiate these conversations. Consistent coaching creates reliable development momentum and deeper team bench strength.

What People Might See:

- Samuel will sometimes delegate tasks that allow others to gain experience.
- He supports others' learning when circumstances allow.
- He sometimes offers feedback without expanding on implications or next steps.
- Others sometimes recognize his willingness to help when time permits.
- Samuel can model helpful practices, particularly in familiar situations.

Growth Activities:

- Once a week for three weeks, delegate a small task designed to stretch someone's skillset. Note how the task was handled and what learning may have occurred.
- Each week, look for an opportunity to offer a colleague the chance to practice a skill through a hands-on task. After a month, write down what helped build confidence or capability.
- Give feedback to three peers this week, including one clear observation and one suggestion each time. Note how each was received.
- This week, ask five colleagues to describe a moment when someone supported their growth effectively. Capture responses and analyze for themes.
- Over one month, look for examples where personal actions may influence team habits. Note how this could be leveraged further.

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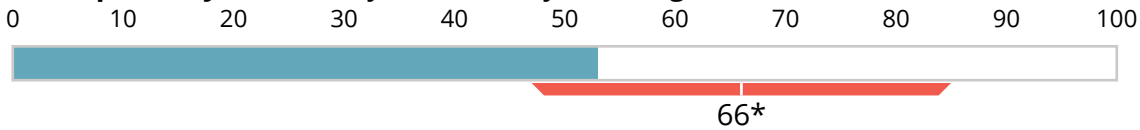
Diplomacy

Relating Skill



This section explores how Diplomacy might show up for Samuel. Diplomacy helps maintain connection and trust by navigating sensitive situations with discretion and respect. Use this section to consider how Diplomacy strengthens his ability to lead with fairness and tact in difficult situations.

21. Diplomacy - Effectively and tactfully handling difficult or sensitive issues.



Samuel communicates thoughtfully in most situations but may not maintain the same level of composure and tact when under pressure. Consistent composure and tact under pressure helps leaders address issues directly while preserving trust and psychological safety.

What People Might See:

- Samuel can sometimes overlook opportunities to manage the tone of an interaction.
- He shares opinions directly, with varying levels of sensitivity.
- He tends to notice social dynamics only after outcomes unfold.
- At times, Samuel conveys ideas clearly but without softening opposition.
- Samuel generally respects confidentiality but may share information too freely at times.

Growth Activities:

- Each week for three weeks, adjust tone or pace in a challenging conversation. Note how the change affected the response or outcome.
- For a month, revise one piece of communication each week to improve tone without losing clarity. At the end, review one adjustment that made a positive difference.
- Over two weeks, before sharing an idea, think about who it might impact. Write down one time this shaped the way it was communicated.
- Each week, observe one person who influences without pushing. Note what they did that helped progress. After three weeks, examine for patterns.
- For two weeks, before sharing information about someone else, pause to assess appropriateness. Record one moment where this changed the decision to share.

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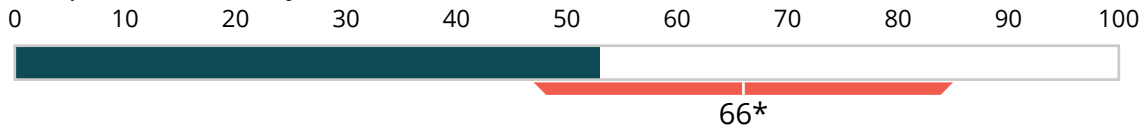
Planning & Organizing

Thinking Skill



This section explores how Planning & Organizing might show up for Samuel. Planning & Organizing helps create structure, systems and workflows that enable clarity, efficiency and smooth task execution. Use this section to consider how Planning & Organizing helps him lead with structure and ensure strategic progress.

22. Planning & Organizing - Establishing courses of action to ensure that work is completed effectively.



Samuel creates basic plans but may overlook more complex requirements or dependencies. Clearer task sequencing helps prevent rework and makes collaboration across teams more seamless.

What People Might See:

- Samuel may begin tasks without a formal plan or clear priorities.
- He occasionally notices gaps in planning after issues surface.
- On occasion Samuel uses informal systems that vary by task.
- He may foresee challenges once patterns become clear.
- Samuel assigns people and materials effectively in straightforward situations.

Growth Activities:

- Each morning this week, group tasks into three time blocks. At day's end, note how the structure supported focus.
- Observe one moment this week where a missed detail affected work quality. Note what was overlooked and how it could have been avoided.
- Choose one recurring task. Create a simple checklist or flowchart and use it for a week. Refine it after each use.
- For three upcoming tasks, list one possible issue and a backup plan. At week's end, reflect on how this planning helped.
- For one task daily, gather all required tools, resources, or input before starting. After five days, reflect on how this affected the outcome.

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

Problem Solving

Thinking Skill



This section explores how Problem Solving might show up for Samuel. Problem Solving supports the design of effective solutions by identifying root causes and addressing underlying issues. Use this section to consider how Problem Solving supports his leadership by enabling clear, confident solutions.

23. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.

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Samuel can respond to challenges effectively but does not always analyze issues in depth before acting. Building deeper analysis habits sets a tone for well-considered solutions and raises expectations for quality thinking.

What People Might See:

- Samuel becomes aware of issues after consequences emerge.
- When prompted, Samuel applies structured reasoning to a problem.
- At times Samuel draws on limited data when analyzing an issue.
- He generally applies logic, though pressure can occasionally affect his clarity.
- Samuel tends to recognize patterns after review.

Growth Activities:

- Before addressing a problem this week, describe in one or two sentences what the issue is. Note how this helped shape the solution.
- Over two weeks, break down one complex problem by mapping its key parts and possible causes. Afterwards, reflect on which part seemed most important and why.
- For three issues this month, find one supporting fact. At the end of the month, reflect on how using evidence helped shape the response.
- This month, when faced with a problem, pause and ask, "Is logic or emotion leading right now?" Note any patterns.
- This week, before solving a problem, pause to ask: "Has this occurred before?" If so, record the repeated element and how the response changed.

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

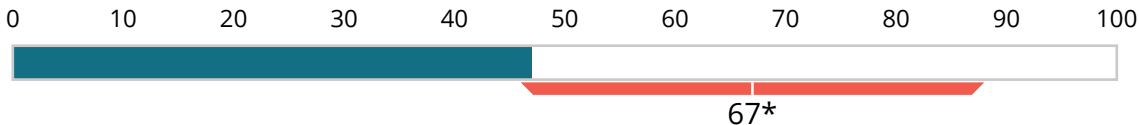
Time & Priority Management

Working Skill



This section explores how Time & Priority Management might show up for Samuel. Time & Priority Management helps focus energy on what matters most to deliver consistent, on-time results. Use this section to consider how Time & Priority Management supports his ability to focus attention and lead with discipline.

24. Time & Priority Management - Prioritizing and completing tasks in order to deliver desired outcomes within allotted time frames.



Samuel can organize tasks but may at times misjudge workload demands. Improving how workload demands are estimated helps leaders direct resources more effectively.

What People Might See:

- Samuel can give attention to lower-priority activities before addressing more urgent demands.
- Occasionally, Samuel becomes sidetracked during key tasks.
- He does not always sequence timing in ways that minimize duplicated effort or re-work.
- Others recognize dependability in him, though time and workload demands can affect consistency.
- Samuel generally meets deadlines, though consistency under time pressure can vary.

Growth Activities:

- At the start of each week for three weeks, organize tasks by priority before beginning work. At week's end, note one change in focus or outcome that resulted.
- During the next two weeks, schedule three distraction-free focus blocks per week. Record what type of work benefited most.
- Across five days, streamline one recurring task or step. Record how much time or effort was saved.
- Ask three colleagues this month what signals show someone is dependable with time. Note any patterns that relate to personal habits.
- Track on-time versus late delivery for all committed tasks over three weeks. Note one recurring factor that influenced timing.

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

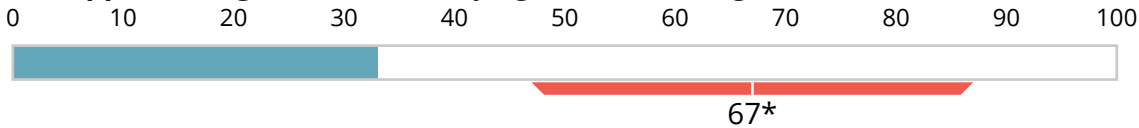
Appreciating Others

Relating Skill



This section explores how Appreciating Others might show up for Samuel. Appreciating Others helps create a culture where people feel seen, valued, and encouraged to contribute. Use this section to consider how Appreciating Others enhances his ability to motivate, recognize, and engage others as a leader.

25. Appreciating Others - Identifying with and caring about others.



Samuel may focus on tasks and outcomes more than active recognition of others' daily efforts. Focusing on appreciation helps maintain energy and shared effort under pressure.

What People Might See:

- Samuel may assume appreciation is understood and rarely states it directly.
- He might not always express appreciation openly and could be perceived as reserved.
- He may focus on practical solutions to challenges, which could be interpreted as limited empathy.
- He may concentrate on personal responsibilities and appear less available to others.
- Samuel might prefer familiar perspectives and could be seen as reserved around differences.

Growth Activities:

- For two weeks, pay attention to how people react to different forms of recognition and feedback. Consider what style felt most meaningful to two peers.
- Notice one helpful action each workday and offer a simple thank-you. Repeat for two weeks and note observations.
- When someone shares a challenge, offer a simple response like encouragement or ask a question. Do this once a week for a month and pay attention to what was said and how it was received.
- For the next two weeks, when someone appears under pressure, offer to help with one small task. Observe what was offered and how it was received.
- For one week, track who speaks and who stays silent in meetings. At the end, record one pattern that could affect inclusion.

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

Potential Strengths & Over-Extensions



This section highlights Samuel's highest-ranked competencies. These skills often act as key strengths, showing where capability and performance come more naturally. In some cases, strong skills can be overused or misapplied. Use this section to explore how his strongest skills support leadership effectiveness and where overuse may require adjustment.

Possible Strengths

- **Adapting Readily:** Samuel adjusts quickly to new information or changing circumstances.
- **Resolving Tension:** Samuel engages in challenging conversations with calm focus, helping move situations toward constructive outcomes.
- **Generating New Ideas:** Samuel introduces fresh alternatives that stimulate improvement and new ways of thinking.
- **Pursuing Targets:** Samuel works steadily toward important outcomes with persistence and clarity.
- **Strengthening Service Relationships:** Samuel responds promptly and respectfully, contributing to positive service experiences.

Possible Over-Extensions

- **Reducing Continuity:** Samuel can shift direction frequently, making follow-through harder to sustain.
- **Prioritizing Harmony:** Samuel may lean toward maintaining harmony, which can delay necessary conversations.
- **Diluting Focus:** Samuel can introduce new ideas quickly, making it harder for others to maintain consistency.
- **Narrowed Focus:** Samuel can emphasize targets so strongly that wellbeing or collaboration receives less attention.
- **Stretching Commitments:** At times, Samuel may take on additional requests that strain resources or expectations.

Potential Limitations & Hidden Strengths



This section highlights Samuel's lowest-ranked competencies. These areas may feel less natural or less practiced, which can present limitations in certain situations. At the same time, lower scores can reflect intentional focus elsewhere or untapped potential. Use this section to consider where additional growth may broaden his leadership range and uncover untapped strengths.

Possible Limitations

- **Untempered Messaging:** Samuel might express messages plainly, with less adjustment for sensitivity in difficult or delicate situations.
- **Lacking Structure:** Samuel can approach tasks without a clear sequence or plan.
- **Incomplete Problem Framing:** Samuel may act without fully diagnosing the root of the issue.
- **Misaligned Task Sequencing:** Samuel sometimes organizes tasks in ways that may miss timing or urgency needs.
- **Limited Recognition:** Samuel can overlook opportunities to acknowledge others' efforts or contributions.

Possible Hidden Strengths

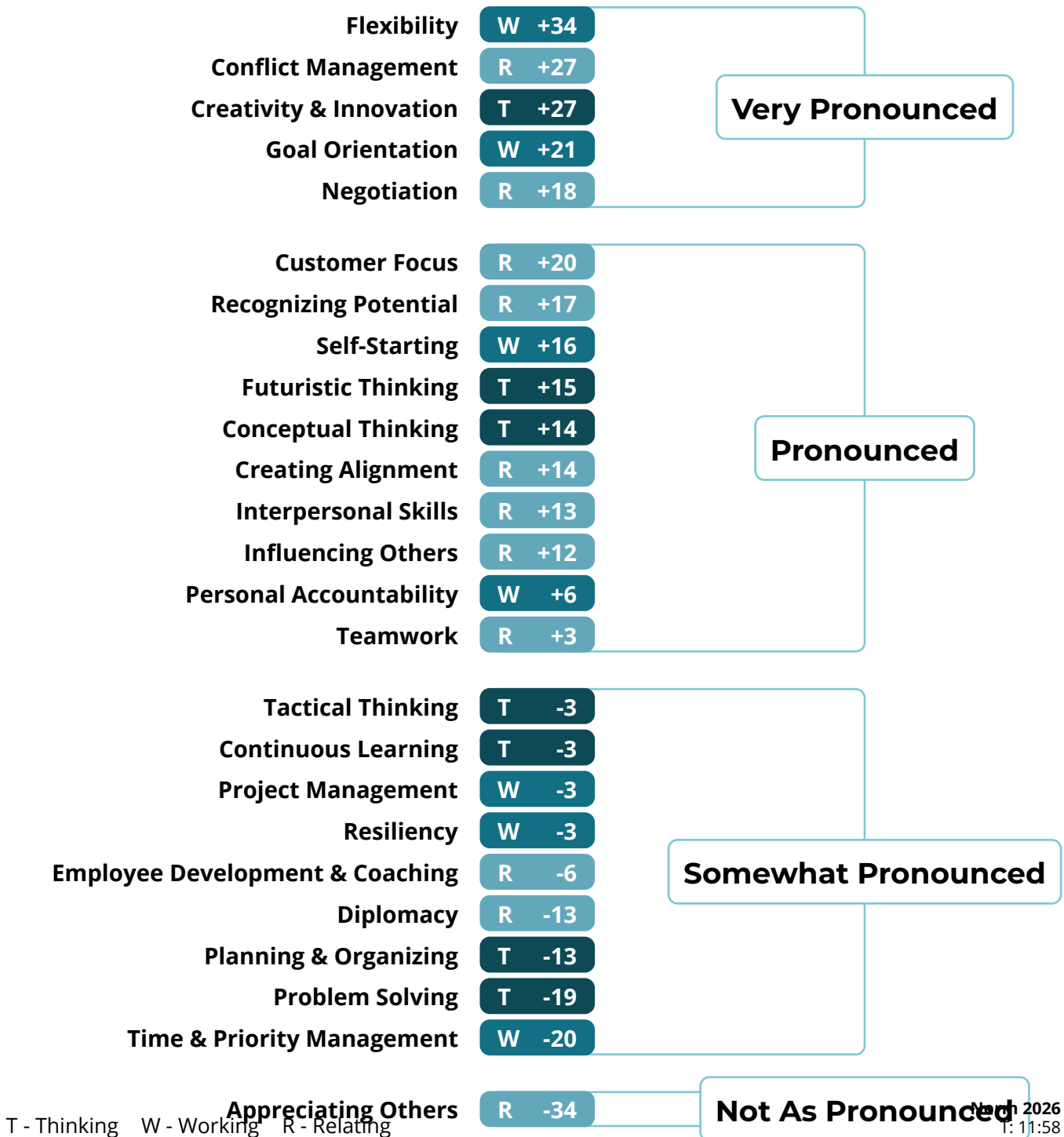
- **Plain or Direct Messaging:** Samuel communicates candidly and keeps the message direct.
- **Adaptive Execution:** Samuel responds to work as it arises, adjusting approach as needed.
- **Fix-and-Continue Mindset:** Samuel moves forward with solutions without extended analysis.
- **Need-Driven Focus:** Samuel shifts attention based on emerging demands.
- **Deliberate Detachment:** Samuel maintains a measured emotional distance that supports objectivity and task focus.

Norms & Comparisons

Hierarchy Based on Population



This section ranks Samuel's competencies based on how far each score sits above or below the population. This view highlights where he might be more and less pronounced when compared to others. Use this section to identify competencies that may shape his leadership approach and areas that may require development.



T - Thinking W - Working R - Relating

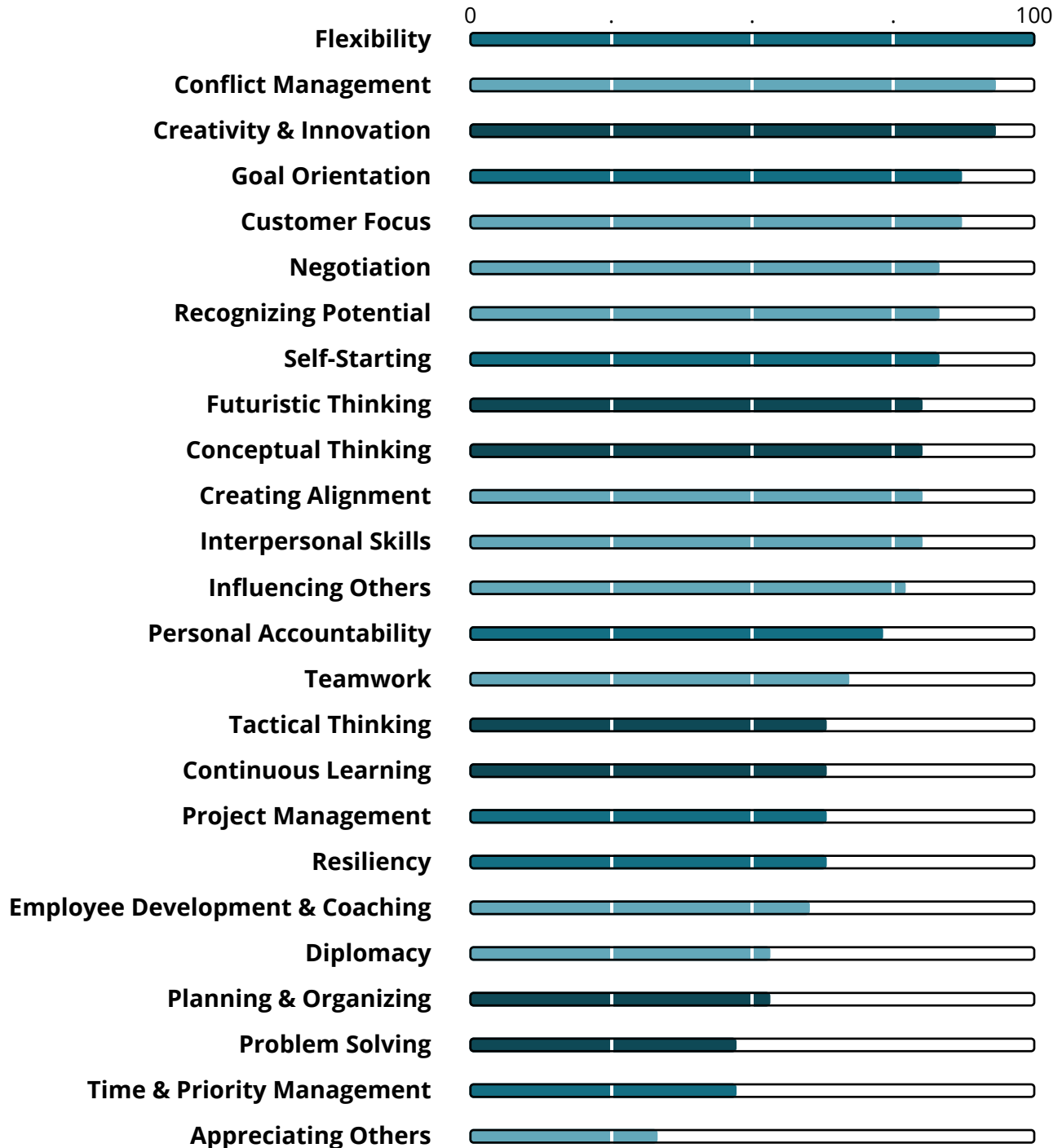
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Competencies Graph

Hierarchy Based on Scores



This section ranks Samuel's competencies from highest to lowest based on his scores. It highlights his personal order of strengths, indicating which competencies may be playing a more prominent role at this time. Use this section to consider how current strengths support his leadership effectiveness and where greater versatility may be useful.



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Samuel Sample

Competency Development Plan

Turning Insight into Action



This DNA Development Plan is designed to help translate insight into practical action. Focusing attention on a small number of competencies can create meaningful shifts in performance, effectiveness, and overall impact. Use this plan to identify and build the competencies that are most relevant to current goals and priorities.

Actionable Steps for Growth:

Select Focus Competencies: Review the report and identify up to three competencies that may have the greatest impact on performance, effectiveness, or satisfaction in current contexts. These may be areas to strengthen or capabilities to apply more consistently.

Define the Desired Impact: Consider what strengthening these competencies could enable. What outcomes, interactions, or results might improve if this capability was applied more effectively?

Competency Development Plan



Continued

Commit to Practical Actions: Select one or more growth activities for each competency and apply them in day-to-day situations. Focus on small, repeatable actions that can be embedded into regular routines.

Measure Success: Identify how progress will be reported and recognized. This may include observable changes in outcomes, feedback from others, consistency of action, or increased confidence in applying the competency.

Reflect on Impact: Consider both sides of development. What impact might strengthening this competency have? What impact might occur if it remains unchanged? Use these reflections to reinforce focus and guide ongoing effort.
