



Sample Person | July 18, 2017



Table Of Contents

Before You Begin	3
Urgency and Intensity	4
Need to Nurture	5
Criticality	6
Self-Confidence	7
Self-Critical	8
Need for Encouragement	9
Dominance	10
Deference	11
Self-Control	12
Aggressiveness	13
Need for Order	14
Need for Change	15
Energy and Expressiveness	16
Scale Overview	17
Top 3 Personal Constraints™	18
TrAction Steps	19

SAMPLE

Before You Begin

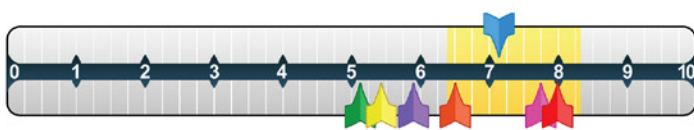
Congratulations! You have taken part in a powerful process to gain self-awareness and map out a plan for growth. The Flippen Profile report provides you with a unique fingerprint of how you view yourself and how you are perceived by others. The data, descriptions, and interpretations all provide insight on where you are and help point you to actions for further improvement. Please note that the Flippen Profile should not be the sole factor in making a hiring or selection decision.

How to Interpret the Data

- 1. Don't overanalyze extreme scores or outliers.** Whether it's your self-score or scores from others, focus more on the direction (too high, too low), not the magnitude. It's just data, so be careful of taking it too personally or of going through your report anxiously to see if your scores look good. Be careful of even thinking about good versus bad scores, since every score on every scale has some good and some not-as-good qualities to it.
- 2. Expect to see differences in scores.** Your scores from others can vary within themselves, and also may vary from your self-score. You may even see some scores that are outliers. First, we as humans are complicated. Second, people can only see us through their filter. Maybe you had a recent tense discussion with someone, or maybe someone doesn't know you as well.
- 3. What if I don't agree?** You may find scores or descriptions that you disagree with. It could be an insight you need to consider further, or it could be something you should primarily ignore. Most people find it helpful to focus on what you agree with.
- 4. The reference range is just a rule of thumb.** This range in yellow on the data graph below helps you know which direction you may want to grow, but don't assume that you have to be in this narrow range to be successful. The reference range is based on a large cross-section of high performers, so in a specific role or culture, the ideal range could shift. Uniqueness is a good thing and there are various styles that are effective, so be true to yourself but also allow the reference range to be food for thought in terms of which direction to adapt or tweak your behaviors.
- 5. What is the goal?** A primary goal is to provide you with topics and language to help create conversations, with the end result of you understanding yourself better, more proactively owning your behaviors, and tweaking any behaviors that are not aligned with your goals. Don't treat the profile results as a label or a grade. This data should be a gift to help you grow even faster and create conversations. Even if you disagree with some of the data, the conversation itself could be the bigger payoff. As you decide what to focus on, a final goal would be to capture your insights in a one-page growth plan we refer to as a TrAction Plan®. This plan will include several strengths, a couple of constraints, and a few simple TrAction Steps to help you overcome those constraints.

About the Data Graph

Each scale is presented on a single page that includes a definition of the trait, a 0 to 10 data graph, and corresponding text descriptions. In the data graph, your scores are represented with darts, with your self-description on top and your 360 descriptions on the bottom. The reference range is in yellow.

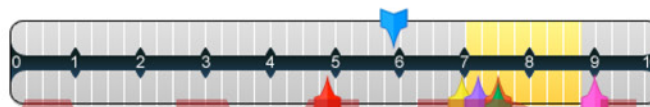


1 Urgency and Intensity

Demonstrated urgency and intensity. High scorers have a more noticeable focus on task accomplishment and generally prefer recognition for those accomplishments. Placing a high value on time, they have a faster internal clock and are typically more goal-directed and even impatient, while low scorers are more relaxed and approachable. Low scorers could still be very driven, but they may have different motivators than the need to achieve things.

Common Misconceptions

1. Low scorers don't work hard (*other scales/factors may motivate them—e.g., they work hard because they want to be part of a team, because they don't want to let anyone down, or because of the importance of the mission*).
2. High scorers aren't relational (*they may also score high on Need to Nurture and thus have a high need to be productive while also emphasizing the importance of culture and team*).
3. High scorers always work hard or never procrastinate (*everyone can be overwhelmed, hit a wall, or put off something that is less urgent or fulfilling*).



Median Describer Score: 7.4

Reference Range: Represents someone who operates at a faster pace and emphasizes the importance of task accomplishment.

Lower Scorers (0 to 5)

Potential Strengths: relaxed, patient, approachable, easygoing.

Potential Constraints/Risks: appearing overly laid back, under-emphasizing task accomplishment, not demonstrating a high enough value of time, overlaborating.

Reflection Questions: What are situations in which you demonstrate the most urgency and intensity? What can you further draw from those situations? Do you allow others to set the pace on meetings/discussions?

Higher Scorers (8 to 10)

Potential Strengths: results-oriented, task-focused, self-motivated, goal-directed, driven.

Potential Constraints/Risks: emphasizing task focus at the expense of people focus, being impatient, moving too quickly, rushing discussions at the expense of getting buy-in from others.

Reflection Questions: Can you allow a discussion to take a turn or allow someone to more fully express themselves when needed? Do you see how sometimes slower can be faster?

Why might I have spread or an outlier in my scores? Some people may be rating you based solely on external urgency and haven't interacted with you enough to speak to your true intensity. An outlier could be due to having a different communication style/pace.

2

Need to Nurture

Tendency to express verbal or physical behaviors that benefit others. High scorers have a higher need to be encouraging, sympathetic, affectionate, and connected, while low scorers are more independent, individualistic, and less caught up in emotions.

Common Misconceptions

1. **The more nurturing, the better** (*very high nurturers could enable others or struggle giving feedback*).
2. **Low scorers don't nurture** (*their nurturing may be situational, they may nurture in some ways but not others; nurturing may be demonstrated but then nullified by criticism or careless comments*).
3. **It takes a lot of time to nurture** (*a few minutes a day can pay off significantly*).
4. **People apply their nurturing consistently** (*they may turn it down at work or with their inner or outer circle*).
5. **Nurturing is one size fits all** (*organizational cultures can vary in terms of how much is ideal or expected*).
6. **If I force nurturing, I will appear insincere** (*you may simply need to keep working out your nurturing muscles*).



SAMPLE

Median Description Score: 7.8

Reference Range: Represents someone who can typically demonstrate care and concern through investing in and encouraging others without overdoing it. This balance helps people build the relational capacity to work through challenges and earn the right to have difficult conversations.

Lower Scorers (0 to 4)

Potential Strengths: more independent, less caught up in emotions and feelings, can operate more autonomously.

Potential Constraints/Risks: less depth of connection to others, under-realized influence on others, not motivating people through nurturing, higher turnover around them.

Reflection Questions: Is it easy for you to deeply connect? Do you take the lead in strengthening relationships? Are people equally committed to you as they are to the mission? Do you realize your influence on others?

Higher Scorers (7 to 10)

Potential Strengths: encouraging, appreciative, more team emphasis, connected more deeply to others, collaborative, warm, helpful.

Potential Constraints/Risks: sugarcoating or overfiltering candid, rescuing people from consequences, not setting boundaries, nurturing everyone but themselves.

Reflection Questions: Might you avoid conflict at times? Do you care enough about people to be candid and hold them accountable? Have you leveraged the capacity you built? Do you fill your own tank too?

Why might I have spread or an outlier in my scores? Spread in your scores may occur if you use a certain nurturing currency (e.g., being loyal, sentimental, or generous) while someone else expects and responds to a different one (e.g., public praise, quality time, or keeping in touch). People see you and rate you through their lenses, so you shouldn't expect all of your 360 scores to be in a narrow range, and you shouldn't be overly surprised by an outlier.

4

Self-Confidence

Overall belief in yourself and your abilities. High scorers are self-assured and confident, while low scorers are more likely to second-guess themselves and have difficulty taking risks.

Common Misconceptions

1. High scorers never question themselves or struggle with confidence (they can still second-guess themselves, especially in less familiar roles or settings).
2. You just have to believe in yourself to be confident (positive self-talk can be very helpful, but there are a lot of settings in which competence is just as important, if not more important).



Median Descriptor Score: 8.1

Reference Range: Represents someone who has a strong self-belief without usually taking it too far and coming across as condescending, indifferent, or arrogant.

SAMPLE

Lower Scorers (0 to 5)

Potential Strengths: humble demeanor, not projecting arrogance.

Potential Constraints/Risks: not recognizing own strengths, having self-limiting thoughts.

Reflection Questions: Do you see the benefits of projecting more confidence? Do you focus too much on your imperfections?

Higher Scorers (8 to 10)

Potential Strengths: belief in themselves, comfort with risk, making a confident impression.

Potential Constraints/Risks: deflecting input from others, having their confidence overpower others.

Reflection Questions: Might you ever give off the impression that you are deflecting input or feedback? Do you see the power of showing humility?

Why might I have agreed or an outlier in my scores? Some people may have seen you more than others in a role or setting in which you were more experienced or comfortable and thus demonstrated more confidence.

5 Self-Critical

The tendency to experience self-doubt and negative self-talk. High scorers are humbler but also more self-doubting and more likely to take perceived criticism personally, while low scorers are more resilient, opinionated, and confident.

Common Misconceptions

1. Low scorers are never hard on themselves (they may be hard on themselves in a perfectionist sense, but not in a self-berating manner).
2. Highly self-critical people are deeply insecure (they may carry themselves well and be high-performing while still having a tendency to second-guess themselves or overthink).
3. High scorers have a higher desire to grow (this scale isn't measuring desire to improve).



Median Descriptor Score: 1.4

Reference Range: Represents someone who can self-critique without beating themselves up or excessively avoiding themselves.

SAMPLE

Lower Scorers (0 to 2)

Potential Strengths: confident, resilient, self-reliant, more comfortable taking risk, not bothered by self-doubt.

Potential Constraints/Risks: not self-reflecting enough, intimidating certain people, deflecting blame to others.

Reflection Questions: Are you seen as someone who is a sponge for input and feedback? When people share an opinion, are you already thinking of counterarguments? Do you see decisions in your past in which you deflected others' input?

Higher Scorers (5 to 10)

Potential Strengths: humble, sensitive, accommodates others.

Potential Constraints/Risks: holding onto mistakes, excess self-doubt, taking input personally, avoiding confrontation, overanalyzing, being overly fearful.

Reflection Questions: Do you replay and internalize mistakes too much? Do you try to please everyone to a fault? Do you take things personally and feel like you've let people down or that you can't measure up? When are you the hardest on yourself?

Why might I have spread or an outlier in my scores? Some people may be focusing on a particular event or interaction in describing you. Or some people may have seen you in one role or group in which you project more (or less) self-belief.

6 Need for Encouragement

Tendency to seek and rely on encouragement and support from others. High scorers are more sensitive and appreciative of affirmation but also can be more dependent on others' opinions and thus can take criticism too personally, while low scorers are more thick-skinned, independent, and less bothered by self-doubt.

Common Misconceptions

1. Low scorers never take things personally or get defensive (even if they are less dependent on approval they can still be thrown off, disappointed, or hurt).
2. High scorers are ultra-sensitive and always take things personally (they don't depend on everyone's approval—often their hypersensitivity occurs with authority figures).



Median Descriptor Score: 2.5

Reference Range: Represents someone who appreciates affirmation and approval from others while still not being dependent on others' validation.

SAMPLE

Lower Scores (0 to 2)

Potential Strengths: self-assured, thick-skinned, confident, resilient.

Potential Constraints/Risks: being so self-assured that input from others is deflected, not being aware that others are more sensitive, not caring enough what some people think.

Reflection Questions: Do you realize that just because you don't crave or depend on affirmation as much, others do? Do you appreciate the balance that more sensitive people provide? Does your more thick-skinned nature ever cause you to come across as deflecting someone's input or feedback?

Higher Scores (5 to 10)

Potential Strengths: sensitive, appreciative of compliments.

Potential Constraints/Risks: being perceived as hypersensitive, overanalyzing, taking input too personally, avoiding risk or conflict or other situations in which someone could be disappointed in them.

Reflection Questions: Do you give other people too much power over your emotions and contentment? Are you overly thrown off by people who aren't as sensitive or factual? Can you shorten that recovery time? Do you ever read into something and later realize you spent too much emotional energy?

Why might I have spread or an outlier in my scores? You may have some people who are closer to you and who have observed your more (or less) sensitive side. Spread and outliers can also be because some people have experienced you from an authority figure role in which you wanted their approval more while others experienced you in a more parallel role.

7 Dominance

The preference for control. High scorers are more self-assured and take the lead more reflexively, while low scorers can be more content in secondary roles.

Common Misconceptions

1. You have to be dominant to lead (*leadership style isn't one-size-fits-all*).
2. High scorers are always controlling (*this scale is measuring a preference, and preferences can still be situational*).



Median Descriptor Score: 8.2

Reference Range: Represents people who have a higher preference for control but not to an excessive extent.

SAMPLE

Lower Scores (1 to 4)

Potential Strengths: supportive, can be content in secondary roles.

Potential Constraints/Risks: holding back too much when with more dominant personalities or in less formal settings, gravitating to the periphery of groups.

Reflection Questions: Do some people see you as not asserting yourself enough? Do you back down too reflexively at times?

Higher Scorers (7 to 10)

Potential Strengths: can take charge, can assert themselves.

Potential Constraints/Risks: struggling when not in control of situations or decisions, being ignored, having power struggles with strongly dominant personalities.

Reflection Questions: Is your preference for control ever so high that it holds you back? Can you take a step back when needed?

Why might I have spread or an outlier in my scores? Your descriptors may have experienced you in different roles, along with the fact that some people's perspective of assertiveness could be different from yours.

8 Deference

The tendency to defer to others. High scorers are more cooperative, diplomatic, and able to defer control to others when needed, while low scorers are more strong-willed, bold, and stubborn.

Common Misconceptions

1. High scorers are never assertive (they may be very forceful and opinionated about certain things).
2. Low scorers are always dominating (at times they can still alter their course or take a back seat).
3. You have to be dominant to lead (leadership style isn't one size fits all).
4. Being extremely agreeable and deferential is a virtue (there are times when disagreeing is necessary).
5. Listening is always good (sometimes you need to redirect or elbow into a conversation).



Median Descriptor Score: 8.8

Reference Range: Represents people who can assert themselves and take charge without being overbearing. They can lead, but still listen and bring others along.

SAMPLE

Lower Scorers (1 to 5)

Higher Scorers (6 to 10)

Potential Strengths: strong-willed, take charge, assertive, decisive, bold, independent.

Potential Strengths: cooperative, good listener, considerate, supportive.

Potential Constraints/Risks: stifling open dialogue about topics or concerns, not empowering others, having power struggles with other strong personalities, not perceived as truly listening, being hard to sway.

Potential Constraints/Risks: not stepping up when around more dominant people, not being as direct, spreading themselves too thin, hesitant, waiting for permission versus charging forward.

Reflection Questions: Can you take a step back when needed? Do you draw out others in discussions? Do you get buy-in by asking versus just telling? Do you demonstrate receptiveness to input even if you disagree? Do you create fellow leaders or just followers?

Reflection Questions: Can you step up when appropriate? Do you back down in some groups or when around more dominant personalities? Do you communicate in a way that is straightforward enough when needed and not overly sheepish? Are you comfortable disagreeing with others?

Why might I have spread or an outlier in my scores? Some people may have seen you in a role in which you were able to demonstrate assertiveness, while others have primarily seen you in more of a support role. An outlier could be due to their perspective of assertiveness being different from yours.

9 Self-Control

The tendency to exercise self-control. The high scorer exercises more restraint and can therefore be more filtered, careful, and hesitant, while the low scorer is more impulsive, spontaneous, and outspoken.

Common Misconceptions

1. **Higher is always better** (*you can be over-controlled and suppress to a fault*).
2. **Self-Control is applied consistently across someone's life** (*it's a general measure so variation should be expected—a p. someone may be very self-controlled financially but less self-controlled verbally*).
3. **Low scorers lack ethics** (*this trait isn't measuring ethics—it's measuring overall restraint and hesitation*).
4. **High scorers never get flustered or do something they later regret** (*their fuse is just longer—in fact, they may underreact, underreact, underreact, and then overreact*).



Median Descriptor Score: 4.1

Reference Range: Represents people who can express and take action without being overly hasty. They can exercise sufficient restraint without being inordinately strict or indecisive.

SAMPLE

Lower Scores (0 to 3)

Higher Scores (6 to 10)

Potential Strengths: acts quickly, expressive, adventurous, spontaneous.

Potential Constraints/Risks: making impulsive decisions, saying something without thinking, interrupting, causing situations to escalate.

Reflection Questions: Does your tendency to be unfiltered hurt others? Do you own it quickly when you speak or act hastily? Do you embrace others who are more cautious and contemplative as a balance for you? Are you able to slow down when needed?

Potential Strengths: composed, careful, thinks before speaking, deliberate decision-making.

Potential Constraints/Risks: less expressive, less decisive, harder to read, less spontaneous, overly thrown off by uncertainty or risk.

Reflection Questions: Do you avoid risk too much? Does your lack of demonstrativeness ever force others to fill the void? Do you hold back too much in group settings? Do you play it safe and stay within comfort zones to a fault? Do you embrace people who move more quickly?

Why might I have spread or an outlier in my scores? Because Self-Control is a multifaceted trait, some of your 360 descriptors may zoom in on one aspect of Self-Control while others zoom in on a different aspect. Similarly, an outlier can occur if a 360 descriptor is focused on a singular example of your behavior.

10

Aggressiveness

Tendency to escalate and be aggressive. High scorers will push back when pushed on and have a high need to win, sometimes even at the expense of others, while low scorers are more patient and less likely to cause situations to escalate.

Common Misconceptions

1. High scorers can't be gracious (scoring high doesn't mean someone is constantly argumentative).
2. High scorers are always competitive (there can still be circumstances in which they care little about the outcome and whether they "win").
3. Low scorers aren't competitive (they could strive to excel but not as much at the expense of others).
4. Low scorers never get frustrated (everyone has a boiling point).



Median Descriptor Score: 5.7

Reference Range: Represents someone who has a good overall balance of being able to push and compete without taking it on for.

Lower Scorers (1 to 3)

Potential Strengths: amiable, patient, cooperative, enjoys others' success, team-oriented.

Potential Constraints/Risks: not pushing back when needed, avoiding conflict or tension, being reluctant to disagree, not challenging people as much.

Reflection Questions: Can you sufficiently push back when needed? Are there times when you avoid or are less comfortable with tension or conflict? At these times, could you further remind yourself that tension can be a good thing?

Higher Scorers (7 to 10)

Potential Strengths: competitive, tenacious, yearning to win.

Potential Constraints/Risks: being perceived as argumentative, causing conversations to escalate, firing up internally.

Reflection Questions: Do you seem to try to get the last word in when disagreeing with others? Do you sometimes use trigger words that make someone feel like they were forced to lose a discussion? Do you own the fact that you are more fiery internally, for better and for worse?

Why might I have spread or an outlier in my scores? Some people may have experienced you in a role in which you demonstrated a more aggressive side, while others have seen you in more of an unassuming role. An outlier could be because someone is zooming in on a specific encounter in which you were more (or less) fiery and opinionated.

11 Need for Order

Preference for structure and planning. High scorers are more organized, list-oriented, and thrive in environments with clear plans and decisions. They have a place for things and have a higher degree of sensitivity to disorder, while low scorers are more adaptable, less detail-oriented, and better able to operate in the midst of disorder.

Common Misconceptions

1. High scorers are ultra-efficient (*they may get caught up in excess details*).
2. High scorers have everything organized (*look or closet could be cluttered—they may just overall have a higher sensitivity to disorder*).
3. Low scorers are never organized (*their life isn't chaos—most people have select parts of their life that they keep in order*).
4. Everyone has to have a strong Need for Order (*in many roles you can delegate or hire it*).



Median Descriptor Score: 5.8

Reference Range: Represents someone who can be detailed and planful, but not at the expense of adaptability and agility.

SAMPLE

Lower Scorers (0 to 5)

Potential Strengths: less lost in details, comfortable in undefined situations, adaptable.

Potential Constraints/Risks: being disorganized, losing track of details, not planning ahead enough, not devising systems.

Reflection Questions: Do you embrace and leverage people around you who are more meticulous? Could you be better at making sure things have a home and that you put them in their homes? Could you be more planful with your time?

Higher Scorers (7 to 10)

Potential Strengths: organized, thorough, structured, planful, precise.

Potential Constraints/Risks: being caught up in details, lacking spontaneity, being overly tactical versus strategic, slowing things down.

Reflection Questions: Do you embrace people around you who are less meticulous as a helpful balance for you? Do you stress out people who don't share the same level of detail-orientation? Do you get overly involved in details at times?

Why might I have spread or an outlier in my scores? People look through their own lenses and expectations of detail-orientation, which can vary and thus cause 360 descriptions to be more spread out. An outlier could occur because the person hasn't interacted with you extensively.

12

Need for Change

Tendency to seek and get energy from new experiences. High scorers are more spontaneous and distractible, and they thrive when able to inject some variety, while low scorers thrive with stability, continuity, and routine. Low scorers typically have a more resistant first response to unexpected changes.

Common Misconceptions

1. High scorers can't stay focused (*They could have high Need for Change and high Need for Order*).
2. Low scorers aren't innovative and never like new ideas (*Anyone would embrace an obvious improvement; low scorers could still be creative—and everyone likes their own ideas*).



Median Descriptor Score: 5.1

Reference Range: Represents someone who can adequately inject and embrace change without being overly disruptive or unfocused.

SAMPLE

Lower Scorers (0 to 3)

Potential Strengths: enjoys continuity, content with stability

Potential Constraints/Risks: lacking spontaneity, staying within comfort zones, missing out on better options, being perceived as resisting change or creativity

Reflection Questions: Do you embrace people who are more change-oriented and also recognize how much they are energized by change? Are you fun to transform with or do you sometimes stifle creative discussions? Do you get stuck in comfort zones and routines and miss out on better alternatives? Could you have a better initial response to unexpected changes?

Higher Scorers (6 to 10)

Potential Strengths: flexible, adaptable, enjoys new experiences, spontaneous

Potential Constraints/Risks: changing too many things at once, overwhelming people who are less change-oriented, getting started but not finishing, not getting enough second opinions before enacting change

Reflection Questions: Does your pace of change stress out others? Do you leverage people who are slower to embrace change and also recognize how much they are energized by predictability and focus? Are there changes you imposed that later proved to have limited benefit? Have you accepted the fact that most organizations don't move quickly?

Why might I have spread or an outlier in my scores? Some people may have seen or experienced you in a role in which you had freedom to implement changes while others experienced you in a setting in which change was frowned upon. Spread and outliers can also be caused by someone focusing on a singular change or two that you either championed or resisted.

13 Energy and Expressiveness

Tendency to be playful, energetic, and humorous. High scorers are more noticeably outgoing and expressive, having a strong social presence, while low scorers are more reserved and cautious.

Common Misconceptions

1. Low scorers aren't fun (*could be extremely fun situationally but may be less consistent across settings*).
2. Low scorers aren't good at engaging people (*may be great at engaging, particularly one-on-one; engaging others is a skill anyone can develop and strengthen*).
3. All leaders should be high scorers (*leadership doesn't require a huge personality*).
4. Scoring high leads to deep relationships (*Nexus to Nurture is more about depth of connection while this scale is more about the shallower waters of the relationship pool*).
5. High scorers are always fun (*might be overshadowed by other traits; may turn it off more at work*).



Median Descriptor Score: 8.8

Reference Range: Research suggests someone who can be fun, magnetic, and comfortable in the spotlight. Research shows that people are drawn to energy, so the reference range reflects people who can leverage their energy and presence to draw others in quickly, put them at ease, and motivate them.

SAMPLE

Lower Scorers (0 to 4)

Potential Strengths: modest, less likely to dominate conversations, don't have to talk or be in the spotlight to be content.

Potential Constraints/Risks: may take some time to warm up in groups or less familiar settings, may not give off a strong initial vibe, may not project excitement.

Reflection Questions: Even if you are more reserved, are you able to behave like a high scorer when needed? Could you be more intentional in the first few seconds of engaging people (in person, over the phone, in emails)? Do you show your fun side enough?

Higher Scorers (7 to 10)

Potential Strengths: likable, expressive, can engage friends or strangers, fun, can light up a room, can set the temperature socially.

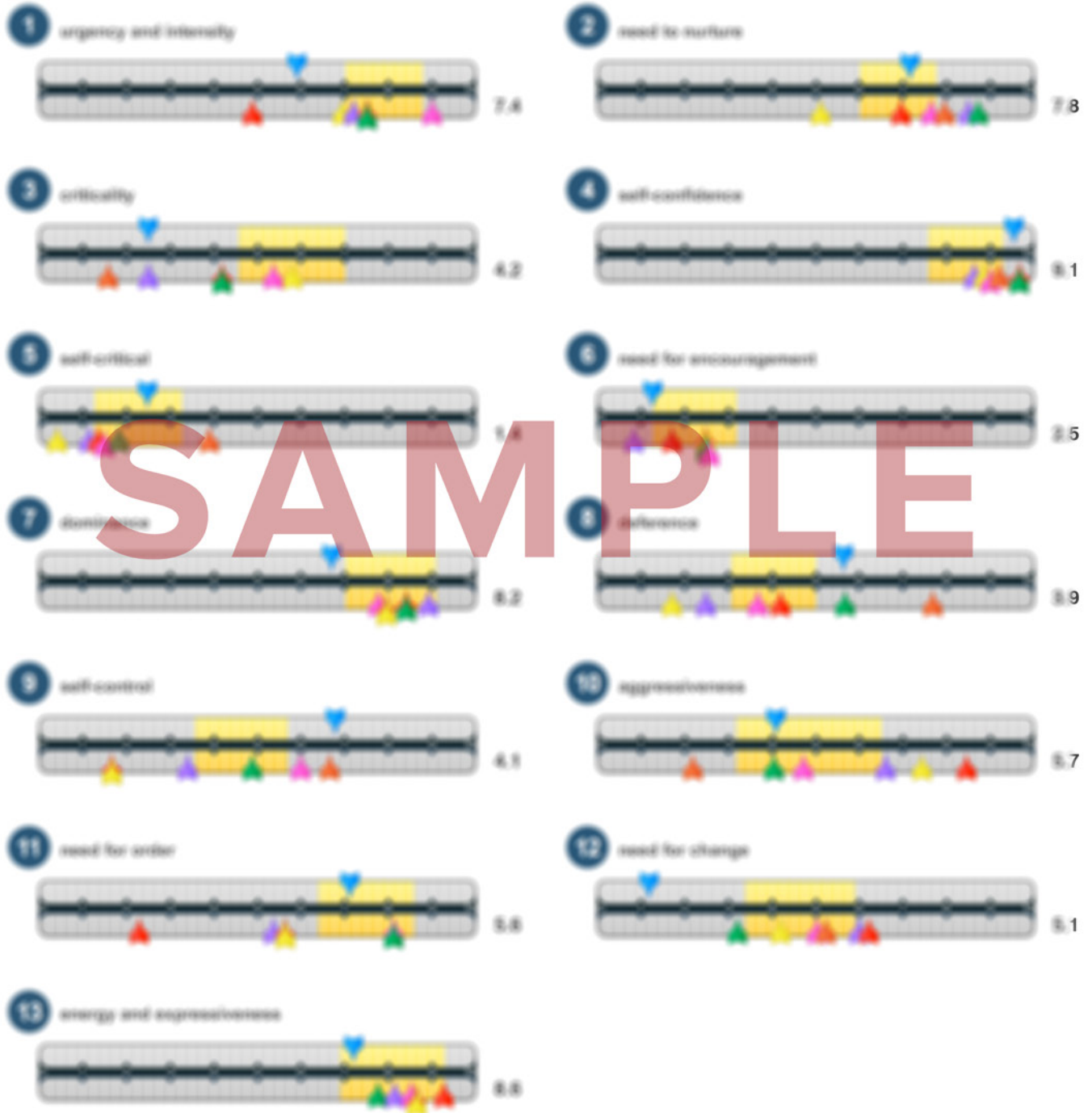
Potential Constraints/Risks: overpowering more reserved people, oversteering in a group or one-on-one setting, being a bit intimidating to certain people.

Reflection Questions: Do you take for granted your ability to set the temperature in a room and to quickly put people at ease? Could you leverage this ability even further? Do you also intentionally build a depth of connection with others?

Why might I have spread or an outlier in my scores? People might rate you differently because they've seen you in different settings. You may also have some descriptors who know you well, while others see you more from a distance.

Scale Overview

This page provides an overall summary of your scores on each scale. Focus on overall trends and insights as opposed to overanalyzing a given score on a particular scale.



Top 3 Personal Constraints

What is a Personal Constraint? It's something that holds you or the people you influence back. Put simply, it's a behavior you take too far, and ironically it's almost always a strength you take too far. It is essential to understand and play to your strengths, and we believe you can better leverage your strengths by being aware of when you reach the tipping point of overusing them.

The constraints below represent the three scales in which your 360 profile data differs most from the reference range. It's common that some of the constraints below boil down to a broader overall constraint, so be sure to look for common themes. It's possible that all three constraints will apply to you, but if not, focus on the ones you agree with. You could even go back and look at the rest of the scales in the report and see if any of those would be even more applicable. Think about what you've already been working on and what feedback you've received in the past as you decide what to focus on in your ToAction Plan.

Need for Order (Too Low)



Criticality (Too Low)



Self-Control (Too Low)



SAMPLE

TrAction Steps

Based on your Top 3 Constraints identified earlier, here are some possible TrAction Steps you could implement. Select a few that you feel would be helpful, and feel free to customize or condense as needed. You might even add a few that aren't listed below, while making sure the observable behavior is clear in any you choose to implement. On your TrAction Plan, keep in mind that you should have 10 or fewer TrAction Steps that you are working on.

1. I will be a sponge for feedback, consistently asking for quick feedback through questions such as "Anything I could have done better?" or "I'm working on _____, so on a 1 to 10 scale how did I do?"
2. I will avoid the avoidable distractions by turning off my phone at times, letting it go to voice mail, closing my door, turning off my email/text message indicator, etc.
3. I will act on impulse less. I will start keeping an "idea log," typing my ideas into a document with the date of the idea, and then avoid pursuing or overly discussing any ideas with people until it has been a few days. After a week, review the idea again and decide if it is still worth pursuing.
4. I will make sure every remark is focused and on point during meetings. If I have a thought that is not on the meeting agenda but I feel it is important to discuss, I will say "I don't want to take us off topic, so please let me know if I should bring up this thought later." If it can wait, I will write it down to discuss another time.
5. I will turn on the jets on my own thoughts and ideas more and I will further embrace those who have an even more scrutinizing, reacting, and even skeptical thought process. I will use more phrases such as, "Help me shoot holes in this..." or "Let's talk why this won't work or why the thing isn't right..."
6. I will let things go more and will be more disciplined about always putting things in their homes so I can spend less time looking.
7. I will shadow and/or pick the brain of some "meticulous" people I know so that, as I investigate their systems, I can discover three "best practices" that I can incorporate into my life.
8. I will make this my time mantra: "If I am early I am on time, and if I am on time I am late" and will avoid excuses or cutting things too close so that I cause a domino effect.
9. I will write out a few key daily tasks each morning, using a planner or a simple list. I will check off each task as it is completed, placing small rewards after tasks in order to better stay focused. I will check in with others periodically to see if they see any patterns or ways that I could be more focused.
10. I will graze clean rather than binge clean by insisting on five minutes at the end of my day to de-clutter my space and leave it tidy.
11. I will always double check for errors and omissions (my work, my emails, etc.) before sending to others.
12. Never Defensive. I will fully acknowledge that defensiveness is never the best reaction to input or feedback, even if the input or feedback is wrong or poorly delivered. I will avoid getting flustered and avoid cross-examining.

SAMPLE

TrAction Steps (continued)

- 13. I will further develop skills in giving feedback. I will make a list of a few colleagues, friends, or family and write down one behavior each person could address to be more effective. I will reflect on the list and think about whether or not I'm holding back feedback at their expense or if my silence is setting them up to make more mistakes.
- 14. I will start listening better by validating others' opinions more (e.g., saying "Excellent point!"), repeating back what I hear people say and asking, "Do you feel like I'm hearing you?"
- 15. I will be careful of my "want it yesterday" tendencies, making sure that people know that I see the big picture and have critiqued the ideas or suggestions I'm presenting.
- 16. I will get more second opinions before making a decision or committing to something, and I will be sure to ask people who will be very honest with me.
- 17. I will apologize quickly when I interrupt someone (and allow them to finish) or when I say/do anything else that could be offensive.
- 18. I will hold others accountable and be careful of letting things slide. When I see someone I value letting themselves or others down, I will address this with them in a timely manner and be willing to ask a tougher question or two.
- 19. I will further look for the "before and after" of projects and decisions, making an extra effort to anticipate needs and to think a step ahead.
- 20. I will stretch people more by debriefing performance, asking questions such as, "What could we have done better?", "What could you have done better?", or "What are you taking from this meeting/conversation?"

SAMPLE

