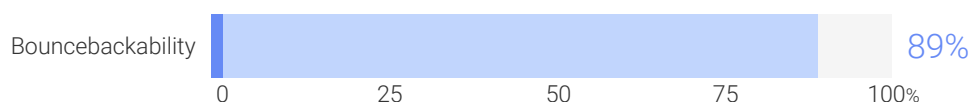# Bouncebackability

Measures the capacity to bounce back or recover strength from a setback; and adapt positively to stressful circumstances or difficulties and perform despite adversity.

Bouncebackability	89%

0   25   50   75   100%

Bouncebackability is the capacity to bounce back, or recover strength, from a setback and to adapt positively to stressful circumstances or difficulties while maintaining stability, and to be able to function above the norm despite stress or adversity, ie. it's fighting spirit, getting back into gear and 'thriving' while moving to a superior performance level following a setback.

In an engineering context, the idea that a piece of metal may be able to spring back into shape or into its original position is an example of Bouncebackability.

People scoring high on Bouncebackability can cope well with, and may benefit from, stressful challenges. They can find benefits and growth in the context and aftermath of difficult situations, and they can look at external stressors as challenges rather as immobilizing threats.

People low on Bouncebackability on the other hand, may become overwhelmed, dwell on problems and use unhealthy coping mechanisms.

Conceptually, the process of bouncing back from stress involves mastering three stages:

1) **Confronting an event that is stressful**
   While avoidance or denial may frequently be used to cushion the blow of a stressful event, over the long-term that can be counterproductive and prevent an individual from taking in all the information necessary for successfully recovering. When faced with a traumatic event, avoidance may lead to a vicious cycle of both avoidance and re-experiencing that can breed and sustain post-traumatic stress disorder (Lanius et al., 2010). Hence the ability to pay attention to present moment experiences and the ability to be clear about one's emotional experience may be important for enabling a person to confront a stressful experience and begin the process of bouncing back.

2) **Orienting oneself towards a positive future outcome**
   To achieve this requires both a sense of direction and purpose in life and a sense of optimism that it is possible to move in the direction of achieving one's goals and this purpose. Research shows that a sense of purpose in life is the most important factor in recovery for people who had total knee replacement surgery (Smith & Zautra, 2004); and others have found that purpose in life is related to better adjustment to stress (Bonebright, Clay, & Ankenmann, 2000). Optimism, in the sense of expecting a successful outcome to a stressful event, may be critical in giving people the confidence to engage in efforts to cope with, rather than avoid or deny, stressful events (Scheier & Carver, 2003).

3) **Actively engaging in efforts to cope**
   There are two important factors in the process of engaging: 1. taking an active approach to coping (Scheier & Carver, 2003); and 2. the support of other people in the coping process (Cohen & Hoberman, 1983). Effective recovery from a stressful event is more likely with an active approach to dealing with the event rather than passively accepting it or avoiding it. Additionally, there's strong and consistent evidence that social support is related to better health and functioning in the context and aftermath of a variety of stresses (Cohen & Wills, 1983).

Demographic, personal and social resources are related to an improved ability to bounce back from stress as follows:

- Age (r = .19)
- Male Gender (r = .23)
- Education (r = .16)
- Income (r = .10)
- Active Coping (r = .34)
- Mindfulness (r = .35)
- Mood Clarity (r = .49)
- Optimism (r = .58)
- Purpose in Life (r = .29)
- Positive Relationships (r = .23)
- Social Support (r = .21)
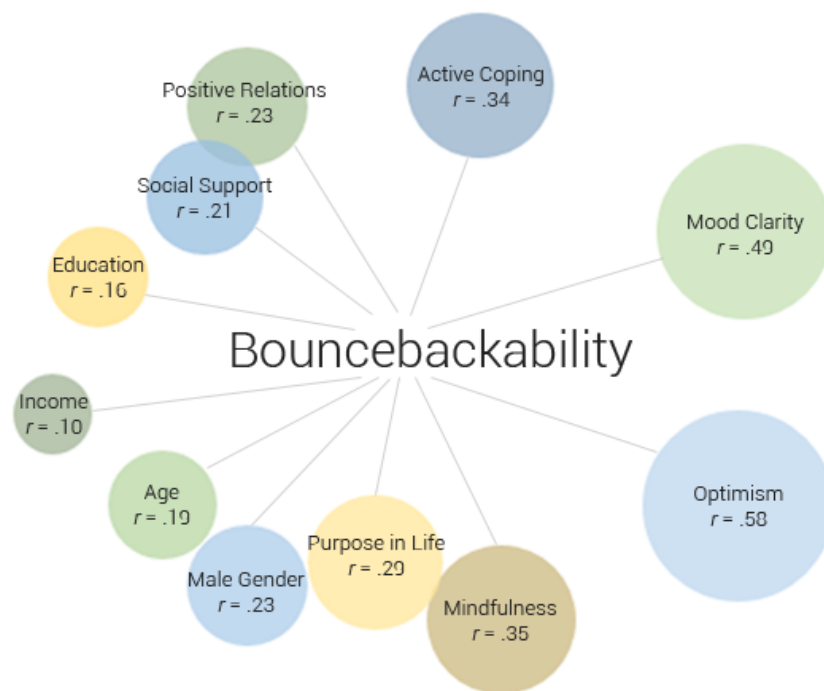
Mindful Attention to and awareness of present moment experiences may enable a person to confront and fully take in all of the information available during the experience of a stressful event (Brown & Ryan, 2003; Kabat-Zinn, 1990).

Mood Clarity enables a person to make sense of their emotional experience of an event in a way that they can best understand how it has affected them, and the choices they can make about what's best to do next (Feldman-Barrett et al., 2001; Salovey et al., 1995).
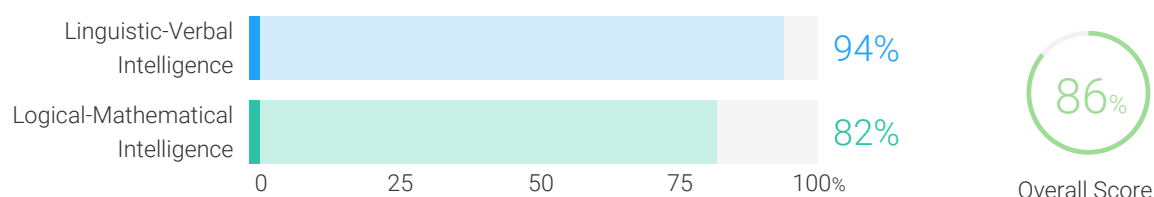
Purpose in Life helps to orient the person (or keep the person oriented) to what is most important to them, and provide motivation and direction for coping with the event (Frankl, 1963; Smith & Zautra, 2004).

Optimism enables the person to envision a positive outcome from a stressful event, and help give them the confidence necessary to begin to engage in coping efforts (Andersson, 1996; Scheier & Carver, 2003).

Active Coping involves actually engaging in the coping efforts that are necessary for bouncing back or recovering from a stressful event (Scheier & Carver, 2003; Smith & Zautra, 2008)

Cognitive Agility

Measure of innate mental or cognitive alertness, speed of learning and capacity to absorb information and solve problems.

Linguistic-Verbal Intelligence	94%
Logical-Mathematical Intelligence	82%

0   25   50   75   100%

86% Overall Score

Cognitive ability generally refers to the capacity to mentally process, comprehend and manipulate information – in short, the ability to learn. For example, reasoning deductively or inductively, grasping general principles by observing the behavior of objects, mentally rotating objects in one's mind, quickly and accurately comprehending what one is reading and/or dealing effectively with mathematical concepts are all cognitive abilities. Cognitive abilities largely constitute what most people intuitively call intelligence.

Cognitive Agility comprises two sub-measures:

1. Linguistic-Verbal Intelligence
2. Logical-Mathematical Intelligence

Linguistic-Verbal Intelligence

This is the capacity to understand and reason using concepts framed in words. It is linked to problem solving, abstract reasoning and working memory. It's the ability to use words and their combinations effectively when it comes to analyzing information, communicating, problem solving and accomplishing goals. It is one of the most studied intelligences along with Logical-Mathematical Intelligence and is considered the universal intelligence.

People who are strong in Linguistic-Verbal ability are able to use words well and communicate effectively. They are typically very good at explaining things well, more proficient at learning, memory and recall, and speak persuasively and fluently about an idea.

We are all born with a certain level of linguistic-verbal intelligence potential, but our environment, resources, our willingness to learn or the effort we put in determine how far we can benefit from this potential.

Logical-Mathematical Intelligence

This is the ability to calculate, quantify, detect patterns, analyze situations or problems logically, identify solutions and solve logical/mathematical operations. People high in Logical-Mathematical Intelligence are divergent thinkers. They analyze data by using logic, examine cause-effect relationships and make connections between abstract concepts. They have good analyzing skills and can be great at solving complex problems and computations.
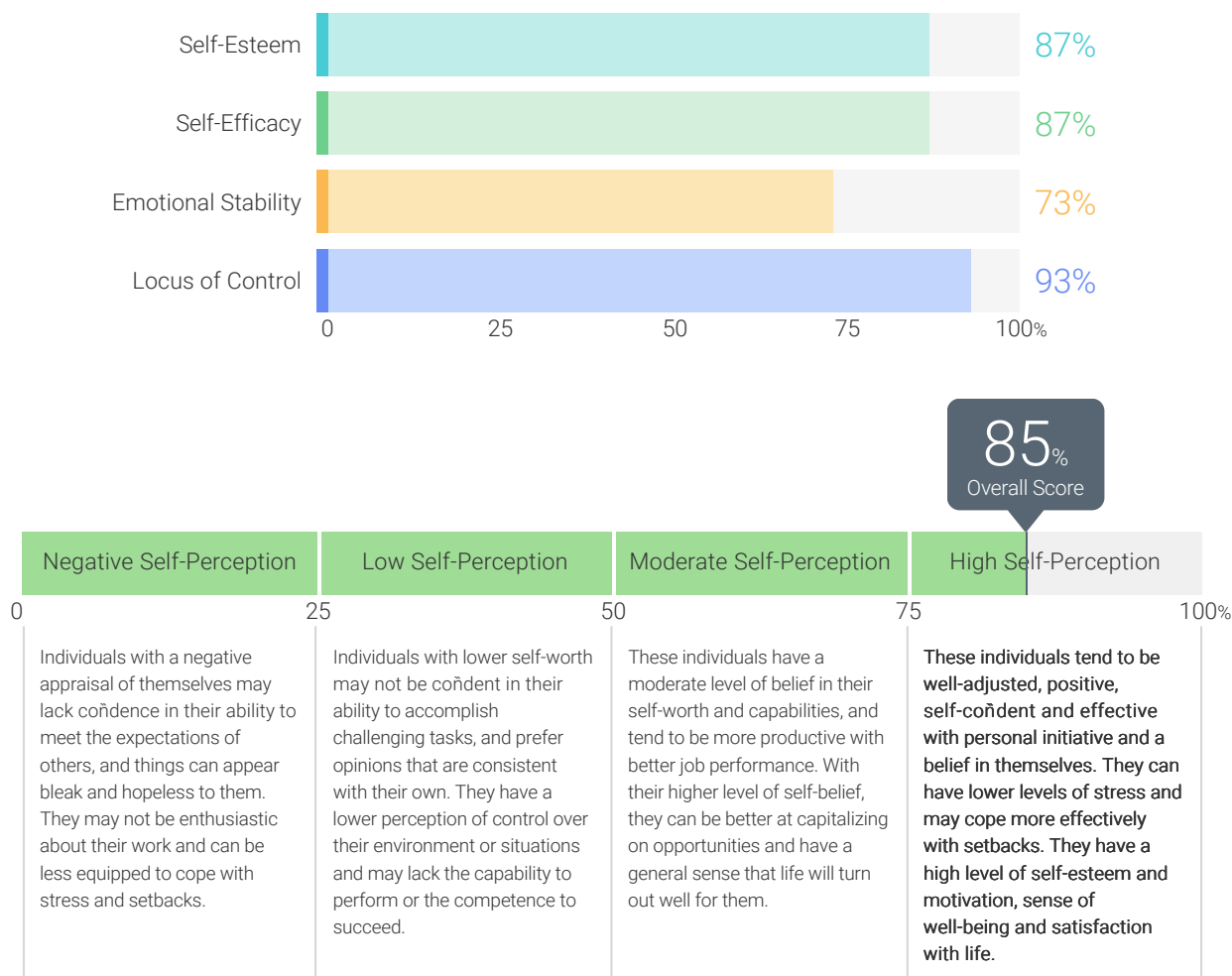
Logical-Mathematical Intelligence is much more than being 'math-smart' and is an ability we use in our everyday life, regardless of whether we consider ourselves to be good with numbers.

Logical thinking enables you to perceive relationships and connections, critically question things, reason deductively, analyze problems logically and come to conclusions by integrating the information at hand.

Logical-Mathematical Intelligence can be developed through practice. There are many ways to stimulate deductive reasoning and analytical thinking, such as puzzle-solving and logical games, that will help you develop different patterns/methods of problem-solving. It is not as difficult as you think; all you need is dedication to learn and improve.

Core Self-Perception

A stable personality trait which encompasses an individual's subconscious, fundamental evaluations about themselves, their own abilities and their own control. People who have high core self-evaluations will think positively of themselves and be confident in their own abilities.

Self-Esteem	87%
Self-Efficacy	87%
Emotional Stability	73%
Locus of Control	93%

0   25   50   75   100%

85% Overall Score

Negative Self-Perception	Low Self-Perception	Moderate Self-Perception	High Self-Perception
Individuals with a negative appraisal of themselves may lack coñdence in their ability to meet the expectations of others, and things can appear bleak and hopeless to them. They may not be enthusiastic about their work and can be less equipped to cope with stress and setbacks.	Individuals with lower self-worth may not be coñdent in their ability to accomplish challenging tasks, and prefer opinions that are consistent with their own. They have a lower perception of control over their environment or situations and may lack the capability to perform or the competence to succeed.	These individuals have a moderate level of belief in their self-worth and capabilities, and tend to be more productive with better job performance. With their higher level of self-belief, they can be better at capitalizing on opportunities and have a general sense that life will turn out well for them.	These individuals tend to be well-adjusted, positive, self-coñdent and effective with personal initiative and a belief in themselves. They can have lower levels of stress and may cope more effectively with setbacks. They have a high level of self-esteem and motivation, sense of well-being and satisfaction with life.

0   25   50   75   100%

Core Self-Perception is a predictor of job performance and job satisfaction, and comprises four core traits:

1. Self-Esteem
   a reflection of a person's appraisal of their worth

2. Self-Efficacy
   an individual's estimate of their ability to perform well and handle a wide variety of situations; high Self-Efficacy opens acceptance to tackling new tasks that enable growth, and with more persistency than people with low Self-Efficacy

3. Emotional Stability
   the capacity to maintain emotional balance under stressful circumstances; emotionally stable people tolerate minor stresses and strains of day to day living without becoming emotionally upset, anxious, nervous, tense, or angry

4. Locus of Control
   a tendency for individuals to attribute events internally to their own doing, or externally to forces beyond their control; internalists who believe they can control their own environment experience more life and job satisfaction
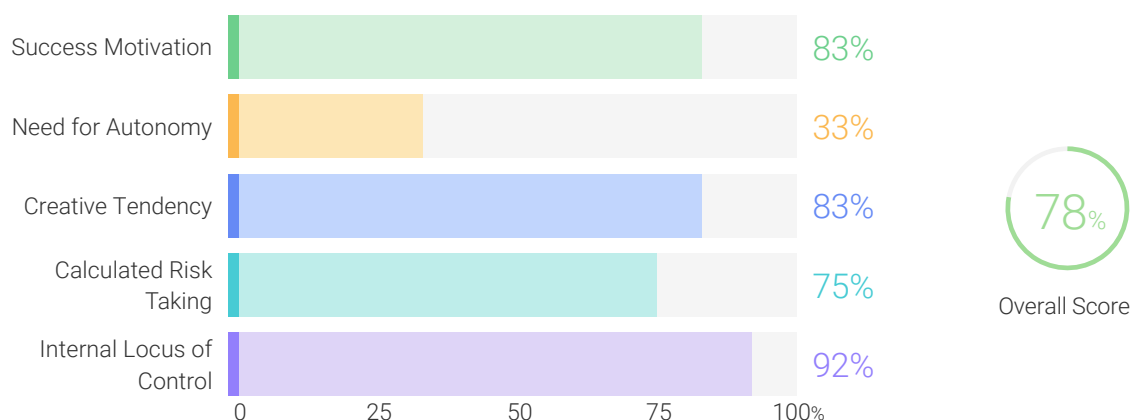
CSP is a stable personality trait that can remain consistent over time, and reflect an individual's subconscious belief in their capabilities (to control one's life) and their competence (to perform, cope, persevere and succeed). People with high core CSP think positively about themselves and are confident in their abilities; they tend to be well-adjusted, positive, self-confident and believe in their capabilities. Conversely, people with low CSP have a negative appraisal of themselves and can lack confidence.

CSP has the ability to predict positive work outcomes, specifically, job satisfaction and job performance. It's argued that people with high CSP are more motivated to perform well because they're confident they have the ability to do so, and that motivation is an accepted enabler of the CSP and job performance relationship. Employees with high CSP are motivated to achieve higher performance because they feel capable of succeeding, and view themselves as more worthy and in control; they also engage in more frequent goalsetting, display greater effort and persistency toward achieving their goals, and capitalize more effectively on the opportunities and resources available to them.

Research shows individuals with high levels of Core Self-Perception perform better in their jobs, are more successful in their careers, are more satisfied with their jobs and lives, experience lower levels of stress and conflict, cope more effectively with setbacks, and are better able capitalize on advantages and opportunities. High CSP has been linked to reduced stress and burnout, more constructive reactions to feedback, more effective customer service, and reduced work-family conflict.

Enterprising Mindset

Measures a person's enterprising tendency, that is having the key characteristics and behaviors of an entrepreneur and operating as an intrapreneur within an organization.

Characteristic	Score
Success Motivation	83%
Need for Autonomy	33%
Creative Tendency	83%
Calculated Risk Taking	75%
Internal Locus of Control	92%

78% Overall Score

Enterprising Mindset is the capability to focus on opportunities and to act on them as fast as possible. It is purposeful, proactive behavior in making things happen, having ideas and doing something about them, taking advantage of opportunities, and bringing about change.

Enterprising employees have the ability to drive a company forward, seek out new business, develop new ideas and explore new areas. They have the energy, motivation and drive to create new products and services, see how savings can be made and how processes can be improved.

Enterprising Mindset measures individuals on five key characteristics:

1. Success Motivation
The enterprising person is highly motivated and energetic, with a capacity for hard work. They are busy, driven, dynamic and highly committed to getting things done. Their high motivation levels are characterized by a high need for achievement and autonomy, manifesting as the desire to lead, shape and complete projects.

2. Creativity
Personal creativity is a central dimension of enterprising potential in individuals as it is the precursor to innovative behavior. The enterprising person is restless and driven by ideas with an imaginative approach to solving problems.

3. Calculated Risk Taking
Every business decision carries an element of risk. One key to being successful in the long run is taking calculated risks that minimize negative and maximize positive outcomes. Consequently, the enterprising person is opportunistic and seeks information and expertise to evaluate if it is worth pursuing an opportunity. They are analytical, able to act on incomplete information, and carefully weigh the likely benefits against the likely costs to calculate the probability of success.
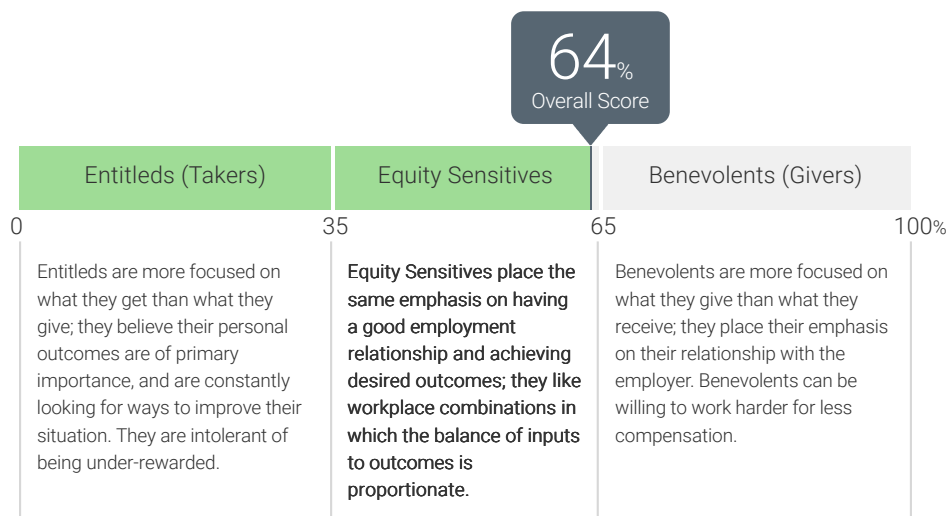
4. Need for Autonomy
Autonomy refers to independence from other people, ie. being in control of one's own destiny. Enterprising people want to reduce barriers to progress and though they may see some merit in the stabilizing impact of rules and behavioral norms, they see more merit in independent thought and action

5. Internal Locus of Control
The enterprising person has an internal rather than external locus of control which means that they believe they have control over their own destiny and that they make their own 'luck'. This means they confidently seek to exert control over life and to succeed through their own hard work and determination.

Equity Perception

Measures an individual's preference for workplace equity (fairness) by comparing the effort individuals put into a job and the outcomes or rewards they receive in exchange.

	64% Overall Score	
Entitleds (Takers)	Equity Sensitives	Benevolents (Givers)

0   35   65   100%

Entitleds are more focused on what they get than what they give; they believe their personal outcomes are of primary importance, and are constantly looking for ways to improve their situation. They are intolerant of being under-rewarded.	Equity Sensitives place the same emphasis on having a good employment relationship and achieving desired outcomes; they like workplace combinations in which the balance of inputs to outcomes is proportionate.	Benevolents are more focused on what they give than what they receive; they place their emphasis on their relationship with the employer. Benevolents can be willing to work harder for less compensation.

Equity Perception measures people's equitable ratio between the contributions they put into their job and the outcomes they receive from the job. Inputs in a business context include a person's time, expertise, qualifications, and experience; and intangible personal qualities such as drive, ambition, loyalty and personal sacrifice. Outcomes include monetary compensation, perquisites ('perks'), benefits and flexible work arrangements which can impact people's motivation, performance and job satisfaction.

Research shows equity sensitivity is positively related to organizational commitment and job satisfaction, and negatively associated with intentions to leave, ie. higher Equity Perception scores represent more benevolence while lower scores represent more entitlement (King & Miles, 1994).

People have different preferences for equity which can be expressed on a continuum from a preference for extreme under-benefit to a preference for extreme over-benefit. They can classified into the following 3 archetypes:

1. Benevolents
Are also referred to as 'Givers', and they are more focused on inputs (what they give) than what they

receive in outcomes and consequently they have a greater tolerance for being under-rewarded. Benevolents place their emphasis on their relationship with their employer and find satisfaction when they give their talent and expertise to the organization. Benevolents tend to place higher importance on intrinsic outcomes related to the nature of the job such as doing meaningful and challenging work; and having a sense of accomplishment and a feeling of achievement and personal worth. Benevolents work harder for lesser compensation.
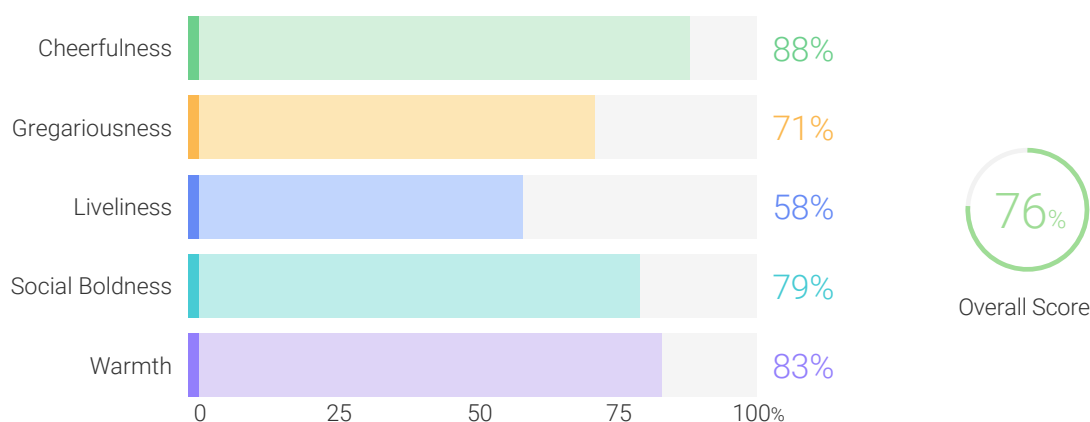
2. Equity Sensitives
Equity Sensitives place the same emphasis on having a good relationship with their employer and achieving desired outcomes. They like workplaces in which the inputs and outcomes are balanced and proportionate.

3. Entitleds
Are also referred to as 'Takers', and they believe their personal outcomes are of primary importance when dealing with their employer. They constantly look for ways to improve their situation and maximize the rewards provided by the organization. Entitleds prefer extrinsic tangible outcomes such pay, benefits and job security; and they are intolerant of being under-rewarded.

Extraversion

Measures a broad personality trait characterized by sociability, assertiveness, talkativeness, positive emotions and high amounts of emotional expressiveness.

Trait	Score
Cheerfulness	88%
Gregariousness	71%
Liveliness	58%
Social Boldness	79%
Warmth	83%

76% Overall Score

Extraversion is one of the traits in both the Five Factor Model and the HEXACO model of personality. It's the tendency to be spontaneous and outgoing, especially in novel social circumstances. High scorers are extraverts who enjoy interacting with people, and are energized and thrive off being around other people. They like to talk, assert themselves, and draw attention to themselves.

Low scorers are introverts who need less stimulation, and more time alone than extraverts. They tend to be quiet, low-key, deliberate and are more reflective and reserved in social situations.

Extraversion measures individuals on five key characteristics:

1. Cheerfulness
Assesses positive mood and feelings. High scorers typically experience a range of positive feelings, including happiness, enthusiasm, optimism and joy. Low scorers tend not to feel especially cheerful nor high spirits.

2. Gregariousness
Assesses the tendency to enjoy conversation, social interaction and parties. High scorers find the company of others pleasantly stimulating and rewarding. They enjoy the excitement of crowds. Low scorers generally prefer solitary activities and do not seek out and will even actively avoid social stimulation. They do not necessarily

dislike being with people at times, but their need for privacy and time to themselves is much greater than for individuals who score high on this characteristic.

3. Liveliness
Assesses a person's typical enthusiasm and energy. High scorers have a need to keep busy throughout their day-to-day life and prefer to live in a fast-paced manner. They tend to be seen in rapid tempo and vigorous movement, and have a need to keep busy. Low scorers have a tendency to be more leisurely or move at a more relaxed pace.
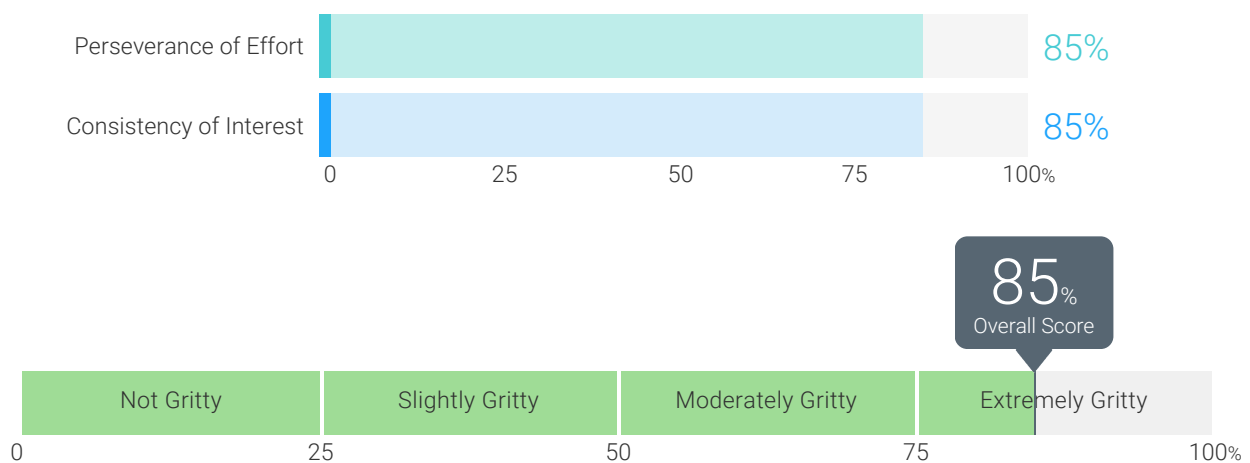
4. Social Boldness
Assesses the comfort or confidence within a variety of social situations. High scorers are willing to approach strangers and are willing to speak up within group settings, whereas low scorers feel shy or awkward in positions of leadership or when speaking in public.

5. Warmth
Assesses the tendency to be interpersonally intimate with others. High scorers tend to be affectionate and friendly. They genuinely like people and easily form close attachments to others. Low scorers are neither hostile nor necessarily lacking in compassion but do tend to be more reserved and distant in new relationships; especially in the beginning phases.

Grit

Individual's perseverance of effort combined with the passion for a particular long-term goal. Comprises two facets: Perseverance of Effort (PE) and Consistency of Interests (CI; also referred to as passion).

Perseverance of Effort	85%
Consistency of Interest	85%

0   25   50   75   100%

85%
Overall Score

Not Gritty	Slightly Gritty	Moderately Gritty	Extremely Gritty

0   25   50   75   100%

Grit is a non-cognitive trait (ie., not related to mental processes) which drives a person's perseverance and passion for the achievement of long-term goals. Grit manifests itself as the effort required to achieve, in spite of obstacles and challenges.

Grit entails working strenuously toward personal goals, meeting professional challenges, and sustaining that effort and interest over an extended period in the face of roadblocks, failures or plateaus in progress. Individuals high in Grit possess the ability to maintain their determination and motivation over long periods, and display resilience in the face of adversity. Their commitment to achievement over the long-haul is the overriding factor fuelling the stamina required to 'stay the course'. Put another way, gritty people stick to their goals and plans - day in and day out - not just for the week or for the month, but for years while working really hard to make their picture of the future a reality.
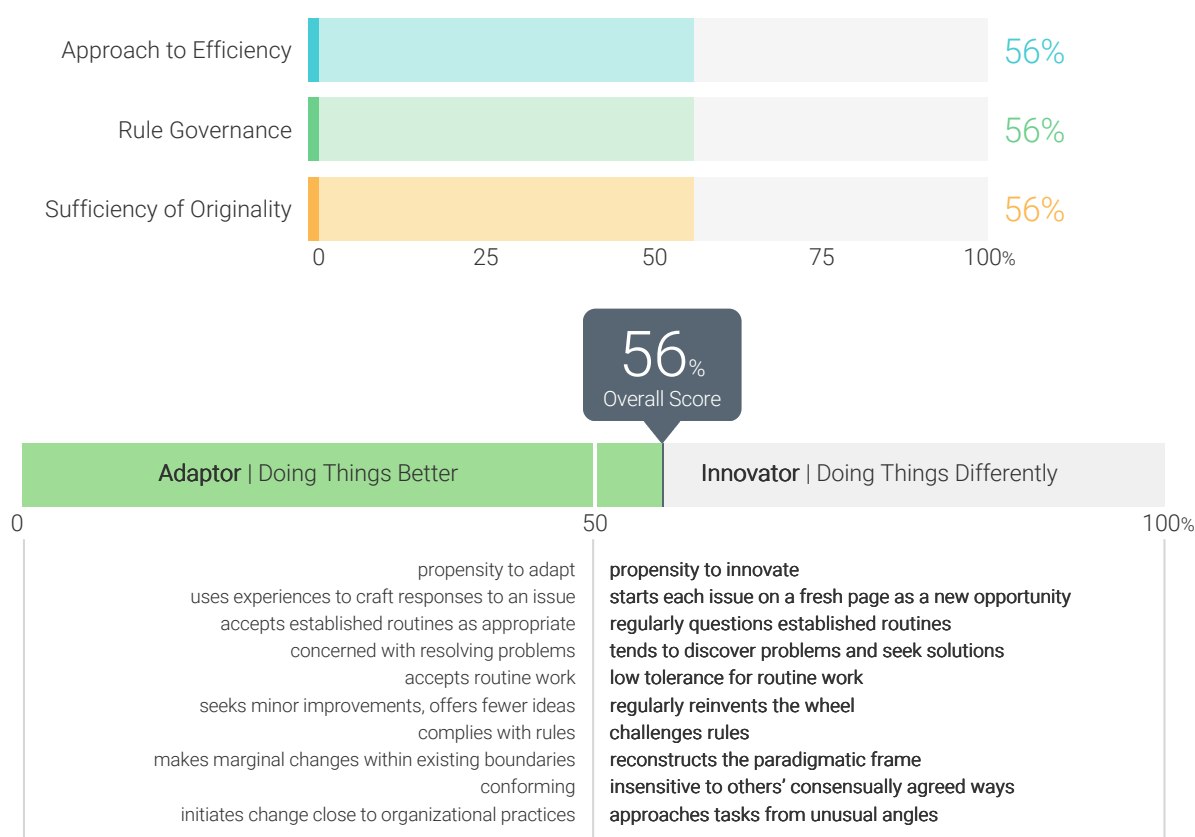
Gritty people possess and display goal-directedness (they know where they want to go and how to get there), motivation (they have a strong will to achieve their goals), self-control (they avoid distractions and focus on the key tasks at hand), and a positive mind-set (they embrace challenge and change, and view failure as a learning opportunity). People with Grit are willing to step outside their comfort zones and experience hardship in the pursuit of their goals.

Research shows Grit is not correlated with cognitive intelligence, but is highly correlated with the Big Five Personality's 'Conscientiousness' factor - people high in this factor usually have a high level of self-discipline, prefer to follow a plan rather than act spontaneously and display strong perseverance in the achievement of long-range goals, despite any short-term obstacles they may encounter. Collectively, the findings suggest that the achievement of difficult goals requires sustained and focused application of talent over time.

Achievement is the product of talent and effort; and effort is a function of the intensity, direction, implementation and duration of a person's exertions towards a goal. Studies show that the trait of 'follow-through' captures the essence of Grit; and is evidenced in purposeful, continuous commitment to meaningful activities rather than sporadic effort. In other words, gritty people expend effort pursuing pleasing results, rather than pleasing activities, because they approach achievement as a marathon with the advantage of stamina. Whilst disappointment or boredom may cause others to quit, the gritty individual will stay the course.

Innovativeness

Measures a person's desire to do things differently, and discover problems and solutions; preference to think outside the box and challenge prevailing rules.

Approach to Efficiency	56%
Rule Governance	56%
Sufficiency of Originality	56%

0   25   50   75   100%

56%
Overall Score

Adaptor	Doing Things Better	Innovator	Doing Things Differently

0   50   100%

Adaptor	Innovator
propensity to adapt	propensity to innovate
uses experiences to craft responses to an issue	starts each issue on a fresh page as a new opportunity
accepts established routines as appropriate	regularly questions established routines
concerned with resolving problems	tends to discover problems and seek solutions
accepts routine work	low tolerance for routine work
seeks minor improvements, offers fewer ideas	regularly reinvents the wheel
complies with rules	challenges rules
makes marginal changes within existing boundaries	reconstructs the paradigmatic frame
conforming	insensitive to others' consensually agreed ways
initiates change close to organizational practices	approaches tasks from unusual angles

Innovativeness measures problem-solving approaches on a continuum, range from very 'adaptive' (doings things better) to very 'innovative' (doing things differently). The extreme Innovator starts each issue on a fresh page as a new opportunity; the extreme Adaptor depends heavily on precedent and past experience to craft an appropriate response to an issue.

Innovativeness consists of three facets:

1. Approach to Efficiency

This is the concern for being exact, systematic and disciplined. People who score low are more compliant, precise and methodical in their approach to solving problems. High scorers have little concern with bureaucratic details, dislike following routines and structure all the time, and they tend to approach tasks from unusual angles.

2. Rule Governance

The degree to which an individual works within the accepted structures or doing things in accepted ways. Low scorers like to solve problems with tried and accepted

means. They perform best in situations where well-established rules exist. High scorers don't rely on accepted means to solve problems. They prefer to tackle situations where no rules exist.

3. Sufficiency of Originality

This is the preference of producing a few implementable solutions to problems. High scorers regularly reinvent the wheel; the low scorers offer less original ideas and those ideas tend to lie within present practices and procedures.

Both adaptors and innovators are equally creative, but they choose to express their creativity in different ways. Adaptors choose to do things better, while innovators choose to do things differently.

Adaptors are creative within a narrow range; they avoid risk, seek smaller improvements, initiate changes that lie near current organizational practices, and pushing boundaries incrementally. Innovators, on the other hand, regularly questions established routines. They tend to discover or finding problems, prefer to think outside the box and will challenge rules.

Psychological Capital

Measures an individual's psychological resources including Hope (being full of determination), Efficacy (self-reliance while dealing with challenges), Resilience (accomplishment in the face of obstacles) and Optimism (positive expectations for future success).

Hope	94%
Efficacy	99%
Resilience	89%
Optimism	99%

0   25   50   75   100%

96%
Overall Score
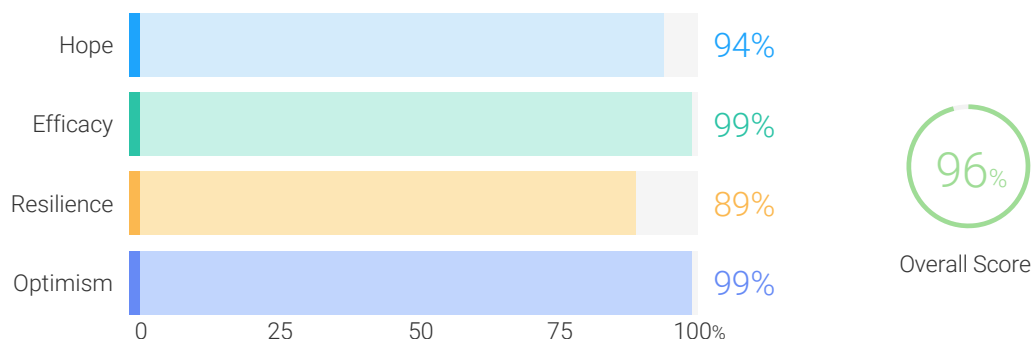
Originally developed in an organizational setting, PsyCap is one of the most studied constructs in positive psychology with its four pillars of Hope, Efficacy, Resilience and Optimism. PsyCap is linked to employee performance, job satisfaction, problem solving and personal well-being. Both experimental and longitudinal research indicates that PsyCap can be developed and can cause performance to improve.

1. Hope
The will and the way
Hope reflects an individual's perception of our capacity to clearly conceptualize goals, develop strategies to reach those goals, and initiate and sustain the motivation to achieve them. It's a combination of strong willpower together with openness to various pathways to get the desired results. People with high Hope work harder to reach their goals and will adjust and adapt if what they are doing isn't working.

2. Efficacy
Belief in self
Efficacy is a sense of self-confidence in our abilities and our capacity to expend the effort required to achieve a goal. People who are high in Efficacy believe in themselves. It drives them to take on and welcome challenges, and to use their strengths and skills to face those those challenges. Efficacy works synergistically in combination with the willpower component of Hope.

3. Resilience
Bouncing back and beyond
Resilience is a positive way of coping with adversity or distress; and the ability to recuperate from stress, conflict, failure, change or an increase in responsibility. Resilient people do well under difficult circumstances. They handle stress effectively and work through negative experiences and changes happening around them.
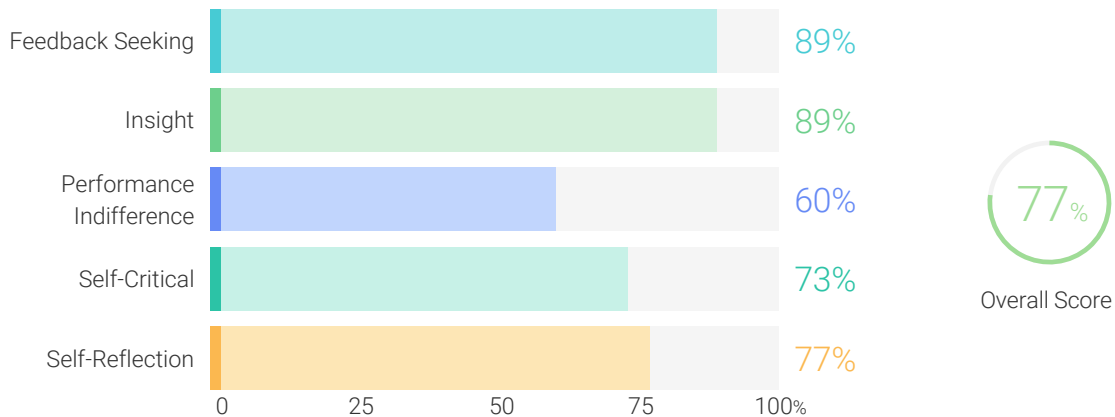
4. Optimism
Realistic and Flexible
Optimism can be viewed as an individual's overall belief that they will experience more positive things than negative ones in the future. Optimism also underpins how individuals explain the causes and influences of previous positive and negative events to create expectations about the future. This perspective suggests that optimists tend to attribute the causes of negative experiences to external forces, such as bad luck, while pessimists tend to attribute the causes of negative experiences to internal forces, such as seeing things that go wrong as being their fault. Conversely pessimistic people see success as being due to luck, whilst optimistic people see it as being down to their own abilities.

Self-Awareness

Measure of our capacity to be introspective and evaluate our own competence, capabilities and personal effectiveness. Includes the ability to be reflective and accountable by seeking out sources of informed criticism; and by valuing, reflecting and responding to feedback appropriately.

Category	Score
Feedback Seeking	89%
Insight	89%
Performance Indifference	60%
Self-Critical	73%
Self-Reflection	77%

77% Overall Score

Self-Awareness involves paying attention to oneself and consciously knowing our attitudes and dispositions. Self-Awareness involves our capacity to be introspective about our competence; and evaluating our capabilities and personal effectiveness. It includes our ability to be reflective and accountable, to seek out sources of informed criticism and to value, reflect and respond to that feedback appropriately.

Self-Awareness is an ability to focus our attention inwardly; and to study ourselves as if we were looking in a mirror.

1. Feedback Seeking
The degree to which an individual seeks performance feedback to aid in adaptation, learning and improvement.

2. Insight
An individual's recognition of their personal positive and negative attributes or abilities.

3. Performance Indifference
The degree to which an individual accurately detects gaps in personal behaviors, traits and progress towards their goals.

4. Self-Critical
An individual's recognition of internal and external standards.

5. Self-Reflection
The capacity to exercise introspection and the willingness to learn more about their personal fundamental nature, purpose and essence

Benefits of Self-Awareness
- Being self-aware can make us more proactive, boost our acceptance, and encourage positive self-development.
- Self-Awareness allows us to see things from the perspective of others, practice self-control, work creatively and productively, and experience pride in ourselves and our work, as well as build our general self-esteem
- It leads to better decision making
- It can make us better at our jobs, better communicators in the workplace, and enhance our self-confidence and job-related wellbeing.

Type A Personality

Measure of a personality characterized by ambitiousness, competitiveness, status-consciousness, easily-aroused hostility and a strong sense of urgency.

Trait	Score
Pressed for Time	25%
Hard-Driving	78%
Job Involvement	50%
Hurry	29%
Temper	33%
Desire to Compete	42%

53% Overall Score
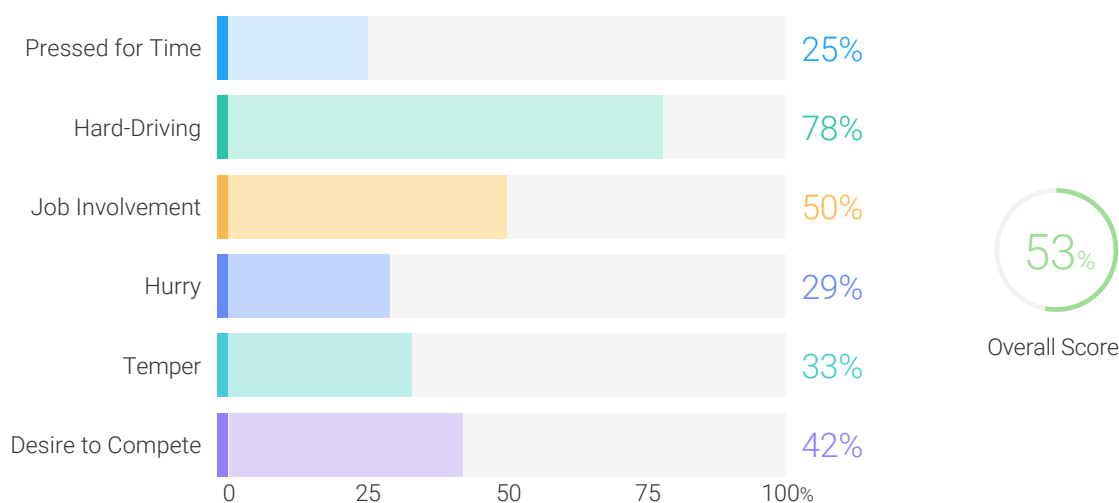
Type A Personality refers to a pattern of behavior and personality associated with people that have a more competitive nature, operate at an urgent pace and demonstrate high levels of impatience. They push themselves with deadlines and are often high-achieving 'workaholics'. They tend to experience more job-related stress because they set high expectations for themselves.

People with a Type A Personality are often contrasted with Type B personalities. Type Bs tend to be more laid back and easygoing. They focus more on enjoying the journey so they experience less stress when they don't meet their goals in comparison to Type As.

When it comes to Type A versus Type B Personality, there's no 'good' or 'bad' personality type because they each come with their own set of pros and cons. And while research shows that Type A individuals are in general associated with higher performance and productivity, Type A personalities do not always outperform those with Type B personalities because the 'right' personality and performance is dependent on the nature of the task.

A-B personality is best understood as a continuum on which extreme Type A traits are at one end and extreme

Type B traits are at the other end with most people falling somewhere between these two extremes.

1. Pressed for Time
Tendency to act with a constant sense of urgency, struggle against the clock and be impatient with delays.

2. Hard-Driving
The desire to be driven and goal oriented above all else

3. Job Involvement
Degree to which a person possesses a singular focus on their job and role rather than other areas of their life.

4. Hurry
The need for everything to be done in a hurry, often through multi-tasking and driven by an output focus
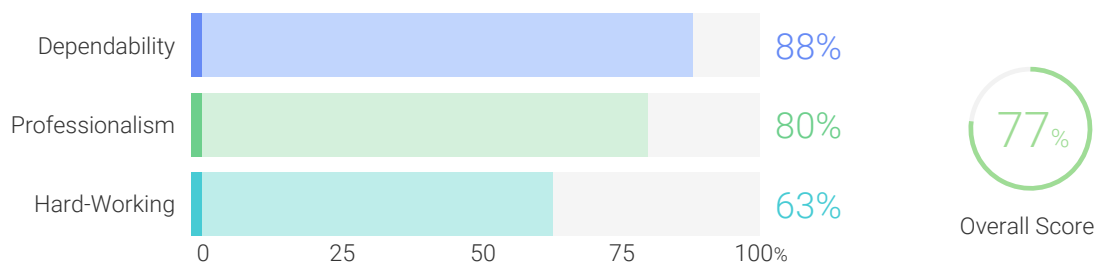
5. Temper
An individual's ease of arousal when faced with annoyances, delays or frustrations

6. Desire to Compete
The desire to compete and win or be better than others.

Work Ethic

Measures an individual's attitude of determination and dedication toward their job.

Dependability	88%
Professionalism	80%
Hard-Working	63%

0   25   50   75   100%

77% Overall Score

Behavioral geneticists have found that Work Ethic traits are inheritable and are learned during childhood and throughout life. Longitudinal and cross-sectional studies suggest that Work Ethic is relatively low among adolescents but increases between the ages of 18 and 30. Parents and communities influence the ways in which Work Ethic is expressed but apparently not its level. Post-30 years of age, there is relatively little change in the average level of Work Ethic. Individual differences are strongly preserved, meaning that a neat and scrupulous 30-year-old is likely to continue to be a neat and scrupulous 80-year-old.

Work Ethic comprises three facets, each with 7 sub-measures:

1. Dependability

Able to be relied upon to take accountability for work and achievement.

- **Self-Discipline:** maintaining personal discipline and avoiding negative behaviors

- **Delay of Gratification:** forgoing short-term rewards and sustaining a course of action to achieve long-term goals

- **Loyalty:** sense of obligation and commitment toward an employer

- **Self-Reliance:** striving to be independent in accomplishing tasks

- **Upwards Striving:** personal desire to do better than previously or to do better than others

- **Morality:** tendency to engage in ethical behavior and strive to be a good moral example

- **Accountability:** taking responsibility and holding themself accountable for delivering expected results

2. Professionalism

Adhering to a set of personal standards of courtesy, honesty and responsibility.

- **Professional Impression:** taking pride in one's appearance and ensuring it reflects professionalism

- **Punctuality:** arriving on time for commitments, completing tasks or fulfilling obligations within a designated time

- **Adherence to Policies & Procedures:** complying with rules and living up to standards and expectations

- **Concern for Quality:** paying attention to details, being diligent and conscientious about the thoroughness and quality of work

- **Teamwork:** showing willingness and flexibility to compromise and cooperate with others

- **Respect for Authority:** following orders and instructions from superiors

3. Hard-Working

Placing value on hard work, and on doing it well, on time and responsibly.

- **Work Centrality:** importance an individual places on his or her opportunity to work

- **Initiative:** willingness to get things done and take responsibility

- **Leisure:** exercising caution against idleness and non-productive activity

- **Time Management:** valuing the active and productive use of time

- **Work Instinct:** innate tendency to exert effort in order to achieve goals

- **Hard Work:** belief in the virtue of hard work

Behavior Style

Measures behavioral preferences driven by our values system that determine a person's habitual actions.

Analytical-Amiable
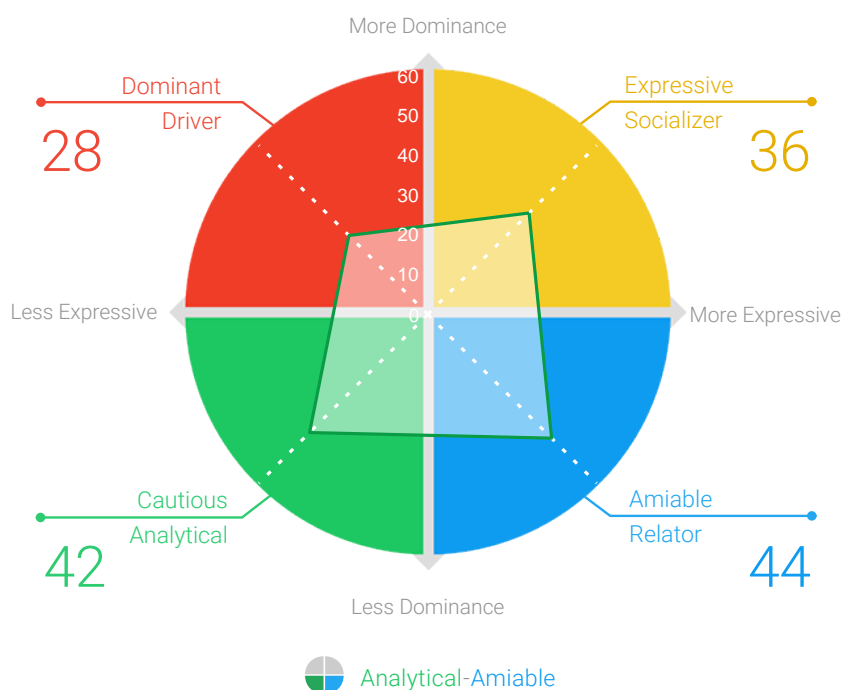
Your Behavior Style: Analytical-Amiable

Your Primary Behavior Pattern: Amiable
Your Secondary Behavior Pattern: Analytical

The primary and secondary behavior patterns together form your dominant behavioral style and represent a theme in your observable behavior. It comprises the natural tendencies that influence your behavior and your behavioral comfort zone. By understanding your personal style, you can apply your style strengths, overcome weaknesses and develop more flexibility in different aspects of how you interact with people. You will also be able to better identify and understand the behavior style of others and modify your own style to actively influence the individual you are interacting with. Not only will this make you more versatile and compatible but it will also increase the likelihood that you will gain the trust of that individual.

There is no 'best' behavior style, they are all simply different. Each style comes with its own unique thought processes, approach, strengths and weaknesses.

The descriptions below are the key characteristics or behavioral tendencies of each style. It provides a framework for understanding and reflecting on your results.

Driving Style
Action Oriented

Drivers are highly assertive and have low responsiveness. They are fast paced, action oriented and results driven. They are keen to make decisions, exercise power and exert control.

Driving styles tend to express their conclusions and make decisions quickly without exploring all the details, and generally focus on results rather than process. They are impatient when others can't keep up and tend to challenge the ideas and views of others.

They are self-sufficient, competitive, willing to accept risks, often take the lead and act quickly based on available relevant information

Key Characteristics of Drivers:
- competitive and needs to win
- seeks control and being in charge
- fast-acting
- decisive
- results-oriented
- task-focused
- dislikes inefficiency and indecision

Behavioral Strengths
- determined, efficient, decisive and practical
- takes initiative; gets things done and makes things happen

Behavioral Weaknesses
- may rush to action and dictate actions without accommodating the needs of others
- can be impatient and insensitive
- may appear uncommunicative, uncooperative, competitive, harsh and demanding
- under stress, Drivers can become autocratic

Growth Action
To Listen: which may get overlooked in favor of charging ahead in order to achieve results.

Strategies for Interacting with the Driving Style
1. Respect their time
2. Stick to facts
3. Follow up on promises
4. Show your competence
5. Earn their trust
6. Let them have some control

Expressive Style
Intuition Oriented

Expressive people are sociable, talkative, comfortable with others and like having a good time. They tend to appear communicative and approachable, often sharing their thoughts and feelings.

They are casual, imprecise, communicators with a flair for the dramatic. They favor gut instinct or intuition in decision-making rather than facts or data which can lead to mistakes and frequent changes in direction.

Expressives are idea-oriented, like to share ideas and plans, tend to use opinions and stories rather than facts and data, and have little concern for routine. Expressives are motivated by recognition, approval and prestige.

Key Characteristics of Expressives:
- intuitive
- creative
- outgoing and enthusiastic
- spontaneous and fun-loving
- like to be acknowledged

Behavioral Strengths:
- charismatic, warm and outgoing
- creative and energetic
- interact well with others
- good at persuading and motivating others

Behavioral Weaknesses:
- may overcommit in order to satisfy others
- tendency to generalize and exaggerate
- may be perceived by others as chaotic, undisciplined, manipulative, egotistical and overly reactive
- can be poor at planning and goal setting
- dislikes routine and complexity
- can act impulsively
- fears being ignored or rejected
- under stressful conditions, Expressives tend to resort to personal attack

Growth Action
To Check: that is stop and think about how your spontaneity and need to seek personal approval may get in the way of a productive relationship.

Strategies for Interacting with the Expressive Style
1. Laugh with them
2. Listen to their opinions
3. Think big picture
4. Recognize their contributions
5. Lighten up
6. Form a friendship

Amiable Style
Relationship Oriented

People with an Amiable style tend to be thoughtful, caring, cooperative and relationship-oriented by nature. They tend to be sensitive about keeping positive relationships with others and being liked, therefore they are less demanding of others and generally more agreeable. They will also sacrifice their own desires to win approval from others.

Amiables prefer to solve a problem or deal with an issue by bringing all stakeholders on board to reach consensus.

They tend to look for personal motives in the actions of others and like to speculate 'who did what to whom and why'. They have a deep need for personal security and harmony. As a result, they tend to avoid decisions which might involve personal risk and/or relationship conflict.

Key Characteristics of Amiables:
- friendly and relate well to others
- wants to be respected, liked and approved of
- dislike of conflict and risk-taking
- seeks security and likes organized workplaces
- slow decision-maker
- prefers to be told what to do rather than lead

Behavioral Strengths
- kind, supportive, dependable, agreeable, respectful
- good at listening and teamwork
- develops effective social networks

Behavioral Weaknesses
- tends to acquiesce and go along with others, even though they might not agree with the course of action
- low willingness to initiate change and take action
- potential to be socially awkward
- fears change and uncertainty
- can be indecisive and unforthcoming if their opinion may cause conflict
- when stressed can become submissive or comply with others

Growth Action
To Initiate: take action that may involve personal risk or cause an increase in tension in a relationship.

Strategies for Interacting with the Amiable Style
1. Approach conflict carefully
2. Get to know them
3. Consider their perspectives
4. Draw out their opinions
5. Handle issues in private
6. Always be courteous

Analytical Style
Thinking Oriented

People with an Analytical style tend to be cautious, objective, rational and detail oriented. They focus on facts, logic, statistics and detailed information. They like to follow standard operating procedures and conventional methods of doing things.

Analytical style individuals value facts over opinions and like to be thorough and precise. This manifests as a deep need for accuracy; and accordingly they tend to have a highly deliberative, methodical and data-driven approach to decisions.

They generally want to make sure they have all the necessary facts and information they need before reaching a conclusion. They approach problems and issues through a lens of risk minimization and like to work through all possible considerations.

Key Characteristics of Analyticals:
- focus on tasks more than people
- like to be right and will take time to ensure this
- cautious in decision making
- thoughtful, careful fact-oriented and precise
- good at objective evaluation and problem solving
- likes organization and structure
- avoids group work, preferring to work alone

Behavioral Strengths
- disciplined, organized and thorough, acts with decisions based on facts, logic and reasoning
- conforms to standard operating procedures and organizational rules

Behavioral Weaknesses
- if overwhelmed with details, may get bogged down in options and procrastinate over decisions
- may not communicate with others unless there is a specific need to do so
- may appear socially distant, waiting for others to take the social initiative
- can be over-critical and unresponsive
- in times of stress, Analytics may withdraw or become headstrong

Growth Action
To Decide: deliberately stop analyzing and make a decision or share opinions.

Strategies for Interacting with the Analytical Style
1. Take your time
2. Communicate clearly and concisely
3. Don't pressure for answers
4. Respect their process
5. Ask them directly for their feedback
6. Give them space

Interact with Different Behavior Styles

When you understand your own dominant behavior style and how you react under pressure you'll be able modify your behaviors accordingly. This will enable you to connect with people of different styles and become more effective at influencing attitudes and behaviors to build collaboration and trust.
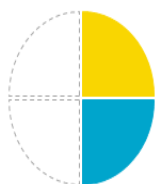
Amiable and Expressive

These individuals share self-expression, warm relationships and a willingness to relate the objectives to be achieved, to the people who must accomplish them. They do not share competitiveness, cooperation or the same desire for interpersonal relationships. Amiables should make an effort to be more intuitive, and express more enthusiasm in their conversations with the Expressive Socialiser. The Expressive's cooperation with the Amiable will be directly related to the opportunity for their dreams and plans to be realised. In social situations, let them talk and allow them the opportunity to take 'centre stage', as this allows them to operate in their comfort zone.
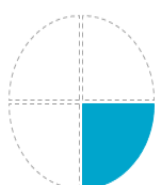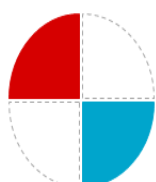
Amiable and Amiable

When two Amiable Relators get together, people with different behaviour styles may feel they are wading in honey. Amiables can spend so much time relating and supporting each other that work activities and objectives can take a back seat. Amiables need to have their feelings and relationships supported, but deadlines need to be set to keep work moving on schedule. Often an effort must be made to help another Amiable be more task focused; and also be critical without being harsh if correction is necessary, rather than avoiding confrontation or acquiescing too much.
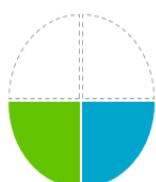
Amiable and Analytical

These individuals share cooperation, a desire for low risk relationships and a desire for sufficient time to make up their minds. They do not share the same need for facts, therefore, Amiables should not spend too much time relating with Analyticals for they seldom want it from people who are not close friends or relatives. Amiables need to accept the Cautious Analytical's requirement for facts and data rather than feelings and support. Understand that the Analytical will demonstrate a considerable degree of self-control and reserve which does not necessarily mean that they are displeased with the Amiable. To establish rapport, Amiables should not try to become a friend too quickly. Give them logic and facts and be as correct as possible, as this will impress them.

Amiable and Driver

People in this relationship are diagonal opposites, creating a *high potential for conflict* as they do not share competitiveness, cooperation, self-control or self-expression. In this relationship, Amiables should accept greater interpersonal relationship risk, pushing for decisions more quickly than they would normally comfortably do. They need to be efficient and deal with options and probabilities rather than certainties. Do not try to appeal to the Dominant Driver's emotions; they will respond more effectively to logic, fast positive action and expected results to a much greater degree.
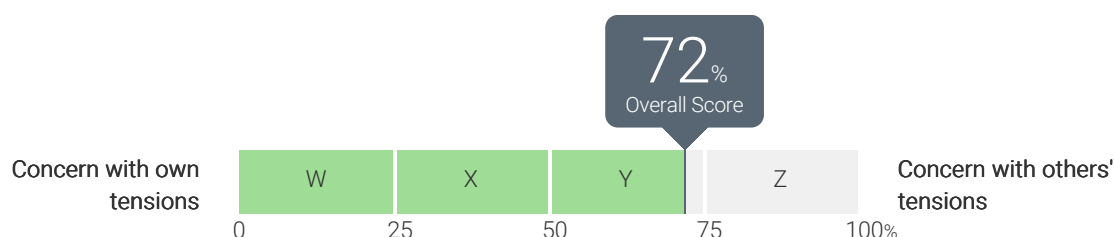
Behavior Styles Overview

Your Primary Style: Amiable Relator

Below is a chart to help you understand some of the characteristics of each of the four basic styles, so you can interact with each style more effectively.

	Dominant Driver	Expressive Socializer	Amiable Relator	Cautious Analytical	
COMMUNICATION STYLE	tells	sells	joins	consults	
PACE	quick controlled	quick undisciplined	leisurely deliberate	systematic deliberate	
MEASURES VALUE BY	results	applause	attention	activity	
TO GROW NEEDS TO	listen	check	initiate	decide	
LET THEM SAVE	time	effort	relationships	face	
NEEDS CLIMATE THAT	allows to build own structure	aspires to their goals	suggests	provides details	
TAKE TIME TO BE	efficient	stimulating	agreeable	accurate	
SUPPORT THEIR	conclusions and actions	dreams and intuitions	relationships	principles and thinking	
HELP THEM ANSWER	what	who	why	how	
FOR DECISIONS PROVIDE	options and probabilities	testimony and incentives	guarantees and assurances	evidence and service	
BEHAVIORAL SPECIALTY	control	social	supportive	technical	
BEHAVIOR UNDER TENSION	autocratic	attacks	acquiesces	avoids	
BEHAVIOR UNDER STRESS	avoids	acquiesces	attacks	autocratic	

Interpersonal Versatility

Measures the extent to which a person can adapt to different types of people, manage the natural tension inherent in social interaction, and build mutually productive relationships.

72% Overall Score

Concern with own tensions

W	X	Y	Z

0 — 25 — 50 — 75 — 100%

Concern with others' tensions

Interpersonal versatility is the ability to adapt to different types of people, and to monitor and manage the tension that is a natural part of every human interaction. It reflects the effort a person makes to succeed in creating productive relationships, the skill shown in that effort, and the approval they earn as a result of it.

Social versatility is not simply the ability to get along with others. Rather, it's dealing with others in such a way that people come away from social encounters feeling better about themselves. In another words, a truly versatile relationship increases the effectiveness and productivity for both parties. High versatility can translate into people feeling comfortable or impressed with our behavior.

Versatility is a skill that can be learned and mastered, but it requires effort. You have to make a conscious choice to be versatile, willing to modify your approach to fit others' approaches to work toward mutually productive interactions in a variety of situations, even when it may not be comfortable.

Limited Versatility (W-Range)
At the lower extreme is the W range of versatility. Approximately 25% of the general population have a W range of versatility. A W range suggests that people with this versatility level might have a more difficult time monitoring the tensions their styles could create for various people. People who consistently operate with low social versatility usually seek situations that capitalize on their technical skills, abilities, and knowledge, rather than using their social resourcefulness as a means for building mutually productive relationships.

Balanced Versatility (X-Range)
People with an X range of versatility display more versatility than approximately 25% of the population. An X range of versatility represents a form of balance. In other words, people displaying this level of versatility do a low average job of managing relationships in a concerned and appropriate manner. They usually tend to do better with specific groups of people, and are less able to move smoothly from one group to another.

High Versatility (Y-Range)
People with a Y level of versatility fall within the range of the upper 50% of the population. These people do an above average job of managing relationships in a concerned and appropriate manner. Typically, they move smoothly from one social situation to another and meet the needs of a variety of people. They meet strangers well and handle new or unusual social situations in an aware, concerned, and appropriate fashion. But they are not so very versatile that they appear extremely individualistic or overwhelming in their effort to demonstrate concern for others.

Extreme Versatility (Z-Range)
Any strength taken to an extreme can become a liability. In the extreme versatility Z range, people are seen as more versatile than approximately 75% of the population. They appear impressive and unique in their interactions. However, at times they can become so individualistic that they have difficulty subordinating these needs when dealing with others. People with this level of versatility may require unusual independence and an opportunity to 'do their own thing'.