

EMERGENETICS® | PROFILE

DANIEL POWELL - AUGUST 15, 2019

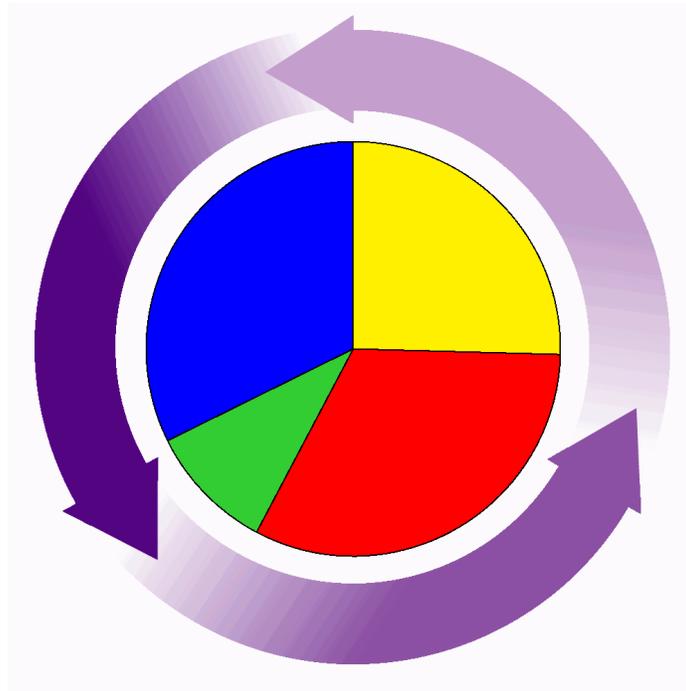
HOW YOU THINK: PERCENTAGES

ANALYTICAL = 32%

- Clear thinker
- Logical problem solver
- Data driven
- Rational
- Learns by mental analysis

STRUCTURAL = 10%

- Practical thinker
- Likes guidelines
- Cautious of new ideas
- Predictable
- Learns by doing



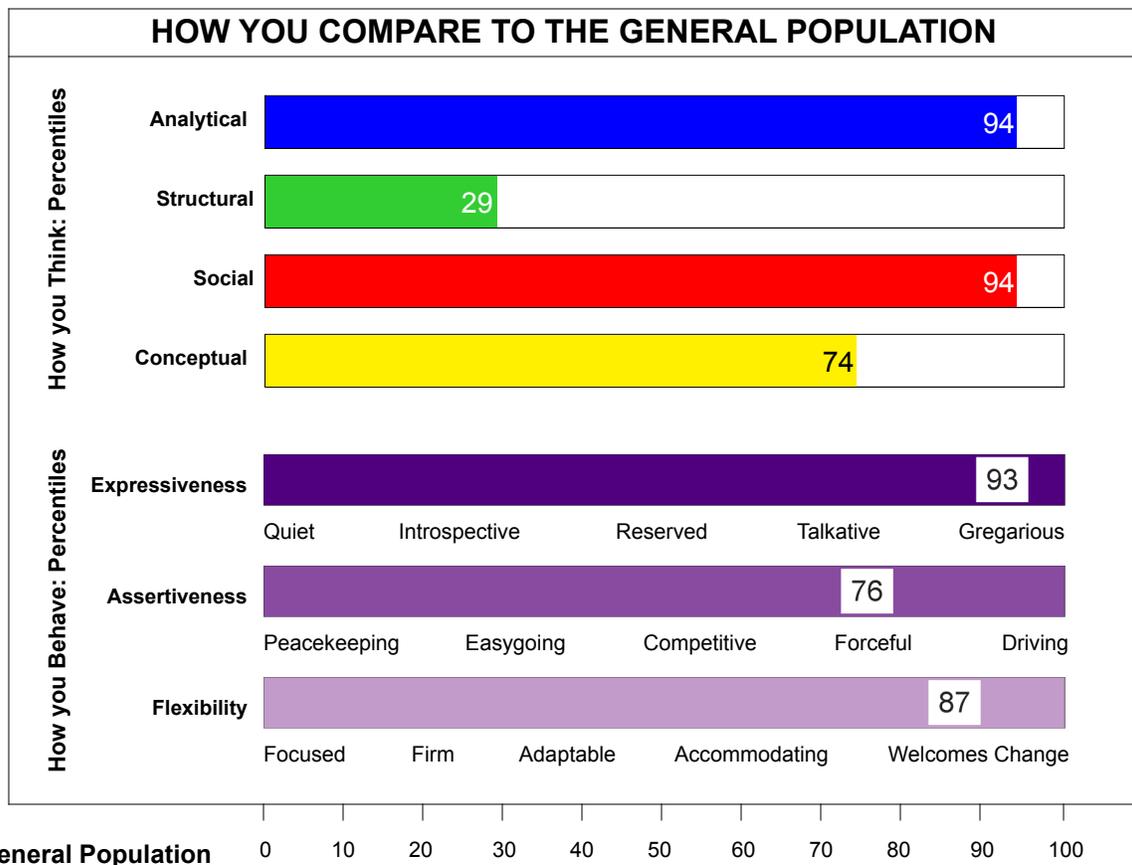
CONCEPTUAL = 25%

- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting

SOCIAL = 32%

- Relational
- Intuitive about people
- Socially aware
- Empathic
- Learns from others

HOW YOU COMPARE TO THE GENERAL POPULATION



DANIEL POWELL

EMERGENETICS®



NARRATIVE REPORT



An individualized guide to your Emergenetics Profile



THINKING WITHOUT BOUNDARIES



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North America | Asia | Europe



10/19/2019

Congratulations, **Daniel Powell!** You are holding in your hands your unique Emergenetics Profile, the key to understanding your innate strengths. Go with them, and you'll be happier, more satisfied, and more productive.

People are amazingly complex, and it is difficult to interpret an Emergenetics Profile in just a few pages, so please keep in mind that the following summary is an accurate yet broad description of you. As you read about your unique Emergenetics results, please remember that they do not reflect your intelligence, or your ability to perform certain tasks. Also, remember that your Profile is unique, and any result is fine.

Your Emergenetics scores are confidential, and we would never share them with anyone without your permission. Whether or not you share your Profile with others is up to you. However, in my experience, people learn a great deal when they share their preferences with others.

Remember, by understanding and appreciating your Emergenetics preferences, you'll have a more complete knowledge of yourself at home, at work, and throughout your daily life.

If you would like more information about Emergenetics, please read my book *Emergenetics: Tap Into the New Science of Success*, or visit www.emergenetics.com.

Sincerely,

Geil Browning, Ph.D.
Founder and CEO
Emergenetics International

UNDERSTANDING YOUR EMERGENETICS PROFILE

Emergenetics: The Science of Identifying Your Individual Preferences

Emergenetics is a combination of characteristics that emerge from your life experiences, plus the genetics with which you were born. We have scientifically determined that each individual's temperament can be described in terms of three Behavioral Attributes and four Thinking Attributes. Each of your attributes is shown along a spectrum. Whether you are at one end of the spectrum for an attribute or the other – or in the middle – you are perfect the way you are!

One of the exciting aspects of Emergenetics is that it allows for infinite variations among different people. The seven Behavioral and Thinking attributes can be mixed and matched at different levels to accurately describe anyone.

You are able to use all the Behavioral and Thinking Attributes, but some of them come more naturally to you than others. Everyone has a natural comfort level with each attribute that is reflected in her or his Emergenetics Profile. It is possible to "stretch" attributes like a rubber band when necessary, but operating outside your comfort level takes more energy and will tire you out more quickly.

THE EMERGENETICS ATTRIBUTES DEFINED

The Behavioral Attributes

The Behavioral Attributes are what people see first about you.

Expressiveness is your level of participation in social situations. Your degree of Expressiveness indicates how much interest you show in others and in the world around you. Expressiveness is sharing what you are experiencing on the inside with the outside world. People who are at the quiet end of the spectrum for Expressiveness will sit sedately in a meeting, and listen more than they talk. They are considered reserved, pensive, and calm. They avoid the spotlight, keep their feelings to themselves, and are energized by solitude. People who are at the gregarious end of the spectrum for Expressiveness are just the opposite! You can't miss them in a meeting, since they are dynamic, talkative, and lively. They are considered outgoing, animated, and spontaneous. They seek attention, and are energized by interacting with others.

Assertiveness is your level of interest in controlling tasks and results. Your degree of Assertiveness reflects the

amount of energy you invest in expressing your thoughts, feelings and beliefs. People who are at the peacekeeping end of the spectrum for Assertiveness will wait patiently and politely for an elevator. They are considered amiable, deliberate, and diplomatic. On the other hand, people who are at the telling end of the spectrum for Assertiveness push the elevator button repeatedly, as if that will make it come faster. They are considered competitive, forceful, and tough. They are ready for action, and prefer a fast pace.

Flexibility measures your willingness to accommodate the thoughts and actions of others. Your degree of Flexibility reflects how much you are willing to conform and flex with the interpersonal needs of others. People who are at the focused end of the spectrum for Flexibility believe they are right and prefer to be in control of others. They are considered firm, intent, and absolute. They have strong opinions and prefer to stay on track. At the other end of the spectrum, people who are at the accommodating end of the spectrum for Flexibility are receptive, easygoing, and adaptable. They don't mind interruptions, ambiguity, or change. They see all points of view, and are accepting of other people's ideas.

The Thinking Attributes

People can't see the way you think, and what is going on in your head may be very mysterious to them.

Analytical thinking is rational, inquiring, and clear. The Analytical part of the brain wants to see data and research. People with a preference for Analytical thought are considered logical, cogent, and objective. They can appreciate the scientific method, and they learn by mental analysis.

Structural thinking is detailed, practical, and methodical. The Structural part of the brain follows rules and is cautious of new ideas. People with a preference for Structural thought are considered disciplined, organized, and traditional. They like guidelines, and they learn by doing.

Social thinking is relational, collaborative, empathic, and supportive. The Social part of the brain is team-oriented and socially aware. People with a preference for Social thought are considered connectors and are sensitive to the feelings and ideas of others. They are intuitive about people, and they learn from others.

Conceptual thinking is imaginative, unconventional, and visionary. The Conceptual part of the brain likes change and is easily bored. People with a preference for Conceptual thought are considered inventive, original, and innovative. They are intuitive about ideas, and they learn by experimenting.

When you have a preference for a particular Thinking Attribute, that means it plays a prominent role in your thinking processes. 90% of the population has more than one thinking preference.

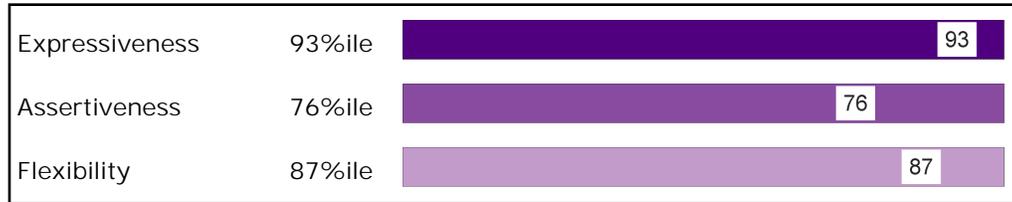
YOUR EMERGENETICS PROFILE

The Emergenetics Profile has three important parts: a bar chart illustrating your Behavioral Attributes, a bar chart illustrating your Thinking Attributes, and a pie chart that compares your Thinking Attributes to each other. Let's take a look at your Profile, and what it says about you.

How Do You BEHAVE?

The Behavioral Attributes Bar Chart: The Percentiles

Bar charts in shades of purple illustrate your Behavioral Attributes in percentiles. You can see at a glance the extent to which you exhibit Expressiveness, Assertiveness, and Flexibility. The bars also show how your results compare to the population at large.

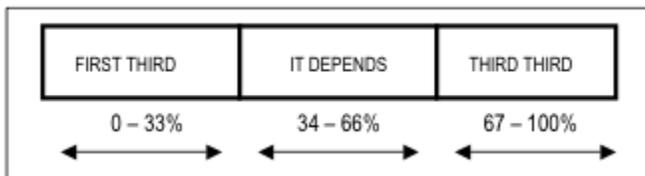


For example, you rank in the 93 percentile in Expressiveness. Imagine a room full of 100 people – including you – who represent Expressiveness in the population at large. To your left are the people who exhibit Expressiveness in a quieter way than you do, and to your right are the people who exhibit Expressiveness in a more gregarious way than you do. There are 92 people to your left, and 7 people to your right.

Similarly, we look at the other two behavioral attributes in the same way. You rank in the 76 percentile for Assertiveness, which means there will be 75 people to your left and 24 people to your right. You rank in the 87 percentile for Flexibility, so there will be 86 people to your left, and 13 to your right.

The Behavioral Attributes in Action: “The Thirds”

Your responses to the Emergenetics Questionnaire place you on a particular point on the spectrum for each Behavioral Attribute. Each spectrum is divided into thirds to characterize your behavioral preferences. Each of your behavioral preferences is either in first-third of the population (0-33%ile), second-third of the population (34-66%ile), or third-third of the population (67-100%ile). The bar charts are very important in helping you understand how long you prefer to operate in any one mode. Although people are capable of behaving out of character, preferences generally hover around the first-third, second-third or third-third of the spectrum.



Let's say your friend is in the first-third for Flexibility. Some days she will be at the sixth percentile point, and some days at the thirty-second percentile point, but her comfort level is generally first-third. It's rare for her to jump from the sixth percentile point to the ninety-fifth percentile point. If that happens, her behavior will seem “out of character,” and she will be exhausted later.

If your scores fall in the second-third, our research shows you can adapt to any situation. We call this the “it depends” group. You can go either way, depending on the circumstances.

Almost a Preference:

It is possible for a Behavioral Attribute to be a near preference. If your preference is close to a cut-off point, you may sometimes behave as if you belong in the adjacent third.

For example, if you are in the 66th percentile for Expressiveness, you are almost in the third-third. Sometimes you will behave in a gregarious way. Similarly, if you are in the 34th percentile for Expressiveness, you are very close to being in the first-third. Behaving in a quiet way would not be out of character for you. In this report we mostly will discuss the behaviors that are at the first-third and third-third ends of each spectrum.

What Does Your Profile Say About Your Behavioral Attributes?

Your behavioral percentiles are as follows: **Expressiveness** (93%), **Assertiveness** (76%), and **Flexibility** (87%).

- Because your level of **Expressiveness** is in the third third, you are probably talkative, outgoing, and lively. You may openly communicate affection for others, may easily start conversations with strangers, and may be comfortable attracting attention to yourself. Your facial expressions and gestures probably are animated, and you may be happy to share information about yourself. You can be quiet, but if you engage in long periods of quiet time, you may need to be reenergized by others. You generally learn through your interactions with others, and typically process your thoughts by talking. You are excellent at getting things going, although you may need to be careful about being overbearing.
- Because your level of **Assertiveness** is in the third third, you are probably determined, driving, and telling. You generally don't mind handling uncertain situations, and you may enjoy being in charge. As a rule, you voice your opinions and concerns willingly. You probably prefer a fast pace and like to accomplish your goals in a timely manner. You may enjoy debating, and you tend to try to convince other people about the superiority of your point of view. When this happens, your voice may get louder. You can be direct, confrontational, and challenging.
- Because your level of **Flexibility** is in the third third, you are probably affable, accommodating, and easygoing. You probably are patient with difficult people and even-tempered in most situations. You are generally congenial and easy to get along with. You usually are adaptable and open to suggestions from others, which generally makes you pleasant to work with. Most likely you are comfortable with ambiguity, and you may see the value of different points of view. Interruptions, transitions, and changes probably don't bother you as much as people who are in the first third for Flexibility. Because you are always open to suggestion, you may need to be careful about appearing indecisive.

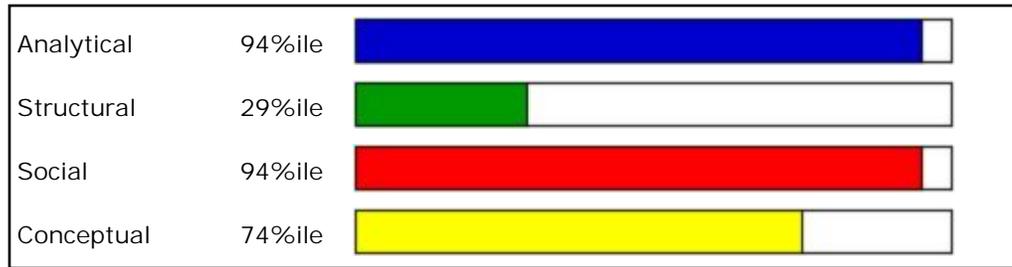
How Your Behavioral Attributes Work Together

Let's say you are with a group that is trying to decide where to go for lunch. The choice is between two nearby restaurants — Indian or Chinese. You prefer Chinese food, but because you are in the third third for Flexibility, you probably don't really care which one is chosen. However, because you are in the third third for Assertiveness, you most likely are very much interested in expediting the lunch plans. In addition, you are in the third third for Expressiveness, which means you may dominate the decision-making conversation. If there are two people like you in the group, the lunch conversation could go on for 20 minutes as each of you gives a comprehensive list of the pros and cons of each restaurant. Wherever the group ends up going, you may feel compelled to continue the discussion by making observations about the restaurant and comparing it to alternative.

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How Do You THINK?

The Thinking Attributes Bar Chart: The Percentiles



Bar charts in four colors show your Thinking Attributes in percentiles. **Analytical** thinking is shown in Blue, **Structural** thinking in Green, **Social** thinking in Red, and **Conceptual** thinking in Yellow. You can see at a glance the amount of energy you invest in Analytical, Structural, Social, and Conceptual thinking. The bars also show how your individual results compare to the population at large.

You rank in the 94 percentile in Analytical thinking. As you did for the Behavioral Attributes, imagine a room full of 100 people – including you – who represent Analytical thinking in the population at large. To your left are the people who exhibit Analytical thinking less than you do, and to your right are the people who exhibit it more than you do. There are 93 people to your left, and 6 people to your right.

Similarly, you rank in the 29 percentile in Structural thinking. This means there would be 28 people to your left who favor Structural thinking less than you do, and 71 people to your right who favor Structural thinking more than you do.

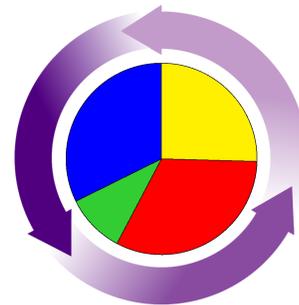
You rank in the 94 percentile in Social thinking, so this time you have 93 people to your left, and 6 to your right. In Conceptual thinking, you rank in the 74 percentile, so there are 73 people to your left who use Conceptual thinking less than you do, and 26 people to your right who use Conceptual thinking more than you do.

The Thinking Attributes in Action: The Pie Chart

The Pie Chart colored in **Blue**, **Green**, **Red**, and **Yellow** is derived from your percentiles, and illustrates how your thinking preferences compare to each other. It reflects, in percentages, the extent to which you rely on the four Thinking Attributes. Our data analysis concluded that for the Thinking Attributes, any percentages 23% or greater indicate a preference. (The purple ring around the pie chart is just a reminder that your Behavioral Attributes are what people see first about you. They are visible on the outside, but your Thinking Attributes are tucked inside your brain and not obvious to others.)

Almost a Preference:

If your percentage for a Thinking Attribute almost reaches 23%, this is nearly a preference. The attribute influences your thinking, but is not a bona fide preference. To illustrate this concept, think of boiling water. Water boils at 100 degrees Celsius (212° Fahrenheit). At 99 degrees (211°F), it is simmering. We consider 22% *almost* a preference.



What Does Your Profile Say About Your Thinking Attributes?



Your Preferred Thinking Attributes: **Analytical**, **Social**, and **Conceptual**

Your Motto: "What do you think of this global idea?"

You have a tri-modal Profile, meaning you have three thinking preferences (each 23% or greater). Your pie chart illustrates your preferences for **Analytical** thinking (32%), **Social** thinking (32%), and **Conceptual** thinking (25%). The Analytical/Social/Conceptual combination is found in 12% of the population at large.

You have one thinking preference (Analytical) from the "left brain" and two (Social and Conceptual) from the "right brain." This gives your brain a slight bias for the intuitive and inspired over the rational and logical. You have two thinking preferences (Analytical and Conceptual) that are abstract and one (Social) that is concrete, giving theorizing and speculating a slight edge over your concern for details and practical matters.

The gift of a tri-modal thinker is the ability to empathize with other ways of thinking. You can understand nearly anyone. You can be a catalyst and facilitator in a group and help promote understanding among the team members.

The stress of having this Profile comes from being "Jack of all trades but master of none." You are not always able to sort out your thoughts or feelings about an issue, since to you all sides of the issue make sense. Most likely, making a decision is difficult and time-consuming. As one tri-modal explained, "My brain needs to weigh all sides of the question. It's like the committee has to meet, and sometimes the committee fights with itself!"

When making decisions, you probably gather data, research, and information, then drop everything into your mind and see what conclusions arise. You are great at listening to others empathically. You also excel at working out new solutions to move your company into the far future, although you are less interested in the details required to put your ideas into practice.

When it comes to finding a job you like, your tri-modal Profile allows you to be flexible. Your preference for Analytical thinking might lead you into such areas as computers, science, or finance. Your preference for Conceptual thinking might lead you into more creative areas or into the more creative jobs within traditional fields. Your preference for Social thinking ensures that you will always see the human interest in your work and keep the welfare of others in mind. While you can excel in any profession, you probably would do best in a job that does not require you to be prompt, efficient, or robotic.

You do not have a preference (23% or greater) for **Structural** thinking (10%). This means you might not feel comfortable in a corporate culture with many rules and regulations and a clear chain of command. You tend to do many things, all at the same time, and never really feel organized. This can confuse and annoy team members who prefer to work in a more organized manner.

How Your Thinking Attributes Work Together

Let's say you inherited a large sum of money and have an opportunity to take your dream vacation. The Social part of your brain would want to involve friends, the Conceptual part of your brain would enjoy going to an exotic destination, and the Analytical part of your brain would want to get the best value for your money. Probably you are not especially interested in doing the planning, but you know someone who will do it for you!

How Do the Behavioral Attributes and the Thinking Attributes Work Together?

It's very important to remember that the Behavioral Attributes determine how you put your Thinking Attributes into action. For example, people with a preference for Social thinking like being around other people. But having a Social preference does not automatically make someone the life of the party. For those in the first third of Expressiveness, a small group is great. For those in the third third of Expressiveness, the more the merrier!

Let's turn this example around a bit. Imagine people who are in the third third for Expressiveness, but who do not have a preference for Social thought. They might be wonderful actors, fascinating lecturers, or animated debaters. But when you are having a conversation with them, you may find them talkative but not relational - that is, you don't get the feeling you are really connecting with them. Without a Social preference, their mind is on other things - literally. It's not personal. It's preference!

YOUR PROFILE IN ACTION

You have **Analytical**, **Social** and **Conceptual** thinking preferences, with third third **Expressiveness**, third third **Assertiveness**, and third third **Flexibility**. What does this Profile mean for you?

Your preference for Analytical thinking suggests thought processes that are theoretical, rational, and skeptical. Your Analytical brain is inquisitive and always wants answers, so you are likely to pursue topics until you are satisfied that you have the correct information. You probably prefer conclusions that are backed up with data and research. On the other hand, your preference for Social thinking suggests thought processes that are concrete, relational, and empathic. Most likely you see the human side of events and ideas. Your Social brain values personal intuition and seeks advice from others. Your preference for Conceptual thinking suggests thought processes that are theoretical, unusual, and visionary. Some of your ideas may confuse people who do not share your preferences for Social and Conceptual thinking, but you can use your Analytical preference to translate your ideas into terms everyone understands.

With two thinking preferences – Social and Conceptual – using intuition (regarding people and ideas), you probably base your decisions on a combination of advice from others and sheer inspiration. Although because you approach situations Analytically, you probably need research and data to solidify your decision-making. Because you have a tri-modal brain with three thinking preferences, it is easy for you to see things from different points of view, and it may take you awhile to make a decision. One day you may decide on Plan A, only to change your mind the next to Plan B. Your third third Flexibility may exaggerate this tendency. On the other hand, once your mind is made up, you are likely to pursue your goal with enthusiasm because of your third third Assertiveness.

All of your behavioral preferences are in the third third. Your third third Expressiveness suggests you are talkative and impossible to miss. Most likely you will let everyone know what is on your mind. If you are with a group, you run the risk of dominating the conversation, so remember to give others a chance to speak. Your level of Assertiveness implies that you are generally driving and forceful, while your Flexibility indicates you usually are open-minded and easygoing. Third third Assertiveness and third third Flexibility are an interesting combination. People will quickly learn that although you can be accommodating and adaptable, you also can be powerful and tough. When you are interested in getting something accomplished, you can take charge.

As a leader, you probably prefer a fast pace and value theoretical thinking. You probably have a desire to work with people, and in doing so, you are generally animated and affable. When the unexpected occurs (which of course it always does), you do not become flustered, but instead use your originality and Flexibility to find another way that works. You probably have a vision that extends far into the future, and you expect others to share your enthusiasm for the overall concept or goal. With preferences in Analytical and Conceptual thought, you can be intimidating, as you probably are not afraid to ask tough questions, even if doing so put others on the spot. Most likely you forge strong alliances, and excel at team building and mentoring. As a tri-modal thinker, you instinctively thread each of your preferences through one another – in this way, your ideas and interactions have elements of a variety of approaches.

Please remember that there are no “right” or “wrong” Emergenetics results, and that your Profile does not indicate how capable you are at any specific activity. You are unique, and your Profile is wonderful the way it is.

Talk to Us!

We would like to hear from you. Please contact your Emergenetics Associate or email the Emergenetics International office at brains@emergenetics.com with your observations, suggestions, and comments.

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