

EMERGENETICS® | PROFILE

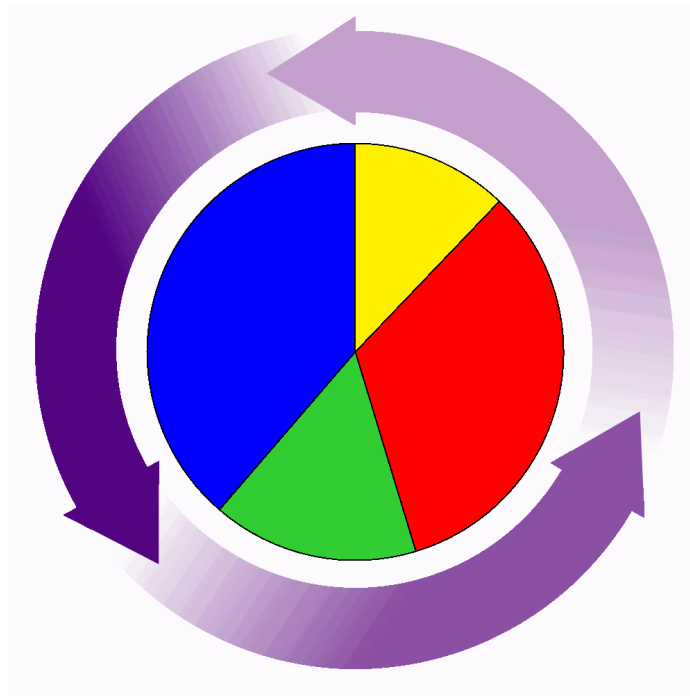
JOHN CARTER - AUGUST 17, 1998
 HOW YOU THINK: PERCENTAGES

ANALYTICAL = 39%

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

STRUCTURAL = 16%

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



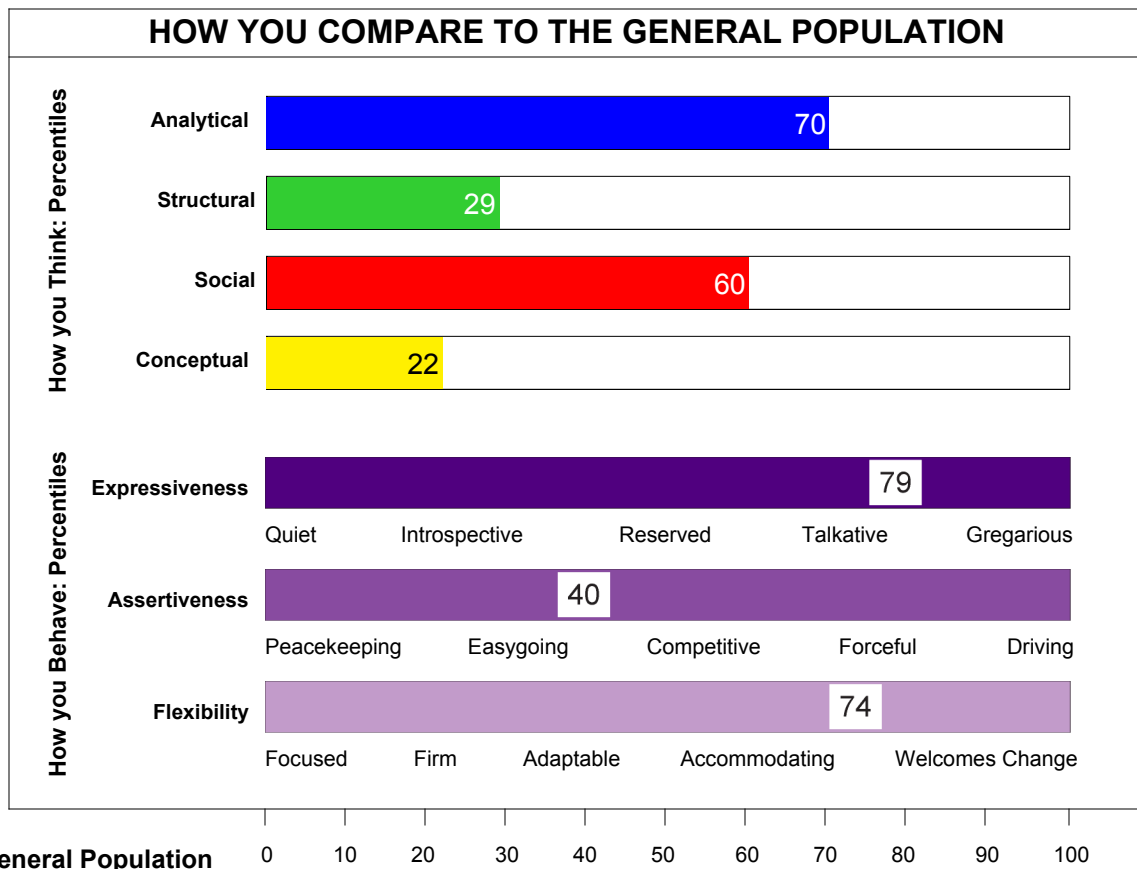
CONCEPTUAL = 12%

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

SOCIAL = 33%

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

HOW YOU COMPARE TO THE GENERAL POPULATION



JOHN CARTER

EMERGENETICS®



NARRATIVE REPORT



An individualized guide to your Emergenetics Profile



THINKING WITHOUT BOUNDARIES



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8/26/2015

Congratulations, **John Carter!** 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 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. 92% of the population has more than one thinking preference.

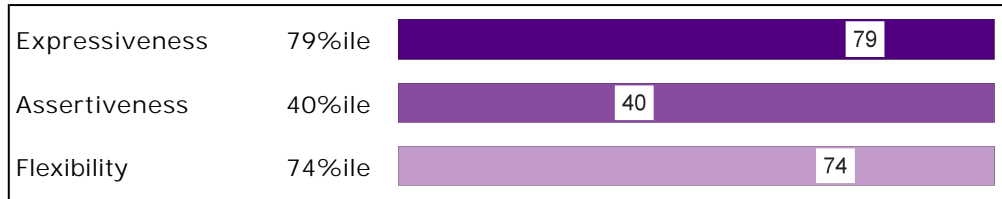
YOUR EMERGENETICS PROFILE

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.

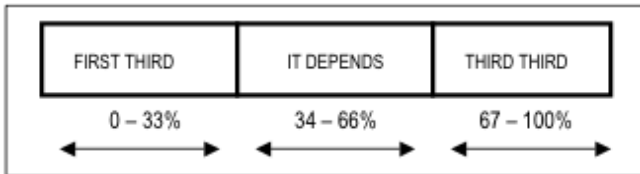


For example, you rank in the 79 percentile in Expressiveness. Imagine a room full of 100 people – including you – who represent Expressiveness in the population at large. To your left are the people who exhibit Expressiveness in a quieter way than you do, and to your right are the people who exhibit Expressiveness in a more gregarious way than you do. There are 78 people to your left, and 21 people to your right.

Similarly, we look at the other two behavioral attributes in the same way. You rank in the 40 percentile for Assertiveness, which means there will be 39 people to your left and 60 people to your right. You rank in the 74 percentile for Flexibility, so there will be 73 people to your left, and 26 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** (79%), **Assertiveness** (40%), and **Flexibility** (74%).

- 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 second third, you are in the “It Depends” group. When it comes to being in charge, you can go either way. You may step it up and behave in a more telling manner, or step back and let others take the lead. Depending on the situation and your companions, you decide how much energy you want to put into being a genial peacekeeper or a forceful driver.
- 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.

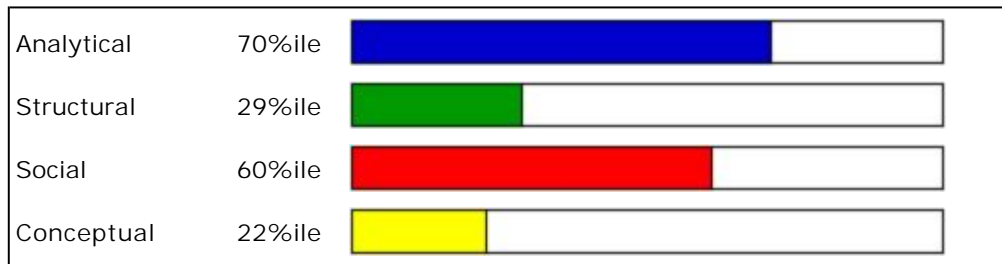
How Your Behavioral Attributes Work Together

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. In general you prefer Chinese food, but because you are in the third third for Flexibility, you probably don't really care where the group decides to go. However, the fact that you are in the third third for Expressiveness might cause you to dominate the decision-making conversation. If there is another person in the group who also is in the third third for Expressiveness, the two of you might go on for 20 minutes pointing out the pros and cons of each restaurant. Because you are in the second third for Assertiveness, you may not have a vested interest in persuading the group one way or the other. If someone has a strong opinion, you could be persuaded to go along. On the other hand, if no one steps forward, you could take charge. If the group ends up going for Indian food, you won't really mind. You'll just be happy to be with a friendly group.

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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 70 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 69 people to your left, and 30 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.

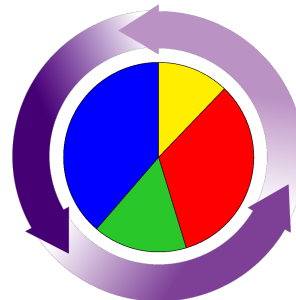
You rank in the 60 percentile in Social thinking, so this time you have 59 people to your left, and 40 to your right. In Conceptual thinking, you rank in the 22 percentile, so there are 21 people to your left who use Conceptual thinking less than you do, and 78 people to your right who use Conceptual 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** and **Social**

Your Motto: "An informed head with a warm heart."

You have a bi-modal Profile, meaning you have two thinking preferences (each 23% or greater). Your pie chart illustrates your preferences for **Analytical** thinking (39%) and **Social** thinking (33%). The Analytical/Social combination is found in 6% of the general population.

Your Profile combines rational, abstract Analytical thinking with intuitive, concrete Social thinking. Sometimes these two types of thinking are at odds with each other, and you may wish you could pick one. Usually, however, having both is a tremendous asset.

Analytical thinking combines rational thought with a love of abstract ideas. The Analytical part of your brain seeks data, verification, research, and proof. Social thinking, on the other hand, combines intuitive thought with a love of people. The Social part of your brain operates on intuition and inspiration, and seeks a personal connection to people, events, and ideas. Because you possess these two kinds of thinking, you stake a claim in four different types of thought processes: rational, intuitive, abstract, and concrete. You are good at appearing competent and friendly at the same time. However, sometimes the fun-loving, Social part of your brain may be commandeered by the critical, Analytical part of your brain, and suddenly you will start to demand data and ask exacting questions. Others might be startled. Where did your warm interpersonal attitude go?

You may find yourself in the awkward position of working alongside other highly Analytical colleagues who do not have your preference for Social thinking. While you use your Social preference to find meaning in your work, your colleagues are not likely to let their emotions interfere with their thought processes. Because they do not share your keen interest in the welfare of others, they may consider you too emotional. In addition, you may feel lonely, because your colleagues enjoy being solitary, and you don't have anyone to talk to. You may not approach problems the same way they do, although you all end up with the same answers.

When you are with other highly Social people, you are probably happy to share with them your interest in others. However, you may be the most Analytical member of the group. If you start asking questions about the budget or bylaws, your natural skepticism feels like you're throwing cold water on the proceedings. You run the risk of looking uncooperative or critical.

While you can excel in any profession, you probably enjoy being able to combine human interest with fields such as math, science, technology, and finance.

You do not have a preference (23% or greater) for **Structural** thinking (16%) or **Conceptual** thinking (12%). This means that you may have a low tolerance for rules, regulations, and chains of command. You remember concrete details about people but not about procedures. Most likely your abstract thinking is theoretical rather than fanciful. You can envision a new system, but you would not wonder how it would work ten years from now.

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 Analytical part of your brain would want to get the most value for your money, while the Social part of your brain would want to spend time with others. As long as you have fun with friends, meet a few new people, learn something new, and don't overspend, your vacation will be a success!

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** and **Social** thinking preferences, with third third **Expressiveness**, second 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, intuitive, and empathic. Most likely you see the human side of events and ideas. Your Social brain values personal intuition and seeks advice from others. You probably base your decisions on a combination of investigation, personal intuition, and advice from others. It's possible that some people who do not share your preference for Social thinking may find you too emotional, but you can thread in Analytical thinking to overcome their reservations. When you are making a big decision, remember to get input from those who have Structural and Conceptual preferences in order to consider all perspectives.

There are some inherent challenges in this Profile, as well as some unique strengths. Sometimes you have an internal tennis game going on between your two different thinking preferences. When you harness them together, you are able to come up with elegant solutions that are both lucid and beneficial for others.

Your level of Expressiveness suggests that you are animated and talkative. Most likely you 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 Flexibility implies that you are easygoing and open-minded. There is a lot riding on your level of Assertiveness, which is in the "It Depends" range. Depending on the circumstances and your companions, you can choose how much energy you want to put into being a peacekeeper (first third Assertiveness) or a driver (third third Assertiveness). When you are not concerned about getting your way, you can be lively (third third Expressiveness), accommodating (third third Flexibility), and amiable (first third Assertiveness). On the other hand, when your mind is made up, or when you are interested in getting something accomplished, you can be forceful. People will learn that although you are agreeable, you also can take charge.

As a leader, you value logic and order, are generally easygoing, and you probably keep everyone informed. You probably have a desire to work with others, and in doing so, you can span the spectrum from acting as a peacekeeper to being a driver. 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 are not afraid to ask tough questions, even if doing so put others on the spot. Your idea of looking into the future is to focus on goals that can be accomplished within the next one to three years. You probably excel at teambuilding and mentoring, and most likely you have forged strong alliances that will work in your favor when you need to get something accomplished.

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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