

EMERGENETICS® | PROFILE

JENNIFER SPRINGER - DECEMBER 2, 2010

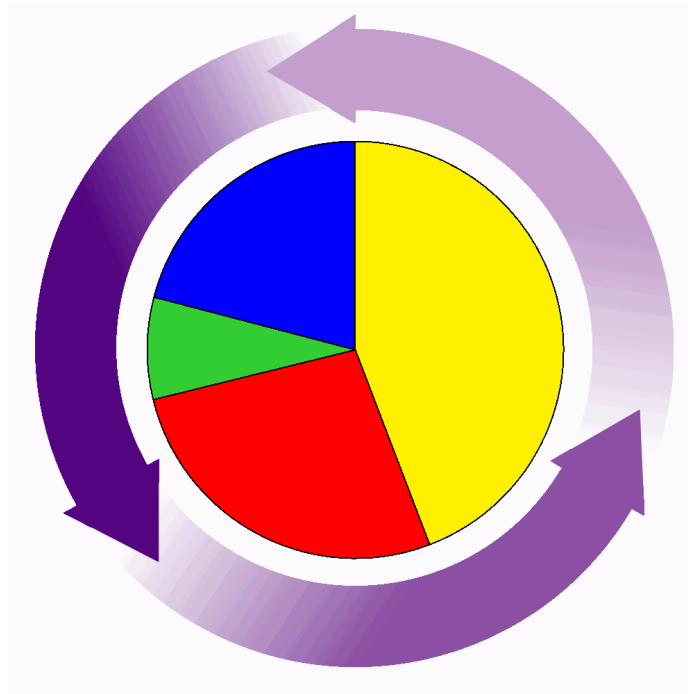
HOW YOU THINK: PERCENTAGES

ANALYTICAL = 21%

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

STRUCTURAL = 8%

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



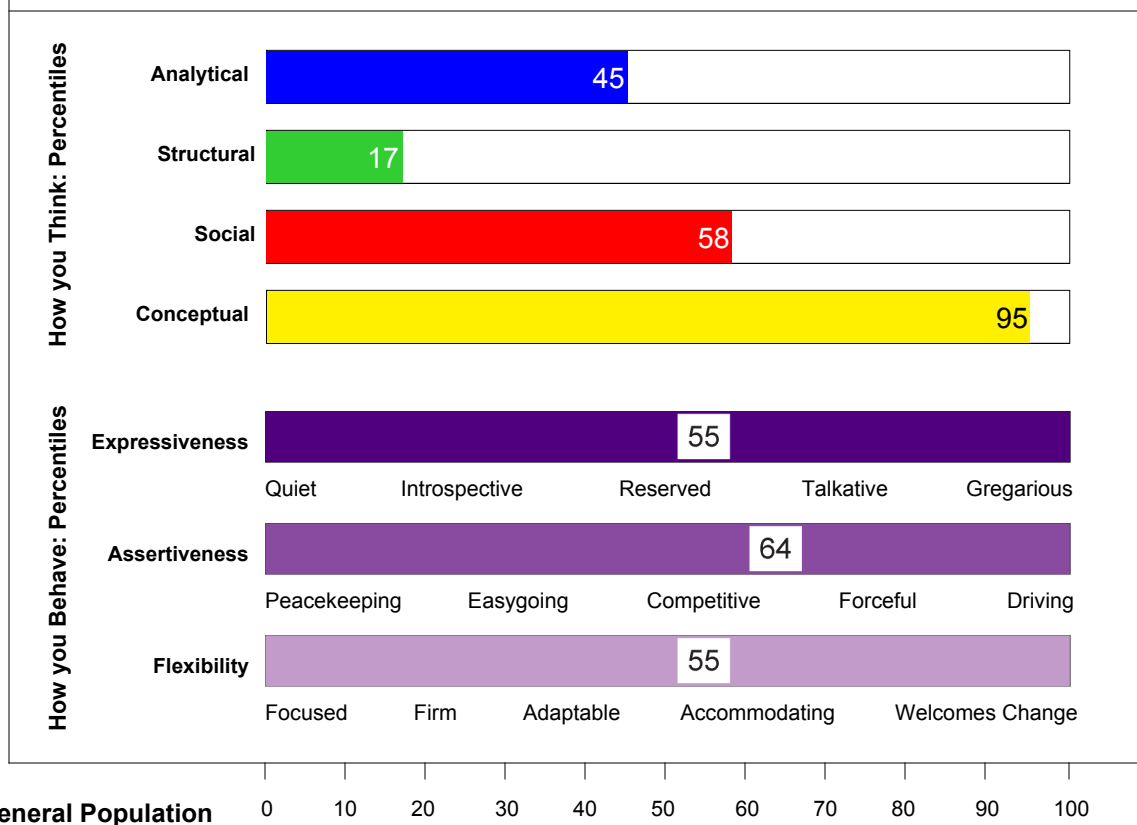
CONCEPTUAL = 44%

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

SOCIAL = 27%

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

HOW YOU COMPARE TO THE GENERAL POPULATION: FEMALES



JENNIFER SPRINGER

EMERGENETICS®



NARRATIVE REPORT



An individualized guide to your Emergenetics Profile



THINKING WITHOUT BOUNDARIES



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6/6/2014

Congratulations, **JENNIFER SPRINGER!** 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.

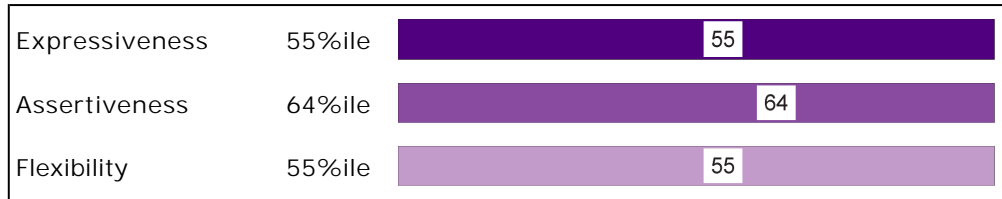
YOUR EMERGENETICS PROFILE

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 your gender.

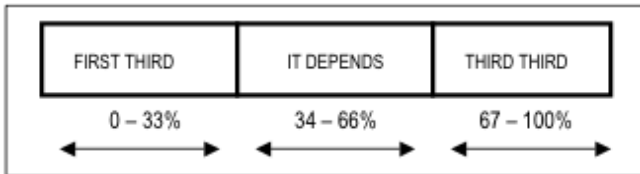


For example, you rank in the 55 percentile in Expressiveness. Imagine a room full of 100 people – including you – who represent Expressiveness in the population at large for your gender. To your left are the people who exhibit Expressiveness in a quieter way than you do, and to your right are the people who exhibit Expressiveness in a more gregarious way than you do. There are 54 people to your left, and 45 people to your right.

Similarly, we look at the other two behavioral attributes in the same way. You rank in the 64 percentile for Assertiveness, which means there will be 63 people to your left and 36 people to your right. You rank in the 55 percentile for Flexibility, so there will be 54 people to your left, and 45 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** (55%), **Assertiveness** (64%), and **Flexibility** (55%).

- Because your level of **Expressiveness** is in the second third, you are in the “It Depends” group because you generally flex your level of expressiveness situationally. In general, you are moderately expressive, neither introverted nor extroverted. You may behave in a more reserved way or in a more outgoing manner. Depending on the situation and your companions, you decide how much energy you want to put into being calm and quiet, or talkative and animated.
- 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. At 64%, you are bordering on the third third of Assertiveness, which starts at 67%. Your natural comfort level is technically in the second third, but if and when you must take charge, you can behave in a telling way.
- Because your level of **Flexibility** is second third, you are in the “It Depends” group. You may behave in a more easygoing manner, or you may take a firm position. Depending on the situation and your companions, you decide how much energy you want to put into being affable and easygoing, or determined and controlling.

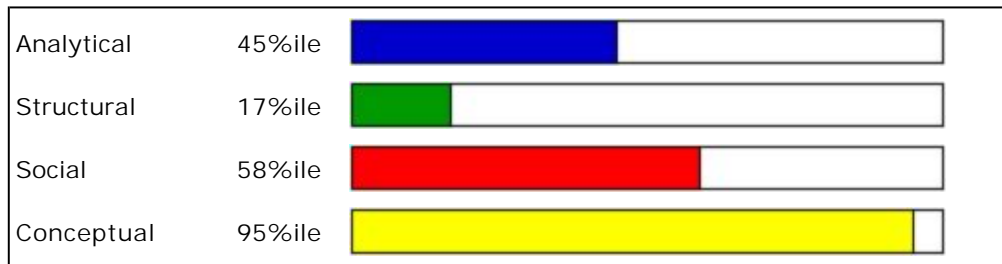
How Your Behavioral Attributes Work Together

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 second third for Flexibility, you probably are open-minded about other options. Being in the second third of Assertiveness, you may contribute your opinion, but you may not feel you must get your way. Since you are in the second third for Expressiveness, you may take an active role in the discussion, but yours probably will not be the loudest voice in the group. If no one steps forward to lead the group, you are quite capable of doing so. If the group ends up going for Indian food, you may not only find something you like to eat, but also find someone you’ve been wanting to talk to.

NOTES

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 for your gender.

You rank in the 45 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 for your gender. 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 44 people to your left, and 55 people to your right.

Similarly, you rank in the 17 percentile in Structural thinking. This means there would be 16 people to your left who favor Structural thinking less than you do, and 83 people to your right who favor Structural thinking more than you do.

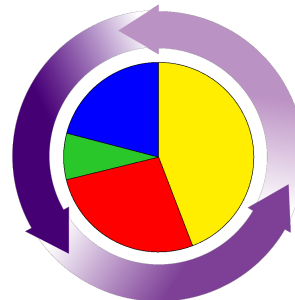
You rank in the 58 percentile in Social thinking, so this time you have 57 people to your left, and 42 to your right. In Conceptual thinking, you rank in the 95 percentile, so there are 94 people to your left who use Conceptual thinking less than you do, and 5 people to your right who use Conceptual 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: **Social** and **Conceptual**

Your Motto: "Let's create this together"

You have a bi-modal Profile, meaning you have two thinking preferences (each 23% or greater). Your pie chart illustrates your preferences for **Social** thinking (27%) and **Conceptual** thinking (44%). The Social/Conceptual combination is found in 12% of the general population.

You are probably imaginative, intuitive about ideas and people, visionary, socially aware, and empathic. You are good at seeing what is coming before others do. You may excel at finding relationships between different items, finding new solutions to old problems, and developing theories or concepts.

You seem to acquire information from your environment. You probably are able to grasp subjects without any background information, and you know what is happening without reading a book. When it comes to making decisions and solving problems, you rely on your own intuition, as well as the expertise of others. You may learn by experimenting on your own or by being shown what to do by others. Either way, you are unlikely to sit down and read a manual or follow step-by-step directions.

Because your thinking is intuitive, you run the risk of being perceived as "out there," and you may feel out of step with other people in your organization. This is hard for you because you are so Social. You may experience a conflict between your desire to be liked and to make everyone happy (your Social preference) and your desire to do whatever needs to be done to implement your vision (your Conceptual preference).

While you can excel in any profession, you probably enjoy positions that involve sharing and connecting with others. You may be involved in using details in a creative way or doing projects that involve gathering information from different sources and putting it into another form. If you work for a conventional corporation, you probably are involved in an area like human resources, research and development, or marketing.

You do not have a preference (23% or greater) for **Analytical** thinking (21%) or **Structural** thinking (8%). This means you probably are not especially interested in data, research, or proof. You typically do not enjoy processes or number-crunching, so once you have an idea you need to team up with someone who is Analytical/Structural, or your great idea can be lost.

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. You might begin by selecting an unusual destination, as well as determining who is available to go with you. Travel details do not overly concern you, but you probably know someone who can put together the perfect plan for you. Once you are on your way, anything could happen, particularly when you meet interesting people who persuade you to take various side trips. With your Profile, you can expect the unexpected!

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

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. Your preference for Conceptual thinking implies thought processes that are theoretical, unusual, and visionary. When you harness these thinking preferences together, you create innovative solutions that are beneficial for others. These two thinking attributes rely less on rational thought processes, so you probably make decisions based on intuition, inspiration, and the advice of others. People who do not share your preference for Conceptual thinking may find your ideas too far “out there.” People who do not share your preference for Social thinking may underestimate your intelligence or believe you are too emotional. When you are making a big decision, remember to seek input from people who have Analytical and Structural preferences in order to be sure you consider all perspectives.

All of your Behavioral Attributes are in the “It Depends” category, which gives you the maximum amount of range possible in your decorum. You can decide how much energy you want to put into being quiet (first third Expressiveness) or lively (third third Expressiveness), agreeable (first third Assertiveness) or forceful (third third Assertiveness), determined (first third Flexibility) or easygoing (third third Flexibility). Depending on the circumstances and your companions, you pick the strategy you think will work best. It’s great to be capable of this variety!

As a leader, you can likely make adjustments quickly and easily to match a variety of situations. Most likely, you have a vision that extends far into the future, and you expect others to share your enthusiasm for the overall concept or goal. You probably forge strong alliances and excel at team building and mentoring. Keep in mind that your preference for “right brain” thinking may make it hard for some people to understand what you expect of them, so it is important to utilize your ability to adapt your behaviors to convey your true intentions.

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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