

KIMBERLY JACKSON

EMERGENETICS®



NARRATIVE REPORT



An individualized guide to your Emergenetics Profile



THINKING WITHOUT BOUNDARIES



www.emergenetics.com



North America | Asia | Europe



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Congratulations, **Kimberly Jackson!** 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.

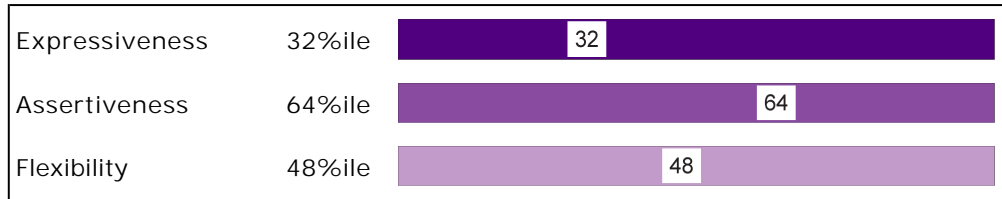
YOUR EMERGENETICS PROFILE

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.

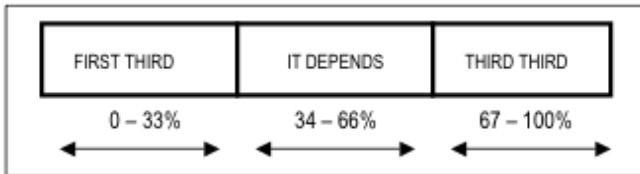


For example, you rank in the 32 percentile in Expressiveness. Imagine a room full of 100 people – including you – who represent Expressiveness in the population at large. To your left are the people who exhibit Expressiveness in a quieter way than you do, and to your right are the people who exhibit Expressiveness in a more gregarious way than you do. There are 31 people to your left, and 68 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 48 percentile for Flexibility, so there will be 47 people to your left, and 52 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** (32%), **Assertiveness** (64%), and **Flexibility** (48%).

- Because your level of **Expressiveness** is in the first third, you are probably calm, thoughtful and quiet. In general, you probably keep your thoughts to yourself, your facial expressions may be stoic, and you can maintain confidential information easily. You may learn by listening and reflecting. You don't waste words, and you tend to think before you speak. You may be less dependent on others for your own amusement. You generally prefer one-on-one conversations or small gatherings over participating in large groups. In group situations, you hope you won't be singled out. If you must spend prolonged periods of time with people, you may eventually need to retreat to privacy, which you find energizing. Because you are generally reserved, you may be perceived as less emotional (which may or may not be the case). Sometimes you may be so quiet that you may not realize other people cannot readily perceive what you are thinking. When you are working in a team, you are often the calming influence on those around you. At 32%, you are bordering on the second third of Expressiveness, which starts at 34%. Technically your comfort level is in the first third, but it is relatively easy for you to behave in a more Expressive manner if you need or wish to.
- 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.

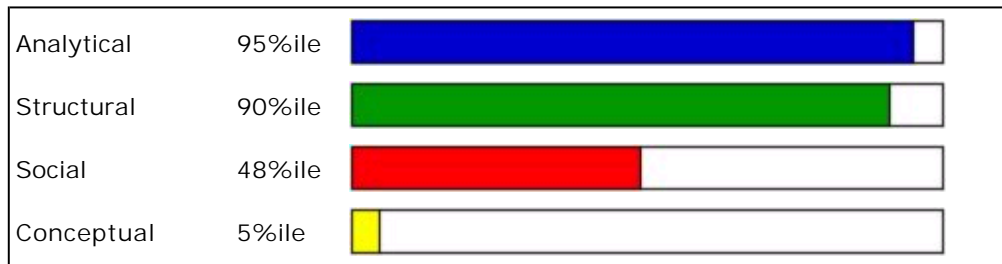
How Your Behavioral Attributes Work Together

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 would rather have Chinese food, but because you are in the second third for Flexibility, you probably can be persuaded to go either way. You also are in the second third for Assertiveness, so you probably give your opinion to the group and then wait to see if more input is needed. Because you are in the first third for Expressiveness, if you have already stated your position, you may not feel like continually raising your voice to be heard. You may not feel the need to take charge, but if no one else steps forward to organize the group, you are capable of taking on the role. If the group ultimately decides to go to the Indian restaurant, you may briefly consider making up an excuse to stay behind, as being with the group is not your highest priority. In the end, however, your flexibility may save the day, and you may find something to enjoy about the Indian food.

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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 95 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 94 people to your left, and 5 people to your right.

Similarly, you rank in the 90 percentile in Structural thinking. This means there would be 89 people to your left who favor Structural thinking less than you do, and 10 people to your right who favor Structural thinking more than you do.

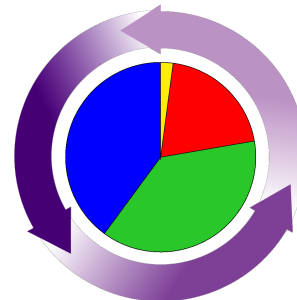
You rank in the 48 percentile in Social thinking, so this time you have 47 people to your left, and 52 to your right. In Conceptual thinking, you rank in the 5 percentile, so there are 4 people to your left who use Conceptual thinking less than you do, and 95 people to your right who use Conceptual thinking 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 **Structural**

Your Motto: "Make a plan and follow it."

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 (40%) and **Structural** thinking (38%). The Analytical/Structural combination is the most prevalent Profile in our database, and is found in 17% of the general population.

As an Analytical/Structural thinker, you may dive instead of skim the surface. You may prefer to study a subject in depth, and you look at learning vertically—from a deep, narrowly focused point of view. You probably approach problems rationally and reach decisions based on data, research, and proof. Your thinking is not intuitive, so you probably rely more on being thorough and less on sudden inspiration. You may like math and enjoy guidelines. Probably you are a clear thinker, are logical and methodical, and excel at time management.

Your thinking can be theoretical, but it probably is not fanciful. Most likely you do not let your emotions interfere with your thought processes. Because you prefer established guidelines and proven techniques, you may be cautious about new ideas. You have a tendency to be somewhat predictable.

Most likely, you describe your work as organized, technical, detailed, efficient, results-oriented, and structured. While you can excel in any profession, chances are you enjoy computers, financial analysis, projects that have parameters, and making continuous progress in established processes. You may be comfortable working alone or independently, and you may prefer to do tasks yourself instead of delegating them to others, who might make mistakes.

You do not have a preference (23% or greater) for **Social** thinking (20%) or **Conceptual** thinking (2%). You may see teamwork as a means to accomplish work rather than a means of empathizing with others. You probably believe that business is not personal, and you run the risk of being perceived as cold.

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. Most likely the Analytical part of your brain would take pleasure in finding the best value for your money, while the Structural part of your brain would do an excellent job packing and planning. Probably your ideal vacation would be educational in some way, and you would research your destination ahead of time. You would probably choose a tried-and-true locale, and your activities would be carefully timed for maximum experiences in the time available.

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 **Structural** thinking preferences, with first third **Expressiveness**, second third **Assertiveness**, and second 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. Your preference for Structural thinking suggests that you are good with practical details, favor tried-and-true methods, and excel at creating clear, workable solutions. When you harness these thinking attributes together, you create elegant yet data-driven, pragmatic approaches. Both of your thinking preferences are based on rational thought processes. You probably base your decisions on a combination of investigation and familiar routines. When you are making a big decision, remember to seek input from people who have Social and Conceptual preferences in order consider all perspectives.

Your level of Expressiveness suggests that you are generally quiet and reserved. Your Assertiveness is in the "It Depends" range, which means you probably wait to see what develops before deciding how much energy you invest in being either a peacekeeper (first third Assertiveness) or a driver (third third Assertiveness). Your level of Flexibility also is in the "It Depends" range, which means you decide how much energy you invest in being focused (first third Flexibility) or open-minded (third third Flexibility). With two Behavioral Attributes in the "It Depends" category, you can show a wide range of demeanor. When you are relaxed, you may be reserved (your natural first third Expressiveness), congenial (first third Assertiveness), and agreeable (third third Flexibility). On the other hand, when the situation calls for action, you may be calm (first third Expressiveness), forceful (third third Assertiveness), and firm (first third Flexibility). When you are in this mode, you probably accomplish a great deal "under the radar". There is also the possibility that you will bump both attributes up or down simultaneously. At any point in time, no matter what end of the spectrum your Assertiveness and Flexibility are at, with your Expressiveness, you are likely to be composed and cool.

As a leader, you may prefer to get the job done with a minimum amount of discussion. You are not afraid to ask tough questions, even if they put other people 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 may have trouble delegating, because you aren't sure you can trust others to do the job correctly, and sometimes your desire to do things "by the book" may rein in your creativity. You are probably prompt and task-oriented, and you excel at time management and meeting deadlines. Keep in mind that people who use a lot of "left brain" thinking run the risk of appearing intimidating, so it is important to utilize your ability to adapt your behaviors in order 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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