

Innate Index

PROFILE FOR:

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CONFIDENTIAL



About Innate Index

The **Innate Index** is a reliable and valid assessment of personality that promotes success in work, in relationships, in education and in life. This report will provide feedback on both positive assets associated with each of the specific personality factors measured as well as potential interpersonal liabilities in dealing with others. This confidential feedback report provides a useful foundation for personal and professional development.

The **Innate Index** measures eight key factors that have been shown to be significantly associated with diverse job, career and health outcomes and highly correlated with other validated measures of personality:

Resilience

Resilience represents individual differences in emotional adjustment and emotional stability.

Sensitivity

Sensitivity assesses one's interpersonal orientation.

Achievement

Achievement indicates an individual's degree of organization, persistence, drive, hard work and motivation in the pursuit of goal accomplishment. It is composed of two primary facets (but treated as a single unit): achievement motivation and dependability. Achievement motivation has been widely studied in the context of entrepreneurship but dependability has received much less explicit attention.

Self-Confidence

Self-Confidence describes the continuum between humbleness to arrogance in the behavior of others.

Character

Character describes the extent to which an individual acts and behaves in a responsible and honest manner in all dealings with others. This factor implies a slightly broader conception including willingness to comply with rules, values, norms and expectations.

Sociability

Sociability describes the extent to which people are gregarious, outgoing, social and extraverted (i.e., they get energy being around other people).

Energy

Energy describes the extent to which people are energetic, playful, excitable, active and enthusiastic.

Adventuresome

Adventuresome characterizes someone who is intellectually curious and tends to seek new experiences and explore novel ideas.

The **Innate Index** norms are based on more than 50,000 working adults in diverse industries and have a balance of gender, ethnicity, job level and age. The **Innate Index** has a sound statistical foundation with a reliable and valid scale.

What is Personality and Why Does it Matter?

Current research suggests that personality is not merely “an attitude about one’s self” and this limited view does not appear consistent with current research showing that:

- Personality measurements of the same factor by self-report, other reports, behavioral simulation, tend to be highly correlated with each other (Nave, Sherman & Funder, 2008)
- Personality measures are inherited across cultures. On average 40 to 50 percent of most personality factors are inherited (Stubbe, Poshuman, Boomsma & De Geus, 2005)
- Personality measures appear to be related systematically to neurophysiological systems such as those assessed by functional MRI (DeYoung, Hirsh, Shane, Papademetris, Rajeevan & Gray, 2010)
- Personality traits are relatively consistent over long periods of time and strongly associated with diverse life and health outcomes such as career success, life span and well-being (Roberts & Mroczek, 2008)
- In general personality plays a major role in the way people perceive, behave and are experienced by others at work. Our personality provides us with insight about “why” we behave as we do and how others experience us at work (Nowack, 2012)
- Personality measures are associated with meaningful life and health outcomes (Ozer & Benet-Martinez, 2006; Deary, Weiss & Batty, 2011)
- Based on a 15 year longitudinal study, it appears that personality not only predicts, but is also predicted by (change in) occupational characteristics (Wille & De Fruyt, 2014)
- Research suggests that that 20% to 25% of all leaders demonstrate at least one aberrant personality tendency such as obsessive-compulsive or antisocial behavior. Between 10% and 15% were flagged as at risk for two or more aberrant personality tendencies. (De Fruyt, Wille, & Furnham, 2014)

The importance of personality at work

It's not how smart you are, but how you are smart that seems to make a difference in work and life success. Personality, social and emotional competence for most individuals in most kinds of jobs determines largely who succeeds and who fails.

Research by Envisia Learning, Inc. demonstrates that talent who report to interpersonally incompetent bosses are significantly more likely to report higher job stress, lower satisfaction/engagement and less likely to stay with the organization.

There is considerable support for the claim that there is a strong association between personality and work-related performance. For example, studies show that emotional intelligence and social and emotional competence predicts performance even when mental ability (incremental validity) is controlled in both leadership and professional jobs.

A broad personality trait called “core self-evaluations” represent fundamental assessments that people make about their worthiness, competence and capabilities. These self-evaluative traits of self-efficacy, self-esteem, locus of control and emotional stability have been shown to be strongly associated with health, job success and performance. Additional research also supports positive psychology traits like resilience, hardiness, grit, agility and optimism with sales success and performance and self-discipline predicts academic success (GPA and SAT scores) twice as well as IQ in students.

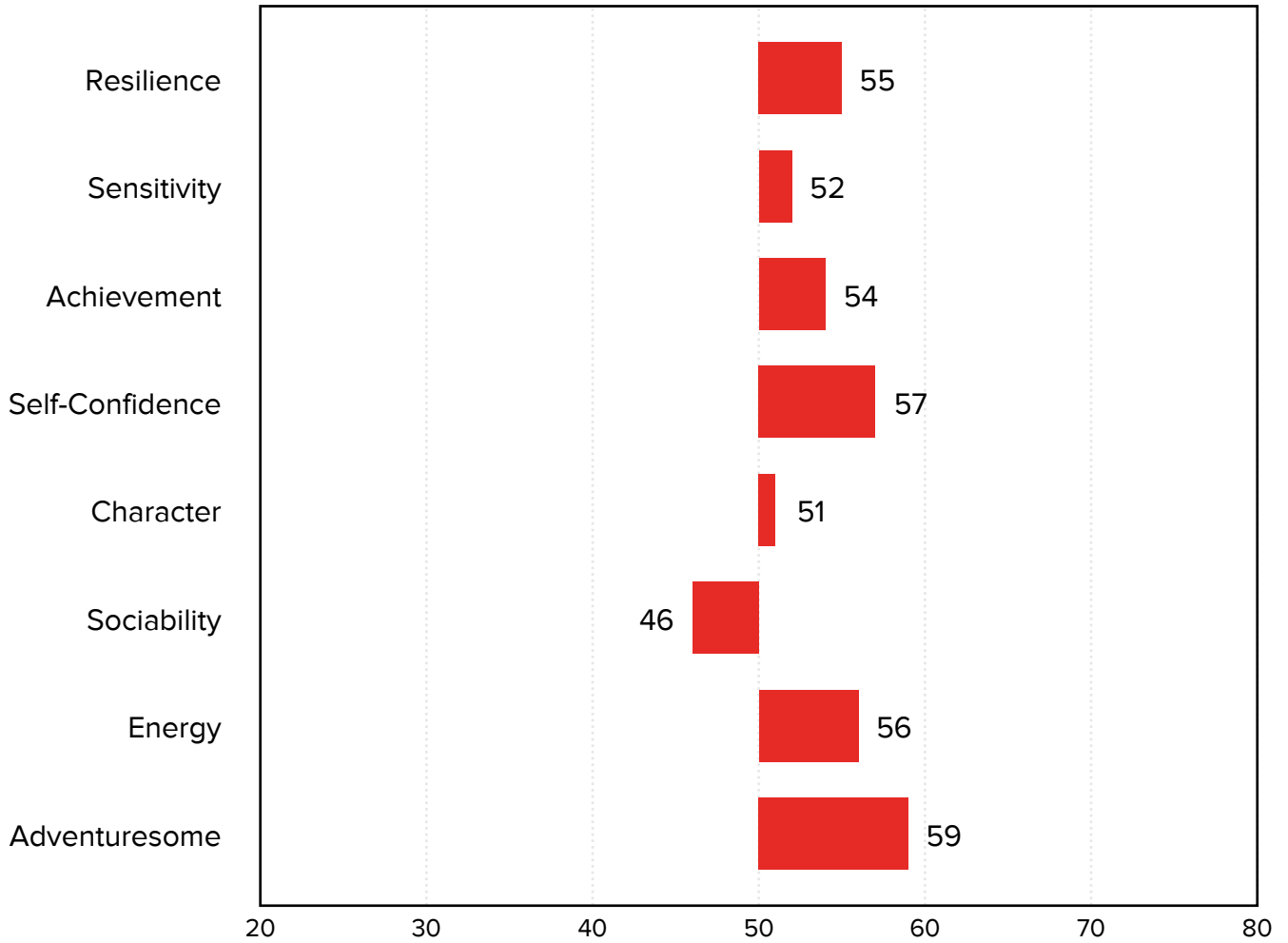
New personality research reveals that many traits like achievement orientation and emotional stability have a U-shape relationship with job performance. Higher levels will initially lead to better performance (e.g., high in conscientiousness and drive) but the relationship will become weaker and then eventually disappear after it reaches a certain threshold point that depends on just how complex the job to be performed is.

Your Innate Index Results

To further understand your Innate Index results, your score can be interpreted as follows:

Very High	t-score above 70 (about 98% of the people who took Innate Index got a lower score on this scale)
High	t-score above 60 (about 84% of the people who took Innate Index got a lower score on this scale)
Moderately High	t-score above 55 (about 69% of the people who took Innate Index got a lower score on this scale)
Average	t-score between 45 and 55 (about 31% of the people who took Innate Index got a higher score on this scale and about 31% got a lower score)
Moderately Low	t-score below 45 (about 69% of the people who took Innate Index got a higher score on this scale)
Low	t-score below 40 (about 84% of the people who took Innate Index got a higher score on this scale)
Very Low	t-score below 30 (about 98% of the people who took Innate Index got a higher score on this scale)

Your Innate Index Results



Interpreting Your Innate Index Results

A low or high score on the **Innate Index** is not necessarily “good” or “bad” but depends on the job tasks you perform (complexity in decision making, need for problem solving, creativity, etc.) and the personality of others whom you interact and work with. So, it is important to distinguish between how you see yourself (sometimes referred to as “identify”) versus how you are seen by others (sometimes referred to as “reputation”).

It is also very important to distinguish two aspects of “reputation” that might be referred to as “bright side strengths” and “dark side liabilities.” When we have very low or high on the **Innate Index** factors, either ends of the continuum might be experienced by others as positive or as “bright side strengths” that are positively associated with job performance, career success and health.

On the other hand, too low or too high a score might reflect how people are experienced by others when they are less concerned about how they are perceived (i.e., when they are under stress or let their guard down). These “dark side liabilities” may be seen as dysfunctional extensions of the “bright side strengths.” For example, extreme confidence may appear to others as narcissism and extreme introversion may appear to others as being aloof, cold and uncaring.

The following pages summarize each of the eight **Innate Index** personality factors. As you review these pages, reflect how your personality and interpersonal style may be perceived and experienced by others in the most desirable and undesirable light and how your personality explains your approach to work, relationships and life.

The graphs that follow compare your behaviors to those of others in our large normative database of working adults using standardized t-scores. The t-score is a standardized score allowing you to compare your own score to a large international normative database of working adults being used for this instrument. The t-score, for each **Innate Index** scale, is how far you are from the average expressed in units of standard deviation. A t-score is sometimes called a “standardized score” with 50 representing the average.

Resilience



INTERPRETATION OF YOUR SCORE

Resilience represents stable individual differences to the extent which an individual is emotionally calm, even tempered, hopeful, optimistic, able to cope with stress and generally happy. Most research suggests that low **Resilience** is associated with increased anxiety, stress, substance abuse, higher inflammation and increased risk of mortality. Such individuals tend to worry more, express more negative emotions and may need more support and encouragement.

However, findings from a large nationally representative sample of midlife adults show that worrying might not be so bad for you if it is also paired with a high score on another **Innate Index** scale called **Achievement** (Turiano, 2013). Such individuals might be characterized as having “healthy concerns”. A high **Achievement** score may lead you to be self-disciplined and to take action when your behavior veers into the unhealthy range. In general, those with high **Resilience** scores are typically more emotionally predictable and tend to take work/life challenges and pressures in their stride.

YOUR BRIGHT SIDE STRENGTHS

Your **Resilience** score is *above average* compared to others.

Generally, those scoring high on this scale might be described as calm in the face of perceived challenge, stress and threat (i.e., “cool headed” and consistent in expressing their emotions). Those scoring high in **Resilience** tend to be optimistic and less likely to experience and express worry, anxiety, anger/irritability and impatience with others.

Your score on this personality factor suggests that you will tend to experience greater happiness and overall work/life satisfaction (i.e., more positive than negative emotions) and recover more rapidly with work/life change and challenges (i.e., able to bounce back more rapidly and actually learn/grow through them.)

Overall, you tend to have a confident and positive style with the ability to maintain a positive and even-tempered reaction to work and life pressures.

YOUR DARK SIDE LIABILITIES

Each **Innate Index** personality factor, when overused, may be seen and experienced by others as a possible liability. For example, your higher score might create an unrealistic sense of control and confidence, making you indifferent or unresponsive to true dangers in your own health or relationships with others.

With a high score on **Resilience** you might be perceived by others who experience your style as too composed, calm and unemotional. Your emotional control may appear to convey that you are disinterested, apathetic or even uncaring.

Your score suggests that you may be seen by others as an unexpressive leader who might conceal your true assessments of others and might be viewed as less likely to use inspirational appeal as an influence tactic. Finally, your higher score might come across as an unwillingness to face issues or to be overly analytical (i.e., without emotion and feelings). Finally, your calm nature during stress or crisis might convey a lack of interest about the situation you are in or lacking a sense of urgency to make decisions or take actions.

Sensitivity



INTERPRETATION OF YOUR SCORE

Sensitivity represents individual differences describing the extent to which an individual is trusting, caring, cooperative, forgiving and agreeable in interacting with others.

Those with high scores on **Sensitivity** can be characterized as trusting, forgiving, caring, altruistic and sometimes gullible. The high end of **Sensitivity** represents someone who has cooperative values and a preference for positive interpersonal relationships. Someone at the low end of this factor might be experienced as somewhat cold, uncaring, tough, self-centered and even ruthless.

YOUR BRIGHT SIDE STRENGTHS

Your **Sensitivity** score is *above average* compared to others.

Generally, those scoring high on this scale might be described as compassionate, empathetic, willing to try to help others and putting the needs of others first (i.e., not self-centered). Individuals with this score would rarely, if ever, take advantage of someone and tends to be fairly trusting of others. You would be described by others as fair and friendly and generally tend to “look for the good in others”. You are willing to give others a “second chance” and tend not to hold grudges (i.e., tend to more readily forgive others). You pride yourself in being supportive when there is an interpersonal problem and demonstrate appropriate sympathy towards others.

You tend to be responsive, pleasant and caring in your interpersonal interactions with others and tuning into their ideas and feelings. You tend to be cooperative and even accommodating to support the group or team that you are part of (i.e., work hard to seek “win-win” outcomes). Others will experience you as being open to the ideas and suggestions that they share with you. You tend to solicit the thoughts and ideas of others.

YOUR DARK SIDE LIABILITIES

Each Innate Index personality factor, when overused, may be seen and experienced by others as possible liabilities. For example, your higher score on this scale might result in being seen as too forgiving and “soft” on others (i.e., uncritical). Your higher score may also make you appear too idealistic, a bit naïve in dealing with others and unable to protect your own self-interests.

With a high score on Sensitivity you might also be perceived as overly accommodating, obliging and having a high need to please others. Some people will also see you as focused exclusively on “emotions” and “soft skills” in teams and groups and lacking a task focus. Others might criticize you for not being more direct, honest and assertive with others or too careful to “not hurt the feelings of others.”

In terms of conflict, you might be willing to bend and adapt to meet the needs of others and might defuse an argument by giving away too much. You might feel the inability to manage very strong and assertive individuals and tend to give in to avoid a higher level of conflict with them (i.e., you may look for ways to smooth over and/or avoid issues to minimize stress and tension).

Achievement



INTERPRETATION OF YOUR SCORE

Achievement indicates an individual's degree of organization, persistence, drive, hard work, conscientiousness and motivation in the pursuit of goal accomplishment. This personality factor is composed of two primary facets that are combined in this assessment - achievement motivation and dependability. Both factors have been widely studied and have been shown to be predictive of entrepreneurial, work, education and life success. **Achievement** has also been generally associated with both psychological health and physical well-being in current research.

YOUR BRIGHT SIDE STRENGTHS

Your **Achievement** score is *above average* compared to others.

Generally, those scoring high might be described as more ambitious, careful, thorough, persistent, focused, deliberate, disciplined, determined, committed and dependable. In general, high scores on **Achievement** have been shown to be good predictors of education and job success as well as being associated with long-term physical health and longevity. Furthermore, individuals with above average scores on this personality factor tend to avoid health risk behaviors, practice greater health-promoting behaviors and display better adherence to lifestyle and medical advice. Also, researchers have found, in a sample of older adults, that husbands' **Achievement** orientation predicted wives' physical health over and above their personality, while wives' scores also predicted husbands' overall health.

Your score suggests that you will continue to be disciplined in accomplishing goals, to express a strong will and single-minded drive to achieve and to demonstrate a high level of tenacity and persistence in the face of obstacles/challenges. Overall, you tend to be conscientious and deliberate in your decision making and can be detail oriented to ensure successful completion of goals. You tend to push forward in the face of opposition and challenge and feel bad if something interferes with the accomplishment of your goals.

YOUR DARK SIDE LIABILITIES

Each **Innate Index** personality factor, when overused, may be seen and experienced by others as possible liabilities. For example, strong willed and determined individuals might be seen as rigid, stubborn and inflexible. Individuals with high scores might also be workaholics and prone to being overly perfectionistic and never completely satisfied with their accomplishments. Finally, the high drive that can lead to success can also become a source of frustration in the face of goals that are unattainable or externally imposed.

Regarding **Achievement**, there is evidence that it is a good predictor of life-span health and well-being. Individuals with below average scores on this personality factor tend to exhibit some health risk behaviors, practice less health-promoting behaviors and often display less adherence to lifestyle and medical advice.

Your high drive score suggests that you might be seen by others as unwilling to listen to alternate points of view, quick to impose your will on others and as too autocratic or pushy in pursuit of your own goals (i.e., be controlling or to micro-managing others). Your diligent approach to take actions can be interpreted as being too independent and demanding of others. Finally, you may be seen as compulsive and unrealistic in pursuing your goals and lack work/life integration (i.e., be prone to job burnout).

Self-Confidence



INTERPRETATION OF YOUR SCORE

Self-Confidence represents individual differences describing the extent to which an individual is confident, self-assured, poised, self-reliant, certain, decided and in control. This personality factor describes behavior on a continuum between humbleness to arrogance.

Those with high scores on **Self-Confidence** are seen by others as accepting self and others in a non-judgmental manner, expressing humbleness, modesty and not bragging about his/her accomplishments. Individuals with low scores can be seen and experienced as slightly to highly narcissistic, constantly seeking attention and admiration from others, having an exaggerated sense of self-importance, being selfish, boastful, overly confident, arrogant, disdainful and demonstrating a patronizing attitude.

YOUR BRIGHT SIDE STRENGTHS

Your **Self-Confidence** score is *above average* compared to others.

Generally, those scoring high on this scale might be described as possessing strong self-esteem and being self-assured. You tend to express pride in what you have accomplished and are open to feedback and constructive criticism to become even better. You seek information and solicit feedback from others and are motivated to explore ways to continue learning about yourself, improving your skills and enhancing your knowledge.

You tend to demonstrate emotional control and poise under pressure. You are willing to take prudent risks and exercise conviction in your decisions and actions. You can be bold in acting independently and are optimistic that your efforts will result in positive outcomes. You can be reassuring to others in the face of ambiguity, stress and challenge. You truly believe that you have control over your future and that your actions will create the success you have envisioned for yourself and others.

YOUR DARK SIDE LIABILITIES

Each **Innate Index** personality factor, when overused, may be seen and experienced by others as a possible liability. For example, your higher score on this scale might result in being seen as overly confident or even arrogant and unwilling to explore other options, alternatives or diverse ways of thinking about things.

With a high score on **Self-Confidence** you might be perceived by others as closed to feedback and possibly defensive when people share suggestions and constructive criticism with you. Your sense of confidence might also be experienced by others as feeling superior to others and acting in a self-enhancing manner.

Your score also suggests at times you overestimate your own skills and talents and possess an unrealistic view of what you can truly accomplish. Your tendency to view things through “rose colored glasses” enables you to pursue goals in the face of obstacles longer but you also are unable to recognize when such goals are unattainable. This pursuit may result in frustration and/or burnout.

Character



INTERPRETATION OF YOUR SCORE

Character represents individual differences describing the extent to which an individual acts and behaves in a responsible and honest manner in all dealings with others. This factor implies a slightly broader definition including willingness to comply with rules, internalized values, norms and expectations.

Individuals scoring high on **Character** tend to demonstrate high levels of responsibility, trustworthiness, candor, truthfulness and directness in interpersonal interactions. Those scoring low on this factor may be seen as less trusting, more indirect, manipulative, clever and even vindictive.

YOUR BRIGHT SIDE STRENGTHS

Your **Character** score is *above average* compared to others.

Generally, those scoring high on this scale might be described as responsible with a strict personal code of conduct and working to high standards all of the time. Your score suggests that you will exhibit strong organizational “citizenship” and will always try to do the “right thing” (share a sense of values of benefiting the greater good for people, teams, organizations and society). You would like to be seen as trusting, frank and sincere as well as complying with established rules, processes and procedures.

You tend to be trustworthy and true to your word and able to stand up to peer pressure as well as opposite points of view. You are willing to challenge others if things are done poorly or their behavior demonstrates a lack of judgment, character or ethics. You will tend to apply yourself and give a strong effort to even unpleasant tasks if you feel it is your duty and responsibility to do so.

YOUR DARK SIDE LIABILITIES

Each **Innate Index** personality factor, when overused, may be seen and experienced by others as a possible liability. For example, your higher score might result in being seen as too dogmatic, rigid and narrow-minded to others.

With a high score on **Character** you might be perceived by others as socially gullible (i.e., susceptible to be manipulated), too trusting of others, unwilling to take risks and inflexible in your beliefs. For those more politically motivated you might be seen as lacking the ability to market your own “brand”.

Your score also suggests you are surprised and taken aback when others cheat, lie or manipulate and you will definitely be disappointed when others let you down because of your dedication to reliability and following rules, processes and procedures.

Sociability



INTERPRETATION OF YOUR SCORE

Sociability represents individual differences to the extent which people are gregarious, outgoing, social, friendly, extraverted and get energized being around other people.

People who score high on **Sociability** tend to like people, large groups and social stimulation. People who score low on this factor prefer to spend more time alone and are often characterized as reserved, private, shy, independent and introverted. Individuals with low scores on sociability might even be perceived and experienced by others as aloof, judgmental, non-social or even boring.

YOUR BRIGHT SIDE STRENGTHS

Your **Sociability** score is *below average* compared to others.

Your score suggests that you are more introverted and prefer smaller groups of friends with more intimacy and meaning and that you get drained and tired when working with and being with others (i.e., you have great focus and preference to do things independently and alone). You tend to be self-reliant, secure and respectful of others. You tend to seek more quality in the relationships that you nurture and take time establishing closeness with others. Your preference is to interact in smaller groups that you can join when you want and to minimize being dependent on others.

Your score suggests strength in being able to work out problems on your own with careful thought and consideration (i.e., independence and interacting with others without a need to be liked). You will generally be seen by others as non-manipulative, not overly needy of companionship at work and able to separate work and family obligations.

YOUR DARK SIDE LIABILITIES

Each **Innate Index** personality factor, when overused, may be seen and experienced by others as a possible liability. Generally, those scoring low on **Sociability** don't enjoy large social events and can seem distant, cool and aloof to family members, coworkers and friends who want them to join in more. You might be seen as unwilling to join the activities of others and even judgmental or evaluative.

Your lower score might be easily misinterpreted by others as you are more private and reserved with those you interact with so you may come across as mysterious and political or even troubled and insecure. You might be seen as "keeping others away" and/or socially inhibited (i.e., you may appear as self-conscious and purposely avoiding joining new groups or interacting with others).

Energy



INTERPRETATION OF YOUR SCORE

Energy represents stable individual differences around the extent to which an individual is energetic, playful, excitable, active, dynamic, lively, vivacious, animated, enthusiastic and tireless. People who score high on **Energy** tend to seek excitement and stimulation and express both thoughts and feelings outwardly. High scoring individuals tend to feel and express more positive affects overall (e.g., excitement and optimism).

People who score low on **Energy** are typically characterized as reserved, quiet, “low key” and muted in their affect. They tend to value doing things on their own and can come across as shy. They can take some time to get to know you as they tend to be cautious in expressing thoughts and feelings. In general, they don't seek large social activities and can seem somewhat distant, mysterious, snobby or aloof to others who want them to participate more.

YOUR BRIGHT SIDE STRENGTHS

Your **Energy** score is *above average* compared to others.

Generally, those scoring high might be described as enthusiastic, animated and excitable. You tend to be active, can make decisions rapidly and rarely tire or need breaks as you can focus for long periods of time on tasks and projects that you are involved in (i.e., you can stick to a task despite being somewhat physically or emotionally tired). You may attempt to multi-task to get as much accomplished as possible and are energetic in your approach to getting things done (e.g., you may eat, drive and speak rapidly). Your natural style will be seen and experienced as typically charismatic, dynamic, fun and likeable by others.

YOUR DARK SIDE LIABILITIES

Each **Innate Index** personality factor, when overused, may be seen and experienced by others as a possible liability. For example, your higher scores on this scale might result in your high level of **Energy** being perceived as impulsive in your actions and exhibitionist in your verbal and non-verbal behaviors when you are truly excited.

With a high score on **Energy** you might be perceived by others who experience your style as somewhat disruptive, overly talkative, wordy and too animated. You tend to get impatient with the pace of things if they appear too slow (e.g., when others don't appear to match your pace or rate of doing things). You can be easily bored with others and appear undisciplined and even disorganized with a tendency to work too quickly without attention to details (i.e., ignoring quality over quantity). An extremely high score might suggest some obsessive compulsive tendencies and lack of impulse and emotional control which draws attention to you (i.e., dramatic and grandiose in speech and behavior).

Adventuresome



INTERPRETATION OF YOUR SCORE

Adventuresome represents stable individual differences to the extent which people are creative, innovative, imaginative, independent, reflective, risk-taking, daring and entrepreneurial. Individuals high on **Adventuresome** can be described as entrepreneurial, imaginative, experimental, open to change, artistic and untraditional.

Those scoring low on **Adventuresome** can be characterized as conventional, narrow in interests and not overly analytical. These individuals are typically experienced as more rigid, less experimental and closed to new ideas and ways of doing things. **Adventuresome** is positively associated with risk taking, entrepreneurial behavior and general intelligence relating to creativity and divergent thinking.

YOUR BRIGHT SIDE STRENGTHS

Your **Adventuresome** score is *above average* compared to others.

Generally, those scoring high on this scale might be described as intellectually curious, stimulated by learning, trying new things and seeking adventure. You are open to new challenges and view failure as a learning experience enhancing your willingness to explore novel things. You are also open to more radical ideas and can get excited and passionate about moving forward with them.

You tend to have a high tolerance for ambiguity and might be seen as somewhat as a risk taker, imaginative, flexible, adaptive and resourceful. You can detect opportunities and trends and are willing to view change as a challenge, rather than a threat. Your higher scorer might suggest an entrepreneurial spirit with a creative and innovative approach to solving problems and taking actions as well as wanting to be in roles/positions where you can be in control and be your “own boss”.

YOUR DARK SIDE LIABILITIES

Each **Innate Index** personality factor, when overused, may be seen and experienced by others as a possible liability. For example, your higher score in **Adventuresome** might result in you being perceived as a non-conformist who gets distracted by new and vague ideas and proposals (i.e., prone to “possibility thinking”). Some may see you as uncomfortable in hierarchical, conventional, structured and traditional organizational settings. Others may also experience you as too committed to “change for change sake.”

With a high score on **Adventuresome** you might be perceived by others as good at starting but not finishing things (i.e., have several new projects you start without getting others completely done first). You might also be perceived as having vivid fantasies and daydreams that can interfere with actually getting things done (i.e., you have a tendency to be overly reflective, philosophical, analytical and complex about things). You might appear overly competitive to others and be frustrating to those who require simple and clear instructions.

Innate Index Implications

For Health

A review of the personality research literature related to longevity and disease progression suggests that, overall, lower **Achievement**, **Sociability**, **Resilience** and **Energy** are significantly associated with worse health outcomes. The risk associated with low scores on these personality factors is equal to or greater, than having low socioeconomic status or low intelligence.

Research has also found that the combination of social anxiety (low **Sociability**) and neuroticism (low **Resilience**) poses an increased risk for cardiovascular outcomes. This pattern is often referred to as the Type D Personality.

Current studies have consistently found that low **Resilience** and low **Achievement** scores are also associated with significantly higher levels of chronic inflammation and individuals in the bottom 10% with such scores are particularly at risk for poorer general health and well-being.

For Work and Productivity

In general, across all types of job level, high scores on **Achievement** have shown the strongest and most consistent predictor of job performance. In addition, high levels of **Resilience** has shown to be a solid predictor of both job performance and low levels of counterproductive behavior (e.g., sabotage, leaving work early, calling in “sick” etc.).

Evidence for **Sociability**, **Energy** and **Sensitivity** has been mixed regarding performance. These traits tend to be dependent on the specific job in question. **Character** appears to have a curvilinear relationship with both job performance and counterproductive behavior in current studies. **Adventuresome** has not shown to be consistently associated with work outcomes but appears to be related to successful entrepreneurial intentions and performance.

Finally, there is some evidence that the combination of low **Sociability** and low **Achievement** scores are positively associated with creative thinking and performance (i.e, are more artistic and innovative).

Development Plan Guide Part 1

Self-Assessment

The following questions will help you to better understand and assess your own personality and interpersonal style orientations.

1. If you had to pick a single word or phrase to describe your emotional reactions to your feedback report it would be:

2. The strengths of my personality and interpersonal style might be described by me as:

3. The potential liabilities of my personality and interpersonal style might be described by me as:

4. When others see my style successfully they most likely see me as:

5. When others view my style critically they most likely see me as:

6. What job activities or responsibilities are most compatible with your personality and interpersonal style (i.e., what activities allow you to express your personal style)?

7. What job activities or responsibilities are most challenging, difficult or uninteresting based upon your personality and interpersonal style?

Development Plan Guide Part 2

Interpersonal Assessment

The following questions will assist you to more effectively diagnose the personality and interpersonal style orientations of others with whom you work with and how they might perceive your own style.

1. Using the Innate Index scales, how would you describe the personality and interpersonal style of your boss (or other)?

2. What would my boss (or other) value most about my personality and interpersonal style?

3. What would my boss (or other) value least about my personality and interpersonal style?

4. How well does my boss's (or other's) personality and interpersonal style meet my needs (i.e., what areas of our styles overlap and are compatible)?

5. In what ways do my boss's (or other's) interpersonal style orientations not meet my needs (i.e., what areas of our styles create potential conflict or interpersonal challenge)?

Development Plan Guide Part 3

Action Plan

Now that you have taken the time to assess your own style and that of your boss (or other), consider the following questions to enhance your personal effectiveness in your current position within your organization.

1. Based on your Innate Index personality and interpersonal style, what is the best approach to take with your boss (or other) in order to develop and maintain an effective working relationship?

2. How can you become more aware of how others view your personality and interpersonal style?

3. How can you more effectively communicate and give others a “frame of reference” to better understand and value your special efforts and accomplishments based on your personality?

4. What areas of your personality and interpersonal style might you attempt to stretch, modify, adapt or build on in working more effectively with others and becoming as successful as possible?