

FULL FEEDBACK

—
Personal Feedback for:
John Doe



KBA
The Human Resource
Technology Company

November 22, 2021

BASIC FEEDBACK AND ANALYSIS



TABLE OF CONTENTS:

Adolescent and adult profiles	3
Introduction	4
Your adult profile	6
• Your strengths today	
• Your weaknesses today	
Understanding your level of extraversion/introversion	9
Analyzing your adult profile for consistency	12
• Work/Leisure Comparison	
• Self-perception comparison	
• Emotional State	
• Your teen profile	
Putting it all together	20
Conclusions and next steps	21
Appendix A: Modal Profiles	23
Appendix B: Data Overview	26



ADOLESCENT AND ADULT PROFILES

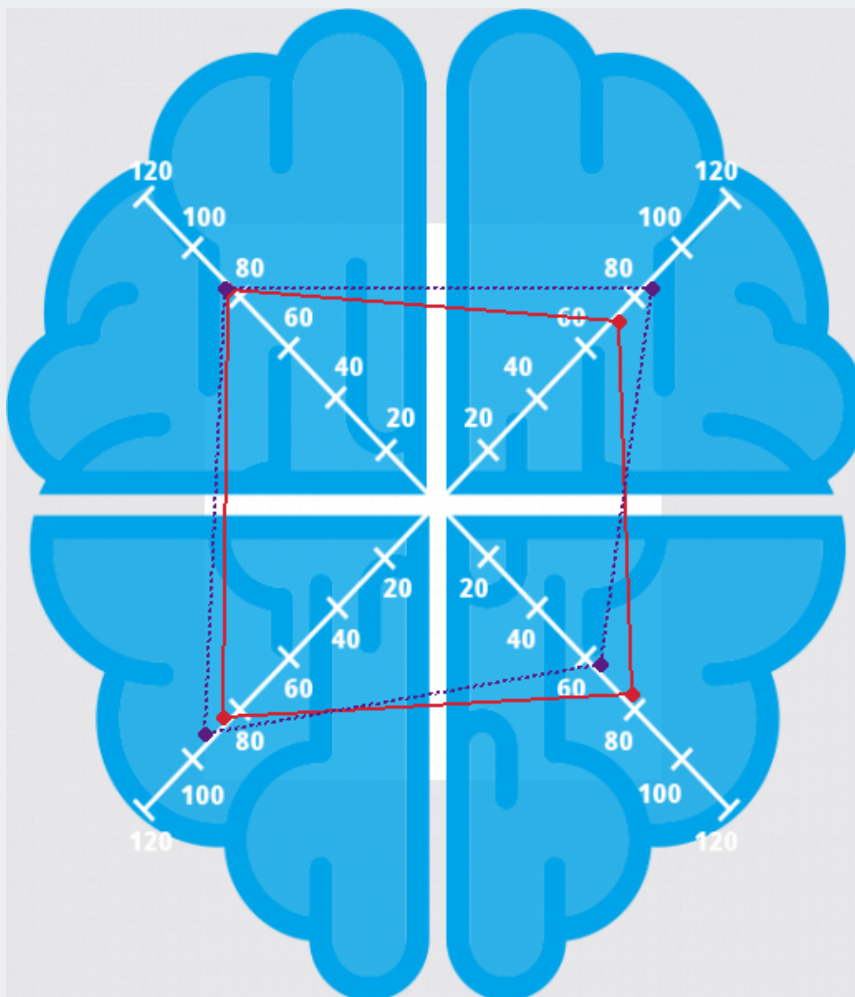


FRONTAL LEFT

Financial, Structural & Mathematical
 Analysis
 Evaluate all variables
 Logical Decision Making
 Negotiation & Debate
 Prioritizing

FRONTAL RIGHT

Imagination & Creativity
 Trouble-shooting
 Risk-taking
 Innovation
 Humor



E : I -
 Youth: 5 : 1
 Adult: 3 : 3
 Total: 10 : 2

Adolescent
 profile:



Adult profile:



Monitoring
 Attention to Detail
 Routine Procedures
 Maintain Planning
 Procedural & Administrative Support

Nurturing
 Celebrating
 Encouraging
 Soothing & Harmonizing
 Establish belongings

LEFT POSTERIOR

RIGHT POSTERIOR

INTRODUCTION



Thinking is the flow of electricity through our brain from one neuron to another through neural processes. How skillfully we think depends on three interdependent factors: our preference, our competencies and whether or not we are falsifying our thinking type.

PREFERENCES

A **preference** is a functionally specialized set of abilities, or gifts, which occur naturally within each of us as a result of the specific distribution of neural processes within our brain. Where the processes experience a lower level of electrical resistance, we have a natural preference. Here, the flow of what we call 'thinking' is easy, almost effortless. Because using our preference is fun and energizing, all else equal, people will develop and use their natural preference. Additionally, when using their preference, people report they are absorbed by what they are doing and find concentration is natural and effortless. Significantly, our preference is stable throughout our lives. It exists and persists whether we use it or not.

Where the existing processes experience a markedly higher level of electrical resistance, no such preference exists. Moreover, according to Dr. Richard Haier, a pre-eminent researcher using PET scans to understand how our brain functions, the level of resistance in these other areas is generally 100 times the level of resistance in our area of natural preference. Hence, we refer to these other areas and their modes of thinking as 'non-preferred.' In these non-preferred modes we must work hard to 'think' at all - to metabolize the greater amounts of energy needed to overcome the higher resistance. For this reason, all other factors being equal, people generally procrastinate or avoid tasks that rely heavily on their non-preferred modes, even when they have developed a substantial amount of skill or competency in using them. Moreover, no amount of competency will change a no preference into a preference.

COMPETENCIES

Competencies, by contrast, are not generally innate, but are created and strengthened by use or practice. They are the normal, natural result of repeatedly using a particular skill. In some ways, competencies are more flexible than our preference. At one time in our life we may develop competencies in one area. At another time, in response to different opportunities or needs, we may develop a completely different set of competencies in a different area of the cortex.

Not surprisingly, Preferred Competencies, those we develop in our natural preference, are highly dependable and energy efficient, even energizing. By contrast, non-preferred competencies are less dependable and less energy efficient. These truths are consolidated in the following criteria:

People are most productive, happiest and healthiest when they:

1. develop, use and are rewarded for using their natural preference and its gifts and
2. accept and manage their natural mental weaknesses effectively.

TYPE DEVIATION

Despite these truths, experience has shown that a person's natural preference is often overshadowed or obscured by environmental pressures. Many environments (families, organizations, companies and cultures) regularly reward certain types of thinking, while ignoring or punishing others. This imbalance often causes people to develop and use Non-Preferred Competencies heavily. Dr. Carl Jung called this reliance on non-preferred competencies '**Falsifying Type.**' The costs of falsifying type frequently, over time, include chronic fatigue, irritability, depression and diminished productivity.

For this reason, the **Benziger Thinking Styles Assessment** was designed to measure the dynamic process of how your thinking has developed from adolescence to the present. It, and this feedback document, are tools designed to help you determine if and to what extent you are falsifying type and discover and affirm your natural preference. As such, they can empower you to become happier, healthier and more effective.

What follows is a detailed presentation and analysis of your data, presented in eight sections. Keep in mind that this personal feedback package is **a starting point** to help you affirm yourself, manage your job, and relate more effectively to others.

YOUR ADULT PROFILE



Your adult profile identifies how you are currently using your brain. To better understand your scores, we first compare their relative strength: which is the highest and which is the lowest?

MODE	ADJECTIVE	LOW/HIGH	LOW/HIGH
Frontal Left	analytic	83	
Left Posterior	routine	85	Highest
Right Posterior	harmonizing	76	
Frontal Right	creative	71	Lowest



Highest



Lowest

Scale	Very High:101+	High: 81 - 100	Moderate: 41 - 80	Low: 0 - 40
-------	----------------	----------------	-------------------	-------------



CURRENT ADULT PROFILE

Thus, you have :

0 - 40	0 areas of avoidance
41 - 80	2 areas of moderate competency
81 - 100	2 areas of high competency
101 y +	0 areas of very high/committed competency

Because your adult profile, or current way of thinking, is determined by both your strengths and weaknesses, you will need to learn more about both. As a result, a detailed explanation of both follows.



YOUR STRENGTHS TODAY

For easy reference, profiles are defined and identified by how many modes (single, double, triple) and which modes (Frontal left, Right, Posterior, etc.) are the strongest (high or very high).

Thus, a person whose only score above 80 is in the Frontal left mode is called a “Frontal Left”, and a person scoring above 80 in both the Left posterior and Right posterior is called a “Double posterior”.



Consequently, as your ADULT PROFILE indicates strength in the Frontal Left and Left Posterior, we say you are or you are thinking like a DOUBLE LEFT.

As a **DOUBLE LEFT** you are organized and predictable. Your focus is on controlled growth and solving operational and/or production problems. Your underlying assumptions are that: if we do what we have done with maximum efficiency, we will succeed; order, accuracy and attention to applicable rules and laws guarantees success; change and experimentation are risky.



YOUR WEAKNESSES TODAY

This mode is your current weakness (current lowest score) but it may not be your natural weakness. It is important to determine whether or not it is your natural weakness or to know why you tend to postpone or avoid tasks, people or situations that involve it.



Lowest score in adult profile
Frontal right

Accordingly, because your current weakest area is **FRONTAL RIGHT**, you will have difficulty whenever, and to the extent that this mode is needed to relate to someone or to perform a job successfully. More specifically, your thinking is not first and foremost spatial, visual, imaginative or metaphoric thinking. Moreover, your primary focus is not creating and experimenting. Indeed, you may actually believe that: the ways things have been done in the past are best; new ideas are often flaky and cause more problems than they solve; change is to be avoided unless or until it is absolutely necessary, and only then undertaken after careful analysis and planning have insured that risk will be minimized and that the least confusion and interruption to operational efficiency will occur.

UNDERSTANDING YOUR LEVEL OF EXTRAVERSION / INTROVERSION



Now that you have a feel for the mode-based strengths and weaknesses which naturally accompany how you presently think, it is important to introduce and explain a second aspect of neurophysiology which affects how we think and act: Extraversion-Introversion. People generally experience jobs that rely on their natural strengths and use few of their weaknesses as rewarding and satisfying. Certain of these jobs seem “made to order”. However, others that use similar mental skills are uncomfortable, frustrating, or boring. Most often, the explanation for this apparent contradiction lies in the degree of extraversion/introversion required by each job.

EXTRAVERSION and INTROVERSION are both natural, healthy manifestations of our arousal system.



EXTRAVERSION

Neurologically speaking, **extraversion** is the behavioral response to having a naturally low level of internal alertness, wakefulness or arousal. Subsequently, in order to achieve an optimum level of internal alertness, extraverts generally choose or create environments in which a lot is going on. This internally driven need “to be stimulated” often appears as a need to engage, influence, or control their environment - whether it is as a “party animal”, inveterate debater or competitor. Indeed, the more extraverted a person is, the more competitive they tend to be.

The possible exception to this tendency involves the Right posterior individual whose sensitivity and concern for others often causes him to avoid win/lose situations in favor of collaborative, team-building ones. Thus, extraverted Right posterior often measure their ability to influence their environment not by how much or how often they win, but by how helpful they have been in keeping the peace.



INTROVERSION

By contrast, **introversion** is the behavioral response to having a naturally high level of internal alertness, wakefulness or arousal which takes in, second per second, many times the amount of information, and which, as a result, periodically overloads. When overloaded, introverts will tend to shut out additional input while they process what they have already taken in. This 'going within' may manifest as sitting or standing alone, reading a book, going for a walk, or communing with nature.

Over time, introverts tend to take things in or reflect with the goal of increased understanding or insight. Indeed, for many introverts, knowing what is right or correct or having a 'good idea' is a rich, highly valued source of deep personal satisfaction - even if they never tell another person.

Moreover, because of the introvert's already high level of arousal, many introverts cannot be comfortable in the noisy, over-stimulating environments or competitive situations that their extraverted peers so enjoy.

Examples of extraversion / introversion

Given the constant and powerful influence that our level of arousal has, it is not surprising that our level of **extraversion** or **introversion** overlays our thinking profile to determine the types of activities which energize and suit us. The extraverted Left posterior often enjoys working in highly procedural environments: on assembly lines, working with or repairing machines.

By contrast, the introverted Left posterior prefers uninterrupted work with ordered data in a library or office, with files, books, records, or inventory. The extraverted Right posterior enjoys and delights in being a therapist, teacher, nurse, or massage therapist. The introverted Right posterior prefers the harmony of being a musician or interior decorator.

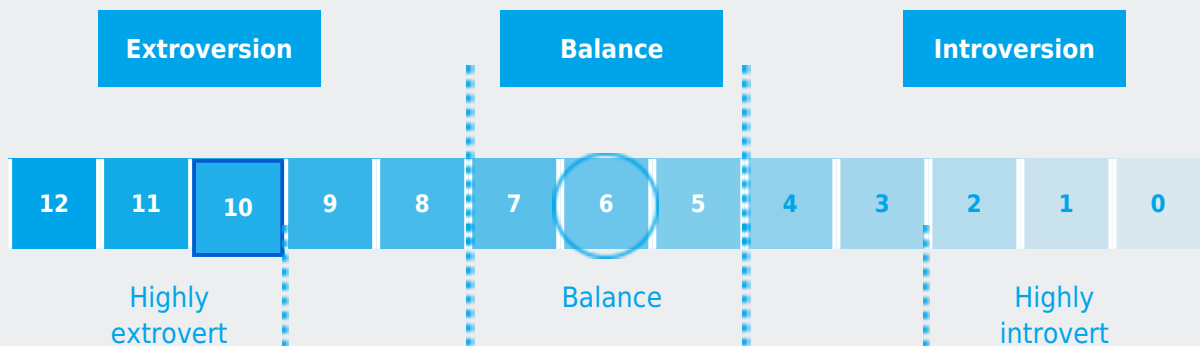
The extraverted Frontal right excels as an entrepreneur or in commissioned sales, while the introverted Frontal right thrives as an artist, poet, philosopher, or psychiatrist. The extraverted Double frontal or Frontal left excels as a military or business leader, while his introverted counterpart thrives as a research scientist or economist.



EXTRAVERSION / INTROVERSION SCALE

Importantly, these low to high levels of arousal that we experience as **extraversion** and **introversion** exist along a continuum. Within any group of five to ten people, it is probable that no two people will have exactly the same level of extraversion / introversion.

The scale for measuring extraversion in relation to introversion ranges from:



Almost 70% of us have more balanced needs for both extraverted and introverted activities, while only 15% of us are extreme extraverts, and only 15% of us are extreme introverts.



YOUR LEVEL OF AROUSAL

With an EXTRAVERSION : INTROVERSION RATIO of 10 : 2 , you have a SIGNIFICANTLY GREATER NEED FOR EXTRAVERTED ACTIVITIES than 85% of the population. Moreover, with your lower than average level of alertness, you enjoy the sense of fun and being fully awake which continual stimulation and or challenge brings you. Others may even comment or complain that you never slow down, but rather are 'always on,' or going' where the action is.' What for them would be overwhelming or an overload is plain fun to you: being surrounded by lots of activity, noise, and changing images; continually engaging in competition or debate.

From a career or job perspective, your extreme EXTRAVERSION represents a special giftedness. For just as carpenters are more effective because their calluses protect their hands from splinters, so your EXTRAVERTED nature protects you from being readily 'hurt' or bested in highly competitive or combative situations which would overwhelm a less EXTRAVERTED person. Indeed, the key to sustaining your own high level of performance is to actively seek and select jobs which match your specific pattern of mental strengths and weaknesses and which offer you a regular opportunity to negotiate, debate, and influence others while competing for heavily limited resources, positions, or honors. Depending on your strengths and weaknesses, you can and do thrive in commission sales, as a leader, entrepreneur, or politician.

ANALYZING YOUR ADULT PROFILE FOR CONSISTENCY



Up to this point we have explored your **adult profile** and your level of **extraversion/introversion**. Subsequently, we have a pretty accurate picture of how you are currently using your brain. However, knowing this is not enough. In order to effectively use brain dominance information, we must also know to what extent your current **adult profile** actually represents your natural **preference**. There is an important difference between a preference and a competency. A preference is the result of a natural, neurochemical predisposition for a mode that enables us to think more rapidly while consuming less energy. A **preference** is not readily alterable. By contrast, a **competency** is simply an ability, resulting from repeated use of an area. As such **competencies** can be gained and lost as well as developed in both **preferred** and **non-preferred** areas.

Understanding the difference between a **competency** and a **preference**, as well as the extent to which you are actually using your own natural **preference**, is key to thriving or learning to thrive in life. Two important facts make this so. First, people tend to be happier and healthier and perform better when using their natural **preference**. Second, research has shown that although some children and young adults hold onto, develop, and use their natural **preference**, others (possibly as much as 60% of our population) deny or abandon their natural **preference** in favor of **competencies** in one or more of their **non-preferred** modes, which are more socially accepted and/or which receive more recognition.

Although “misfits” who adapt to fit in are generally able to achieve more acceptance and success, there are serious long term costs which result from such adaption or falsification of type: an inability to fully succeed in the selected **non-preferred** modes a lowered sense of self-esteem fatigue depression and, ultimately, burn-out or an identity crisis. And yet, many of those who have adapted have done so completely that they actually identify more with their developed **competencies** in their non-preferred modes than with their original natural **preference**.

The Benziger Thinking Styles Assessment has been uniquely developed to help you study yourself, to determine the extent to which your adult profile is natural.

This is accomplished by reviewing the data for consistency. In the following pages we will analyze your data from four perspectives in order to determine the extent to which your adult profile is your natural profile. The four perspectives are:

1. Consistency between how you use your brain at work and how you use it away from work
2. Consistency between how you see yourself and how you use your brain
3. Your level of positive or negative emotionality (Positive emotionality is consistent with using your preference, while negative emotionality is consistent with forcing the use of your weaker areas.)
4. Consistency between how you use your brain as an adult and how you used it as a teen.

Importantly, for those of you who have always used and led with your natural preference, the following section may seem redundant and of little value. Your data will be highly consistent. After all, you have been true to yourself. You are who you are.

For the many who adapted heavily as teens and /or are currently adapting, however, the following section will offer rich clues and insights into who you are and how and why you have adapted. If you already suspect you fall into this category, read what follows as though you are a detective. Pretend you are Sherlock Holmes. Ponder each clue as it is offered up.

What memories, thoughts, or feelings does it invoke in you?

This is your chance to get to know yourself better than ever before.



1- WORK/LEISURE COMPARISON

The first way in which we look for consistency is to compare how you use your brain at work to how you use your brain at leisure.

MODE	WORK SCORE	WORK RANK	LEISURE RANK	LEISURE SCORE	MODE
Frontal Left	39	1	3	18	Frontal Left
Left Posterior	36	3	2	25	Left Posterior
Right Posterior	32	4	1	27	Right Posterior
Frontal Right	37	2	4	11	Frontal Right

After analyzing your data and comparing those modes that are strongest / weakest at work to those that are strongest / weakest during your spare time, you will notice that there is a high degree of inconsistency, indicating that you are not comfortable with how you are using your brain at work and prefer to not use the same pattern when you are free to choose.



2- SELF-PERCEPTION COMPARISON

The second way in which we check for consistency is to compare how you see yourself, that is, your self-perception, to how you currently use your brain.

Often a person will identify with a trait which describes their second strongest mode rather than their strongest simply because that trait is socially valued. At times people identify with a trait which actually describes one of their weaker modes because they do not truly understand the meaning of the word.

- Some Left posterior who use procedures which may have originally been developed with logical thinking see themselves as logical simply because they use 'logically-derived' procedures.
- Some Right posterior and Frontal rights see themselves as logical simply because they can follow their own thinking.
- Additionally, the adjective 'industrious' while pointing to the left and generally the Left Posterior, tends to suggest that the work and the tasks being done are not inherently rewarding and fun for the doer. In other words, it generally identifies someone who has adopted the Frontal left and/or Left posterior and works hard in it, anticipating rewards, while being fatigued and depressed by the effort it requires.

The fact of becoming aware of these misperceptions of oneself can be very beneficial, since it can clear up certain misunderstandings and communication problems at home and in the study place or even free the individual to begin to value something about himself. that accurately identifies and matches your natural preference.

Selection of your adjective Frontal Left "Logical" is INCONSISTENT with your ADULT PROFILE. This suggests confusion about who you are and how you think. The reasons could be that the word selected a) Identifies how you would like to be in order to be successful or accepted. b) Identifies a key memory that you have about a preference you abandoned in order to survive, adapt or be successful. 3). Has a different meaning to you.

Symbolic Self Image - Most

Another way to evaluate your self-perception is by using 4 images:



Arrow

Reflects the orientation towards a point or goal of the left frontal mode and / or extroverts.



Spiral

Symbolizes the forward and expansion attitude of the right frontal mode.



Ladder

Reflects the paused mode of the left Posterior mode.



Waves

Indicates the reassuring quality of the Posterior right mode.

Accordingly, your selection of the adjective Spiral , which is most generally descriptive of the Frontal Right as most like you, is INCONSISTENT with your ADULT PROFILE and raises some important questions: When you selected the symbol, did you assign a clear but different meaning to it than the one we have identified? If not, do you actually understand how you think? How do others perceive you? Is your present lead your highest NATURAL PREFERENCE, or is it perhaps a developed COMPETENCY in one of your three NON-PREFERRED modes?

Symbolic self image - least

Additionally, your selection of the Wave , which is most generally descriptive of Posterior Right as least like you, is generally consistent with your weakness in this mode, although it ignores your even greater weakness.



3- EMOTIONAL STATE

The third area we explore to find evidence of adaptation or falsification of type is your emotional state or emotional well being. More specifically, we analyze your level of emotionality and your emotional tone.

Emotionality

Emotionality is an emotionally charged and expressed reactiveness to life. Some people are highly emotional. Others are only rarely aware of being emotional. All other things being equal, a high level of emotionality indicates a situation in which the individual is not succeeding or being rewarded for using his or her natural preference. Often, in fact, they may be experiencing a tremendous amount of pressure to adapt and even falsify type, by developing and regularly using competencies in a non-preferred mode.

Emotional Tone

Your **emotional tone** identifies the level and type of emotion that you experience as dominant in your life. All people have an emotional tone. Words that suggest a positive tone include: content, satisfied, happy, calm, eager, peaceful, proud, delighted, passionate, excited. By contrast, a negative emotional tone is suggested by anxious, depressed, frightened, fatigued, sad, insecure, tense, nervous, defensive, angry.

When someone selects numerous adjectives that point to a positive tone, they are most often in a stable situation in which who they are and how they are using their brain is bringing them success.

When someone selects numerous adjectives that suggest discomfort or stress, it may be coming from an overload of "life change units" or it may be coming from a chronic sense of being one-down in a culture or context that is not validating. Such a defensive, one-down position can come about from being highly introverted, having a preference that doesn't match the social norm, or having a job in which you are rewarded for using and excelling in a mode in which you have a natural weakness or avoidance.

If a person's natural talents do not match the skills they have been using in life, skills for which they have been rewarded, then it is very likely that they will chronically experience negative emotions that would otherwise appear to be unfounded. The emotional tone of a person can indicate if he deviated, or is deviating his natural type of thinking.

Subsequently, you are indicating you ARE aware of being highly emotional now, indicates that you may be being pressured at study or at home to adapt heavily into NON-PREFERRED modes in order to succeed.

Your selection of predominantly positive adjectives as most descriptive of how you have been feeling more recently suggests that you are generally comfortable with the modes you are currently using. Either you are being carried away by your natural preference, or you have been adapting for so long that you actually identify with your falsified pattern, even though it is not your "True Preference".



4- YOUR TEEN PROFILE

The primary purpose of establishing your **teen profile** is to gain deeper insight into the natural adult pattern. By comparing your **teen profile** to your **adult profile**, we can often find indicators that you were or are **adapting or falsifying type** - using and depending heavily on non-preferred competencies.

If your **adult** and **teen profiles** are completely **consistent**, there is a very strong probability that your **adult profile** is natural. This situation is most commonly experienced by males with a natural lead in one of the two left modes and females with a lead in one of the two posterior modes. Additionally, such **consistency** sometimes occurs when a person abandons their natural preference as a very young child, and subsequently holds firmly to their chosen identity.

If in comparing your **teen profile** to your **adult profile** significant differences or **inconsistencies** are noted, you have at some time adapted your thinking to survive, fit in, or thrive. Subsequently, one of three scenarios will be true for you.

Adapted adult

You used your **natural preference** as a teen then at some later date you abandoned your **natural preference** in favor of another mode or modes that would enable you to succeed. In this situation, your current strength is likely to be a non-preferred competency. This is a very common experience among adults who have been adapting or falsifying type.

Adapted or falsified teen

You adapted as a teen then and at some later date, possibly after an identity crisis of some sort, you re-owned your **natural preference**. This experience is frequently found among right-brained males and females who falsified as youngsters to the Left posterior but who have managed to already reconnect with their **natural profile** as a result of therapy or personal growth workshops.

Adapted teen and adapted adult

You have adapted both as a teen and an adult. You have not been using your **natural preference** since early childhood. This situation is more typical than originally anticipated, especially for individuals whose **natural preference** was in one of the right modes. An example of data which would point to this would be a situation in which a person with a Double posterior teen profile and a Double left adult profile recalls having been hyperactive and or having been a tomboy, both strong early indicators of Frontal right access.

Now let's look at your teen data to see what we can learn.

MODE	Frontal Left	Left Posterior	Right Posterior	Frontal Right
SCORE	21	23	16	21

Scale	Low: 0 - 10	Moderate: 11 - 20	High: 21 - 24	Very High: + 25
-------	-------------	-------------------	---------------	-----------------

MODE	ADOLESCENT SCORE	ADOLESCENT RANK	ADULT RANK	ADULT SCORE	MODE
Frontal Left	21	2	2	83	Frontal Left
Left Posterior	23	1	1	85	Left Posterior
Right Posterior	16	4	3	76	Right Posterior
Frontal Right	21	3	4	71	Frontal Right

Reviewing the above data in comparison to your adult profile, it is immediately evident that the two are: somewhat similar.

SIGNIFICANT TEEN CHARACTERISTICS

Finally, because many adolescent profiles already contain a significant amount of adaption or falsification of type, we need to identify and understand those adolescent characteristics that

(1) encourage early adaption or falsification of type or

(2) generally correlate with a specific natural preference.

If any are relevant to you, they may help you gain a better understanding of your natural preference as well as why you did or did not abandon it. The characteristics, which you indicated as descriptive of you as a teen, are explained in detail here.

Highly Emotional

When a person or child is highly emotional over a long period of time and there is no identifiable medical or stress-related causes, it is possible that he is not being given a chance to be himself, to use and be rewarded for using his natural preferences. Thus, having been emotional as a child is often an indication that you felt pressured to abandon your natural preference to conform to the expectations of your parents or teachers.

PUTTING IT ALL TOGETHER



Now, take a moment to review everything that you have read in this section on **consistency**, **inconsistency**, and what you know about **falsification of type**.

Given what you know about yourself and all you have read here, what do you make of your data?

Are you presently being true to yourself?

Is your adult profile natural? Or, is it falsified?

What about your teen profile? Is it natural? Or, is it falsified?

What do you believe is your natural preference? Why?

Make a few notes to yourself, here or on the back of this page, then continue

CONCLUSIONS AND NEXT STEPS



John, your most efficient mode is Frontal left



YOUR NATURAL LEAD OR PREFERENCE

It is the key to your strengths simply because it uses significantly less energy. To maximize it, you need to be true to yourself, and learn to manage your weaknesses. It is not surprising that **Carl Jung** believed that our **Preference** works like a compass for the soul. Using it does not only make you feel good, but it is also the key to find meaning to life.

This is because when you use a skill managed by your natural lead, you open the door to the experience of **“flow”**; a sense of being fully absorbed; losing track of time, inner wellbeing and a high sense of self-efficacy (i.e. confidence in yourself that you can do something well).

In order to decide which mode is actually your natural lead you will need to recall or get in touch with how you **react** and **feel** when using each of these two modes.

Identify 2-3 times when you experienced a sense of **“flow”**. Tasks you enjoyed, were easily absorbed by, and were able to do very well.

Flow

-
-
-

FRONTAL LEFT EXPERTS are logical, mathematical or quantitative, analytical, diagnostic, structural and functional. Their focus is on solving problems and making decisions. Moreover, their underlying assumptions are that identifiable causes exist for every 'problem'; given accurate data and correct analysis, a solution to every problem can be calculated; and everything true or important can be measured.

Frontal left tasks which use your natural strength and will allow you to excel are:

- Formulating long range plans or strategies geared towards results.
- Setting and clarifying goals, especially financial and operational.
- Conducting various types of problem analysis, cost-benefit and root cause analysis.
- Using precision measuring techniques, logic and critical thinking to identify key variables & evaluate quantifiable data.
- Articulating key questions, about recent or current productivity or performance.
- Debating
- Establishing priorities.
- Design systems and mechanical and technical structures to correct problems.
- Provide system-analysis, that is objective.
- Research various theories to explain why things occur, instead of simply describing or predicting.

Non-preferred modes for the Frontal Left:

- | | |
|--------------------|------------------|
| 1. Frontal Right | Auxiliary |
| 2. Posterior Left | Auxiliary |
| 3. Posterior Right | Natural Weakness |

Using them **more than** your Preference and/or developing them **prematurely** leads to **stress** and **internal confusion** about who you are.

Your third non-preferred mode is what **“Jung”** called your **“natural weakness”**.

Thus, the following Posterior right tasks are likely to fatigue you or alternately cause you to trip up. as such, it would be best for you to learn to manage your energy carefully, or find support when performing these tasks.

Manage your personal energy carefully or find support when you need to do a task similar to the ones listed as follows, because they are likely to fatigue you, bore you, or make you prone to frequent mistakes.

- Building the personal bridges and connections which create a sense of belonging and community through casual, personal conversation.
- Promoting policies, programs and projects focused on cooperation and fairness.
- Improving work environment through kindness and empathy.
- Acting as a leader that encourages, gives others a sense of value, and helps everyone fit.
- Assures that everyone has a possibility to express themselves in group meetings.
- Teaching, caring, and nurturing others especially young children, the disabled or older adults.
- Counseling employees and clients creating solid trusting relationships.
- Managing personal differences (sex, race, social status, ideology, etc.), avoiding discrimination.
- Read and comprehend nonverbal communication in different settings.

APPENDIX A: MODAL PROFILES



It refers to the pattern developed by the person which may or may not be natural. People are healthier and more effective when their natural preference is included in the pattern of practical dominance and coincides with their strongest or most developed mode.

Problems are more likely to arise when a person's natural preference is missing included in its practical dominance.

All patterns can be equally valid and useful in life.

UNIMODAL PATTERNS: those who have high development only in one quadrant

When these people are in a situation that requires the expertise of their leading mode, they tend to present themselves as “experts”. However, when the context varies and all needed skills are outside their only area of strength, these same people are you may consider them “too focused”



Frontal left

Analytical, objective, structural, functional and prone to diagnosis. They focus on solving problems and making decisions.



Frontal right

Creative, Innovative, Visionary, Space Metaphoric, and Risk Takers. They focus on future possibilities, inventing and experimenting



Posterior left

Reliable and efficient. They focus on carrying out tasks in the prescribed manner, and paying attention to details.



Posterior right

Sensitive, spiritual, accommodating and promote tranquility. They focus on connection, tolerance and individual, interpersonal and environmental harmony.

BIMODAL PATTERNS: those who have high development in two quadrants.

Considered more flexible and "broader-minded", they tend to work very well in teamwork. However, even these people could be seen as markedly biased.



Double frontals

Conceptual, scientific and strategic. Focused on expansion and problem detection. Its premise is: long-term strategies tend to offer more opportunities because "the greater the risk, the greater the profit".



Doble lefts

Organized and predictable. They focus on controlled growth and problem solving. Accuracy and paying attention to regulations and laws guarantee us success.



Frontal left/right posterior diagonals

Unusual profile is probably the result of an adaptation effort. Noted for his ability to balance his knowledge of logical priorities with sensitivity to interpersonal dimensions.



Doble rights

Expressive, enthusiastic, and often artistic. They maximize joy and harmony. Positive development of human resources and customer relationships is the key to your success



Doble posterior

Practical, prone to direct experiences. achieve cohesion and set goals through loyalty, teamwork, attention to detail, and procedures.



Frontal right/left posterior diagonals

Unusual profile is probably the result of an adaptation effort. Noted for his ability to strike a balance between creative, innovative vision and attention to administrative details.

TRIMODAL PATTERNS: : those who have high development in three quadrants.

They are generally recognized as "translators" as they often find themselves in situations where they are asked to help in communication between people who have a narrower pattern and different.

While these people are very flexible and adaptable, they may not pay enough attention to your weakest area, the key to understanding and using the Trimodal profile lies in knowing and taking into account your weak mode, or your Achilles heel



Left & Frontal Triples

They are all business or work, they focus on both production and growth. Its premise is, being productive is more important than being sensitive or spiritual. Each one must take care of himself.



Left & Posterior Triples

They solve problems pragmatically, establish priorities, simultaneously pay attention to routines and interpersonal relationships. They focus on doing and belonging. Its premise, creative people often cause problems.



Right & Frontal Triples

They focus on developing new ways to help others. Your assumptions, later there will be time to take care of the details. We have problems because individuals cling too much to the apparent security offered by the accepted way of doing things.



Right & Posterior Triples

Practical, expressive and prone to interpersonal relationships. They focus on feeling good about belonging to groups, working with others, and through their interest in creativity. Its premise, highly analytical people would not be perceived as trustworthy.

Appendix B: Data Overview



PROFILE DATA

MODE	WORK	LEISURE	SELF	TOTAL
Frontal Left	39	18	26	83
Left Posterior	36	25	24	85
Right Posterior	32	27	17	76
Frontal Right	37	11	23	71

Total LEFT : 168	Total FRONTAL : 154	Total RIGHT : 147
	Total Posterior : 161	

SELF-PERCEPTION AS ADULT

Verbal Description of self : Logical

Most like : Spiral

Least like : Wave

Emotional State: POSITIVE

Highly Emotional

MODE	EXTRAVERSION	INTROVERSION
Adult	3	3
Adolescent	5	1
Overall	10	2

ADOLESCENT PROFILE DATA

MODE	SCORE
Frontal Left	21
Left Posterior	23
Right Posterior	16
Frontal Right	21

KEY ADOLESCENT CHARACTERISTICS : Highly Emotional Child