

Flippen Profile™

J. Doe Sample

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Before You Begin

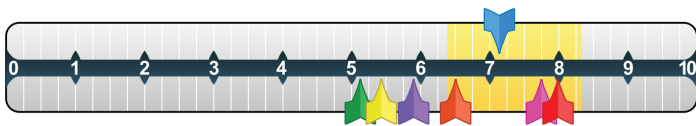
Congratulations! You have taken part in a powerful process to gain self-awareness and map out a plan for growth. The Flippen Profile provides you with a unique fingerprint of how you view yourself and how you are perceived by others. The data, descriptions and interpretations all provide insight on where you are and help point you to actions for further improvement.

How to Interpret the Data

- 1. Don't overanalyze extreme scores or outliers.** Whether it's your self-score or scores from others, focus more on the direction (too high, too low), not the distance. It's just data, so be careful of taking it too personally or of going through your report anxiously to see if your scores look good. Be careful of even thinking about good versus bad scores, since every score on every scale has some good and some not-as-good qualities to it.
- 2. Expect to see differences in scores.** Your scores from others can vary within themselves, and also may vary from your self-score. You may even see some scores that are outliers. First, we as humans are complicated. Second, people can only see us through their filter. Maybe you had a recent tense discussion with someone or maybe someone doesn't know you as well.
- 3. What if I don't agree?** You may find scores or descriptions that you disagree with. It could be an insight you need to consider further, or it could be something you should primarily ignore. Most people find it helpful to focus on what you agree with.
- 4. The reference range is just a rule of thumb.** This range in yellow in the data graph below helps you know which direction you may want to grow, but don't assume that it's implying you have to be in this narrow range to be successful. The reference range is based on a large cross-section of high performers so in a specific role or culture for example, the ideal range could shift. There are also various styles that are effective, so be true to yourself but also allow the reference range to be food for thought in terms of which direction to adapt your behaviors.
- 5. What is the goal?** A primary goal is to better understand yourself, more proactively own your behaviors, and tweak any behaviors that aren't aligned with your goals. Don't treat the profile results as a label or a grade. This data should be a gift to help you grow even faster and create conversations. Even if you disagree with some of the data, the conversation itself could be the bigger payoff. As you decide what to focus on, a final goal would be to capture your insights in a one-page growth plan that we refer to as a TrAction Plan™. This plan will include several Strengths, a couple of Constraints, and a few simple TrAction Steps to help you overcome those constraints.

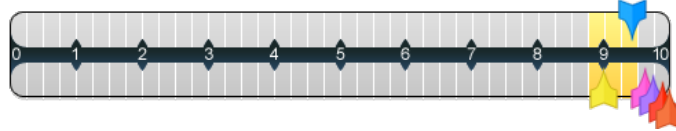
About the Data Graph

Each Flippen Profile scale is presented on a single page that includes a definition of the trait, a 0 to 10 data graph and corresponding text descriptions. In the data graph, your scores are represented with darts, with your self-description on top and your 360 descriptions on bottom. The reference range is in yellow.



1 Urgency and Intensity

Demonstrated urgency and intensity. High scorers have a more noticeable focus on the accomplishment of tasks and recognition for those accomplishments. They have a faster internal clock and are typically more goal-directed and even impatient, while low scorers are more relaxed and approachable. Low scorers could still be very driven, but they may have different motivators than simply the need to achieve things.



Reference Range

Individuals in this range are perceived as very hard-working and goal-directed. Their high level of self-motivation allows them to accomplish their established goals. They may appear impatient at times, especially when they feel that things are not moving forward and tasks are not being completed.



Self

Individuals in this range are perceived as very hard-working and goal-directed. Their high level of self-motivation allows them to accomplish their established goals. They may appear impatient at times, especially when they feel that things are not moving forward and tasks are not being completed.



Describer 1

Individuals in this range are perceived as very hard-working and goal-directed. Their high level of self-motivation allows them to accomplish their established goals. They may appear impatient at times, especially when they feel that things are not moving forward and tasks are not being completed.



Describer 2

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Describer 3

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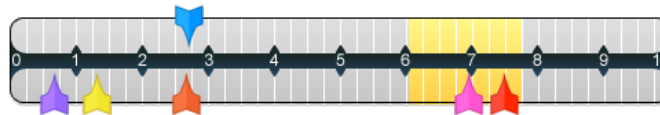


Describer 5

These individuals are hard-working and self-motivated, and they have a strong need to accomplish their established goals. This determination stems from an internal need to live up to high and socially commendable standards.

2 Need to Nurture

Tendency to express verbal or physical nurturing behaviors. High scorers have a higher need to be encouraging, sympathetic, affectionate, and connected, while low scorers are more independent and less nurturing, especially with their outer circle of acquaintances.



Reference Range

People in this range are above average in their desire to engage in supportive and nurturing behaviors. However, this is not a completely dominant characteristic since there are still times when this is overshadowed by other traits.



Self

Individuals in this range have the ability to display nurturing and supportive behaviors. But this ability is not expressed consistently to those around them, often overshadowed by other traits.



Describer 1

These individuals tend to be pessimistic and suspicious in regards to other people, rarely engaging in nurturing, supportive actions. They tend to keep people at a distance, especially those in their outer circle.



Describer 2

People in this range are above average in their desire to engage in supportive and nurturing behaviors. However, this is not a completely dominant characteristic since there are still times when this is overshadowed by other traits.



Describer 3

People in this range are above average in their desire to engage in supportive and nurturing behaviors. However, this is not a completely dominant characteristic since there are still times when this is overshadowed by other traits.



Describer 4

Individuals in this range have the ability to display nurturing and supportive behaviors. But this ability is not expressed consistently to those around them, often overshadowed by other traits.

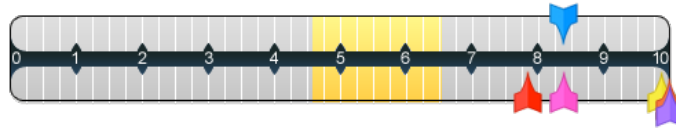


Describer 5

People who fall in this range do not often display supportive and nurturing behaviors. They are more distrustful of people, acting in a more inhibited and detached manner.

3 Criticality

The reflex to critique. This internal reflex is typically directed toward other people's behavior, decisions, opinions, ideas or shortcomings, and it can be demonstrated through words, tone, reactions or body language. High scorers are more skeptical, scrutinizing, demanding and can come across as contrarians, while low scorers are more tolerant, positive, empathetic and trusting.



Reference Range

For the most part these individuals tend to be less tolerant of mistakes and weaknesses of others, but they still maintain the ability to let things go more easily at times. Their more critical nature often results in a tendency to be more skeptical of people and ideas. They would be more likely to challenge an idea with tough questions or to question someone's motivations.



Self

People who fall in this range are rarely accepting and tolerant of the mistakes and weaknesses of others. They are often demanding of others and can find faults that others have overlooked or don't see at all, which can be both an asset and a drawback. They are also more likely to be skeptical of a particular idea or endeavor being successful.



Describer 1

People in this range are not tolerant of weaknesses and mistakes of others. Their more critical nature results in a tendency to be skeptical of people and ideas. They are much more likely to question someone's motivations and can be quite demanding of others, focusing on faults that others have overlooked or don't see at all.



Describer 2

People who fall in this range are rarely accepting and tolerant of the mistakes and weaknesses of others. They are often demanding of others and can find faults that others have overlooked or don't see at all, which can be both an asset and a drawback. They are also more likely to be skeptical of a particular idea or endeavor being successful.



Describer 3

People who fall in this range are rarely accepting and tolerant of the mistakes and weaknesses of others. They are often demanding of others and can find faults that others have overlooked or don't see at all, which can be both an asset and a drawback. They are also more likely to be skeptical of a particular idea or endeavor being successful.



Describer 4

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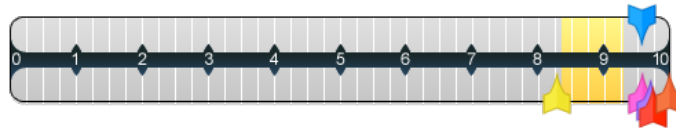


Describer 5

People in this range are not tolerant of weaknesses and mistakes of others. Their more critical nature results in a tendency to be skeptical of people and ideas. They are much more likely to question someone's motivations and can be quite demanding of others, focusing on faults that others have overlooked or don't see at all.

4 Self-Confidence

Overall belief in yourself and your abilities. High scorers are assertive and confident, while low scorers are more likely to second-guess themselves and have difficulty taking risk.



Reference Range

People in this range possess the self-confidence and determination needed to successfully achieve their goals and take decisive action. They are comfortable in interpersonal interactions and tend to initiate contact with others in an assertive manner.



Self

Individuals in this range have a strong belief in themselves and their ability to accomplish things. They are assertive in their quest for success and tend to think that their ideas and opinions are correct. There may be times when their high level of confidence is interpreted as being condescending or egotistical.



Descriptor 1

Individuals in this range have a strong belief in themselves and their ability to accomplish things. They are assertive in their quest for success and tend to think that their ideas and opinions are correct. There may be times when their high level of confidence is interpreted as being condescending or egotistical.



Descriptor 2

Individuals in this range have a strong belief in themselves and their ability to accomplish things. They are assertive in their quest for success and tend to think that their ideas and opinions are correct. There may be times when their high level of confidence is interpreted as being condescending or egotistical.



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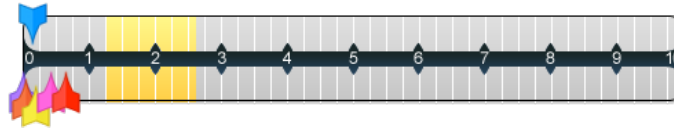


Descriptor 5

People in this range possess the self-confidence and determination needed to successfully achieve their goals and take decisive action. They are comfortable in interpersonal interactions and tend to initiate contact with others in an assertive manner.

5 Self-Critical

The tendency to experience self-doubt and negative self-talk. High scorers are more humble but also more self-doubting, which can cause them to take perceived criticism more personally and to avoid conflict, while low scorers are more resilient, opinionated and confident, sometimes to a fault.



Reference Range

Individuals in this range tend to be more assertive and self-confident. They are able to respond in stressful situations, and they have less of a tendency to criticize their own actions or abilities.



Self

People who fall in this range tend to be very assertive and self-confident, and they usually respond quickly in stressful situations. Due to their highly confident nature, they may infringe on the rights of others in order to obtain what they feel is their just reward. They are less likely to beat themselves up over a mistake or missed opportunity.



Describer 1

People who fall in this range tend to be very assertive and self-confident, and they usually respond quickly in stressful situations. Due to their highly confident nature, they may infringe on the rights of others in order to obtain what they feel is their just reward. They are less likely to beat themselves up over a mistake or missed opportunity.



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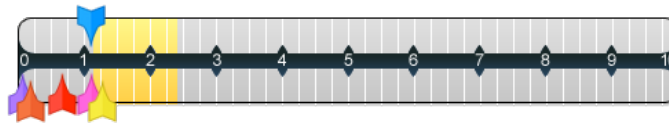


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6 Need for Encouragement

Tendency to seek and rely on encouragement and support from others. High scorers are more appreciative of affirmation but also can be dependent on others' opinions and thus can take criticism too personally, while low scorers are more thick-skinned, independent and less bothered by self-doubt.



Reference Range

Individuals like this are able to act independently and are bothered little by feelings of self-doubt, resulting from their lower need for emotional support and reassurance from others. They may appreciate receiving input or reassurance from others, without being overly dependent on it.



Self

Individuals like this are able to act independently and are bothered little by feelings of self-doubt, resulting from their lower need for emotional support and reassurance from others. They may appreciate receiving input or reassurance from others, without being overly dependent on it.



Describer 1

Individuals in this range have very little need for emotional support and reassurance from others. Thus they are able to act independently and without self-doubt, which occasionally may come across as indifference to the feelings or concerns of others.



Describer 2

Individuals like this are able to act independently and are bothered little by feelings of self-doubt, resulting from their lower need for emotional support and reassurance from others. They may appreciate receiving input or reassurance from others, without being overly dependent on it.



Describer 3

Individuals in this range have very little need for emotional support and reassurance from others. Thus they are able to act independently and without self-doubt, which occasionally may come across as indifference to the feelings or concerns of others.



Describer 4

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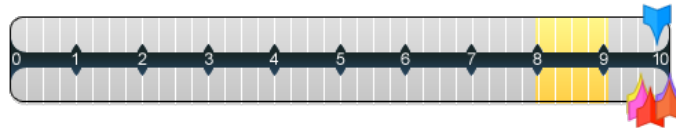


Describer 5

Individuals like this are able to act independently and are bothered little by feelings of self-doubt, resulting from their lower need for emotional support and reassurance from others. They may appreciate receiving input or reassurance from others, without being overly dependent on it.

7 Dominance

Need to lead and be in control. High scorers are more assertive and take charge more easily, while low scorers are more passive and content to defer control.



Reference Range

People in this range prefer to seek out leadership positions, and they like having their opinions valued. They will at times become frustrated if a decision is made that they disagree with, especially if they feel like they didn't have input. They value having power more than most and may use it from time to time to give advice, even when they aren't asked for it.



Self

These individuals are extremely strong-willed and forceful, at times to a fault. Others may feel that these individuals don't hear their concerns and only care about getting their way. They are likely to become frustrated if decisions are made that they disagree with, especially if their input was not solicited.



Descriptor 1

These individuals are extremely strong-willed and forceful, at times to a fault. Others may feel that these individuals don't hear their concerns and only care about getting their way. They are likely to become frustrated if decisions are made that they disagree with, especially if their input was not solicited.



Descriptor 2

These individuals are extremely strong-willed and forceful, at times to a fault. Others may feel that these individuals don't hear their concerns and only care about getting their way. They are likely to become frustrated if decisions are made that they disagree with, especially if their input was not solicited.



Descriptor 3

These individuals are extremely strong-willed and forceful, at times to a fault. Others may feel that these individuals don't hear their concerns and only care about getting their way. They are likely to become frustrated if decisions are made that they disagree with, especially if their input was not solicited.



Descriptor 4

These individuals are extremely strong-willed and forceful, at times to a fault. Others may feel that these individuals don't hear their concerns and only care about getting their way. They are likely to become frustrated if decisions are made that they disagree with, especially if their input was not solicited.

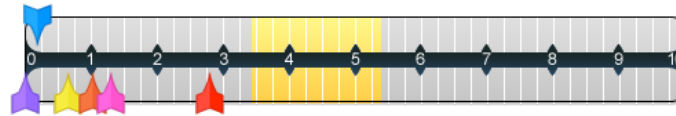


Descriptor 5

These individuals are extremely strong-willed and forceful, at times to a fault. Others may feel that these individuals don't hear their concerns and only care about getting their way. They are likely to become frustrated if decisions are made that they disagree with, especially if their input was not solicited.

8 Deference

Tendency to defer to others. High scorers are more cooperative and content with secondary roles, while low scorers are strong-willed and stubborn.



Reference Range

People who fall in this range typically understand and demonstrate a balance between declaring their own beliefs and being respectful of the opinions and values of others. They have the ability to defer, but much of the time their more headstrong nature may be prevalent.



Self

Individuals who fall in this range can be quite headstrong and stubborn, frequently leading to conflict with others. They rarely have problems taking risks, and they have very little need to defer to others. They may at times be seen as non-conforming and rebellious.



Describer 1

Individuals who fall in this range can be quite headstrong and stubborn, frequently leading to conflict with others. They rarely have problems taking risks, and they have very little need to defer to others. They may at times be seen as non-conforming and rebellious.



Describer 2

People in this range rarely struggle with taking risks and have little need to defer to others' opinions. Their assertive, stubborn nature will at times lead to conflict with those around them.



Describer 3

People who fall in this range typically understand and demonstrate a balance between declaring their own beliefs and being respectful of the opinions and values of others. They have the ability to defer, but much of the time their more headstrong nature may be prevalent.



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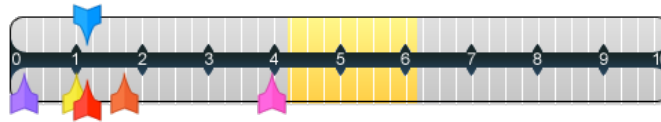


Describer 5

Individuals who fall in this range can be quite headstrong and stubborn, frequently leading to conflict with others. They rarely have problems taking risks, and they have very little need to defer to others. They may at times be seen as non-conforming and rebellious.

9 Self-Control

The tendency to exercise self-control. The high scorer exercises more restraint and thus can be more careful and even hesitant, while the low scorer is more impulsive and spontaneous.



Reference Range

These individuals are more focused and controlled in their decisions and activities. They can also incorporate the ability to be impulsive and spontaneous at times.



Self

Individuals in this range have an impulsive and spontaneous nature. This nature may be an asset at times, but it may also cause them to act on impulse too easily. They are willing to push and stretch limits, while being uninhibited and expressive in their behaviors.



Describer 1

People in this range have an impulsive and spontaneous nature which at times defies management. While it may sometimes be an asset, it also causes them to succumb to impulses too easily. They are known to push and stretch limits, while being uninhibited and demonstrative in their behaviors. They operate at a very fast personal tempo and are likely to be facially and gesturally expressive.



Describer 2

People in this range are for the most part more impulsive and spontaneous than others, but they also have the ability to show restraint. They operate at a faster personal tempo and are active and expressive.



Describer 3

Individuals in this range have an impulsive and spontaneous nature. This nature may be an asset at times, but it may also cause them to act on impulse too easily. They are willing to push and stretch limits, while being uninhibited and expressive in their behaviors.



Describer 4

Individuals in this range have an impulsive and spontaneous nature. This nature may be an asset at times, but it may also cause them to act on impulse too easily. They are willing to push and stretch limits, while being uninhibited and expressive in their behaviors.

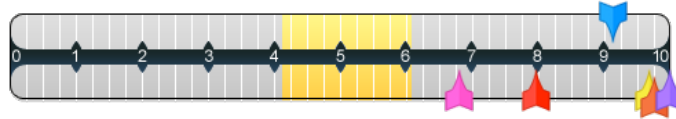


Describer 5

Individuals in this range have an impulsive and spontaneous nature. This nature may be an asset at times, but it may also cause them to act on impulse too easily. They are willing to push and stretch limits, while being uninhibited and expressive in their behaviors.

10 Aggressiveness

Tendency to be competitive and aggressive. High scorers have a high need to win, possibly at the expense of others, and will push back when pushed on, while low scorers are more patient and less likely to cause situations to escalate.



Reference Range

Individuals in this range enjoy competition and can be forceful in their interactions when necessary. In their competitions and confrontations, their need to win is higher but still balanced.



Self

People who fall in this range are very competitive, viewing people in opposition as rivals to be defeated. They are assertive and their impulses are strong and often under-controlled.



Describer 1

People who fall in this range are very competitive, viewing people in opposition as rivals to be defeated. They are assertive and their impulses are strong and often under-controlled.



Describer 2

Individuals in this range enjoy competition and can be forceful in their interactions when necessary. In their competitions and confrontations, their need to win is higher but still balanced.



Describer 3

These individuals enjoy situations of a competitive nature. They do not usually back down from confrontations, and at times their need to win can overtake them if not controlled.



Describer 4

People who fall in this range are very competitive, viewing people in opposition as rivals to be defeated. They are assertive and their impulses are strong and often under-controlled.

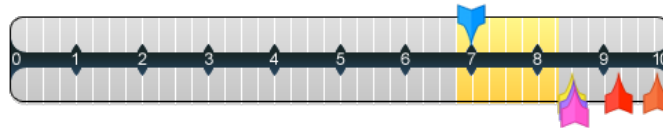


Describer 5

People who fall in this range are very competitive, viewing people in opposition as rivals to be defeated. They are assertive and their impulses are strong and often under-controlled.

11 Need for Order

Preference for structure and planning. High scorers are more organized, list-oriented, and thrive in environments with clear plans and decisions, while low scorers are more adaptable, less detail-oriented, and are more comfortable with disorder.



Reference Range

These individuals are most comfortable in an orderly environment and favor tasks that have clear objectives. They enjoy being organized, and they may at times become frustrated when things are changing frequently or with others who do not meet their expectations on being neat and planful.



Self

Individuals like this have an above-average but not excessively high need for structure and organization. They can typically complete assigned tasks, but may need accountability if a task requires someone to be overly meticulous or planful.



Describer 1

These individuals are most comfortable in an orderly environment and favor tasks that have clear objectives. They enjoy being organized, and they may at times become frustrated when things are changing frequently or with others who do not meet their expectations on being neat and planful.



Describer 2

These individuals are most comfortable in an orderly environment and favor tasks that have clear objectives. They enjoy being organized, and they may at times become frustrated when things are changing frequently or with others who do not meet their expectations on being neat and planful.



Describer 3

People in this range have a high need for an orderly, structured environment, and they may have conflict with others who are not as organized and planful. They can be counted on to be methodical and detail-oriented, but they may also push this to an extreme at times, causing them to have trouble moving forward when there is disorder or uncertainty.



Describer 4

People in this range have a high need for an orderly, structured environment, and they may have conflict with others who are not as organized and planful. They can be counted on to be methodical and detail-oriented, but they may also push this to an extreme at times, causing them to have trouble moving forward when there is disorder or uncertainty.



Describer 5

These individuals are most comfortable in an orderly environment and favor tasks that have clear objectives. They enjoy being organized, and they may at times become frustrated when things are changing frequently or with others who do not meet their expectations on being neat and planful.

12 Need for Change

Tendency to seek and get energy from new experiences. High scorers are more spontaneous and distractible while low scorers thrive with stability, continuity and routine.



Reference Range

These individuals lean more towards being comfortable in a consistent and stable environment, but still have the ability to adapt to new situations and circumstances effectively. They are typically open to new ideas, but may be initially resistant to unexpected changes.



Self

Individuals in this range can function at a fairly quick pace, adapting to new situations and circumstances effectively. They are also comfortable in a consistent and stable environment where they bring a more versatile perspective to the process.



Describer 1

People in this range are most comfortable in a stable and constant environment, thus they often struggle adapting to new situations or taking risks. Their tendency is to be less spontaneous, and their initial reaction is often resistance to new ideas, especially ideas that are more complex or ill-defined.



Describer 2

Individuals in this range can function at a fairly quick pace, adapting to new situations and circumstances effectively. They are also comfortable in a consistent and stable environment where they bring a more versatile perspective to the process.



Describer 3

Individuals in this range can function at a fairly quick pace, adapting to new situations and circumstances effectively. They are also comfortable in a consistent and stable environment where they bring a more versatile perspective to the process.



Describer 4

Individuals in this range can function at a fairly quick pace, adapting to new situations and circumstances effectively. They are also comfortable in a consistent and stable environment where they bring a more versatile perspective to the process.



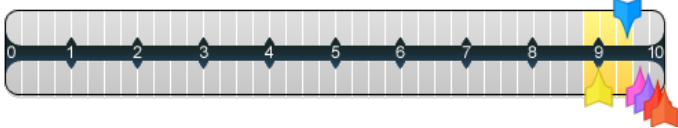
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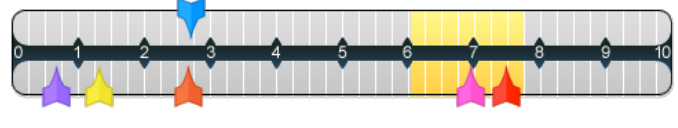
Scale Overview

This page provides an overall summary of your scores on each scale. Focus on overall trends and insights as opposed to overanalyzing a given score or a particular scale.

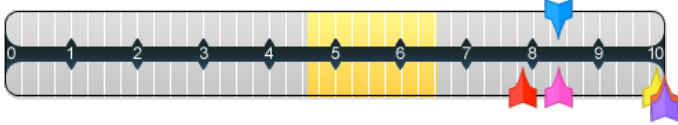
1 urgency and intensity



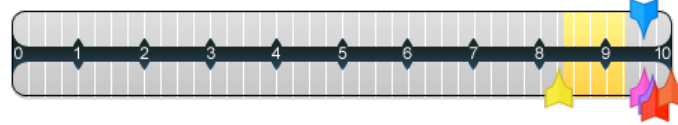
2 need to nurture



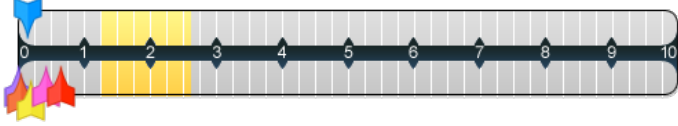
3 criticality



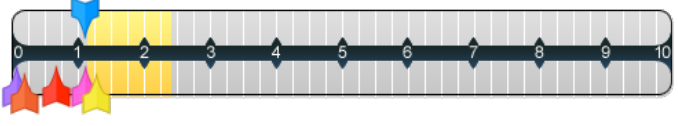
4 self-confidence



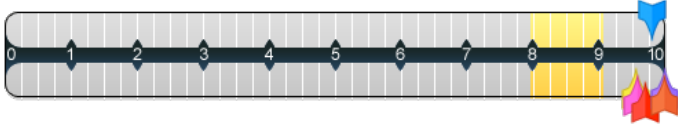
5 self-critical



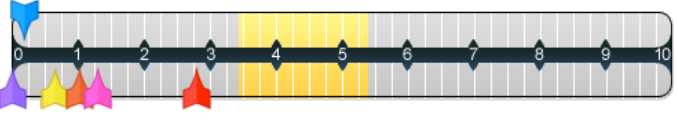
6 need for encouragement



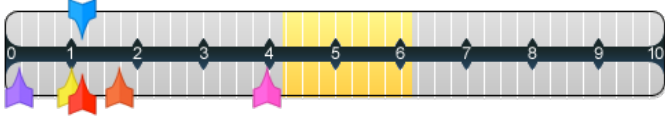
7 dominance



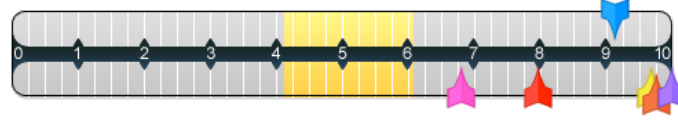
8 deference



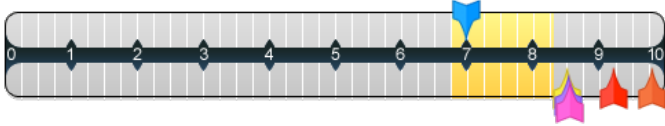
9 self-control



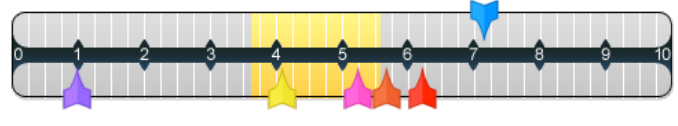
10 aggressiveness



11 need for order



12 need for change



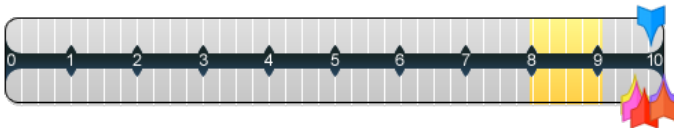
Top 3 Personal Constraints

What is a personal constraint? It's something that holds you or the people you influence back. Put simply, it's a behavior you take too far, and ironically it's almost always a strength you take too far. It is essential to understand and play to your strengths, and we believe that you can better leverage your strengths by being aware of when you reach the tipping point of overusing them.

The constraints below represent the three scales in which your 360 profile data differs most from the reference range. It's common that some of the constraints below boil down to a broader overall constraint, so be sure to look for common themes. It's possible that all three constraints will apply to you, but if not then focus on the ones you agree with. You could even go back and look at the rest of the scales in the report and see if any of those would be even more applicable. Think about what you've already been working on and what feedback you've received in the past as you decide what to focus on in your TrAction Plan™.

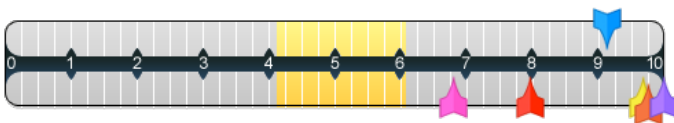
High Dominance

Need to lead and be in control. High scorers are more assertive and take charge more easily, while low scorers are more passive and content to defer control.



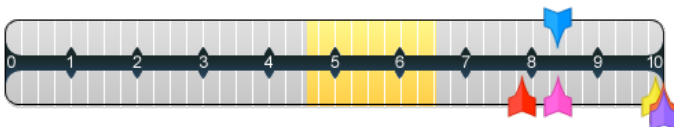
High Aggressiveness

Tendency to be competitive and aggressive. High scorers have a high need to win, possibly at the expense of others, and will push back when pushed on, while low scorers are more patient and less likely to cause situations to escalate.



High Criticality

The reflex to critique. This internal reflex is typically directed toward other people's behavior, decisions, opinions, ideas or shortcomings, and it can be demonstrated through words, tone, reactions or body language. High scorers are more skeptical, scrutinizing, demanding and can come across as contrarians, while low scorers are more tolerant, positive, empathetic and trusting.



Flippen Profile TrAction Steps

Based on your Top 3 Constraints identified earlier, here are some possible TrAction Steps you could put into action. Select a few that you feel like would be helpful, and feel free to customize or condense as needed. You might even add a few TrAction Steps that aren't listed below, while making sure the observable behavior is clear in any TrAction Steps you choose to implement. On your TrAction Plan™, keep in mind that you should have 10 or less TrAction Steps that you are working on.

- 1 I will be a sponge for feedback, consistently asking for quick feedback through questions such as "Anything I could have done better?" or "I'm working on _____, so on a 1 to 10 scale how did I do?"
- 2 Never Defensive. I will fully acknowledge that defensiveness is never the best reaction to input or feedback, even if the input or feedback is wrong or poorly delivered. I will avoid getting flustered and avoid cross-examining.
- 3 I will pick my battles by being more careful of nitpicking or micromanaging and will ask myself "Is this absolutely necessary to communicate right now?"
- 4 Honey not Vinegar. When expressing disagreement, I will make extra efforts to be inquisitive instead of skeptical and I will make sure I start with positives such as, "That is a really good thought" or "It's great to see your passion about this."
- 5 I will minimize negative words or body language—sarcasm, complaints, quick rebuttals, sighs, furrowed eyebrows, unnecessary correction, etc.
- 6 I will further realize that my expectations for others can be dangerously high and even unrealistic. I will identify three people and ask them, "My expectations are difficult to meet, aren't they? Do you sometimes feel like you can never do enough?" I will respond with, "Thanks so much for your honesty. Let me think about that."
- 7 I will go one full day without making a single negative comment or complaint. Whether it's a family member, friend, coworker, or restaurant employee, I will not say anything negative and instead, I will think about why they feel and act the way they do. Further, I will start focusing more on the positives in people, situations, and ideas.
- 8 I will be more careful of giving people feedback that wasn't asked for. Before I give correction, I will ask myself, 1.) Have I earned the right to say this to them?, 2.) Am I overloading or micromanaging them?, and 3.) Can I communicate this in a disarming way?
- 9 I will apologize quicker after miscommunication or tension, even if it's just for my delivery or my reaction. Even if I am less at fault, I need to own my part first.
- 10 I will proactively seek more quick feedback. In doing so, I will determine a couple of questions targeted to areas I need to work on (e.g., "Am I sounding stubborn?" or even better, "I'm sounding stubborn, aren't I?"). Whatever they say, I will almost always simply reply with, "Anything else?" and/or "Thank you, let me write that down and think about it."
- 11 I will identify a couple of "truth tellers" in my life and further clarify that I need their brutal honesty when my constraints surface. I will ask them to very candidly say, "Stop and listen to me..."
- 12 I will avoid polarizing words and phrases such as, "But...", "You always...", "I'm 100% sure...", "There's no way...", etc.
- 13 I will express more win-win responses in disagreements such as, "That's a good point..." and "You may be right..."
- 14 I will stop causing situations to escalate. When I raise my voice or create tension I will implement an "instant apology & instant feedback" approach, asking questions such as, "How I could have phrased that better?" or "What did I do to contribute to this situation escalating?"
- 15 I will channel my competitiveness better by identifying the activities in which being highly competitive is appropriate and also those in which it can be harmful (e.g., in relationships, when driving, in disagreements).
- 16 I will apologize quickly when I lose my cool, taking responsibility for the choice I made to get angry or flustered and not blaming the other person or making other excuses.

Flippen Profile™ TrAction Steps Continued

- 17 I will have someone give me a signal when I am starting to get frustrated, digging in my heels, becoming impatient, or raising my voice. If someone gives me the signal, defensiveness is never okay.
- 18 I will start listening better by validating others' opinions more (e.g., saying "Excellent point."), repeating back what I hear people say and asking, "Do you feel like I'm hearing you?"
- 19 I will hold my opinions and ask for others' thoughts first in order to better build consensus and avoid dragging people or putting them on the defense.
- 20 I will let others lead more in order to build other leaders and not just build followers. I will make a point to step back, avoid interrupting, wait a couple of seconds to jump in, and bring out more reserved people in group discussions.
- 21 I will increase how much I engage people when I encounter them. Stopping what I am doing, I will enthusiastically greet them with a smile.

