



Limbic Personality LLC

**Evaluation of the
Limbic[®] Personality Check
(Business)**

for Peter Mustermann

Presented by



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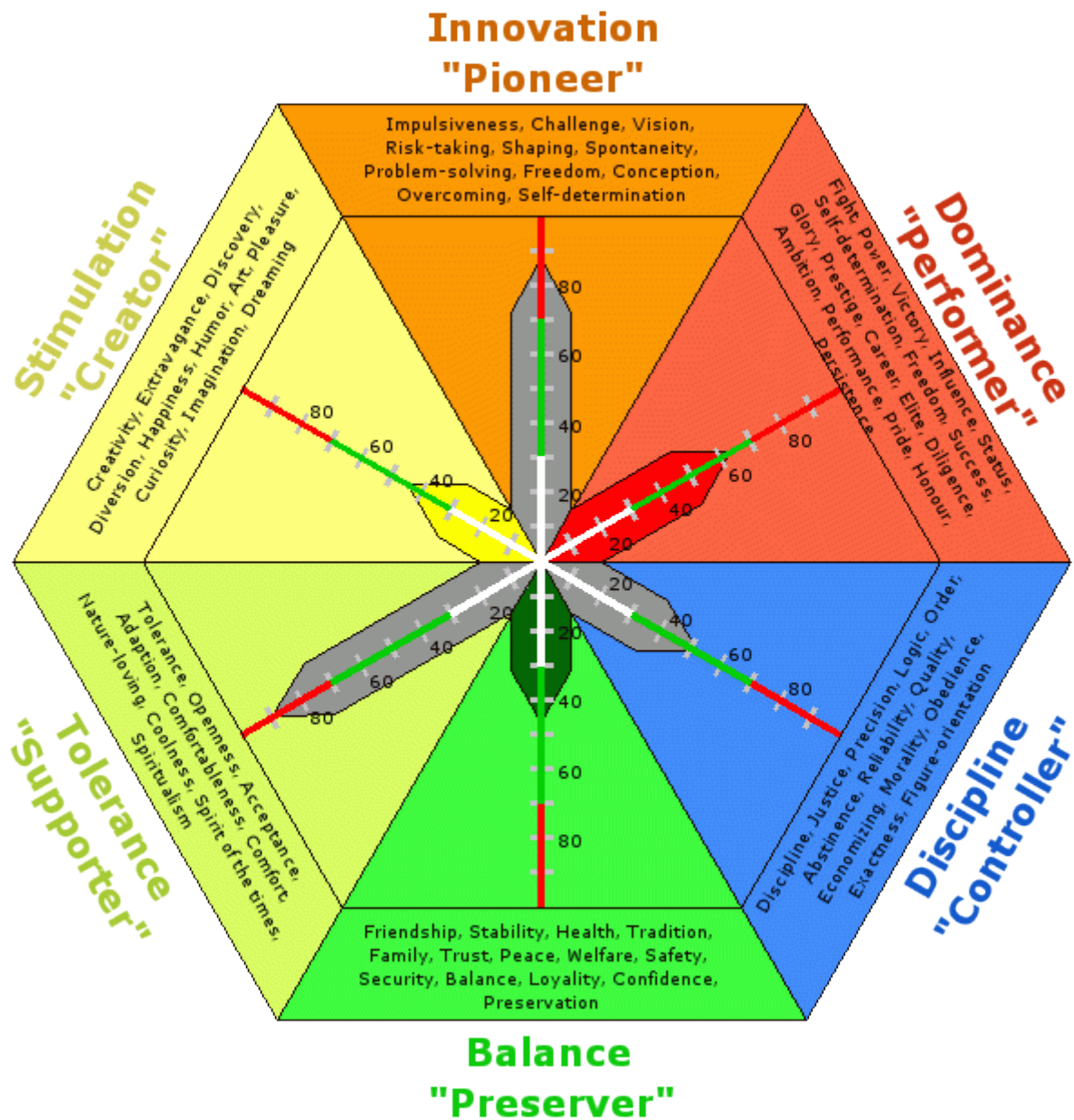
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Your Limbic® Personality Chart

Peter Mustermann



Dominance	63	Stimulation	44	Balance	46
Innovation	87	Tolerance	89	Discipline	52

An overview of the factors which influence performance

In order for people to maintain an optimal performance level at their workplace over long periods of time, certain preconditions have to be met. If this is the case then the employee (m/f) is able to get in to top form. If these preconditions are not to be found then this will lead, after a certain period of time, to reduced performance, lower motivation and an increased number of working days lost through illness. For this reason it is very important to know exactly what increases performance, what reduces it and which factors can positively influence the quality of work. The crucial thing is that recognizing the factors which increase performance usually always leads to an increase in performance - with the inverse also true.

The following preconditions are important for Peter Mustermann in order to perform optimally:

- Continuously growing areas of responsibility
- Being granted a lot of room for maneuver when performing tasks and when determining how targets are to be achieved
- A high degree of self-determination
- Being treated as an entrepreneur in the company
- Varied and diverse tasks
- The opportunity to take on new challenges on a continuing basis
- The opportunity to tackle previously unsolved tasks or problems
- Working in a team
- Operating in a good working atmosphere
- The opportunity to optimize processes

The following factors tend to have a more negative influence on the performance of Peter Mustermann:

- When the employee him/herself or others are treated unfairly or consider themselves to be
- Poor working atmosphere
- Where routine tasks make up too large a part of the daily work
- Where colleagues, superiors or the situation prevent progress being made and/or even better results being achieved

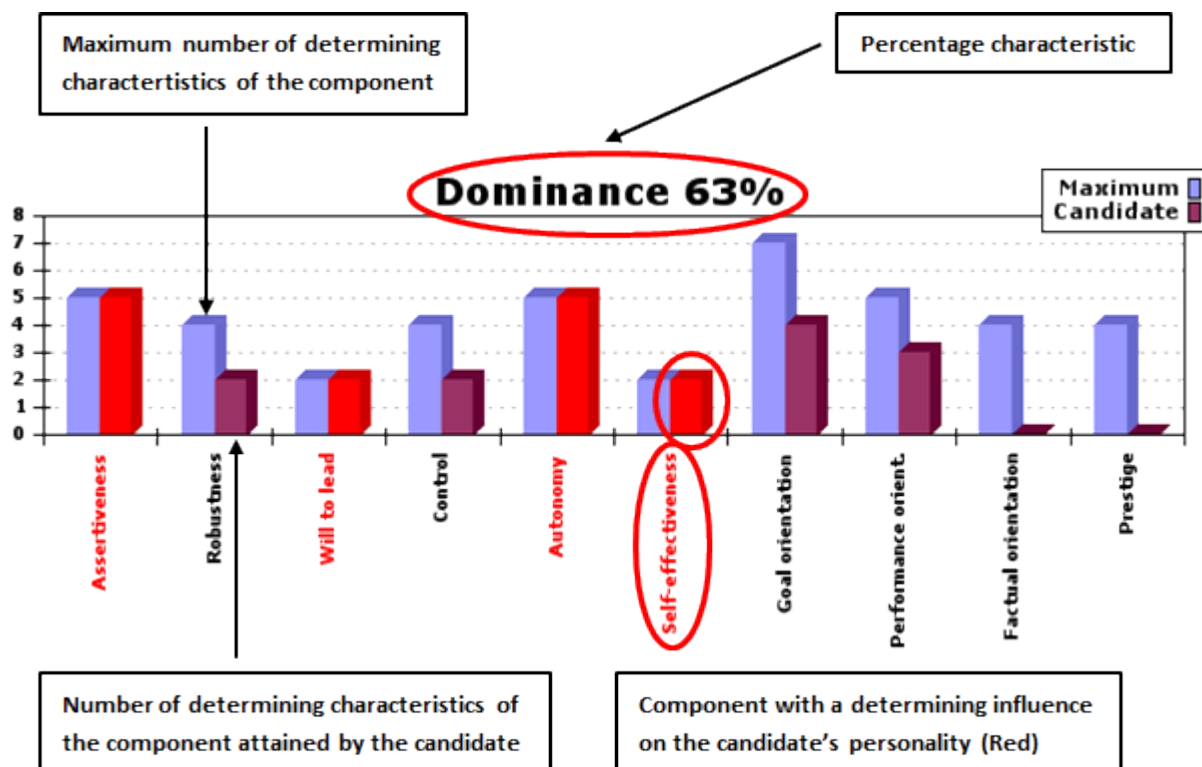
The work quality of Peter Mustermann can still be increased if:

- The work is organized in such a way that a high level of activity can be reached and maintained

Brief overview of the Limbic® Personality Check of Peter Mustermann

Reading Example: How to interpret the following Bar-Charts

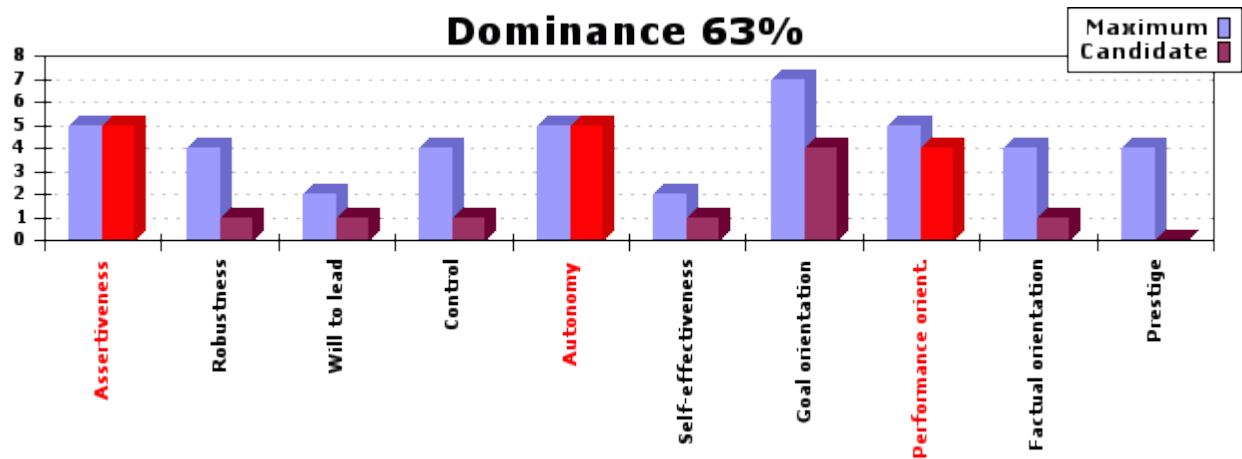
The following two pages provide a graphic summary of your Limbic Personality Check. Each dimension is shown individually. Using the Dominance dimension as an example, it is easy to see exactly which information is provided in this brief overview:



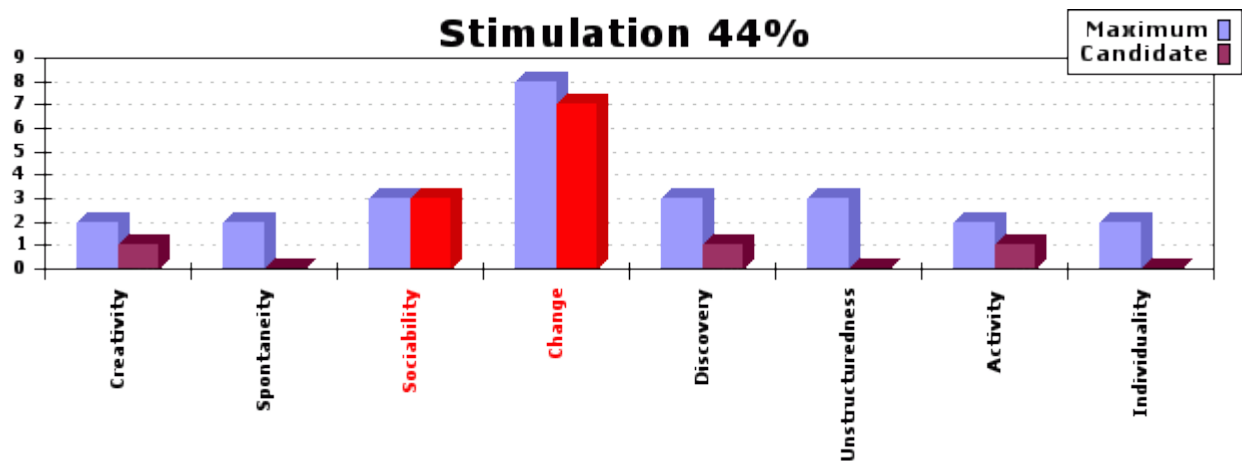
Those components of a dimension which are marked red in the brief overview are of particular interest to you. They play a crucial role in your daily life. For this reason, please also read the enclosed written evaluation to learn which characteristics exercise the biggest influence on your limbic personality.

An overview of the dimensions, components and characteristics:

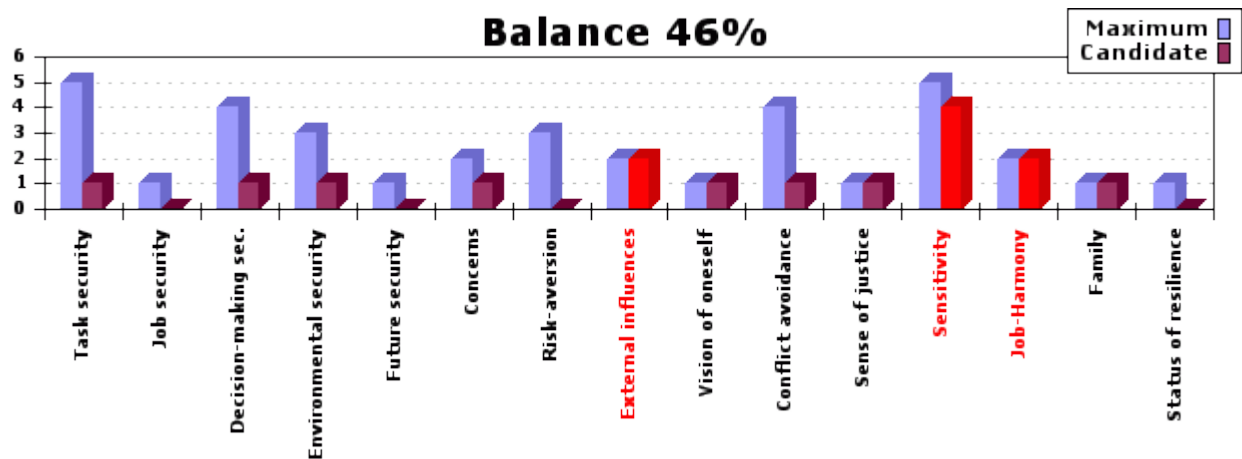
1. DOMINANCE



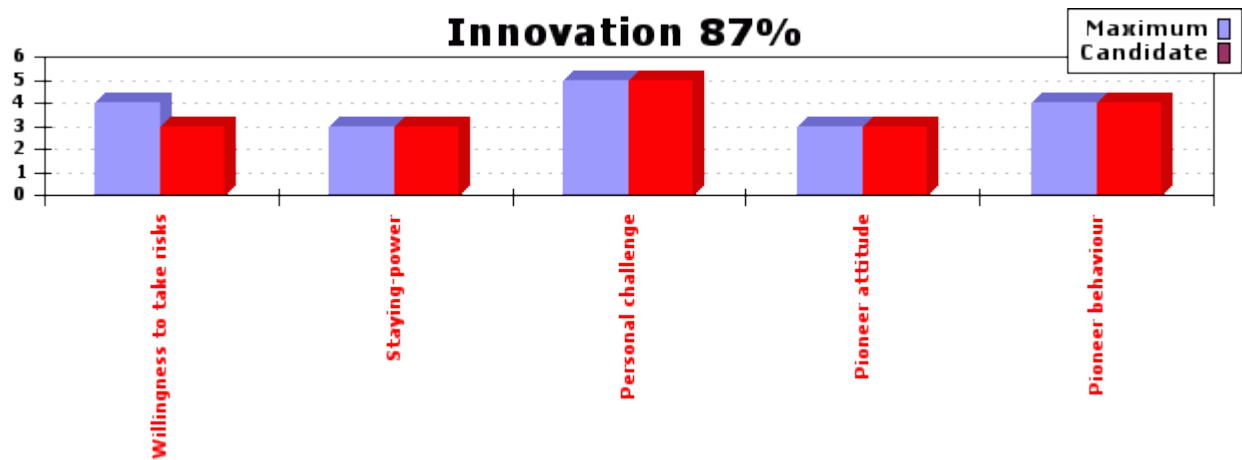
2. STIMULATION



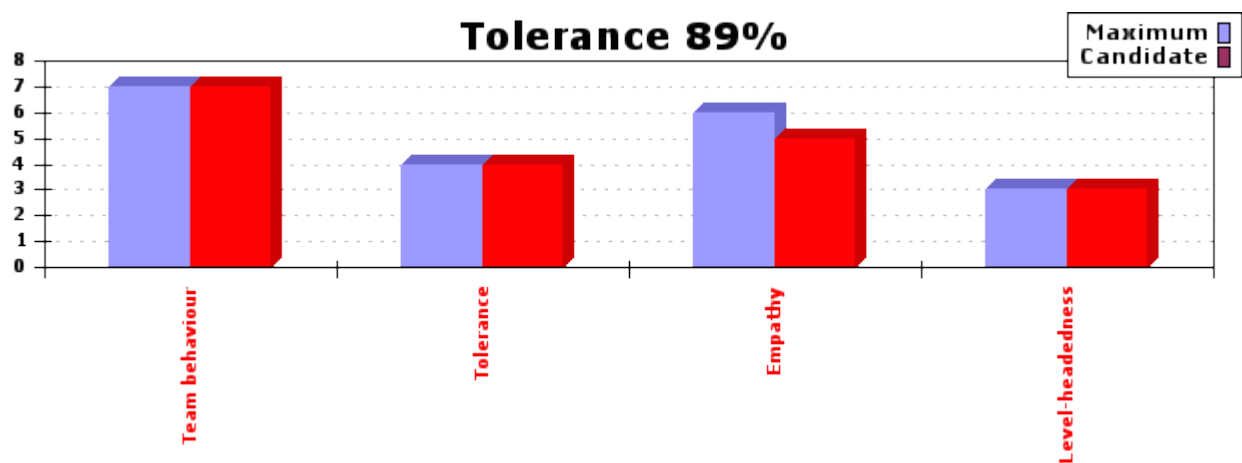
3. BALANCE



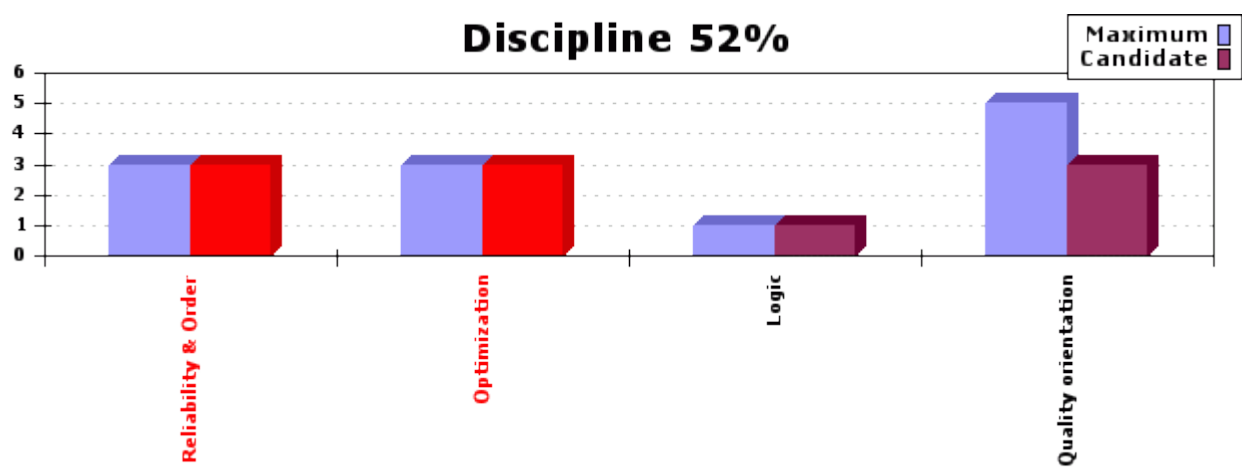
4. INNOVATION



5. TOLERANCE



6. DISCIPLINE



The Limbic[®] Personality Check

1. General information

The Limbic[®] Personality Check is a test for determining your limbic personality structure.

The human brain (and that of all vertebrates) is made up of the complex interaction of hormones, neurotransmitters and different brain structures. The "limbic system" is one such significant structure. This is made up of several additional modules which work together with all other brain structures through connections.

The limbic system, for example, works closely together with the memory in such a way that experiences (earlier experiences, existing knowledge structures and learning) form an important component in the behavioral repertoire. However, these evaluation processes, as well as the subsequent reactions, occur automatically. In this respect, the limbic system has a kind of autopilot function.

The main task of the limbic system is the behavioral evaluation of all information existing in the brain or information directed to it via the senses (seeing, hearing, tasting, smell and touch). Behavior is created out of these limbic evaluations which allow the organism to react quickly in every situation, or from an anthropological standpoint, to SURVIVE in every situation.

Neuroscientists have been trying for many years to understand exactly what the brain is comprised of and how it functions. Today, research has advanced so far that some important connections can be explained. For example, the way the limbic system works could be researched by using various different processes. One piece of knowledge gained from this research is that the limbic system configures three instructions: Dominance behavior (e.g. power, autonomy etc.), stimulation behavior (e.g. creativity, spontaneity etc.) and balance behavior (e.g. concerns for safety and the desire for harmony, etc.).

These three instructions assume different levels of distinctness in every individual (personal profile) and compel him or her to process and to respond to things in the corresponding way.

After many years of research, we have succeeded in deriving this limbic structure using a psychological concept and modeling it by means of a series of questions on behavior. The result of this research is now available in the form of the Limbic[®] Personality Check.

2. Explanation of the individual instructions

2.1. The Main instructions

2.1.1. DOMINANCE (Performer)

The Dominance instruction is an expansive force which achieves goals and seeks to change the existing set up. We owe many great achievements in this world to people who possess distinct levels of dominance. These people strive for recognition, power, success, victory and prestige. They love competition and want to win - often at any price and regardless of the consequences. Because they are by nature the kind of people who are used to winning, they are naturals when it comes to getting things done. This has significant advantages (innovation, important changes) but it can also have big disadvantages (environmental and political considerations, globalization etc.). The concentration processes in the economy, for example, are a direct consequence of actions taken by people with an extremely high level of dominance.

2.1.2. STIMULATION (Creator)

The stimulation (creator) instruction is also an expansive force which continuously produces new ideas but which can't actually instigate change. People with a pronounced stimulation structure are always looking for new things. Once they have found them, they instantly become bored and the search begins anew. This restlessness remains inherent throughout their lives. Individuals in whom this quality is pronounced often find it impossible to establish order or achieve goals.

However, if the issue is to find creative solutions for various types of problems then this is the right type of contact partner to have. At least one of their many ideas will prove to be a viable solution to the problem. For this reason, they need a very stimulating environment with as few limitations as possible.

2.1.3. BALANCE (Preserver)

The balance (preserver) instruction is a protecting strength force which resists change. The balance-orientated individual is very skeptical about all forms of change. Risks are avoided - especially those relating to responsibility for management and growth. Thought tends to orientate itself toward past values and maintaining the status quo. Commitment is low to medium. Routine tasks, with well defined responsibilities and goals, are important prerequisites for balance-orientated individuals at their place of work. They dedicate themselves to joint tasks and help to cultivate the "we" part of the team or company.

2.2. The Secondary Dimensions

2.2.1. INNOVATION (Pioneer)

A high tendency toward innovation usually stems from a mix of high dominance, high stimulation and low to medium balance. On the one hand it combines the advantages of the broad-ranging forces of dominance and stimulation, but also features some of their disadvantages. Highly innovative individuals want to implement change. They particularly like problems which are seen by others as unsolvable. This is where they can positively apply their problem-solving skills which, together with their high perseverance, bring things to a successful conclusion. They like to tread new ground which they then see as their own. For this reason, nearly all emigrants tend to have a strong pioneer profile. Pioneers always need the opportunity to achieve the extraordinary in their own creative way. Without this opportunity, discontentment sets in, leading to a drop in performance.

2.2.2. TOLERANCE (Supporter)

The quality of tolerance is a combination of low dominance, high stimulation and high balance. Highly tolerant individuals are among the most likeable types of people. Nearly everyone feels at ease in their presence. They are able to create balance and encourage conciliation. Because they are able to put themselves in other people's positions, they are able to find solutions in interpersonal relationships where others cannot. Consequently they are well placed to offer mediation and to bring opposing factions to the negotiating table. They are open to everything and can accept a wide range of opinions.

However, without a corresponding high level of dominance, they are not opinion leaders. They also lack the perseverance required to enforce their own ideas in the face of any resistance.

2.2.3. DISCIPLINE (Controller)

The quality of discipline is a combination of high dominance and medium to high balance. The most important characteristics of discipline and control stem from this combination. Everything is thought through in precise detail. Reliability, sense of duty and efficiency are additional key traits. Individuals in whom the quality of discipline is highly pronounced also expect these characteristics in other people, which can sometimes be problematic. All measures in a company which are designed to establish processes and responsibility and map out the future receive their total agreement and support.

Arguments and discussions are kept factual and emotional factors play little or no part.

3. The illustration in the Limbic[®] Chart

You will receive the results of the Limbic Personality Check both in written and diagrammatic form - the latter is called the Limbic Chart. Levels of dominance, stimulation, balance, innovation, tolerance and discipline are indicated on a scale of 0% to 100%. The scales depict the Gaussian normal distribution.

Values from 0% to 30% (marked yellow on the scale) indicate a below-average presence of the corresponding dimension. This means that this dimension plays only a secondary role in a individual's life and is hardly noticeable in his natural behaviour.

Example: People with a balance level of 20% do not require a high level of security and harmony. They can therefore be given quite different tasks compared to someone with a balance level of 70%, who by nature requires a high level of security and harmony.

Values from 31% to 69% (marked green on the scale) indicate an average presence of the corresponding dimension. The behavioral patterns of this dimension are nevertheless more pronounced in certain situations than in others. Behavior therefore depends to a large extent on context and the issue that is currently being dealt with.

Example: A Stimulation rating of 50% could indicate the person may not be particularly creative but needs lots of change in their daily life and is highly active.

Values from 71% to 100% (marked in red on the scale) indicate that a quality is present at above-average levels. This dimension has a strong effect on the individual's daily life, regardless of the situation, is therefore part of their basic pattern of behavior.

Example: Where the dominance rating is above 70%, dominant behavior is a regular feature of the individual's life. It is equally likely to manifest itself in the individual expressing their own opinion or in the pursuit of independence or prestige.

As a general rule, the higher the values on the individual scales, the more the determining factors of the characteristic will be found in the individual's personality. For this reason, it is very important to consider not only the chart but also the written evaluation, which explains the configuration of the individual characteristics.

The section "Your determining characteristics in this category" lists all the features which reinforce the particular characteristic, while "Your counteracting characteristics in this category" shows the features which counteract the characteristic, thus reducing it.

4. The interpretation of the evaluation

Levels of dominance, stimulation and balance are different in each individual. When one refers to a dominant-type person, this means that the person is characterized by dominant behavior. It does not mean, however, that dominance is the only feature of his or her personality. Quite the contrary: if one looks more closely, one will find that elements of stimulation and balance are also present, but are simply much less pronounced.

It is therefore important to see the personality as an interaction of these three elemental forces and not to reduce it to a few characteristic features.

The Limbic® Personality Check illustrates these connections, giving candidates the opportunity to get an overall picture of their personality features. What the test shows are an individual's prevailing patterns and emotional worlds. It can describe many things but it certainly cannot explain everything.

Your Limbic® Personality Profile

1. DOMINANCE

Your rating for the dominance characteristic is 63%. Dominance is made up of various components, such as assertiveness, prestige, autonomy, etc. The dominance characteristic comprises the following elements:

Assertiveness:

Assertiveness is an important part of the dominance characteristic. It also includes determination, a willingness to manipulate and persuasive power. An individual may be highly determined but only have a limited ability to get things done since will alone does not necessarily guarantee that things will happen. In the same way, people who are good at getting things done may not possess the will to do so, which suggests that asserting their own desires and goals is not a general habit but instead is dependent on the situation.

Your determining characteristics in this category:

- Willingness to influence others in order to achieve a specific goal
- A high level of determination
- A high level of assertiveness
- Strong persuasive powers
- Opinion leader in group situations

Your counteracting characteristics in this category:

- *none*

Robustness:

A further important component of the dominance characteristic is robustness. Dominant people are often experienced by others as unemotional and unapproachable. Other features include emotional independence (high conflict resistance) in a wide range of factual and personal disagreements, a high level of consistency with regard to opinions and attitudes and the strict enforcement of performance targets among employees.

Your determining characteristics in this category:

- High resistance to factual conflicts

Your counteracting characteristics in this category:

- A willingness to make compromises with respect to your opinions and attitudes
- A tendency to be tolerant toward colleagues whose performance does not meet targets

The will to lead:

Dominance is an expansive force which moves in a forward direction. The will to take on responsibility and leadership tasks in order to bring a matter to a successful conclusion is also part of this.

Your determining characteristics in this category:

- Desire for responsibility

Your counteracting characteristics in this category:

- Low to moderate leadership claims

Control behavior:

A dominant person needs control in order to exercise power and achieve goals. For this reason, a refined control system belongs to the repertoire of these personalities. This applies both to the control of people (at work and in private) as well as to situations and goals.

Your determining characteristics in this category:

- Good overview of situations

Your counteracting characteristics in this category:

- Trust in the possibilities offered by self-organization
- Trust in colleagues' ability to take responsibility themselves
- Low to moderate motivation to assume control responsibilities

Autonomy:

The striving for autonomy in dominant people is high. Self-determination, operational freedom, independence and creative freedom characterize the desire of these people to realize as much freedom as possible.

People who strive for high levels of autonomy become more efficient the more creative freedom they have. On the other hand, restrictions lead to a drastic drop in performance.

Your determining characteristics in this category:

- Desire for self-determination
- Desire for freedom of action
- Social independence in pursuing goals
- Tendency to make decisions autonomously
- Desire for creative space in order to optimize your own performance

Your counteracting characteristics in this category:

- *none*

Self-efficacy:

Dominant personalities are convinced about themselves and their actions. They tend not to question themselves and allow as few external influences as possible into their lives.

Your determining characteristics in this category:

- A high level of confidence in your actions

Your counteracting characteristics in this category:

- *none*

Goal orientation:

Goal orientation is an additional feature of dominant people. They have personal goals and a system which allows them to achieve these goals. Their time management is good, and their personal attitude tends to be level-headed and grounded in reality. A dominant person has no time for dreaming.

Your determining characteristics in this category:

- Existence of well-defined personal goals
- Good time management skills
- Reality-based positioning, level-headed attitude
- Systematic processing of both personal and external goals

Your counteracting characteristics in this category:

- Tendency to have a philosophical way of looking at things
- General interest in details
- Willingness to integrate in a team and to adapt to its working tempo

Performance orientation:

Performance is the key word for dominant people. They have a high level of commitment and expect the same of others. Unremitting ambition and a desire to be better than others also have their origins in the performance orientation. Since intensive networking also improves their own performance efforts, dominant individuals are frequently good networkers.

Your determining characteristics in this category:

- High commitment to pursuing goals
- Conscientiousness
- Desire to achieve more
- Targeted networking activities

Your counteracting characteristics in this category:

- Limited motivation through competition with other people

Factual orientation:

An additional attribute of dominance is factual orientation. Fellow human beings are often seen as a means to achieving a certain goal and not as individuals with diverse wants and needs.

Your determining characteristics in this category:

- Tendency towards formality

Your counteracting characteristics in this category:

- Susceptibility by emotional influences
- Allowing colleagues room for creativity in target achievement
- Focus on human individuals

Prestige:

Prestige is extremely important for dominant individuals. Recognition, admiration and reputation are the three most important elements of prestige. They can be seen as indispensable motivational factors for these types of people.

Your determining characteristics in this category:

- *none*

Your counteracting characteristics in this category:

- Limited significance of prestige in personal life
- Limited significance of prestige in profession
- Low dependence on recognition from others
- Low dependence on admiration from others

2. STIMULATION

Your rating for the stimulation characteristic is 44%. The stimulation characteristic is made up of a range of components, including creativity, change and discovery. The stimulation characteristic comprises the following elements:

Creativity:

Stimulation-focused individuals are creative. They are normally highly creative thinkers and good problem-solvers. This allows them to solve the tasks they are given more quickly and often also more successfully.

Your determining characteristics in this category:

- Creative problem-solving skills

Your counteracting characteristics in this category:

- Narrow or moderate range of ideas

Spontaneity:

An additional feature of the stimulation characteristic is spontaneity. Since stimulation-oriented individuals are highly curious, they often come up with ideas intuitively. They also welcome spontaneous change, which diverts attention from the routine.

Your determining characteristics in this category:

- *none*

Your counteracting characteristics in this category:

- Tendency toward considered behavior
- Preference for the predictable

Sociability:

Stimulation-focused people often do not prosper when left to their own devices. For this reason, working in groups and social events such as parties offer good opportunities for stimulating input. Sociability is therefore another key characteristic of this type of person.

Your determining characteristics in this category:

- Extrovert personality
- Desire for social contact

- Desire for group affiliation

Your counteracting characteristics in this category:

- *none*

Change:

Nothing is more important to a stimulation-oriented individual than change. This applies to both private and business life. Action is the order of the day, and routine is frowned upon. The more change is required, the more important it becomes when planning work and free-time.

Your determining characteristics in this category:

- Desire for action in your working life
- Job satisfaction is an important prerequisite for good performance
- Constantly changing duties are important motivational factors
- Your life is characterized by change
- Routine tasks are demotivating
- Desire for high quality of life
- Strong esthetic sense

Your counteracting characteristics in this category:

- Perception of social events as a compulsory exercise

Discovery:

A distinct drive to research and explore is a further element of the stimulation characteristic. This can go so far that you are even prepared to take dangerous risks to get new kicks.

Your determining characteristics in this category:

- Search for new impressions

Your counteracting characteristics in this category:

- Realistic attitude
- Avoidance of unpredictable risks

Lack of structure:

Stimulation-oriented individuals are often unstructured since they can find it difficult to concentrate on a specific task for a long period. Order, reliability and powers of concentration can suffer as a result.

Your determining characteristics in this category:

- *none*

Your counteracting characteristics in this category:

- Desire for order
- Reliability
- Tendency to work in a concentrated manner

Activity:

It is extremely difficult for stimulation-oriented people to do nothing. They are highly active individuals who are always on the go.

Your determining characteristics in this category:

- Proactive personality

Your counteracting characteristics in this category:

- Only slightly or moderately active person

Individuality:

Stimulation-oriented individuals are often individualists with a tendency toward egocentricity. A desire for independence is also a characteristic feature.

Your determining characteristics in this category:

- *none*

Your counteracting characteristics in this category:

- Tendency toward conformity

3. BALANCE

Your rating for the balance characteristic is 46%. Key components of the balance element are security and resilience. The balance characteristic comprises the following elements:

Task security:

Balance-oriented people attach great importance to security in all areas, in particular in the definition of responsibilities. Only with exact instructions on how to complete a task, the expected results, etc., can they achieve the degree of security which will allow them to optimize their performance.

Your determining characteristics in this category:

- Openness for new tasks based on a stable foundation

Your counteracting characteristics in this category:

- Need for creative scope in order to complete tasks
- Desire for a broad variety of tasks
- Interest in demanding tasks, even with uncertain outcome
- Desire for challenging tasks

Job Security:

Job security is another important criterion for balance-oriented people. Only when income is guaranteed can insecurity, with all its negative consequences, be avoided.

Your determining characteristics in this category:

- *none*

Your counteracting characteristics in this category:

- Job security is of secondary importance

Decision-making security:

For balance-oriented people, making decisions is rather difficult. On account of their insecurity, they try to gather as much information as possible upon which to base their decision. This takes time and often delays the decision considerably.

Your determining characteristics in this category:

- Opinions are formed in consultation with others

Your counteracting characteristics in this category:

- Quick decision-making behavior
- Independence from others when making decisions
- Tendency to accept risk when selecting colleagues/partners

Environmental security:

Environmental security - in other words, having the possibility to work in a trustworthy environment and maintaining clearly structured professional and private lives - is also an important aspect.

Your determining characteristics in this category:

- Desire for order in professional and private life

Your counteracting characteristics in this category:

- Desire to work in new areas

Future security:

Insecurity is also reduced if the future can be planned as far as possible in advance. The fact that any plan, however thorough, can be ruined by a range of unfavorable circumstances is only of secondary importance.

Your determining characteristics in this category:

- *none*

Your counteracting characteristics in this category:

- Low inclination to carefully plan the future

Concerns:

A sensitivity toward current and future global problems and health issues is a classic attribute of a balance-oriented person.

Your determining characteristics in this category:

- Sensitivity toward change in the world

Your counteracting characteristics in this category:

- No regular preventive healthcare

Risk aversion:

Balance-oriented people have a strong aversion to risk. This applies both to the setting of targets, which are selected

only when they are known to carry little risk, and to attitudes toward innovation and all forms of change.

Your determining characteristics in this category:

- *none*

Your counteracting characteristics in this category:

- Conscious acceptance of risk when setting goals
- Openness toward new or difficult situations
- Positive attitude toward innovation

External influences:

External influence is a key issue for balance-oriented individuals. Since they cannot make decisions independently, a door is opened for other people to exert influence.

Your determining characteristics in this category:

- Key influences from other people in your own life
- Tendency to be influenced by other people's predictions

Your counteracting characteristics in this category:

- *none*

Perception of oneself:

Balance-oriented people are critical. When mistakes are made, they always look at themselves first and not at others. They can therefore be described as having a self-critical outlook.

Your determining characteristics in this category:

- Self-critical attitude

Your counteracting characteristics in this category:

- *none*

Conflict avoidance:

Conflict avoidance is an important attribute in the life of a balance-oriented individual because it protects harmony and therefore also security (emotional and material).

Your determining characteristics in this category:

- A distinct need for harmony

Your counteracting characteristics in this category:

- Ability to handle conflicts
- Relaxed emotional attitude toward disputes and discord
- Willingness to enter into conflicts, depending on the situation

Sense of justice:

An individual's balance component engenders a pronounced sense of justice and forms a basis for harmonious working and living together.

Your determining characteristics in this category:

- Sense of injustice

Your counteracting characteristics in this category:

- *none*

Sensitivity:

A high degree of sensitivity is also typical for these people. They notice a lack of harmony and suffer accordingly. Their personalities are characterized by emotional receptiveness, and they are friendly and likeable in their dealings with others. They are interested in topics related to humanity and harmony.

Your determining characteristics in this category:

- A pronounced sensitivity toward discord
- Emotional receptiveness
- Emotional dependence on surroundings
- Sensitivity in interpersonal relationships

Your counteracting characteristics in this category:

- High resistance to personal conflict

Job harmony:

Given the chance, balance-oriented people by nature form their own professional environment. A caring attitude and desire for agreement are also important parts of their personalities. They operate wherever possible as a mediator and are good at defusing highly emotional situations.

Your determining characteristics in this category:

- Desire for agreement with other people
- Caring attitude inspired by desire for harmony

Your counteracting characteristics in this category:

- *none*

Family:

The family plays an extremely important role in this person's life. It provides stability and security and is one of the most important supporting factors in their life.

Your determining characteristics in this category:

- Strong family values

Your counteracting characteristics in this category:

- *none*

Resilience:

Since balance-oriented individuals are keen to save energy, they can quickly feel overwhelmed and stressed, which in turn increases the strain they are under.

Your determining characteristics in this category:

- *none*

Your counteracting characteristics in this category:

- Signs of additional performance potential

4. INNOVATION

Your rating for the secondary characteristic of innovation is 87%. It is a combined dimension containing elements of dominance and stimulation. The innovation characteristic includes the following key factors:

Risk tolerance:

A pioneer's willingness to take risks is well above average. This often leads them to overestimate their own abilities and make unbalanced opportunity/risk assessments. Even when recruiting personnel, pioneers tend to follow their feelings and give people a chance even if they do not fit into the desired profile.

Your determining characteristics in this category:

- Tendency to make unbalanced opportunity/risk assessments (progressive risk behavior)
- High risk tolerance in personnel recruitment
- Willingness to take risks in order to exploit new opportunities

Your counteracting characteristics in this category:

- Realistic appraisal of personal performance

Endurance:

Pioneers are people who stick to their goals even when they appear to be unachievable. They follow their own visions and possess a mentality which believes things can be overcome.

Your determining characteristics in this category:

- Very good endurance
- Strong determination to realize your own visions
- Strong belief that things can be overcome

Your counteracting characteristics in this category:

- *none*

Personal challenges:

No challenge is too great for pioneers. They relish situations which call for top performances and have a strong 'can-do' attitude. They overcome even serious setbacks and turn them into successes.

Your determining characteristics in this category:

- Receptiveness for situations requiring extra commitment

- Motivated by especially difficult, unsolved tasks
- Constant need for new challenges in order to remain motivated
- Pioneering mentality
- Increased commitment in disagreements with others

Your counteracting characteristics in this category:

- *none*

Pioneering attitude:

One can distinguish between pioneers and non-pioneers simply by their attitudes. Creativity and commitment are identified as an essential basis for success. Problems and change, on the other hand, constitute hidden opportunities which can be used to one's own advantage.

Your determining characteristics in this category:

- Success orientation on the basis of creativity and willingness to perform
- Perception of change as an opportunity for innovation
- Problem-solving mentality

Your counteracting characteristics in this category:

- *none*

Pioneering behavior:

Pioneers have not only the correct attitude but also the corresponding behavior. Criticism is not taken as a snub but as an opportunity for improvement. Even resistance, especially when in competition with other people, is perceived as a challenge. Pioneers always view themselves as entrepreneurs, even when working as an employee.

Your determining characteristics in this category:

- Positive attitude to problems
- Entrepreneurial personality
- Openness to criticism
- Stimulated by opposition from others

Your counteracting characteristics in this category:

- *none*

5. TOLERANCE

Your rating for the secondary characteristic of tolerance is 89%. It is a combination of the elements of stimulation and balance. The tolerance characteristic includes the following key elements:

Team behavior:

Tolerant individuals have excellent social skills and enjoy working in teams and supporting and coaching colleagues. They prioritize group experiences and attach great importance to good relations when collaborating with others.

Your determining characteristics in this category:

- Facilitation of openness and creativity
- Willingness to support others
- Preference for teamwork
- Sharing of emotional experiences with others
- Desire for good relations with others
- Acceptance of social responsibility
- Ability to let other people have the leadership in a team

Your counteracting characteristics in this category:

- *none*

Tolerance:

Accepting other opinions, accepting people for who they are and giving them the space they need ? these are the characteristics of a tolerant personality.

Your determining characteristics in this category:

- Tolerance of other opinions and ideas
- Relaxed attitude toward people with other ideas and opinions
- Openness toward diversity of opinion
- Ability to accept unanswered questions

Your counteracting characteristics in this category:

- *none*

Empathy:

An ability to put themselves in other people's positions is one of the crucial skills of tolerant individuals. They present ideas in such a way that other people do not feel disenfranchised. Another person's point of view is accepted and

human warmth is conveyed. The tolerant person is often perceived as a natural confidant who can be trusted with your most intimate secrets.

Your determining characteristics in this category:

- Ability to adopt other perspectives
- Pronounced sense of empathy
- Conveyor of human warmth
- Perception as a trustworthy person by others
- Takes an interest in other people's needs

Your counteracting characteristics in this category:

- Limited consideration of others when presenting own ideas and opinions

Level-headedness:

Tolerant people are balanced and have an optimistic outlook on life. They often show total calmness when confronted with change.

Your determining characteristics in this category:

- Optimistic personality
- Positive attitude to life
- Relaxed attitude to change

Your counteracting characteristics in this category:

- *none*

6. DISCIPLINE

Your rating for the secondary characteristic of discipline is 52%. Discipline is a combination of the elements of dominance and balance, and includes the following key factors:

Reliability and order:

Disciplined individuals live highly ordered lives and are hardworking and reliable.

Your determining characteristics in this category:

- High reliability
- Efficiency and conscientiousness
- Self-control based on order and discipline

Your counteracting characteristics in this category:

- *none*

Optimization:

Optimizing procedures and processes is the disciplined individual's favorite activity. This also includes optimizing costs and making detailed price comparisons.

Your determining characteristics in this category:

- Desire to optimize procedures
- Desire to optimize processes
- Heightened cost awareness

Your counteracting characteristics in this category:

- *none*

Logic:

Disciplined individuals argue on a "rational" level and try to assert their arguments on the basis of facts.

Your determining characteristics in this category:

- Rational approach to arguments

Your counteracting characteristics in this category:

- *none*

Quality orientation:

A focus on quality assurance and a general desire for greater precision are key characteristics of a disciplined individual. This is reinforced by close attention to detail. Customer satisfaction is an additional important goal and one to which behavior is duly directed.

Your determining characteristics in this category:

- Strong focus on quality assurance
- General desire for increased precision
- Focus on customer satisfaction

Your counteracting characteristics in this category:

- Tendency to underestimate detail as a source of error
- Decision-making on the basis of low to moderate attention to detail