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TRUE TILT PROFILE

## Introduction to the Tilt Framework & Concepts

### How Knowing Your True Tilt Could Change Your Life

Are you more than just your personality?

What if you understood the underlying purpose of "personality" and learned how to evolve counterproductive aspects of your behavior so you could become a better version of yourself?

What if you also felt happier because of the physiological changes that occur in your brain chemistry as a result?

Numerous sources from science and ancient wisdom embody a single unifying principle: That seeking self-knowledge is the key to unlocking one's full potential. By becoming a mindful observer of your behavioral patterns and exploring your inner motives, you can move beyond your habitual patterns and become a more conscious leader and contributor. In this new evolved state you are able to "tilt" toward different kinds of behaviors more intentionally, with greater awareness of who you are being and for what purpose...so your outcomes reflect what you actually intend. This is the promise of Tilt.

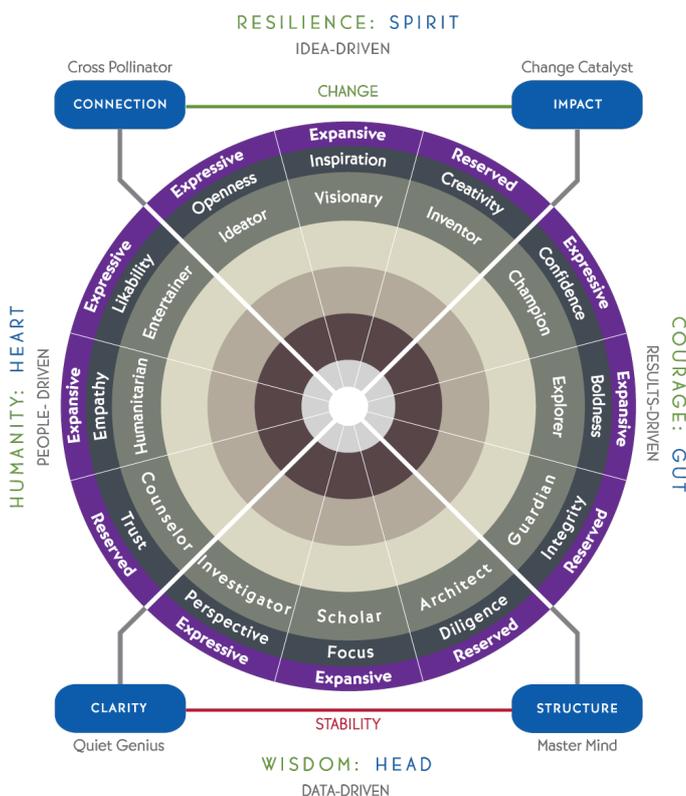
### "Does your personality have you, or do you have it?"

At the core of the Tilt Framework are 12 Character Strengths, which are distributed on the outer gray ring in the model. Learning and mastering all twelve of these strengths is necessary for achieving whole-person balance. In practice, we may overuse (tilt toward) some strengths at the expense of others often because of an imagined, but often unconscious inner fear.

For example, if we overuse Boldness because of an unconscious fear of being vulnerable, we might not exhibit much Empathy. This imbalance results in distortions that pull us into energy-draining interactions with others like drama, conflict, chaos, and ego-politics.

On the other hand, if we are balanced in the 12 character strengths, we learn to intentionally "tilt" to what is needed at a given time in a given context.

The Tilt Framework is designed to serve as a guide to self-awareness that enables more intentional self-leadership and mastery.



Snapshot of Clarity

# The Quiet Genius



## Introduction

Your responses indicate that you have a natural proclivity for emotional and analytical intelligence that links People & Facts. This combination may mean you enjoy collecting, interpreting and analyzing facts, data or information that can ultimately affect people. Patient with doing your homework and investigating the details thoroughly, you like taking your time to study and research, often in order to assess the risk of various paths of action. You may find yourself playing an advisory role to others because they trust you and find your judgment reliable and credible. You keep confidences, interact with thoughtful diplomacy and are respected by many as a trusted source of wisdom that has the best interest of everyone in mind.

## The Way You Show Up

Your **Influencing Style** is thoughtful and supportive. Often tuned in to the needs of others, you enjoy being consulted for advice but will reply with thoughtful care that is tolerant of differences and supports making their own choice. Your **Top Character Strengths** are Focus, Perspective, Trust and Empathy, which combine to make you a person that will keep confidences, be diplomatic and reliable. Your **Unconscious Motivators** are to seek **Belonging** and **Significance**. You want to be respected as a loyal contributor and knowledgeable expert, so you can advise well. Your **De-Motivators** are people who fail to appreciate your contributions, are rude or dismissive or rush things at the last minute without thinking it through. Your **Preferred Pace** is patient and thoughtful, so you tend to take your time researching your options before you move forward unless there is a good reason to take action.

## What Others Need to Know

Your **Decision-Making Style** is to be careful, then test your assumptions and weigh all your options before a final decision. Your **Conflict Style** is to avoid taking risks and withdraw yourself from the situation. You usually steer clear of controversy and watch in skepticism to learn from the mistakes of others. You **Want Others** to be kind, polite, respectful and thoughtful so you can enjoy the comfort of harmony and inclusion. What You **Offer to Others** is the depth and breadth of your perspective that helps them understand the risks and options involved in their choices.

## The Enlightened Quiet Genius

If you have a well-developed set of **Character Strengths** and live a well-rounded fulfilled life where your contributions come from a **Generative** world mindset that extend beyond yourself, then you have learned the **Life Lesson** of this Tilt pattern and are probably making important contributions to the world around you. This mindset has less to do with age, but more with how self-aware and healthy your internal compass has grown from a combination of healthy parenting, successful growth to adult independence and continued growth of your creative intellect through life and work experiences. As an enlightened **Quiet Genius**, your reliable trustworthiness, your desire for diplomatic harmony, and your informed advice can bring about **Institutional Stability** that can truly support the world in important ways. If you are happy with where you are, the positive aspects of this profile will resonate most with you. However, even you will benefit from the insightful help in this report that extends beyond your surface patterns to underlying motivations that may surprise you. When the normal stresses of life unfold or you end up stuck and wonder what is holding you back from your full potential, you will have the knowledge to proceed with self-awareness.

## The Quiet Genius Under Stress

**Under Stress** you can be resistant, withdrawn and skeptical. At such times, you might retreat and be an obstacle to necessary change because you are worried that so many uncertainties and problems could unfold. This stress reaction can **Trigger Others** if you show up critical and/or compliant. The Two Underlying **Stress Emotions** that drive resistance are **Worry** and **Resentment** regarding what may happen as a result of others who exert their power. Your **Secret Fear** is related to loss of credibility if you are unprepared because that could mean you would lose respect or acceptance by your valued social groups. When deep down what you truly fear is feeling insignificant or rejected by others. Your **Defense Mechanism** in reaction, is to make a great effort to be thorough, cautious and ready for every possible outcome that could unfold later.

The **Faulty Story** that results is you may never feel completely prepared enough. In this narrative you stay in the past fretting over mistakes you could have prevented, or in the future with worry about all the things that could go wrong. The **Self-Fulfilling Prophecy** that results when you believe this story is that the more you try to avert risk or troubleshoot every detail, the more time slips by and ensures that you won't get what you truly want - the autonomy and freedom to make your own impact.

**What You May Need to Learn** during times of stress is that averting all risk is an illusion and virtually impossible. Instead, since you

are typically so well prepared, you are probably the ideal person to step forward into action.

## **Your Path to Accelerate Potential**

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Your **Healthy Story** is to realize that when your ego is always busy preparing, you are missing the present moment. As you let go of worrying about the past or future that you can't completely prepare for, you can enjoy the present opportunity that is ripe for action right now. Then, trust in your own sufficiency and watch your vision unfold one step at a time.

The **Two Big Moves** that bring you into balance for greater **Impact** are:

**#1: Be Bold** as you consider what your gut instinct has to tell you and act firmly upon it.

**#2: Be Unique** as you tune into creative, original ideas that spring from your reflective nature.

You will know you have arrived in your full creative potential when these two mantras are simple and easy for you.

## Understanding Your Clarity Tilt Pattern - Full Report

### Your Tilt Stack

The Tilt Framework is comprised of four Quadrants: Resilience, Courage, Wisdom, and Humanity. Each of the strengths contained within these Quadrants are present in all individuals, but not all may be equally developed. Your Tilt Stack outlines which Quadrants you lead from in order, the highest ranked at the top and the lowest at the bottom. You may overuse your top quadrant, but development in the bottom can provide balance. Your order of preference follows:

- 1 - Wisdom (Head)
- 2 - Humanity (Heart)
- 3 - Courage (Gut)
- 4 - Resilience (Spirit)

### Thinking and Feeling Preferences

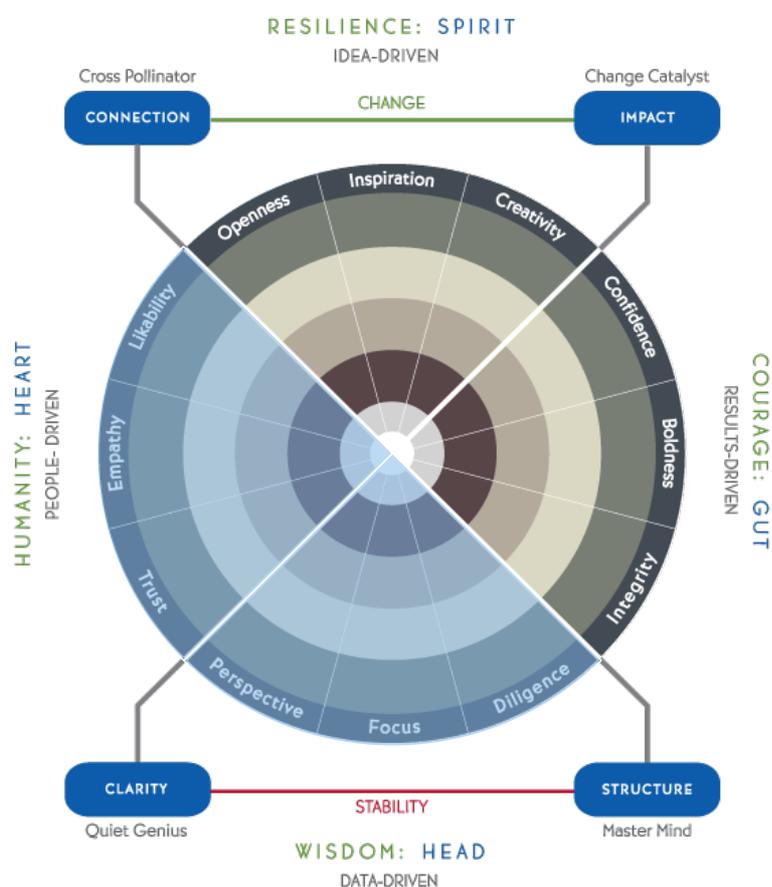
Your two "favorite" quadrants show which way you lean in the two broad preferences: thinking and feeling. The thinking preference is along the vertical axis of the model, and most people tend to favor either the top (Resilience) or bottom (Wisdom). The horizontal axis is the feeling preference. The combination of these two preferences (also known as dominant quadrants) come together at one of the corners of the Tilt Framework and is your **True Tilt**. Who you are cannot be completely defined by these patterns alone, but they can be helpful in understanding your most natural tendencies.

#### The Wisdom Quadrant - Data-Driven with a Historic Focus

Your mind is wired to think with logical reasoning, and you tend to drive rational thought. You are objective and perceptive. You'd rather consider all of the options before committing to a certain plan of action. Although you tend to go with the most obvious optimal choice, you reserve the right to change direction if more information presents itself later. Preferring to question overly idealistic thinking, you want to be sure decisions are well thought-out so everyone will be prepared before committing to a direction or action. Your Character Strengths in the Wisdom Quadrant are: **Perspective**: Practices Good Judgment. **Focus**: Attends to Priorities. **Diligence**: Effective at Execution.

#### The Humanity Quadrant - People-Driven with a Receptive Style

Your emotional disposition is focused on being of service to others in order to create alignment around values and preserve harmony. You are not usually the person who will challenge things boldly and battle for justice. You'd rather listen to all points of view and then present your view diplomatically. Rather than pushing and driving desired outcomes rapidly, your style is to be more patient, neutral and receptive to various arguments until everyone finds their way over time. Your Character Strengths in the Humanity Quadrant are: **Trust**: Builds Strong Relationships. **Empathy**: Shows Emotional Awareness. **Likability**: Expands social influence.



## Top Behavioral Drivers

You are drawn to listening and learning in order to protect people and entities from harm. A great troubleshooter who can see multiple perspectives, you are able to analyze and evaluate details in order to extract various paths of action that could potentially mitigate risk, increase safety or reduce harm. Because your mind works from a skeptical bias, you can often see how being unprepared, unrealistic or uninformed could result in some form of harm, and you are exceptionally discerning as a result. A good listener and observer who is always scanning for information, you can be an excellent advisor or counselor, helping others to clarify the facts and reality of the situation at hand. As the name of your archetype suggests (Quiet Genius), you are not inclined to take risks or act quickly. You are fascinated by the expanse of knowledge that is available, yet you are also aware of how much there is still to learn. To you, the important part of work is being prepared for whatever may potentially unfold. Since you are trustworthy, others will seek your sage advice and wisdom.

## Focus of Attention

**People:** The highest value is placed on **people** and **harmony**, more than **action** and **results**.

**Data:** The highest value is placed on **data** and **knowledge**, more than **ideas** and **possibilities**.

Your strong focus on **people** and **data** make you socially approachable and particularly knowledgeable in your areas of interest. You enjoy expressing your grasp of the facts in your preferred domains of knowledge and may be considered a subject matter expert that others consult for analysis. This helps you feel that you belong to an important group of people and that your expertise is appreciated as a significant contribution to their best interest. When important colleagues listen to your thoughtful interpretations before action is taken, you may feel more balanced and professionally fulfilled.

### Inner Motivations

**Belonging:** Your underlying desire is to be respected and appreciated by others. You may consider yourself a loyal contributor to your team and identify most with people who share your interests and values.

**Significance:** Your underlying desire is to be considered significant by becoming a knowledgeable expert, so you will pursue learning that makes you a trusted source of perspective for others. Anything else, in your educated opinion, is based on foolish notions.

Your inner motivations increase the odds that you are attracted to work that combines your interest in knowledge with your interest in people. You often enjoy tapping into factual history or information that can impact people or humanity in some way. You delight in the act of investigation itself, but your motivation is to be knowledgeable so that you are well regarded by others as an informed expert. You are patient and considerate in your interactions because you genuinely care about your impact. You may also possess an acute awareness about time and consider it a precious resource to invest wisely, so you are methodical about having routines that support you and others. You consider yourself a realist and subscribe to only that which relies on historical proof.

## Your Unique Tilt Amplifier & Sub Personas

Another way we can understand ourselves better is through symbolic representations called Personas (sub-parts of personality) or what some might call "roles" or "characters" we play. The "inner team" of your sub-personas also contain subtleties that make you different from others who share your True Tilt pattern. Your sub-personas help you understand the kind of interactions that energize you most while others may deplete your energy. Your four sub-personas combine as your own personal "amplifier effect".

### 👥 Expansive Sub-persona (One-to-Many):

If your preference in a quadrant is the middle of the quadrant, the Expansive sub-persona, then it is likely that you express this part of yourself most often in a one-to-many social setting in large communities.

### 👤 Expressive Sub-Persona (One-to-Some):

If your preference in a quadrant is the Expressive sub-persona, it is likely that you express this part of yourself most often in small groups, teams or community settings where you share interests and values.

### 👤 Reserved Sub-persona (One-to-One):

If your preference in a quadrant is the Reserved sub-persona, it is likely that you express this part of yourself most often in a one-to-one, intimate interaction with fewer people.

## Two Primary Sub-Personas

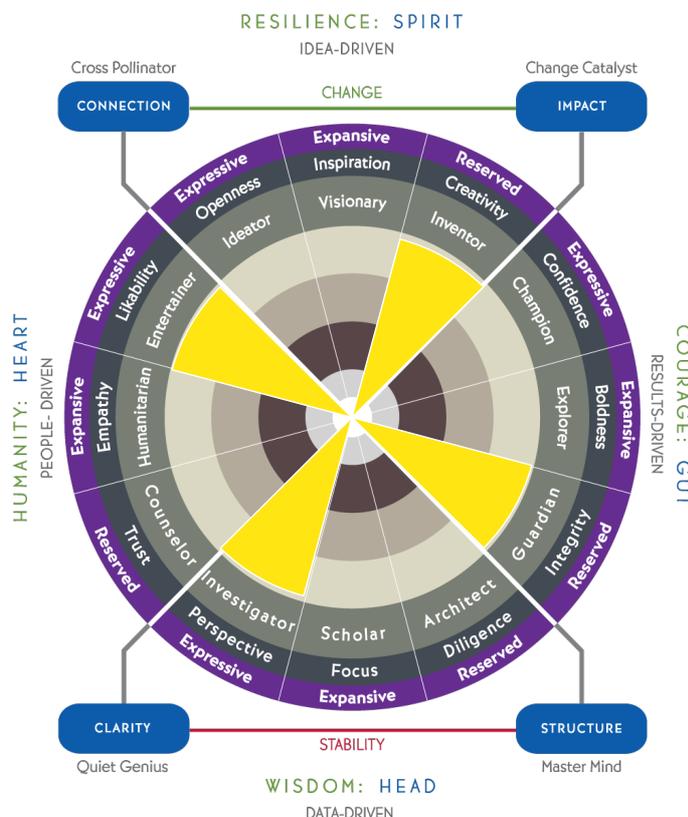
Your two primary sub-personas are visually represented in a smaller wedge that represents the way you express yourself in your top two quadrants of your True Tilt pattern.

### Persona: Investigator - Character Strength: Perspective - Social Preference: Expressive (One-to-Some)

The Investigator is the most expressive of the Wisdom personas. Your interest in learning, both in your personal and professional life, may extend beyond mastering information that you need to know immediately. You value being informed and prepared, and gathering more knowledge is core to this endeavor. You read broadly to expand knowledge in your areas of interest and retain historical references, facts and details that others might miss. You enjoy expressing what you know if others seem interested and can be quite prolific in your views on a variety of subjects.

### Persona: Entertainer - Character Strength: Likability - Social Preference: Expressive (One-to-Some)

The Entertainer is the most expressive version of the Humanity personas. You may belong to a variety of groups that share your values and interests. You seek whatever education you need to achieve status in those groups. Your likable nature helps you connect with others who share your philosophies. You willingly participate in the activities that are ascribed by your community in order to belong and feel valued as an important member of the group. You may tend to express yourself quite openly in these like-minded groups because the risk is moderate.



## Two Secondary Sub-Personas

Your two secondary sub-personas are the way you express your two secondary quadrants. You may depend less on these, but will revert to them in certain contexts, like personal life vs. work.

### Persona: Guardian - Character Strength: Integrity - Social Preference: Reserved (One-to-One)

The Guardian is the most reserved of the Courage personas. You prefer to serve justice by being fair, honorable and honest. You tend to be less expressive in your social style than the other Courage personas, so you influence others through your strong personal example. You may prefer to interact privately or in familiar settings, as opposed to being the center of attention in a large group. However, if you are standing in the role of judge or guardian to protect others from unfairness then you will assume the authority required ensure justice.

### Persona: Inventor - Character Strength: Creativity - Social Preference: Reserved (One-to-One)

The Inventor is the most reserved version of the Resilience personas. You may prefer to work quietly on ideas that tend to be original, inventive, resourceful and maybe even eccentric. Because you need to be completely unique in your expression of ideas, you are particularly interested in how to solve old problems in completely new ways. Your unique ability to grasp complex subjects and crystallize them into simple solutions can create profound change. Because of this creative capacity, you push yourself to constantly re-think and innovate

## Primary Team Contribution - Alignment

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At work, you are often the trusted Advisor, helping people get clear about what's most important so they can come into alignment for the common good of the enterprise. You are exceptionally adept at assessing the risk associated with alternative paths of action so that an optimal solution can be identified and implemented. Your brain is wired to slow down and investigate when a complex problem arises. In fact, your perspective is so thorough that you see things and people as much more complex than others do, so you are patient enough to wait until everyone arrives at an understanding in their own way so others experience you as a respectful diplomat that helps bring everyone along.

People with the same general preferences can express them in different ways. Which of the following patterns seem most easy and common for you?

- Risk Assessment
- Troubleshooting
- Analysis
- Stability
- Process Design

- Investigation
- Advising
- Pace-Setting
- Ensuring Inclusion
- Advocating for Loyalty

## How You Define Work

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Facts (more than Ideas) + People (more than Results)

You prioritize WHAT (before WHO, WHY, HOW) because it will lead to CLARITY, which comes first for you.

You are more interested in researching alternatives than rushing to conclusions. You use your strong interpretive skills to get others to see how various paths of action may affect people or constituents. You prefer to focus on processes and enjoy involving others in the process design. Preferring to avoid risky decisions yourself, you may defer to others on the final call but want them to hear the factual data before doing so. You look for information to interpret the effect decisions may have on people. You will want to have the time to investigate and then be consulted for your expertise and then expect the team to heed your advice as an important part of the plan. You are happiest when digging into the details and providing sage support.

## Leadership Style

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You may enjoy being an advisor and interpreter for others and therefore, may tend to prefer a supportive role to risk-takers, but that role will almost always be one that is crucial to wise decision-making. Indeed, you may become a thought-leader with extraordinary influence due to your expertise but you are not typically inclined to indulge in self-promotion. You are patient and thoughtful enough to investigate or research any topic of relevance so you can be prepared to provide sage support at crucial moments. Interested in providing factual or historical information in a measured way, you are too skeptical to make inferential or intuitive leaps. Your preferred leadership styles include:

### Servant Leadership (Humanity Quadrant)

You use your emotional intelligence skills to serve social harmony in some way. The positive aspect of this style is that you will serve others tirelessly to nurture their needs. You cooperate with a variety of constituents easily because you understand that diversity is required for healthy decisions and systems. You want everyone to get along and come into alignment or consensus, usually for the greater good. The potential downside to this style is that you may avoid confrontation and conflict because you either see it as negative, inappropriate or unnecessary. Sometimes this may cause you to miss opportunities to assert healthy boundaries that ensure others are held accountable.

### Thought Leadership (Wisdom Quadrant)

Using your super-inquisitive mind, you like to learn and deepen your knowledge of topics that interest you. In fact, unlike people with other patterns, you have an exceptional capacity to concentrate and focus for long periods of time. Trusting only what can be proven through empirical measures, you tend to be circumspect about domains that rely on speculation or uninformed intuition. Instead, you are patient in letting the historical data inform the right path forward. The potential downside to this approach is that you may miss important cues that come from your creative intuition.

## Learning Style

### What you want: Preparation + Connection

You like to have all of the details relevant to assignments ahead of time, so you can show up well prepared. You may invest more time in studying than others because you want to be thorough before you engage. You don't want to be thrown right into an experiential exercise without understanding the rationale behind it, nor will you want to take public risks before grasping the topic fully. You tend to be focused on details and may ask more questions than others, wanting to be sure you get it all.

### The Drawbacks

You may feel overwhelmed in a classroom setting because of the lack of reflective time in that situation. Thus, you may need to give yourself time before and after classroom experiences to fully digest the learning. Just don't judge yourself for "not getting it" as quickly as others because your idea of "understanding" is more deep and complex than that of other styles. If you commit to learning something, you want to know everything about it, so be patient with yourself in any new learning endeavor.

### For Better Learning

When you grow and evolve beyond your natural inclination for caution, you will naturally become more confident and creative. Once you begin to trust in the sufficiency of your own wisdom and its value to others, you are able to express your insights and ideas confidently to make an impact in important ways. Appreciate yourself for taking the time you need to ask relevant questions and acknowledge the confidence that comes with thorough understanding. You often become a sage advisor for others as a result of this meticulous preparation.

## Conflict Style

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### Where you might go under stress: Critical + Compliant

#### Positive Aspects

The critical thinker in you can inspire others to examine their values and analyze their options in a way that helps them both improve their perspective and evaluate the unintended consequences of their actions. You are usually so diplomatic in your interactions that you set a positive example for others about how to support one another. The wise patience you exhibit when others are frustrated or angry helps them to have the time to calm down and think twice. By example, you help others tune into their own heart and deeper intentions.

#### Critical Reaction

Because you excel at discerning facts and information, you may find that you are often looking for what is wrong with the perspective of others. You look for the facts in a situation, so you cannot fathom making a decision based on anything other than a realistic perspective, so you may find that you question the choices of others regularly. Yet articulating your observations to others also contains the risk that there will be conflict, so you may be inclined to withhold your critique when it could be valuable to engage.

#### Compliant Reaction

By avoiding conflict you may also avoid engaging with those who challenge you and end up feeling like a victim as a result, then feel powerless to change circumstances you cannot control and become silently resentful. In this sense, you may be ascribing more power to others than they actually possess. When others are more dominant, you will sense it and might be tempted to withdraw instead of fighting for your convictions. If you succumb to this retreating reaction, you could actually invite others to dominate you, then be tempted to withdraw instead of standing your ground.

#### Constructive Conflict

The best path to constructive conflict for you is to choose the response that most increases your internal self-regard and self-respect. It can be very freeing to stop worrying about others' feelings so much. By being more grounded in your own sufficiency and power, you won't be withholding your very informed point of view from others who can benefit greatly from it. Remember not to give too much, which could enable others to think they don't have to return the respect you so generously provide without complaint.

## Decision-Making Style

### Careful, then test.

You tend to make decisions based on thoughtful consideration of options and have the patience to test your ideas carefully before moving forward. If you feel knowledgeable in a given subject, decisions will flow naturally, and you will have no trouble taking action because you have the relevant information. However, you may tend to go back and test your assumptions after the decision, adjusting as needed to continue monitoring the outcomes.

### Downside

Because you are often circumspect, you may test out many theories in your own mind and with others, which can become exhausting for all involved. In either case, you may invest too much time trying to avoid risks that will probably never pose a real threat. As a result, you may then judge yourself for being indecisive which wastes precious mental energy, then ultimately miss the chance to act on some of the options that are no longer available because you waited.

### Healthy Ideal

When you grow more at ease with yourself, you learn to honor your strengths in decision-making by appreciating that you bring an unusual level of attention to detail in your process and trust your own decisions. When you own your strengths, you stop asking others and simply take action based on your own sense of sufficiency.

### Which of the preferences below sound most like you?

- |  |  |
|--|--|
| <input type="checkbox"/> Use facts and people as the primary influencers for decisions         | <input type="checkbox"/> Go along with others if the facts indicate it's the way to go     |
| <input type="checkbox"/> Explore risk thoroughly before being willing to commit and act        | <input type="checkbox"/> Make sure to collect enough information to make a good call       |
| <input type="checkbox"/> Use investigation skills to uncover the relevant information          | <input type="checkbox"/> After deciding, stay open enough to incorporate new information   |
| <input type="checkbox"/> Weigh the pros and cons carefully before making important decisions   | <input type="checkbox"/> Consult with everyone affected by a decision to get consensus     |
| <input type="checkbox"/> Be an advisor to those who are in charge and will make the final call | <input type="checkbox"/> Expect people to deal with it if they are unhappy with a decision |

## Work Climate Drivers

### People Driven

You tend to be receptive and supportive, able to appreciate the contributions of others and respect the skills they bring to the team. You may understand others by discerning their values and character. You can intuitively read people and are often a good judge of character, quickly discerning when others don't appear to have good intentions. You believe strong relationships are the key to good outcomes. Your belief is that people who have solid diplomatic skills will create the mutual respect and positive climate necessary to produce positive outcomes.

### Data Driven

You tend to care about how information affects people, so you will want to interpret the data with that in mind. You'd often like decisions to be based on information that can be trusted to provide predictable results or at least minimize risk. Highly analytical, you will take your time to evaluate the options so you can make the best decision at the appropriate time. You enjoy doing research on topics that either interest you or serve your work, so you often have a deep well of knowledge to draw upon when needed.

### Which of the preferences below make your favorite list for work climate?

- |  |  |
|--|--|
| <input type="checkbox"/> Teams that offer you a great degree of trust                          | <input type="checkbox"/> Opportunities for learning and growing          |
| <input type="checkbox"/> Time to be prepared and thorough in your approach                     | <input type="checkbox"/> Opportunity to connect and work with a team     |
| <input type="checkbox"/> Company vision that makes a difference in the world                   | <input type="checkbox"/> Work that values process design and routine     |
| <input type="checkbox"/> Place where relationships are characterized by high trust and quality | <input type="checkbox"/> Team where you feel valued for your perspective |
| <input type="checkbox"/> Relationships where people are authentic                              | <input type="checkbox"/> Process where factual evidence drives decisions |

## Value to the Team

We all have significant contributions to make to the team, enterprise, and the world around us. This section outlines some potential personal strengths that you could offer to the group.

### Which of the following patterns seem most like you?

- |  |   |
|--|---|
| <input type="checkbox"/> Compassionate and respectful, so usually liked by most            | <input type="checkbox"/> Generous and inclusive, you may give more than you receive |
| <input type="checkbox"/> Approachable most of the time, unless you are under stress        | <input type="checkbox"/> Good listener that makes others feel heard                 |
| <input type="checkbox"/> Notice all of the pitfalls, risks, implications that are possible | <input type="checkbox"/> Good counselor that can help people with problems          |
| <input type="checkbox"/> Good leader of process and thoughtful business planning           | <input type="checkbox"/> Willing to serve with tenacious integrity                  |
| <input type="checkbox"/> Credible in a wide variety of subjects                            | <input type="checkbox"/> Service focused and always willing to serve others         |

## Challenges for the Team

Under stress you can become resistant and stubborn when you think someone on the team is not making wise decisions or doesn't have the best intentions. You can also be seen as the person who holds back timely progress with too much analysis, consensus and process.

### Which of the following patterns do you recognize and would like to address?

- |  |   |
|--|---|
| <input type="checkbox"/> Attempt to get consensus that can postpone action beyond reason | <input type="checkbox"/> Frustrating others by needing too much information             |
| <input type="checkbox"/> Patient style can come across as weak or ineffectual            | <input type="checkbox"/> Too much focus on process that can leave you behind the action |
| <input type="checkbox"/> Giving too much can invite others to dominate you               | <input type="checkbox"/> Too much process that can impede timely progress               |
| <input type="checkbox"/> Indecisiveness that can cause a void of clear direction         | <input type="checkbox"/> Lack of tolerance for risk that impedes decision-making        |
| <input type="checkbox"/> Acceptance of the status quo that can lead to lack of change    | <input type="checkbox"/> Continual delays that can cause re-work as trends change       |

## Social Style with Others

### Gives to Others

Here, we consider your natural social inclinations and interaction preferences. This section can increase your self awareness about what drives your behaviors in dynamic, interpersonal situations.

You come across as approachable, and patiently respond to those in need at a moment's notice. Warm and thoughtful, you are loyal and reliable. You may tend to err on the side of cooperation if confronted in order to avoid discord with others, but that doesn't mean you don't have an opinion. You are a good listener, willing to hear the whole story with great interest. You share knowledge in a simple and clear way that helps others grasp the details and issues. You are able to discuss topics in depth because you've done your homework in relevant topics. You can help others become aware of missing details and discover the risks of acting too quickly. You support others easily by anticipating what they need and taking care of details without having to be asked. You are quite articulate in explaining how things work and revel in having helpful answers that are in service to both individuals and the enterprise at large.

### Seeks From Others

You would like to be appreciated for your thorough approach and respectful demeanor. You prefer to be asked for your perspective because you might not speak up on your own. You have a lot to say, but may doubt yourself because you assume you don't know enough yet. To get beyond your hesitation, you sometimes require encouragement from others. You want leaders and other team members to spend quality time with you to shape processes that guide the work according to the right values. You want to maintain trust and good relations, but your inability to give trust in return can get in the way at times. You want others to honor accepted protocols so that work output is high quality and satisfies customers. You want others to be good team players that give and take equally.

## Does Not Want

You prefer to be quietly effective and avoid being the center of attention unless the topic of discussion is related to your expertise. You would never self-promote, but you expect others to notice and appreciate you without you needing to advertise your accomplishments. You think carefully before you speak up, so when you do, you want people to really hear you. You may not like being put on the spot or having to react spontaneously in important matters. If those you work with are overly busy or don't give you the quality time you want in return for your loyal devotion, you will get frustrated and delay progress until you get that time. You don't usually appreciate abrupt changes that interrupt workflows and processes. You may not confront those changes but will communicate your irritation in subtle ways. Instead of being direct, you may show signs of irritability and hope someone will stop to consider their impact on you.

## Influencing Style

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We all influence each other -- every day, in every interaction. It is important to become aware of your particular influencing patterns in order to become aware of how you are having a positive or negative impact on others.

### Which influencing patterns in the Clarity Tilt, seem most like you?

#### Positive Approach

- Explaining the situation to inform others
- Being patient with diverse perspectives
- Engaging in strategic analysis that involves everyone
- Displaying genuine regard and respect for others
- Focusing on the risks involved
- Counseling about the dangers
- Keeping confidences
- Always willing to hear a point of view
- Forgiving of human imperfections
- Helping those who are interested
- Stonewalling decisions that contain risk

#### Negative Approach

- Naysaying to stop forward movement
- Analyzing so much that others finally give up
- Delaying for more preparation
- Micromanaging others
- Maintaining neutrality until it becomes annoying
- Getting lost in the plethora of options
- Complaining about circumstances
- Being resentful of those in power
- Being indecisive and noncommittal
- Criticizing instead of taking action

## Interaction with Other Tilt Patterns

### Positive and Flip-Side Mirrors

People with the same True Tilt as you will reflect your best aspects and are therefore called Positive Mirrors.

People with a True Tilt that is the opposite yours on the Tilt Framework are your toughest match. They will show you aspects of yourself that are missing (alienated) and are therefore called Flip-Side Mirrors.

#### Your Positive Mirror: The Quiet Genius (Clarity Tilt)

You are both focused on People & Facts.



##### Interaction Dynamic

Both of you are kind, supportive, trustworthy, reliable, informed, respectful, forgiving and patient, so you will work methodically and respectfully. You will listen, inform and take your time.

##### Value Alignment

You are aligned on your belief that work is about facts and people. As long as you are both self-aware, you will experience similar values that will align in service to the greater good of the enterprise.

##### Potential Challenges

You could get lost in the huge mass of too much information, too many perspectives, and too much focus on process. As a result, you may not put enough effort into getting results in a reasonable timeframe. Someone has to set the vision and put pressure on the timeline, which both of you may miss. Therefore, you may forget the big picture and fail to push for action, then not get results.

##### What to Do

Seek out others who are strong in the Impact Tilt pattern, opposite to your own, to ensure you have a unique and actionable strategy that is compelling enough to evoke action in you and others. Express your views assertively as you glean ideas from others and engage in an active conversation about why the strategy is important and worthwhile as a future vision.

#### Your Flip-Side Mirror: The Change Catalyst (Impact Tilt)

They are focused on Ideas & Action.



##### Interaction Dynamic

Your focus and definition of work is diametrically opposite. You think work is about facts & people, and they think it's about ideas & actions. Working with your flip-side mirror provides the potential to create a "holistic" view on the situation.

##### Value Alignment

Because you are opposites, you will represent different beliefs about what's important in your approach to work. Your flip-side mirror, the Change Catalyst, can show you what you are missing in your approach - specifically the impact needed to ignite change. If you are both self-aware, then you will appreciate one another by understanding the benefits of combining your views.

##### Potential Challenges

If one or both of you dig in to an extreme position about how slow or fast to move forward, there will be conflict. You will want to resist their desire to move quickly into action, and they will think you waste too much time focusing on the details.

##### What to Do

Focus on valuing the strengths in the other and resist the temptation to judge the other person as "the problem." This person can help you move forward despite risks to see what happens. Use your own character strengths in your less preferred quadrants. **Be Bold** (Courage) by asserting your need to be heard, and **Be Unique** (Resilience) by inspiring them with your own insights.

## Your Two Allies

People with whom you share one quadrant with on the Tilt Framework are called your Allies. Your shared quadrant will allow you to resonate with each other and set the foundation for you to help each other bolster the strengths of the quadrant on which you differ.

### Ally #1: The Master Mind (Structure Tilt)

Shares the Wisdom Quadrant with you.

#### Interaction Dynamic

You will both be fact-based and objectively focused. You will likely complement one another and work together to stabilize the team. You may both miss how to form a strategy that inspires others. Thus, you may move too methodically and ignore new, edgy ideas.



#### Value Alignment

You are both interested in facts and how they can inform decisions. You share an appreciation of empirical evidence, so you will resonate in critical thinking.

#### Potential Challenges

You will differ in the way you express your emotions. You are service-oriented and supportive, but the Master Mind will have no qualms with dismissing people's needs if it will efficiently push the work forward. You will want consensus, but the Master Mind is willing to dismiss the opinions of others entirely. They may see you as an intelligent, but weak, ally, unless you have developed the confidence to voice your objections firmly.

### Ally #2: The Cross Pollinator (Connection Tilt)

Shares the Humanity Quadrant with you.

#### Interaction Dynamic

You will both care deeply about people and want to consider any unintended consequences to all-important stakeholders. You share a value for supporting harmony and the greater good of the enterprise.



#### Value Alignment

You are both interested in people more than results, so you will work together through social circles to accomplish clarity and alignment in the team. You will trust and support one another with ease.

#### Potential Challenges

You are a critical and objective thinker, but your Cross Pollinator Ally will be more positive and optimistic about the possibilities and will need less information to move forward. Intuitive and spontaneous, they will also work quicker and more randomly than you would like. They could see your caution as an obstacle to progress.

## Your Potential Breakthroughs

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Because our basic patterns are formed to help us manage the environment we encountered early in life, they may not work as well when we move into the world at large and encounter new contexts and dynamics. For this reason, increasing self-knowledge can help you adapt by breaking old habitual patterns and developing new ones that can advance your ability to interact in increasingly complex and diverse environments. Our biggest opportunities for growth usually lurk in our unconscious patterns (meaning we are unaware of them), so it can help to have feedback from others who can observe us more objectively at times. The content in this section may be more true for some than others, but it can offer clues to what may lie under the surface of behaviors you have yet to examine. Reflect on them without defense and you may learn fascinating things about unconscious ego-drivers that may be driving your behaviors more than you think.

### Secret Fear

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"I am somehow not good enough."

This is why, when under stress, you have an anxious inner critic and feel powerless when confronted with circumstances or people that feel more powerful than you. Your story is that you are intelligent so you need to research everything to find answers to solve this dilemma. As a result, you become adept at researching and investigating facts. You may also find yourself going along with others, then resenting it later because in so doing you always end up betraying yourself and doing what others want instead of following your own path. You are working to become "enough" so one day you will be ready to stand your ground. Because you never feel quite ready to move forward, you may fear that you are not as accomplished as you think you should be. This self-doubt creates an inability to internalize (believe in) your actual abilities and strengths. As a result, the internal narrative is "I'm just not able to grasp all of the information quickly enough to make decisions in the same way that other people can." This results in envy about other people who seem to actively chase their own dreams. You are aware that they appear more capable on the surface, but you also know that you wouldn't take the chances they do for good reasons. This is a false insecurity that does not reflect reality because you usually have more information than most people. The loss is that you do truly know what you want, but get sidetracked by others who seem to have stronger convictions and lose trust in your own ability to stand confidently for yourself.

### Self-Imposed Glass Ceiling

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Until you let go of worry about what could happen, you may remain perpetually fixated on researching risks or getting more prepared. You may worry that you might be insufficient in some way which can create anxiety. You may even envy that others are not plagued by worry. This causes you to invite other perspectives, which creates a self-fulfilling prophecy where you trust others more than yourself and, ultimately, intensifies your concern about all of the ways things could go awry. To the extent that self-doubt, delaying action and second-guessing becomes a lifelong pattern, it can prevent you from actualizing your full potential.

### Typical Stress Reaction

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#### Resistance

When you overuse your Clarity Tilt you may feel a strong desire to resist change. This may lead you to take a step back and withdraw support, especially when faced with high stakes decisions or big changes that have not been fully vetted. Your reaction comes from the extreme pressure you put on yourself to balance two opposing efforts — to deal with uncertainty while wanting to keep everyone happy with you. This can make you come across as a skeptic at times and then create confusion by being kindly compliant.

#### Stress Flip to Overuse of Impact

If others push you, you may even lash out in a way that is uncharacteristic of your normal behavior, catching those around you off-guard. In this state, you may be tempted to assert yourself strongly to stonewall others and give yourself time to figure out the best solution. Others may begin to see you as an obstacle to progress and stop including you in important decisions. This would be to everyone's detriment because you possess a great deal of information and can make a valuable contribution.

## Potential Faulty Story

The potential faulty story is the narrative that keeps the stress reaction in place. Your story might be something like "I'm not OK and you are OK, so I cooperate instead of taking risks myself." As long as you believe in the story, you will continue to invite others to dominate you or exclude you. Over time, you may convince yourself that you are happy living vicariously through the successes of others, but this may or may not be true. You can certainly derive some value from making yourself indispensable to those you serve and find pleasure from helping them shine. However, you could also become resentful when their demands become overwhelming, and you lose your own power in the process. When it gets to this point you have taught them that this exchange is acceptable through your tacit approval.

## Unconscious Avoidance Strategy

You might be tempted to judge others as less thoughtful, planful and cautious than you are, which might cause you to take pride in being more careful and informed than others. If this is true, you may find yourself tempted to keep doing what you're doing rather than face the risks associated with achieving what you say you want. Beware of the delusion of this ego motive, and be careful that you are not just trying to convince yourself that other people are the problem.

## Unconscious Identity Fears

The two unconscious patterns of fear that could get you into trouble are:

**Frustrated Belonging:** When you feel demands by others are too much, you may overdo your Humanity traits and betray healthy boundaries instead of finding strength inside yourself.

**Frustrated Significance:** When you feel inferior in some way, you may overdo your Wisdom traits in order to get recognition for your contribution instead of claiming your value inside yourself.

## Warning Signs for Stress

Everyone experiences significant stress at times. As long as you don't let these periods extend for too long, you can usually bounce back easily. However, chronic stress over long periods can cause counterproductive outcomes that could be detrimental to your career success or personal health and well-being. The important thing is to be aware of the triggers and symptoms of your specific type of stress so that you can self-correct before it's too late.

Review the following list and check the ones that are trouble spots for you:

- |   |   |
|---|---|
| <input type="checkbox"/> You resist moving forward because you feel frozen in worry         | <input type="checkbox"/> You lack awareness about what you really want for yourself           |
| <input type="checkbox"/> You avoid important decisions, resulting in general apathy         | <input type="checkbox"/> You avoid certain relationships because they may demand too much     |
| <input type="checkbox"/> You don't keep boundaries when you get requests from others        | <input type="checkbox"/> You complain about authority figures instead of asserting your views |
| <input type="checkbox"/> You deny or judge your inner anger as wrong or harmful             | <input type="checkbox"/> You feel the strain of relationships can distract you too much       |
| <input type="checkbox"/> You feel defensive, which indicates you don't honor your own power | <input type="checkbox"/> You worry about the demands of too many complicated tasks            |

## Managing Your Stress Pattern

If you have experienced four or more of the above indicators, it might be an early warning sign for "resistance," which is your specific stress pattern. When you focus on being accepted by others, it can cause you to serve others at the expense of taking care of yourself. Learning to discern between what you really want to do and what you think you "should do" to be accepted can make a big difference for you. The lesson is that if you commit to act on your own wishes, you need to focus your energy to accomplish it. Acting on your own behalf can lead to self-respect and greater vitality.

## Barriers to Excellence

Too much resistance can create stagnation for you and for your team. If you focus too much on harmony, you may unwittingly ignore the need to take bold action on what you know is the right way forward. Given your preference for taking time to acquire and analyze information, you could miss the opportunity to take action you believe in because others have moved on without you. Your desire to be respected by everyone involves a delusion that pleasing everyone is actually possible. As such, you might as well put your ideas forward openly and confidently, even if that isn't easy for you. If you become overly focused on amassing data or pursuing alternatives, you may fail to get traction. You must learn to articulate, assert and move forward to effect change, which will bring you the thing you probably want most: to be respected and to make a positive impact. Lean into forward motion more quickly and you will

make the impact you most desire.

## Potential Cost of Ignoring Development

**Gut/Body (Courage):** You may not tune in to your gut instincts and miss cues that tell you when to assert what feels right to you. This can lead to minimizing yourself and leaving little opportunity to be heard on important things that will later affect you.

**Spirit (Resilience):** You may not communicate insights and hunches that could lead to brilliantly creative ideas that no one else could bring forth because they lack your deep perspective. This can lead to regret later, when others do what you thought of first.

## Your Development Strategy

Our research shows that natural human development moves us toward the development of our opposite two quadrants over the course of time. This explains why we are often attracted to "opposites" in both personal and work relationships. Using the Tilt Framework to learn more about human patterns can rapidly accelerate natural development. What follows is a description of the patterns that balance your own preferences, as well as suggestions for your personal growth.

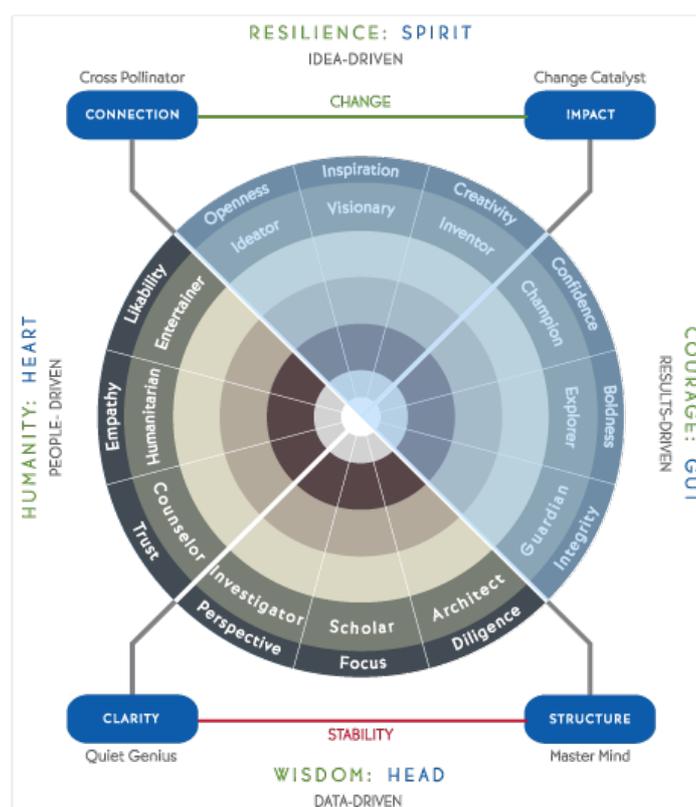
## Path to Realize Your Potential

Review the Tilt Framework and notice that the quadrants that are least preferred in the Clarity Tilt profile are **Resilience** and **Courage**. Development of the six character strengths in these two quadrants is the natural path of growth and balance for you. **Resilience** strengths can help you find your own voice and inspire you to develop your own ideas. **Courage** strengths can help you embrace your own power and balance your need for social approval.

## Bold Move Toward Impact

The thing you resist most is moving forward without knowing all of the relevant facts because it distracts you from your goal, which is to ensure clarity before taking action. You might be known to say, "it could be worse to move ahead and make a mistake than to not move ahead at all." You might say you have an allergy to taking bold risks for impact (the Tilt opposite your preference) because it's not how you do things. Thus you may too often justify inaction because it's not your style. If, however, you have learned to trust your instincts and express yourself assertively, then you have learned to embrace the opposite of your preferred traits (Impact), to be more confident, assertive and impactful. Trusting your hunches and following your imagination helps you grow in a way that allows you to make more impact in the world around you.

You will know you have arrived at inner fulfillment when you no longer compare yourself to others and can chuckle at your insatiable need to prove your worth.



## Choose One Thing To Change

We recommend that you choose one developmental goal at a time and focus on it until you see improvement. Then, move on to the next. Automatic habits are deeply rooted from years of repetition, but with focus, can be re-wired relatively quickly. Explore the suggestions below and select one to commit to in writing over the next 30-90 days.

## Clarity Tilt Affirmations: Be Unique + Be Bold

### Be Unique

#### Resilience Character Strength Practices

Tune in to your creative intuition for keen insights and ideas that inspire you. Then select a Persona associated with the character strength you want to build and use your imagination to be that Persona in your mind every day for a month.

#### **Openness:** Show Curiosity for Learning. (Persona: Ideator)

View the world with childlike curiosity and trust your intuition to spring forth ideas from your areas of expertise. Stay open to insights that come at odd times. Fully evaluating and eventually elaborating on an idea is the hardest part of the creative process, and you have strong skills in those areas. Trust that your insights come from "informed" intuition and can be trusted for exploration.

#### **Inspiration:** Cast a Compelling Vision. (Persona: Visionary)

Tune into what inspires you and let your highest values be the guide for what drives your beliefs and motives. Take time to stop working and go to where your spirit guides you. Be aware of possibilities that you might not normally entertain and play with those ideas to see what unfolds.

#### **Creativity:** Design Inventive Solutions. (Persona: Inventor)

Present your best idea in the form of a futuristic design that only someone with your deep experience could present. You have a knack for turning complexity into beautiful simplicity to help others understand, and this skill is invaluable. Don't underestimate your ability to present bold ideas and expand your influence to get resources from others for your projects.

### Be Bold

#### Courage Practices

Tune in to your gut instincts for courageous answers deep within you. Then select a Persona associated with the character strength you want to build and use your imagination to be that Persona in your mind every day for a month.

#### **Integrity:** Serves as a Good Example. (Persona: Guardian)

Make a commitment to share your sound perspective and judgments with more conviction so people know that you absolutely mean what you are saying. Being too accepting of whatever unfolds can cause you to feel like the victim of those who appear more powerful than you. Don't believe it. When you speak more firmly, others will know you intend to stand your ground.

#### **Boldness:** Willing to Face Risk. (Persona: Explorer)

Forward momentum for change requires first making a solid commitment. Once you are committed, the momentum will begin and resources begin to show up. Move forward one step at a time and notice that taking risk doesn't cause as much harm as you might have predicted. Taking action can improve your self-respect as you prove yourself over time.

#### **Confidence:** Exude a Commanding Presence. (Persona: Champion)

Stop comparing yourself to others. Everyone has interests that are different, and it's usually in your own areas of interest that you should have the most information and be the most confident. Likewise, it makes sense that you might not be very confident in a new interest or area of experience. Stop judging yourself for not being good at something when you're simply not really that interested in it. Instead, value yourself for what you do well.

## Ways to Maximize Your Energy

### Energizers

The best way to encourage positive change is to know what drives your inner motivations and recharges your batteries. Use this list of suggestions to increase focus in areas that energize you. These come naturally to you, so they can be rewards that you choose to do in between difficult tasks:

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|--|---|
| <input type="checkbox"/> Focus on your own projects without interruption                         | <input type="checkbox"/> Prepare a business case where you have a very strong point of view           |
| <input type="checkbox"/> Spend time studying up on your pet projects and hobbies                 | <input type="checkbox"/> Give with an open heart, while remembering your boundaries                   |
| <input type="checkbox"/> Take time tune in to your deepest wishes and find power inside yourself | <input type="checkbox"/> Facilitate positive change by reminding others of the risks they may not see |
| <input type="checkbox"/> Invest in adventure and activities with close friends you enjoy         | <input type="checkbox"/> Take time to indulge in selfcare for mind, body, heart and spirit            |
| <input type="checkbox"/> Support others that matter to you and help them see their potential     | <input type="checkbox"/> Lead with an open heart and rigorous goals for yourself and others           |

### Balancers

In order to prevent overuse of your natural tendencies, it's important to develop counterbalancing practices that keep you balanced and agile. The following list of ideas can help you stay balanced. Choose one to focus on for the next 90 days, and create a reminder to do this practice every day until it becomes a consistent routine:

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|--|---|
| <input type="checkbox"/> Plan creative time in every day to follow your hunches                              | <input type="checkbox"/> Develop a daily meditation practice to tune in to your highest values            |
| <input type="checkbox"/> Take chances that you know won't kill you and have fun with them                    | <input type="checkbox"/> Be fully present with what <b>**you**</b> want most in your life and take action |
| <input type="checkbox"/> Move forward one step at a time toward your biggest goals                           | <input type="checkbox"/> Commit to a practice or routine that lifts your spirit every morning             |
| <input type="checkbox"/> Make a shift to being proactive instead of reactive or defensive                    | <input type="checkbox"/> Say <b>**yes**</b> to more things that you want and less to what others want     |
| <input type="checkbox"/> Shutdown electronics that interrupt you all day; instead check in three times a day |   |
| <input type="checkbox"/> Get your body in motion to care for your physical well-being                        |   |

## Your Lifelong Quest & Outcomes

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If the patterns of the Clarity Tilt seem true for you and you got to the end of this profile, it's no surprise, because you are a natural learner that never has enough information! Pretty soon, you'll be teaching these ideas to everyone because you enjoy learning and helping others by becoming an advisor, counselor or teacher. After all, you're a natural scholar and student of everything human. Luckily you have the patience to learn tough subjects because humans are complex subject matter!

## Healthy Belief Statement

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"I am prepared and sufficient, ready to provide sage counsel to others, but also take care of myself by being bold and inspired regarding my own unique, powerful contribution to the world."

## Healthy Self-Perception

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We are all our best selves when we focus our attention, time and effort on what we are uniquely meant to do in the world. It is our utmost moral obligation to find out what our unique gifts and purpose are and then to rigorously attend to living out that purpose. Whatever we think about ourselves on the inside is conveyed in ways that go beyond words, so being an example to others starts with self respect on the inside, then creates positive influence on the outside.

## Benefit of Self-Knowledge

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With consistent practice, you can begin to rewire your brain for less worry and anxiety because you are learning to prioritize your highest values. Others may stop seeing you as an obstacle to progress and can consult you in order to help them mitigate risk factors for better decision-making. If you support forward action for yourself and others, it can increase your overall effectiveness by building strength in your **confidence** and **creativity** and amping up greater **Impact**. As your inner identity becomes holistically developed, the unconscious fears settle down into a cadence of balance and ease that comes from a strong internal compass.

## What's Next?

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If you get stuck, need some help or simply want to learn more, upgrade to the [Tilt365 Positive Influence Predictor](#) to learn about the value of researching your unconscious patterns through the eyes of others you value and respect. With this web application you will become your own researcher and learn to improve and reshape old habits one by one over time with the help of reliable observational data and a coach to support your growth. Some say that [hiring a coach](#) is the single most important step we can take to accelerate change and positive results.

## Tip!

You're not just one type, you can Tilt into a variety of patterns that fit the situation and context. This report is about your most natural tendencies in the beginning of life, which is important to know because it's where you will revert back to when under stress. Keep this document so that you can refer to it over time - such as when you have a big decision to make or when under stress.

Pam Boney Founder, Tilt365