

# EMERGENETICS® | PROFILE

DANIEL SWALLOW - SEPTEMBER 21, 2022

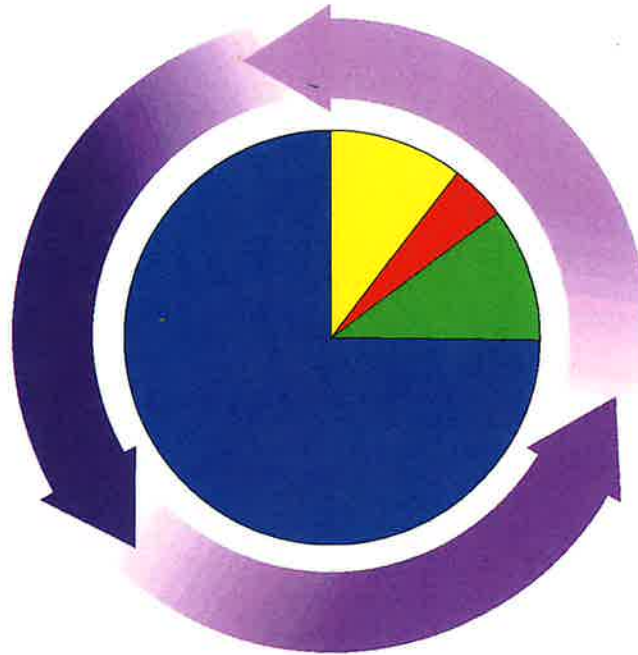
## HOW YOU THINK: PERCENTAGES

### ANALYTICAL = 75%

- Clear thinker
- Logical problem solver
- Data driven
- Rational
- Learns by mental analysis

### STRUCTURAL = 10%

- Practical thinker
- Likes guidelines
- Cautious of new ideas
- Predictable
- Learns by doing



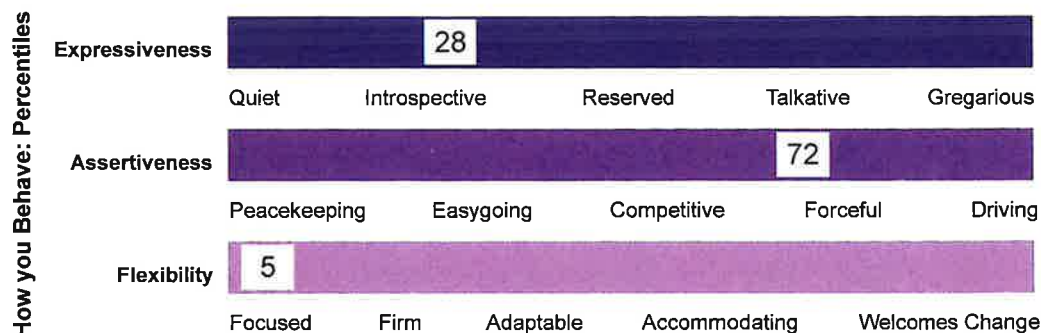
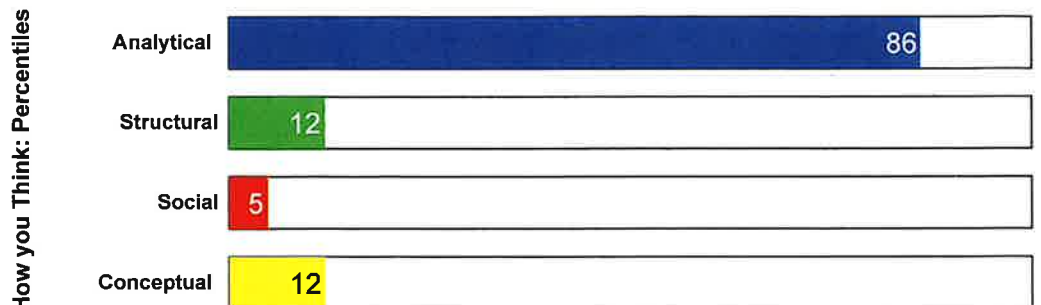
### CONCEPTUAL = 10%

- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting

### SOCIAL = 4%
















- Relational
- Intuitive about people
- Socially aware
- Empathic
- Learns from others

## HOW YOU COMPARE TO THE GENERAL POPULATION



# Percentage Chart by Emergenetics® Profile Types

Rocky Mountain Leadership Program - 2022-10-24

		Population-at-Large	This Group
	AT**	15%	7%
	**SC	12%	14%
	A**C	13%	10%
	*TS*	14%	3%
	A*S*	3%	7%
	*T*C	4%	3%
	ATS*	7%	14%
	A*SC	12%	28%
	AT*C	5%	7%
	*TSC	5%	0%
	ATSC	1%	0%
	A***	1%	3%
	*T**	6%	0%
	**S*	1%	0%
	***C	2%	3%

Behavior Percentages	EXP	ASR	FLX
Percent (0 - 33)	28	31	34
Percent (34 - 66)	28	24	31
Percent (67 - 100)	45	45	34

DANIEL SWALLOW

EMERGENETICS®



NARRATIVE REPORT

An individualized guide to your Emergenetics Profile

THINKING WITHOUT BOUNDARIES

[www.emergenetics.com](http://www.emergenetics.com)

North America | Asia | Europe



10/18/2022

Congratulations, **Daniel Swallow**! You are holding in your hands your unique Emergenetics Profile, the key to understanding your innate strengths. Go with them, and you'll be happier, more satisfied, and more productive.

People are amazingly complex, and it is difficult to interpret an Emergenetics Profile in just a few pages, so please keep in mind that the following summary is an accurate yet broad description of you. As you read about your unique Emergenetics results, please remember that they do not reflect your intelligence, or your ability to perform certain tasks. Also, remember that your Profile is unique, and any result is fine.

Your Emergenetics scores are confidential, and we would never share them with anyone without your permission. Whether or not you share your Profile with others is up to you. However, in my experience, people learn a great deal when they share their preferences with others.

Remember, by understanding and appreciating your Emergenetics preferences, you'll have a more complete knowledge of yourself at home, at work, and throughout your daily life.

If you would like more information about Emergenetics, please read my book *Emergenetics: Tap Into the New Science of Success*, or visit [www.emergenetics.com](http://www.emergenetics.com).

Sincerely,

Geil Browning, Ph.D.  
Founder and CEO  
Emergenetics International

## UNDERSTANDING YOUR EMERGENETICS PROFILE

### **Emergenetics: The Science of Identifying Your Individual Preferences**

Emergenetics is a combination of characteristics that emerge from your life experiences, plus the genetics with which you were born. We have scientifically determined that each individual's temperament can be described in terms of three Behavioral Attributes and four Thinking Attributes. Each of your attributes is shown along a spectrum. Whether you are at one end of the spectrum for an attribute or the other – or in the middle – you are perfect the way you are!

One of the exciting aspects of Emergenetics is that it allows for infinite variations among different people. The seven Behavioral and Thinking attributes can be mixed and matched at different levels to accurately describe anyone.

You are able to use all the Behavioral and Thinking Attributes, but some of them come more naturally to you than others. Everyone has a natural comfort level with each attribute that is reflected in her or his Emergenetics Profile. It is possible to "stretch" attributes like a rubber band when necessary, but operating outside your comfort level takes more energy and will tire you out more quickly.

## THE EMERGENETICS ATTRIBUTES DEFINED

### The Behavioral Attributes

*The Behavioral Attributes are what people see first about you.*

**Expressiveness** is your level of participation in social situations. Your degree of Expressiveness indicates how much interest you show in others and in the world around you. Expressiveness is sharing what you are experiencing on the inside with the outside world. People who are at the quiet end of the spectrum for Expressiveness will sit sedately in a meeting, and listen more than they talk. They are considered reserved, pensive, and calm. They avoid the spotlight, keep their feelings to themselves, and are energized by solitude. People who are at the gregarious end of the spectrum for Expressiveness are just the opposite! You can't miss them in a meeting, since they are dynamic, talkative, and lively. They are considered outgoing, animated, and spontaneous. They seek attention, and are energized by interacting with others.

**Assertiveness** is your level of interest in controlling tasks and results. Your degree of Assertiveness reflects the

amount of energy you invest in expressing your thoughts, feelings and beliefs. People who are at the peacekeeping end of the spectrum for Assertiveness will wait patiently and politely for an elevator. They are considered amiable, deliberate, and diplomatic. On the other hand, people who are at the telling end of the spectrum for Assertiveness push the elevator button repeatedly, as if that will make it come faster. They are considered competitive, forceful, and tough. They are ready for action, and prefer a fast pace.

**Flexibility** measures your willingness to accommodate the thoughts and actions of others. Your degree of Flexibility reflects how much you are willing to conform and flex with the interpersonal needs of others. People who are at the focused end of the spectrum for Flexibility believe they are right and prefer to be in control of others. They are considered firm, intent, and absolute. They have strong opinions and prefer to stay on track. At the other end of the spectrum, people who are at the accommodating end of the spectrum for Flexibility are receptive, easygoing, and adaptable. They don't mind interruptions, ambiguity, or change. They see all points of view, and are accepting of other people's ideas.

### The Thinking Attributes

*People can't see the way you think, and what is going on in your head may be very mysterious to them.*

**Analytical** thinking is rational, inquiring, and clear. The Analytical part of the brain wants to see data and research. People with a preference for Analytical thought are considered logical, cogent, and objective. They can appreciate the scientific method, and they learn by mental analysis.

**Structural** thinking is detailed, practical, and methodical. The Structural part of the brain follows rules and is cautious of new ideas. People with a preference for Structural thought are considered disciplined, organized, and traditional. They like guidelines, and they learn by doing.

**Social** thinking is relational, collaborative, empathic, and supportive. The Social part of the brain is team-oriented and socially aware. People with a preference for Social thought are considered connectors and are sensitive to the feelings and ideas of others. They are intuitive about people, and they learn from others.

**Conceptual** thinking is imaginative, unconventional, and visionary. The Conceptual part of the brain likes change and is easily bored. People with a preference for Conceptual thought are considered inventive, original, and innovative. They are intuitive about ideas, and they learn by experimenting.

When you have a preference for a particular Thinking Attribute, that means it plays a prominent role in your thinking processes. 90% of the population has more than one thinking preference.

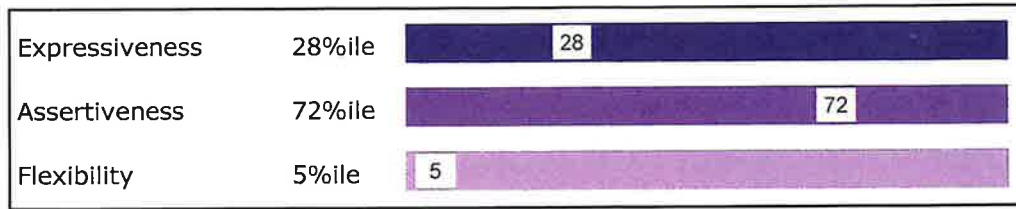
## YOUR EMERGENETICS PROFILE

The Emergenetics Profile has three important parts: a bar chart illustrating your Behavioral Attributes, a bar chart illustrating your Thinking Attributes, and a pie chart that compares your Thinking Attributes to each other. Let's take a look at your Profile, and what it says about you.

## How Do You BEHAVE?

### The Behavioral Attributes Bar Chart: The Percentiles

Bar charts in shades of purple illustrate your Behavioral Attributes in percentiles. You can see at a glance the extent to which you exhibit Expressiveness, Assertiveness, and Flexibility. The bars also show how your results compare to the population at large.

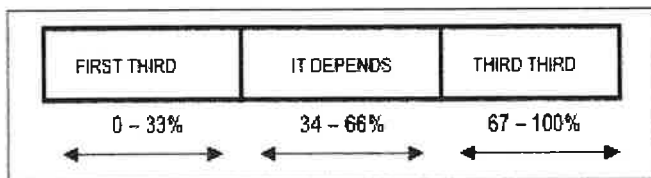


For example, you rank in the 28 percentile in Expressiveness. Imagine a room full of 100 people – including you – who represent Expressiveness in the population at large. To your left are the people who exhibit Expressiveness in a quieter way than you do, and to your right are the people who exhibit Expressiveness in a more gregarious way than you do. There are 27 people to your left, and 72 people to your right.

Similarly, we look at the other two behavioral attributes in the same way. You rank in the 72 percentile for Assertiveness, which means there will be 71 people to your left and 28 people to your right. You rank in the 5 percentile for Flexibility, so there will be 4 people to your left, and 95 to your right.

### The Behavioral Attributes in Action: “The Thirds”

Your responses to the Emergenetics Questionnaire place you on a particular point on the spectrum for each Behavioral Attribute. Each spectrum is divided into thirds to characterize your behavioral preferences. Each of your behavioral preferences is either in first-third of the population (0-33%ile), second-third of the population (34-66%ile), or third-third of the population (67-100%ile). The bar charts are very important in helping you understand how long you prefer to operate in any one mode. Although people are capable of behaving out of character, preferences generally hover around the first-third, second-third or third-third of the spectrum.



Let's say your friend is in the first-third for Flexibility. Some days she will be at the sixth percentile point, and some days at the thirty-second percentile point, but her comfort level is generally first-third. It's rare for her to jump from the sixth percentile point to the ninety-fifth percentile point. If that happens, her behavior will seem “out of character,” and she will be exhausted later.

If your scores fall in the second-third, our research shows you can adapt to any situation. We call this the “it depends” group. You can go either way, depending on the circumstances.

### Almost a Preference:

It is possible for a Behavioral Attribute to be a near preference. If your preference is close to a cut-off point, you may sometimes behave as if you belong in the adjacent third.

For example, if you are in the 66th percentile for Expressiveness, you are almost in the third-third. Sometimes you will behave in a gregarious way. Similarly, if you are in the 34th percentile for Expressiveness, you are very close to being in the first-third. Behaving in a quiet way would not be out of character for you. In this report we mostly will discuss the behaviors that are at the first-third and third-third ends of each spectrum.



## What Does Your Profile Say About Your Behavioral Attributes?

Your behavioral percentiles are as follows: **Expressiveness** (28%), **Assertiveness** (72%), and **Flexibility** (5%).

- Because your level of **Expressiveness** is in the first third, you are probably calm, thoughtful and quiet. In general, you probably keep your thoughts to yourself, your facial expressions may be stoic, and you can maintain confidential information easily. You may learn by listening and reflecting. You don't waste words, and you tend to think before you speak. You may be less dependent on others for your own amusement. You generally prefer one-on-one conversations or small gatherings over participating in large groups. In group situations, you hope you won't be singled out. If you must spend prolonged periods of time with people, you may eventually need to retreat to privacy, which you find energizing. Because you are generally reserved, you may be perceived as less emotional (which may or may not be the case). Sometimes you may be so quiet that you may not realize other people cannot readily perceive what you are thinking. When you are working in a team, you are often the calming influence on those around you.
- Because your level of **Assertiveness** is in the third third, you are probably determined, driving, and telling. You generally don't mind handling uncertain situations, and you may enjoy being in charge. As a rule, you voice your opinions and concerns willingly. You probably prefer a fast pace and like to accomplish your goals in a timely manner. You may enjoy debating, and you tend to try to convince other people about the superiority of your point of view. When this happens, your voice may get louder. You can be direct, confrontational, and challenging.
- Because your level of **Flexibility** is in the first third, you probably are focused, firm, and absolute. It's likely you have strong opinions and a defined agenda. You generally are convinced that your solution is best, and you may prefer to be in control. You probably enjoy clear-cut situations, and you may dislike change. You most likely need time to assess new procedures and ideas. Because you are known for being focused on the direction you deem most appropriate, you may be perceived as stubborn.

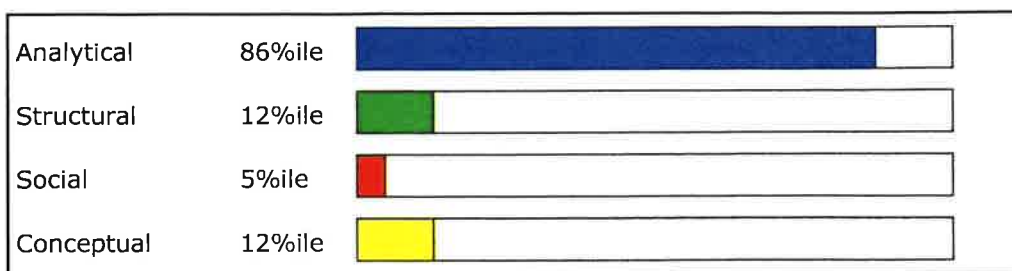
## How Your Behavioral Attributes Work Together

Let's say you are with a group that is trying to decide where to go for lunch. The choice is between two nearby restaurants — Indian or Chinese. Your preference is for Chinese food, and because you are in the first third for Flexibility, you are not likely to change your mind. Because you are in the third third for Assertiveness, you most likely have no problem being direct with the other members of the group. However, because you are in the first third for Expressiveness, you probably do not wish to talk about it at length. You may firmly make the point that you want Chinese food, and then remain silent. You are a person of few words, but because of your combination of Flexibility and Assertiveness, you usually manage to get your way. If you have the keys, there's a chance you will just drive to the Chinese restaurant while everyone is talking, and the group will have no idea what happened until lunch is over and everyone is back at work!

## NOTES

## How Do You THINK?

### The Thinking Attributes Bar Chart: The Percentiles



Bar charts in four colors show your Thinking Attributes in percentiles. **Analytical** thinking is shown in Blue, **Structural** thinking in Green, **Social** thinking in Red, and **Conceptual** thinking in Yellow. You can see at a glance the amount of energy you invest in Analytical, Structural, Social, and Conceptual thinking. The bars also show how your individual results compare to the population at large.

You rank in the 86 percentile in Analytical thinking. As you did for the Behavioral Attributes, imagine a room full of 100 people – including you – who represent Analytical thinking in the population at large. To your left are the people who exhibit Analytical thinking less than you do, and to your right are the people who exhibit it more than you do. There are 85 people to your left, and 14 people to your right.

Similarly, you rank in the 12 percentile in Structural thinking. This means there would be 11 people to your left who favor Structural thinking less than you do, and 88 people to your right who favor Structural thinking more than you do.

You rank in the 5 percentile in Social thinking, so this time you have 4 people to your left, and 95 to your right. In Conceptual thinking, you rank in the 12 percentile, so there are 11 people to your left who use Conceptual thinking less than you do, and 88 people to your right who use Conceptual thinking more than you do.

### The Thinking Attributes in Action: The Pie Chart

The Pie Chart colored in **Blue**, **Green**, **Red**, and **Yellow** is derived from your percentiles, and illustrates how your thinking preferences compare to each other. It reflects, in percentages, the extent to which you rely on the four Thinking Attributes. Our data analysis concluded that for the Thinking Attributes, any percentages 23% or greater indicate a preference. (The purple ring around the pie chart is just a reminder that your Behavioral Attributes are what people see first about you. They are visible on the outside, but your Thinking Attributes are tucked inside your brain and not obvious to others.)

#### Almost a Preference:

If your percentage for a Thinking Attribute almost reaches 23%, this is nearly a preference. The attribute influences your thinking, but is not a bona fide preference. To illustrate this concept, think of boiling water. Water boils at 100 degrees Celsius (212° Fahrenheit). At 99 degrees (211°F), it is simmering. We consider 22% *almost* a preference.





## What Does Your Profile Say About Your Thinking Attributes?



*Your Preferred Thinking Attribute:* **Analytical**

*Your Motto:* "In God we trust...all others must bring data."

Your pie chart is dominated by a preference for **Analytical** thinking (75%). Our research shows that 1% of the general population has this type of Profile.

Analytical thinking combines rational thought with a love of abstract ideas. You probably prefer to be logical and objective. You may be a rigorous critical thinker and excellent at systematic problem solving. You probably are comfortable with statistical and technical information. Most likely you base your conclusions on facts, not conjecture. You may be naturally skeptical, seeking data, verification, evidence, and proof. Probably you prefer deductive reasoning that follows a logical sequence. The Analytical part of your brain tends to say, "Why?" "How?" and "Prove it!"

You may prefer to dive into a subject in depth, rather than skim the surface. When the Analytical mind is intrigued, it investigates issues from all angles and perseveres until all its questions are answered.

Analytical thinking is theoretical but not far-fetched, which means you may excel at formulating systems that accommodate lots of important details. In general, you notice inconsistencies and can spot the fault line in an approach that isn't going to work.

You probably wear a wristwatch most of the time, know how many miles your car gets to the gallon, and use an electronic planner. Most likely your office is organized and uncluttered. You may be comfortable working alone. While you can excel in any profession, people with your Profile tend to enjoy fields like math, science, technology, and finance—and are less likely to be abstract painters or interpretive dancers.

Strong Analytical thinkers are sometimes regarded as intimidating and judgmental. They can be seen as negative and critical, when really they are simply attempting to deeply understand a topic. You may run the risk of being perceived as unemotional and uncaring. In fact, you may care a great deal, but you probably do not let your emotions interfere with your thought processes.

You do not have a preference (23% or greater) for **Structural** (10%), **Social** (4%), or **Conceptual** (10%) thinking. This means that while you are good at envisioning a system, you may be less interested in working with the day-to-day details. You probably see meetings and teamwork as a way to exchange ideas, not an opportunity for socializing with others. Most likely you have trouble understanding how other people can use new computer software without first reading the manual, cook without following the recipe, or assemble something without looking at the directions.

### How Your Thinking Attributes Work Together

Let's say you inherited a large sum of money and have an opportunity to take your dream vacation. You might choose a destination that is educational or has historical significance. Most likely you would not select a lavish locale or party cruise. Probably you would research the area ahead of time and carefully plan your activities for maximum experiences in the time available. You would be interested in getting the best value for your money, and you would carry a typed itinerary with your flight information and travel plans. Your ideal traveling companion would be rational, organized, and quiet.

### How Do the Behavioral Attributes and the Thinking Attributes Work Together?

It's very important to remember that the Behavioral Attributes determine how you put your Thinking Attributes into action. For example, people with a preference for Social thinking like being around other people. But having a Social preference does not automatically make someone the life of the party. For those in the first third of Expressiveness, a small group is great. For those in the third third of Expressiveness, the more the merrier!

Let's turn this example around a bit. Imagine people who are in the third third for Expressiveness, but who do not have a preference for Social thought. They might be wonderful actors, fascinating lecturers, or animated debaters. But when you are having a conversation with them, you may find them talkative but not relational - that is, you don't get the feeling you are really connecting with them. Without a Social preference, their mind is on other things - literally. It's not personal. It's preference!

## YOUR PROFILE IN ACTION

Your Profile is distinguished by a preference for **Analytical** thinking. Only 1% of the general population has a Profile with only this thinking preference. You also have first third **Expressiveness**, third third **Assertiveness**, and first third **Flexibility**. What does this Profile mean for you?

Your preference for Analytical thinking suggests that your thought processes are theoretical, rational, and skeptical. Your Analytical brain is inquisitive and always wants answers, so you are likely to pursue topics until you are satisfied that you have the correct information. You probably prefer conclusions that are backed up with data and research. Because your brain is so Analytical, you may solely value solutions that are based on rational thought processes. When you are making a big decision, remember to seek input from those who have Structural, Social, and Conceptual preferences in order to consider all perspectives.

Your level of Expressiveness suggests that you are generally composed and reserved. Your level of Assertiveness implies that you are forceful and probably prefer a fast pace. Your level of Flexibility indicates you have a strong agenda and are not likely to change your mind. This is the Profile of someone quiet, strong, and determined – the kind of person who probably accomplishes a great deal “under the radar.” You have no problem stating your opinions, but you probably make your views known quietly. When others need to get things done, they will want you on their side! Since you usually have strong opinions, others may not be too surprised when you take charge.

As a leader, you have strong convictions, you may prefer to get the job done with a minimum amount of discussion, and you arrive at decisions via logic and reason. You are not afraid to ask tough questions, even if doing so puts others on the spot. Your idea of looking into the future is to focus on goals that can be accomplished within one to three years. Keep in mind that people who prefer Analytical thinking run the risk of appearing unemotional and uncaring, even though they may care very much. With this in mind, it is important to utilize your Assertiveness to clearly convey your true intentions.

Please remember that there are no “right” or “wrong” Emergenetics results, and that your Profile does not indicate how capable you are at any specific activity. You are unique, and your Profile is wonderful the way it is.

### Talk to Us!

We would like to hear from you. Please contact your Emergenetics Associate or email the Emergenetics International office at [brains@emergenetics.com](mailto:brains@emergenetics.com) with your observations, suggestions, and comments.

## NOTES