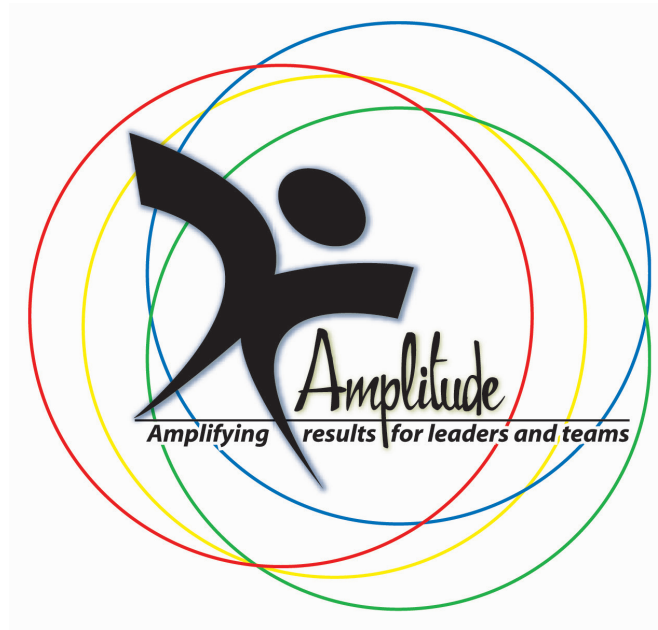




EMERGENETICS FIELDBOOK

The step-by-step, sure-fire way to amplify
and sustain results for your team



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Congratulations!

As a result of bringing Emergenetics to your team, you are on your way to changing your team's culture and results.

How do you sustain the learning that occurred in the workshop? How do you amplify the learning after the "water cooler comments" lose steam?

In your hands is the answer to these questions. It's straightforward, easy to implement and can be customized to fit into the work of the team, so it becomes part of the team culture - an extension of the ROI of the workshop!

This Fieldbook will provide the necessary information to amplify and solidify results in several ways:

- *for you, as the leader of your team*
- *between you and your team*
- *for individual team members*
- *between team members*
- *between your team and customers, suppliers and others who interact with your team*

As a leader, you are the focal point for the contents of this manual.

Your job is easy!

- *Read through the suggested steps and sample schedule*
- *Mark your calendar now with key dates and action items - see "Action Plan" section*
- *Prepare yourself to be the catalyst for continued use and deepening the knowledge of Emergenetics within your team*
- *Note any questions you have and follow-up with Amplitude (chris@amplitudetraining.com or 775.829.2141) to ensure you are comfortable and to gain any assistance necessary to ensure your plan is a success!*

So let's get started! Turn the page . . .

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How to Use This Fieldbook

What's Inside and How it is Organized

Action Plans and Checklists

Starting with Day One post-workshop and continuing over the next three to six months, this Fieldbook provides the resources you need to integrate Emergenetics into your team's day-to-day interactions and culture. Follow the action planning process to establish your schedule and create your checklist for success.

Integrating New Team Members

Everything you will need to bring a new team member up to speed on Emergenetics and quickly integrate them into the team is in this section.

Exercises to Reinforce and Amplify

You don't need to be an experienced facilitator to bring educational exercises to your team. This Fieldbook has everything you'll need to continue your team's development of Emergenetics expertise.

Emergenetics Reports

We've provided samples of the various reports that are available from Emergenetics and ideas on how to use them most effectively to assist in your team's development.

Emergenetics Overview

As the team leader, your team will expect you to fully understand Emergenetics and use the tool appropriately. We have provided you with an entire section of detailed information about the seven Emergenetics attributes to build your expertise.

Advanced Emergenetics

When your team is ready to leap to the next level, you will be ready! This section provides an overview of the options available from Amplitude to build on your initial investment in Emergenetics.

And more...

We've also include the full set of 21-Day Action Tips and a Recommended Reading list for your review.

How to Use This Fieldbook

What's Inside and How it is Organized



Navigation

Navigating around the Fieldbook is easy!

- Start with the Action Plan and Schedule section (page 10) and establish your schedule for the first day and week.
- Schedule time to review the rest of the manual and familiarize yourself with the rest of the Fieldbook during the first week after the workshop.
- Plan your next steps and chart them in the Leadership Action Plan Schedule on page 16.
- Make your notes and comments throughout the Fieldbook. Utilize this just as you would any other valuable guidebook.
- Commit to regularly reviewing this Fieldbook to ensure you are doing all you can to reinforce your Emergenetics investment within your team.

Icon Set

We have placed icons throughout the Fieldbook to provide a quick visual assist for the following areas:



Worksheet or Checklist Available

Often times you will find a reference to a document that is in another section or at the back of the Fieldbook. When you see this symbol, you'll know there is more material available within the Fieldbook.



Meet with the Team

This symbol indicates a meeting you should have with your team.



Scheduled Activity

The Fieldbook includes time-frames for many activities you'll want to have with your team. This symbol highlights an important scheduled activity.



Correspond with your Team

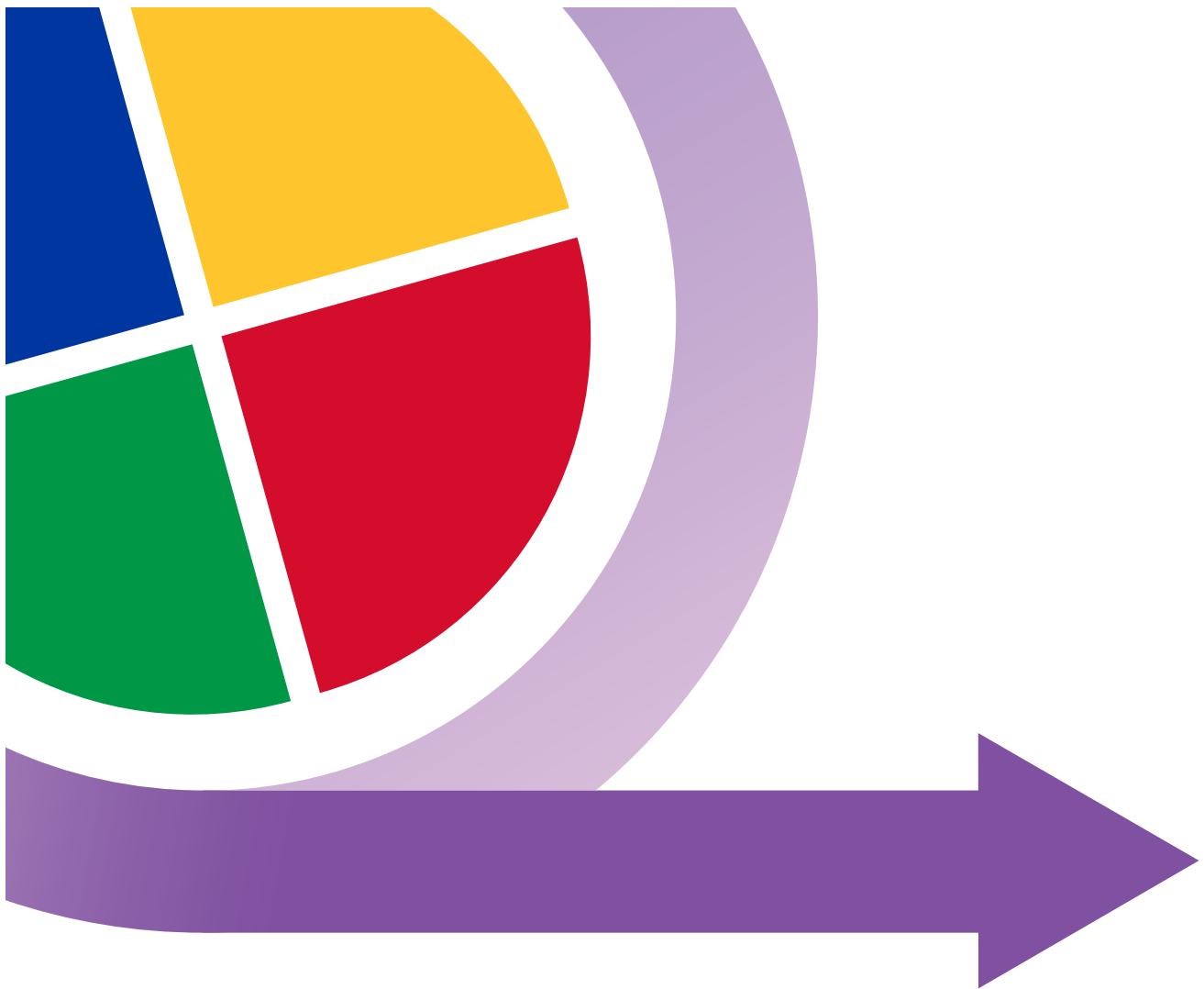
The Fieldbook includes many sample e-mails you can customize and share with your team. They are highlighted with this symbol.



Exercise

One way to learn something is to actively practice it. Exercises designed to help you practice are highlighted with this symbol.

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ACTION PLAN AND SCHEDULE

Action Plan and Schedule

Leadership & Team Action Plan Schedule Overview

Introduction

This section will make it easy to stay on track with follow-up to your Emergenetics workshop. It starts the day following the workshop and provides you with a step-by-step process framework that continues for an entire year.

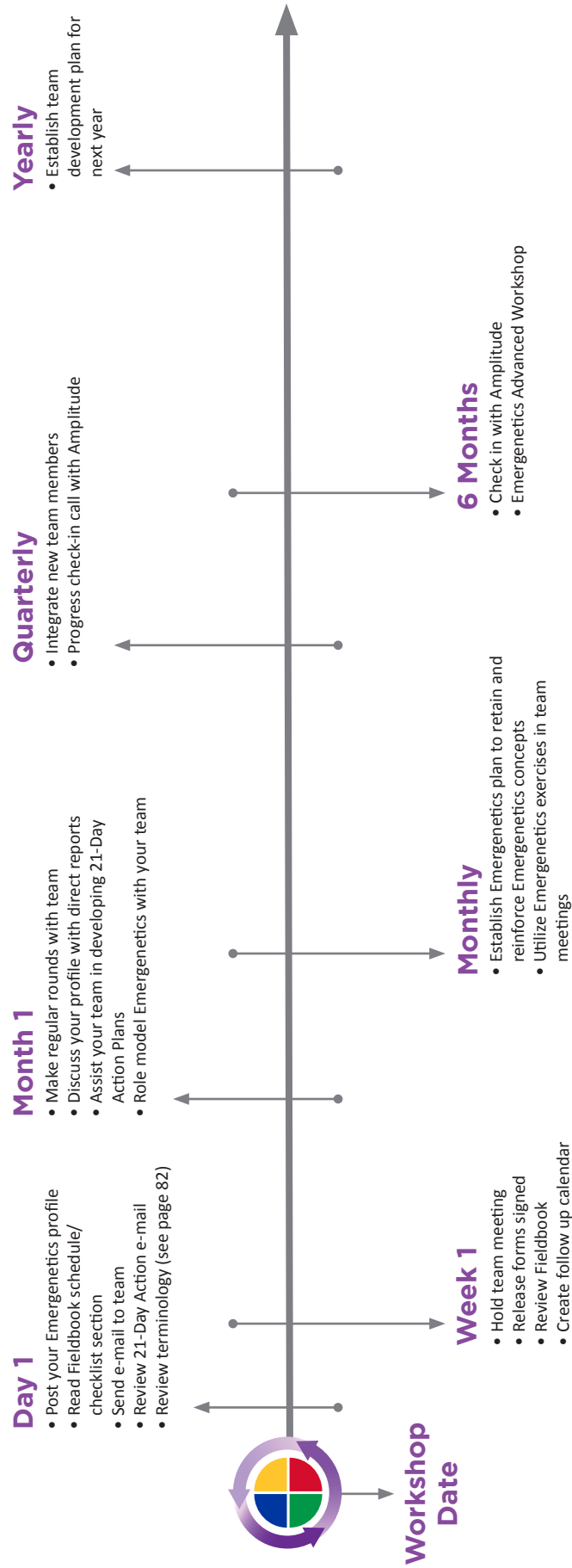
Whether you love to build detailed action plans or don't get energized by having to create them, this process will be simple. Everything you need for this process is included in this Fieldbook - from the suggested activities, to the time-frames, to the detailed instructions that will make each step easy.

Steps to Take

- Review the entire Action Plan and Schedule section as an overview - do this right now!
- Implement "Day 1" activities
- Schedule time to plan remaining activities in a manner that works for you - either the entire plan right now, or the plan for the next few weeks. There is no right or wrong way to follow up. The key is that you do!
- Complete the Leadership Action Plan Schedule on page 16 and Xerox a copy for your wall or visible place.
- Commit to follow through on your plan - the investment in Emergenetics will pay off only when you reinforce the learnings.

Emergenetics Timeline

A Year of Amplification Milestones



See details for these steps on page 12 through page 16

Action Plan and Schedule - Day 1

Leadership & Team Action Plan Schedule Overview



Scheduled Activity - Day 1

It is important that you role model immediate application from the workshop. The “Day 1” items below will take less than 15 minutes and will set the stage with your team regarding the importance of the tools and insights gained in the workshop.

Steps to Take

- ☐ **Read through this section completely**
- ☐ **Post your profile**
Place it in an easy to see place for you and for your team.
- ☐ **Send an e-mail to your team**
Or speak with them in person if possible. Thank them for their time spent attending the workshop. A sample e-mail is included on page 25 in this Fieldbook for your review and use.
- ☐ **21-Day Action Tip E-mail**
If you arranged for the 21-Day Action Tips e-mails, these begin the day after your workshop. All participants will receive 7 Action Tip e-mails over 21 days from Amplitude. Each e-mail provides a useful tip and reinforces the training, as well as provides an assignment.
 1. Review these e-mails, reproduced in the 21-Day Action Tip section of this Fieldbook (starting on page 96), to get a preview of the messages ahead of time.
 2. Ensure all participants from the workshop are receiving the Action Tips.
 3. Use the Action Tips for discussion topics for upcoming team meetings and one-on-one meetings you have coming up.
- ☐ **Review the terminology**
There are tips on page 82 to ensure you are using the appropriate language when you refer to Emergenetics and its elements.
- ☐ **Schedule the “First Week” follow-up meeting**
Schedule a meeting with the team for the first week following the workshop. (See details in “First Week” section on page 13.)



Worksheets, Forms and Checklists

All forms, worksheets and checklists in this Fieldbook are available in the back of this book for Xeroxing and are also available as PDFs for your use. Contact Amplitude at chris@amplitudetraining.com or 775.829.2141 for electronic forms.

Action Plan Schedule - First Week

Leadership & Team Action Plan Schedule Overview



Scheduled Activity - First Week

Most everyone is enthusiastic immediately following an Emergenetics workshop. How do you effectively translate the lessons learned in the classroom into sustainable change and improved results within your team? During the first week after the workshop, you are getting organized and set for leading the team in their application of Emergenetics.

Steps to Take

- **Calendar the follow-up elements of the Schedule Overview.**
Use the Leadership Action Plan on page 16 of this Fieldbook or in your personal calendar, or both.
- **As a leader, it is imperative that you are a positive role model to the rest of the team.**
Always use the Emergenetics language (seven attributes, colors, profile types, etc.) appropriately. Modeling will be instrumental in keeping the team doing the same.
Watch for and correct inappropriate use of Emergenetics within the team (i.e. pigeonholing, inappropriate language, focusing on weaknesses versus strengths, etc.)
- **Hold a team follow-up meeting to set the stage for ongoing use of Emergenetics insights in your team culture.**
 1. Allow 30 - 60 minutes depending on team size.
 2. See Follow-Up Team Meeting Process on page 26 of this manual.
- **Ensure that everyone on the team has signed an Emergenetics Release form.**
Confirm with Amplitude post-workshop for any who have not yet released their results. This release clears the way for you to receive a “Team Chart” of all Emergenetics Profiles within the team. This report will be instrumental in ongoing application, team communication, upcoming team exercises and heighten the ROI of the class.
 - See a sample Alphabetical Team Chart on page 74 of this manual.
 - Use the form on page 20 if you need to get releases from any team members.
 - If someone is uncomfortable releasing their profile, you may not publish it in any team reports. Speak with Amplitude (chris@amplitudetraining.com, 775.829.2141) about options to continue using Emergenetics within the team if this situation occurs.
- **Familiarize yourself with the additional tools Emergenetics has to offer to further amplify your team’s results (contact Amplitude at chris@amplitudetraining.com)**
 - Emergenetics+ app - Free for iPhone and Android.
 - Tip Sheets - Review the sample Tip Sheet on page 63 of this Fieldbook to determine if this will be helpful for your team.
 - Customized Mouse Pads
 - *Emergenetics - Tap into the New Science of Success* book
 - *Work that works, An Emergenetics Guide* book

Action Plan Schedule - First Month

Leadership & Team Action Plan Schedule Overview



Scheduled Activity - First Month

Remember, the brain takes at least 21 days to build a new habit - your job is to help your team remain conscious of the insights gained during the workshop and ensure you get the best possible ROI for your team from the workshop. During the first month after the workshop, connect with each team member to reinforce the insights gained in the workshop.

Steps to Take

- ☐ **Make regular rounds and/or hold individual meetings with each team member.**
Discuss Emergenetics applications to the individual's profile and his/her work.
- ☐ **Share your Emergenetics profile with each individual on your team.**
Compare your profile and discuss communication insights.
- ☐ **Work with each team member to establish a 21-Day Action Plan.**
Assist them in developing skills based on their performance and Emergenetics Profile preferences. See page 47 for details.
- ☐ **Watch for opportunities to amplify results.**
Utilize strengths-based assignments, and/or pairing up team members for peer coaching opportunities.

Action Plan and Schedule - The Future

Leadership & Team Action Plan Schedule Overview



Into the Future - Instructions

After building the culture of Emergenetics users within your team, it's up to you to role model and inspire others to stay engaged and reinforce the concepts. This is an easy task with this Fieldbook! Use this section to plan your action steps and record them in the Leadership Action Plan and Schedule on page 16.



Monthly Steps to Take

There is much that you can do to amplify the initial workshop insights - and at no additional cost!

- ☐ **Plan your approach.**
Map out how to continue to bring deeper Emergenetics Insights and new application tools to your team over the next several months.
- ☐ **Add an Emergenetics topic to your team meetings.**
Use the exercises detailed in the workbook in section 4 to easily accomplish this.



Quarterly Steps to Take

Ensure new team members are kept up to speed.

- ☐ **Ensure they receive their Emergenetics profile and debriefing and are effectively integrated in a team meeting, etc.**
See page 18 for details.
- ☐ **Schedule a time to speak with Amplitude to discuss team progress and needs.**
chris@amplitudetraining.com or 775.829.2141



Future Steps to Take

Your team may now be ready to identify WE (Whole Emergenetics) activities that will continue to engage learning about Emergenetics and further integrate Emergenetics skills into the team culture.

- ☐ **See page 50 for Team Activity Calendar details.**
- ☐ **Establish a Book Review Club**
Choose an Emergenetics book or other book within the team to provide for team discussion and engagement.
- ☐ **See Recommended Reading list on page 108.**

Leadership Action Plan Schedule

	Date Scheduled	Date Completed	X
Date of Emergenetics Workshop			
Week 1			
Day after the workshop - Sample E-mail to Team			
Day after the workshop - Sample E-mail to Team			
Workshop follow-up Team meeting			
Releases signed (to authorize Team Report within the team)			
Purchase Tip Sheets, customized mouse pads and Emergenetics book			
Check in with Amplitude to answer any questions you may have			
First Month			
Amplify initial workshop insights - Complete these Emergenetics exercises			
Thinking Attribute Walkabout			
Behavioral Attribute Line-Up			
3-2-1 Exercise			
Emergenetics Decision Making Exercise			
Platinum Rule Exercise			
Building New Skills from Existing Preferences			
WE-Team Analysis			
Shared Emergenetics Insights - Rounding Exercise			
Quarterly			
Schedule a call with Amplitude to discuss team progress			
After Three Months			
Identify additional WE activities			
Emergenetics Book Review			
Establish a Book Review Club			
After Six Months			
Schedule a call with Amplitude to discuss team progress			
Discuss team's readiness for other advanced classes			
At One Year			
Schedule a call with Amplitude to identify team's development plan for the coming year			



**NEW TEAM
MEMBERS**

New Team Members

Integrating New Members to the Team

Introduction

Emergenetics is not intended to be utilized for hiring. It is not validated for selection purposes. It is a great tool for on-boarding and integrating new staff into the team.

When new members join the team, it is important to integrate them into your organizational culture along with their on-the-job training. One key element is Emergenetics and all that it brings: the Emergenetics language, their Emergenetics profile and how they fit into the team's Emergenetics chart. This integration process can be simple and a powerful quick start for new members - as well as a recharge for the existing team!

Steps to Take

1. Upon offering the job to a new team member, ensure they are given the necessary information to take the Emergenetics Questionnaire.

We can help you set up this process so it can be administered easily upon the hiring of new members. You will receive a standard set of instructions with a control code specific to your team. Contact Amplitude to begin this process at chris@amplitudetraining.com or 775.829.2141.

Explain to new members that this tool is an important way for them to get to know others on the team and understand the team "short-hand" that is used around the colors of the model, etc. Also ensure they understand that Emergenetics is a strengths-based tool, and as such there are no right or wrong answers.

2. Once the new member has taken the Emergenetics Questionnaire, schedule a personalized debrief session for the new team member to speak (via phone or in person) with an Amplitude associate to fully understand their results. Amplitude will be able to answer any questions they may have about their results and the tools that the team is using. This step allows them to jump into the team's level of use and truly understand the power of Emergenetics.

Contact Amplitude for pricing information on individual and group Emergenetics debriefs at chris@amplitudetraining.com or 775.829.2141.

3. Share the team's practice of releasing their results to the team and how this has been helpful. Ask for the release from the new team member.
4. Once the new member fully understands his/her results and has released them to the team, you can use the Emergenetics+ app to create a new group summary chart or Amplitude can reproduce the team Summary Group Profile and Combined Scores Chart (Dot Chart) for you. These can be very helpful in the new team member integration process (see next step). Please contact Amplitude at chris@amplitudetraining.com or 775.829.2141 for this report and provide the individuals to be included.

New Team Members

Integrating New Members to the Team

5. At the first team meeting after the new member has received their Emergenetics results, ask all team members to bring their Emergenetics profiles. Have each team member share their job responsibilities and their Emergenetics profile. (You can change this process by asking different questions of the team. The goal is to provide the new team member with a deeper introduction to the team - and them with the new member.)
6. You can also facilitate the team through an abbreviated “Thinking Attribute Walkabout” and “Behavioral Line-up” to assist the new team member(s) in fully understanding how they “fit” into the team. See page 28 for instructions.
7. Find an appropriate peer coach within the team to assist the new member in their use and integration of Emergenetics within their job and with the team as a whole. Facilitate this assignment through a joint meeting.
8. Follow-up with the new member after a few weeks specifically to reinforce his/her Emergenetics learning and answer any questions they may have.
9. Contact Amplitude to receive your updated team Emergenetics charts - Summary Group Profile, Dot Chart and Alphabetical Team Chart Report (if releases have been signed by all team members.) Distribute these to your team as another recharge.

Release Forms

Individual Release Form

EMERGENETICS® PROFILE

AUTHORIZATION FOR RELEASE OF RESULTS

By signing below, I authorize Amplitude LLC and Emergenetics International to release the results of my Emergenetics profile information to **Sample ABC Corporation**.

Name (Print)

Signature

Date

Release Forms

Multiple Release Form

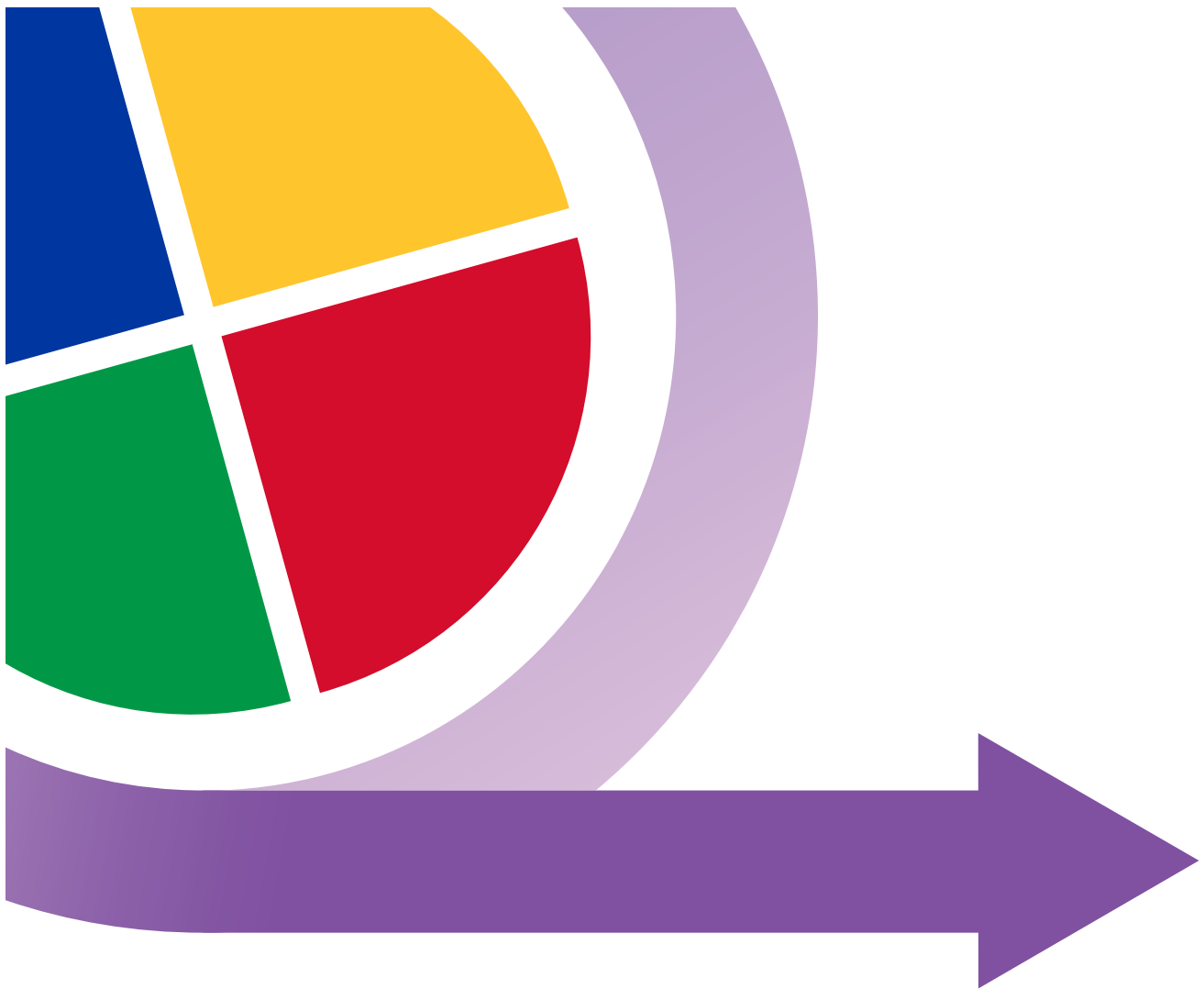
EMERGENETICS® PROFILE

AUTHORIZATION FOR RELEASE OF RESULTS

By signing below, I authorize Amplitude, LLC and Emergenetics International to release the results of my Emergenetics profile information to **Sample ABC Corporation**.

_____ Name (Print)	_____ Signature	_____ Date
_____ Name (Print)	_____ Signature	_____ Date
_____ Name (Print)	_____ Signature	_____ Date
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_____ Name (Print)	_____ Signature	_____ Date

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**REINFORCE AND
AMPLIFY**

Reinforce and Amplify

Make the Most of Your Team's Emergenetics Results

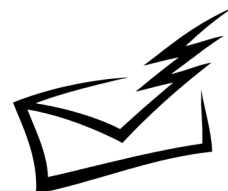
Introduction

This section contains the sample e-mails, exercises, and tip-sheets for your team. This section will assist you in making the most of your team's Emergenetics results from the week following your workshop through the entire year!

Steps to Take

- Peruse this section to gain a general overview of the variety of exercises available to you and your team.
- Note that some exercises are designated as advanced. Use these exercises later in your plan, when your team is comfortable with Emergenetics (usually three months after a workshop and using Emergenetics on a regular basis.)
- Develop your "Action Plan" as outlined in the Action Plan and Schedule section on page 10.
- Place reminders on your calendar to reinforce and amplify your new habit of reinforcing Emergenetics within your team.

Day After the Workshop



Sample E-mail to the Team

Thank you for attending yesterday's Meeting of the Minds-Emergenetics workshop. I hope you had the opportunity to gain insights into your thinking and behavioral style and also gained tools that will be helpful in amplifying your results. In addition, I believe we gained new tools and skills that will enhance our team's performance as well. (*Add your team or personal insights here.*)

Please find time today to:

- Post your Emergenetics profile in your work area (or other area your team members agreed upon) as a reminder to you and others of your preference set. (I've posted mine.)
- Ensure you review the class handout materials - even if you have just 5 to 10 minutes! Your brain needs reinforcement to knit new neural pathways.

You will be receiving 7 e-mails over the next three weeks from Amplitude with additional tips and shortcuts for effectively using Emergenetics to amplify results. Please read them!

I am working on a follow-on plan to further amplify the results of our workshop. You'll hear more from me on this in the near future.

If you have ideas on how to use Emergenetics effectively within our team, please let me know.

Thank you,

(insert your name)

Workshop Follow-up Meeting



Team Meeting Overview and Instructions

Purpose

To immediately (within a week after the workshop) reinforce insights from the workshop, identify ideas to enhance team and individual performance generated by the workshop, and prioritize action items for implementation.

Level

Entry-level

Time-Frame

The meeting is to be held within one week of the workshop.

Estimated Time Requirement

30 - 60 minutes depending on team size.

Action Steps and Supplies

1. Schedule the Follow-Up Team Meeting Overview. (See page 16 under Action Plan and Schedule Section)
2. Alert team members of the topic to be discussed. (This can be merged with other topics at a regular meeting or can be the only item at a special meeting. Ensure you allow enough time for everyone to fully participate.)
3. Ask all team members to bring their Emergenetics Profile and Narrative Report to the meeting.
4. Ask participants to bring insights they gained from the workshop and ideas for improving individual and team outcomes.
5. See next page for your role in the meeting (facilitation instructions.)

Workshop Follow-up Meeting



Team Meeting Overview and Instructions

Your Role in Facilitating the Meeting

1. Review the goals of this discussion with the team, ensuring they are clear that this review session will be key to fully utilizing the new tools the team gained at the workshop. Ask for full participation from everyone.
 - Sample Goals:
 - Discuss insights from the workshop, both individual and team.
 - Identify ideas to enhance individual and team communication and/or overall performance.
 - Prioritize action items from the ideas generated.
2. Ensure everyone brought their profile and narrative report.
3. Role model the process by sharing your profile with the team – visually – and describing one key “insight” you gained from it. Also share one idea that you had to increase team results.
4. (If your team is larger than 7, break them into small groups of 4 – 5 for this part of the exercise.) Ask each person to share their insights from the workshop with their group. Give them 5 – 10 minutes to complete this discussion.
5. Next, ask each group to brainstorm ideas for using Emergenetics within the work of the team. Remind them that “all ideas are good ones” in this process, and that the Social (red) brain brainstorms from others ideas, so sharing all ideas verbally is important! (Ask each group to identify a scribe to record the ideas from the conversation on chart paper and report back to the large group.) Allow 10 – 15 minutes for this discussion.
6. Ask scribes to report the list of brainstormed ideas to the larger group. Ask the entire team if any other ideas were generated while the scribes were reporting – list these ideas as well.
7. Once all ideas have been identified, facilitate a team discussion on which ideas will have the greatest positive impact on the team – you may utilize a voting system of providing each team member 3 – 5 “dots” to distribute among all the ideas to prioritize, or this may simply be done through the discussion.
8. Establish a timeline and a champion (or champions) for the top priorities and identify when you will check back in with the entire team on progress. (Mark this date in your calendar!)

The Thinking Attribute Walkabout



An Experiential Emergenetics Exercise

Purpose

- To deepen understanding of diversity of thought within team.
- To build understanding of team strengths and potential vulnerabilities.
- To identify “off-line coaches.”

Set-Up

Identify the four thinking quadrants in the room using paper with the color or quadrant name. Place them in the same sequence as found in the Emergenetics Model: Blue - Analytical; Green - Structural; Red - Social; Yellow - Conceptual. (If room is large enough to have 4 separate tables, identify one table as the location for each thinking attribute. If the room has a boardroom style table, use each corner of the table. If the room has space, place tape on the floor to create the four quadrants and place the paper in each to identify the attribute.)

Approximate Time 10 - 30 minutes

Facilitating the Exercise

1. Ask participants to stand and bring their profile with them. Invite them to move to the place in the room identified by their most preferred attribute. (If they have a tie, go to the one they like best right now.)

At most preferred attribute:

- Notice the distribution of participants.
- Ask them how this impacts their team and discuss.
- Identify any sub-teams within the larger group, and their distribution.
- Ask if they are a WE Team (whole Emergenetics). If not, what will they do to ensure decisions are made in best way, etc.
- Have them notice who is standing in their least preferred attribute – and point out that these are great coaches to them when they are required to work in this area of the brain.
- You can also have them dialogue on a real topic standing here, and identify what is important to them from this attribute with regard to the identified topic.

2. Ask them to move to their second most preferred attribute. As they move, ask them to notice who moves with them and who moves away to another attribute.

At second most preferred attribute:

- Notice distribution of participants. Point out any interesting dynamics again.
- Note that most/all are still in preference, so not to pigeon-hole anyone in only ONE preference.
- Point out additional coaches in their least preferred attribute.
- Ask for additional insights they may have.

The Thinking Attribute Walkabout



An Experiential Emergenetics Exercise

3. Move to third most preferred attribute. As they move, notice who is still moving with them and recognize this – very similar profiles.

At third most preferred attribute:

- Notice distribution of participants. Continue to point out team dynamics based on distribution.
- Also note who is still in preference. Have these step forward and those out of preference (less than 23%) step back. Those still in preference are additional coaches for team, so have participants notice who is still in preference and standing in their least preferred quadrant.

4. Move to least preferred attribute.

At least preferred attribute:

- Note distribution, and have team discuss dynamics of this within their team.
- Note that this is the place where participants have the least energy for thinking and performing. Point out that this isn't about skill, it's about preference.
- Ask participants to look at their most preferred quadrant and notice who stands there. These are folks with whom they can proactively coach!

The Behavioral Attributes Line-Up



An Experiential Emergenetics Exercise

Purpose

- To show the diversity of behavior (or lack of) within a team.
- To allow participants the opportunity to dialogue from different perspectives within each continuum.
- To build understanding of the value and contribution that each place on each behavioral continuum brings to the team.

Set-Up

Create large numeric guides to place on the floor that will provide a template of the 1 – 100 percentile range for participants to use. (I use 1, 33, 50, 67, 100.) Place these in a “U” shape around the room.

Approximate Time 10 - 30 minutes

Facilitating the Exercise

1. Ask participants to stand and bring their profile with them. Show them the continuum outline you have created and ask them to find their place in the room that represents their Expressiveness score.
2. Once participants have found their place (or before class, using the Expressiveness continuum as your guide), break them into “like” groups for discussion purposes. (I use the 1st/3rd, 2nd/3rd, 3rd/3rd as a starting point. Depending on group size, I may have two groups within some or all of the thirds.)
3. Identify the topic for small group discussion (see examples below), and give them a few minutes to come up with their group answer.
4. When insights have been gained, move to assertiveness score. Ask them to note who moves with them, and who moves away. Follow same process as above with new topics.
5. When insights have been gained, move to flexibility score. Ask them to note who moves with them, and who moves away. Follow same process as above with new topics.

The Behavioral Attributes Line-Up



An Experiential Emergenetics Exercise

- **Samples topics for small group discussion:**
 - ☐ Identify the strength your behavior brings to the team
 - ☐ Identify the potential vulnerability your behavior brings to the team
 - ☐ How may others who are opposite this place on the spectrum interpret your behavior?
 - ☐ What do you want others to know about your place on the spectrum – e.g. 1st/3rd expressive frequently say: We're okay at a party being quiet, please leave us alone to speak quietly in the corner instead of dragging us into the center of the party. 3rd/3rd assertives frequently say: We WANT you to hit an issue head on, it's not offensive to us to have you disagree with something we've said.
- **Sample of Expressiveness question**
 - ☐ You arrive at a meeting that you are a participant in, not the leader of, 10 minutes early. You know a few of the 20 participants. You do not know the others. The topic of the meeting is something you know some about, but are not the expert and will not be presenting. You are merely a participant. What do you do with the 10 minutes prior to the start of the meeting?
- **Sample of Assertiveness Question**
 - ☐ You hear from a colleague that Pat, another colleague, has changed some critical components of a project for which you are responsible. Pat has not approached you as of yet. What do you do regarding this feedback?
- **Sample of Flexibility Question**
 - ☐ You have been given a clear assignment at work that will take a large amount of your time over the next week to complete. You've completed about half of the project using the guidelines given you. After a few days of work, the same person who assigned you the project informs you that there will be a change to the project. There is good reason for the change, but it means you will need to change your work already done. What is your initial response? What kind of things are important to you as you make this change? How much of your energy does making this change consume?

Profile Review - “3-2-1 Exercise”



An Emergenetics Exercise

Purpose

Orient the team to individual Emergenetics Profile preferences and strengths.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.
(Use only if Emergenetics Profile Release Forms have been signed by participants.)

Estimated Time Requirement

1 - 2 minutes per team member.

Action Steps and Supplies

1. Schedule the Profile review “3-2-1” exercise for an upcoming team meeting.
2. Ensure that all team members have downloaded the Emergenetics+ app and know how to access information about their Profiles.
3. Provide team members with a copy of the 3-2-1 Team Worksheet (see next page) prior to the meeting. Encourage them to use the information in Emergenetics+ to assist with answering worksheet questions.
4. Request team members to bring their Emergenetics Profile, phones to access Emergenetics+ and the completed 3-2-1 Worksheet to the meeting.

Facilitating the Exercise

1. Ensure that everyone brought their Emergenetics Profile, phone and completed 3-2-1 Worksheet to the meeting.
2. Ask for a volunteer to go first and establish the order of all participants’ presentations.
3. Either go around the room from the first presenter or allow the presenter to select the next person until all have presented.
4. Ensure that you participate in the process when it’s your turn.
5. Have each participant share their Emergenetics Profile and their 3-2-1 answers.

Debrief

When all participants have presented, select from the following questions to facilitate discussion:

- How did you feel while preparing for this process? (Nervous, excited, anxious, etc.)
- Was the worksheet easy or difficult for you to complete? Why do you think that was?
- What insights did you gain from using the information about your Profile available in Emergenetics+?
- Were there any commonalities or surprises in the presentations?
- What did you learn from the presentations?
- What can we do with this information to get the most from our time spent in this process?

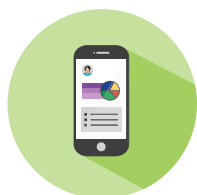
Profile Review - “3-2-1 Exercise”



An Emergenetics Exercise

3-2-1 TEAM WORKSHEET

Understanding your Emergenetics Profile preferences and strengths.



Directions: Review your Emergenetics Profile using the Emergenetics+ app, and answer the following questions. Be prepared to share your answers with your team.

Identify the three most notable characteristics of your Emergenetics Profile.

(e.g. Tri-modal, so I need time to think; 3/3 Expressive, so I need to talk through things, etc.)

- 1.
- 2.
- 3.

Identify two ways your Emergenetics Profile contributes to the team.

(e.g. My Green ensures the process gets implemented; my yellow identifies new opportunities; my 1/3 Assertiveness keeps our team calm under pressure.)

- 1.
- 2.

What one thing would you like your teammates to do when they communicate and work with you to enhance results?

Decision Making Exercise



An Emergenetics Exercise

Purpose

To provide a template for ensuring individuals and teams make well formed and effective decisions.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.
(Use only if Emergenetics Profile Release forms have been signed by participants.)

Estimated Time Requirement

15 - 30 minutes depending on size of team.

Action Steps and Supplies

1. Schedule the Emergenetics Decision Making exercise for an upcoming team meeting.
2. Provide team members with the Profile Emergenetics Decision Model template (on page 35) prior to the meeting. Ask them to bring examples of decisions that have effectively included all attributes - and that haven't - and learning implications for the team.
3. Prepare an example of a decision in both cases - one that effectively utilized the model and one that didn't.

Facilitating the Exercise

1. Ensure everyone has the Emergenetics Decision Model template for use in the team discussion.
2. Ask for a volunteer to identify an example of an impending/potential decision process that would effectively utilize the WE Decision Model. Have that volunteer present their ideas/thoughts.
3. Utilize these questions to spur discussion:
 - Does anyone have any further insights into the decision that the volunteer didn't address? (These insights may include more details and in agreement with the volunteer, or another viewpoint in the decision process.)
 - Was this a WE decision?
 - If not, what attribute was missing in the decision?
 - What can we learn from this discussion?
 - What will we do differently in the future to ensure other decisions are this effective, or to ensure that other decisions are more effective?
 - Continue with additional examples as time allows.

Decision Making Exercise



An Emergenetics Exercise

Emergenetics Decision Model



Platinum Rule Exercise



An Emergenetics Exercise

PLATINUM RULE

“Do unto others as they want to be done unto.”

~ Tony Alessandra, PhD

Purpose

Assist team members to remain conscious of differences in thinking and behaviors that can impact outcomes with others; provide practice in flexing styles, via the Platinum Rule, to achieve intended results. Practice using Emergenetics+ to assist with understanding team members' preferences.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.
(Use only if Emergenetics Profile Release forms have been signed by participants.)

Estimated Time Requirement

2 - 3 minutes per team member.

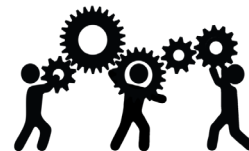
Action Steps and Supplies

1. Schedule the Platinum Rule exercise for an upcoming team meeting.
2. Provide team members with the Platinum Rule Worksheet (see next page) prior to the meeting.
3. Ask them to reflect on their communication with others and to identify an example that they are willing to share with team members of when they used the Platinum Rule. (Their examples do not have to be with team members.)
4. Point to the communication and interact buttons for each Profile in Emergenetics+ to stimulate recall as they respond to the worksheet questions.
5. Prepare personal examples (as above) for use in the team meeting.

Facilitating the Exercise

1. Review the Platinum Rule with the team and provide a personal example.
2. Identify a volunteer to discuss one example he/she has identified on the Platinum Rule Worksheet.
3. As the examples are shared, use the following questions to help facilitate discussion:
 - How was the outcome different as a result of your flexing? (Better, worse, etc.)
 - Did you notice any differences in the response from the other person? (Friendlier, more willing to engage or assist, etc.)
 - How difficult was it to flex your approach?
 - Can you, or any team member, think of other situations where this same type of flexing can be useful?
 - How do you intend to use information in Emergenetics+ to help you flex in future situations?
4. Continue with additional examples as time permits.

Platinum Rule Exercise



An Emergenetics Exercise

PLATINUM RULE WORKSHEET

“Do unto others as they want to be done unto.” - Tony Alessandra, PhD

Directions: Reflect on your communication with others since your Emergenetics workshop. Identify a time where you were aware of the need to flex how you normally communicate (either in thinking or behavioral style, or both) to match another’s preference.

1. What was the other’s thinking/behavioral style that you were flexing to?
2. What has happened in the past?
3. What happened when you flexed your style?
4. Select a Profile in Emergenetics+ and view the information available when you select the Communicate and Interact buttons. What insights did you gain from this information?
5. What insights did you gain from this experience?
6. Can you do anything to improve upon the outcome if this situation arises in the future?

i2i Exercise



An Emergenetics Exercise

Purpose

To provide an easy and fun team exchange of insights about a team member's individual Profile.

Overview

Each team member is assigned a teammate's Emergenetics Profile to explore and report on using the information from the Emergenetics + app.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.
(Use only if Emergenetics Profile Release forms have been signed by participants.)

Estimated Time Requirement

Time will vary based on number of team members and items shared.

Action Steps and Supplies

1. Schedule an i2i team meeting.
2. Ensure that all of your team members have downloaded the Emergenetics + app.
3. Prior to the meeting, divide your team into pairs of "unlike Profiles" For example pair up a Blue/Green Profile with a Red/Yellow Profile. The Profiles don't need to be completely opposite, just have some differences in Thinking and Behaviors. If you have an odd number, make one group of three.
4. Notify each team member whose Profile they will be exploring.
5. Provide each team member with a copy of the i2i worksheet prior to the meeting and ask them to complete it utilizing the information they gained from the Emergenetics + app.
6. Have team members bring their phones, Profiles and completed Rounding Exercise worksheet to the meeting.

Facilitating the Exercise

1. Invite the participants to sit with the partner whose Profile they explored.
2. Ask for a pair to volunteer to go first and establish the order of all participants' presentations. (Either go around the room from the first pair, or allow the first presenters to select the next pair until each pair has presented.)
3. Ask each pair to share their Emergenetics Profiles. *Ask each person to share one insight from the Rounding Exercise worksheet.

*Another variation of this exercise is to have each pair report out on each question. We recommend that you have each pair report on one question before moving onto the next.

Debrief

4. Once all topics have been discussed (or as many as time allows), select from the following questions to facilitate discussion:
 - Was the worksheet easy to complete or hard? Why do you think that was?
 - Were there any commonalities or surprises that you discovered?
 - What's one change you can make to adjust to the needs of the Profile you explored?
 - What can we do with this information to get the most from our time spent in this process?

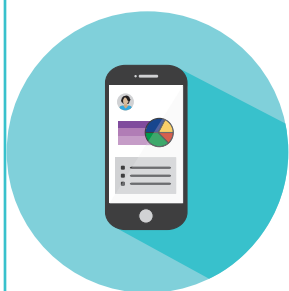
i2i Exercise



An Emergenetics Exercise

i2i EXERCISE WORKSHEET

Understanding the attributes each individual brings to the team.



Directions: In our upcoming meeting we will be pairing up team members to have them explore each other's Emergenetics Profiles using the Emergenetics+ app as a resource.

Your Assigned Team Member is _____.

Make sure to connect with your assigned team member on the Emergenetics+ app prior to answering the questions below so you can view their Profile.

You will be sharing these answers with the team to assist in developing deeper levels of understanding and teamwork, and improving communication effectiveness.

Using the Emergenetics+ app please complete the following questions about your teammate.

- 1. List 3 strategies to best communicate with this person (make sure to include at least one related to behavior).**
Hint: Refer to the Communication tab under Profile Details.
- 2. How would this person prefer to receive feedback?**
Hint: Refer to the Giving Feedback Job Aid. Look at the Thinking and Behavioral Preferences for your assigned teammate.
- 3. Considering his/her Emergenetics Profile, what types of activities would give this person energy?**
Hint: Refer to the Profile Details.
- 4. How would this person prefer to be approached in a conflict situation?**
Hint: Refer to the Resolving Disagreement Job Aid. Look at the Thinking and Behavioral Preferences of your teammate.
- 5. Describe the "perfect meeting" for this person.**
Hint: Refer to the Meetings Job Aid. Look at the Thinking and Behavioral Preferences of your assigned teammate.
- 6. How would this person prefer to receive recognition?**
Hint: Refer to the Receiving Feedback Job Aid.
- 7. Choose someone from your team that would complement this person's Profile.**

Empty Chair Exercise



An Emergenetics Exercise

Purpose

Address the perspective that underrepresented/absent in the team; provide a technique to use in meetings.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.

Estimated Time Requirement

Approximately 10 - 35 minutes to plan and 2-5 minutes to present for each group

Action Steps and Supplies

1. Organize participants into teams based on your selected Least Preferred Attribute (see below); instruct teams to sit around a table or in a circle with one empty chair present. Assign each team a Least Preferred Attribute (LPA) depending on what you are aiming to explore with the team. Suggestions include:
 - Common Least Preferred Thinking Attribute of the group
 - A Common Least Preferred Behavior Third (Expressiveness, Assertiveness, or Flexibility)
 - Creating a Profile that encompasses both a Thinking and Behavioral Least Preferred Attribute (this works best if the teams are either all alike in thinking or in behavior)
2. Have the group to ascribe to the empty chair their assigned LPA. Provide chart paper and markers for all groups to show their work as the report back to the class.
3. Groups may leverage tips and reports in the Emergenetics+ app to work through this exercise.

Facilitating the Exercise

1. Provide all groups with the same planning scenario. For example, you can provide this assignment:
 - i. Your group is planning a group fundraising event for the local animal shelter. Craft and present a plan that outlines who, what, where, why and when to the rest of the group.
2. Allow up to 15 minutes for all groups to conduct their planning meeting with their empty chair. Groups are invited to plan using chart paper and markers.
3. Ask groups to present their plans according to the scenario to the entire workshop group.
4. Once all groups have presented, debrief the exercise using the following questions:
 - i. What was it like to speak and engage with an attribute that was not physically present?
 - ii. What did you notice about yourself as you tried to think and behave like the empty chair perspective? How did it affect your group's process?
 - iii. How can you apply this concept to your own organization and work life?

Empty Chair Exercise



An Emergenetics Exercise

Instructions

- This exercise will revolve around working through a given scenario.
- In your groups, pull one extra chair up to the table. This is your empty chair.
- You will receive an assigned attribute. Tape this attribute to the empty chair.
- You must invite the empty chair's perspective into your approach to the given scenario.
- As you plan, take note of your empty chair's contributions to the group process.
- You have 10 minutes to run a mock meeting and interact with the empty chair as though a person with a preference in this attribute is part of the meeting.
- You will have 2 minutes to present your plan and note which pieces of the plan your empty chair offered to the class.

Scenario

Your group is planning a group fundraising event for the local animal shelter. Present a plan that outlines who, what, where, why and when to the rest of the class.

Skills and Preferences Exercise



Building New Skills from Existing Preferences

Purpose

To provide a guide for using existing Emergenetics preferences to assist with building new skills.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.

Estimated Time Requirement

20 - 30 minutes

Action Steps and Supplies

1. Schedule the “Emergenetics Skill Building” topic for an upcoming team meeting.
2. Copy one “Skill Building” worksheet for each participant.
 - See page 43 for worksheet.
3. Alert all team members to bring their Emergenetics profile and handouts from the workshop to the meeting.
4. Prepare an example of how you have used your Emergenetics preferences to build skill in another area. (e.g. You may have used your red/social preference to work with another person to learn about the budget process - using red to learn a blue skill.)

Facilitating the Exercise

1. Distribute the Skill Building worksheets to each participant.
2. Introduce the topic of the process - skill building through the use of one’s Emergenetics preference set.
3. Provide an example of how you have used your Emergenetics preferences to begin building a skill outside of preference as a way to break the ice.
4. Give participants 5 - 10 minutes to reflect on their skill building worksheet. Offer assistance and suggestions as needed.
5. Once all participants have completed their worksheets, ask them to pair up with another person on the team with a different profile than theirs. (You may pre-identify these pairs or allow them to self select.) Give them 10 minutes to share their worksheets with their partner.
6. Each partner will be a “Peer Coach” to the other as they work on their skill building project. (See Peer Coach instructions on page 53 of this manual.)
7. Assist the pairs, as necessary, in identifying methods to skill build through their preferences.
8. Debrief insights gained as a large group.

Skills and Preferences Exercise



Building New Skills from Existing Preferences

Building New Skills from Existing Preferences

1. Review your Emergenetics profile and note the ways you like to learn new skills. These might be in your thinking attribute preferences (your pie chart) or in your favored behavioral attributes. (e.g. "I like to use my blue/analytical brain to research and analyze, then my green/structured brain to plan the steps in a new process." "I am quiet and like to learn by observing/listening.") Summarize the way(s) you like to learn best below:

2. What skill would you like to build to assist you in improving results in your work? This skill may augment a non-preferred attribute in your bar chart, or build upon an area of interest from the Emergenetics workshop. Identify the area in which you would like to build skill below. Be specific in the outcome you would like to achieve (e.g. I would like to more easily identify where others are thinking so I can practice the Platinum Rule.)

3. How can you use the areas you identified in Question 1 to assist you in building the skill you identified in Question 2? (e.g. I could observe others (1st/3rd expressive) and analyze (blue/analytical) what they are saying and the way they are saying it. I can also prepare a short list of how each thinking attribute likes to communicate to use when I am speaking to each attribute.)

4. Identify what will be different when you are successful with your skill building. (e.g. Outcomes? Comfort level? Stronger relationships? Conflict?)

5. Identify when you will be able to begin the project. Is there someone in particular that you can practice with?

WE-Team Analysis



Facilitating a Whole Emergenetics Decision/Implementation Plan

Purpose

To use Emergenetics as a tool to ensure the team will make the best decision possible or crafted the best implementation plan possible.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.
(Use only if Emergenetics Profile Release forms have been signed by participants.)

Estimated Time Requirement

Will vary based on size of team and complexity of topic being discussed.

Action Steps and Supplies

1. Identify an important impending decision or project that requires team buy-in to use for this process. This should be one that can be discussed within a team meeting and one that will require communication with others, implementation planning and follow-up.
2. Schedule a WE Team Analysis meeting or add the topic to an existing meeting agenda.
3. Copy the Team Summary Chart, Combined Scores Chart (Dot Chart) and WE Team Analysis Worksheet for each participant in the meeting.
 - If you don't have these PDFs, please contact Amplitude at chris@amplitudetraining.com or 775.829.2141 to get them via e-mail.

Facilitating the Exercise

1. Review the Team Summary and Combined Scores (Dot) Chart with the team, and indicate that this next process will require them to work in all attributes. Identify that some will be more energized at different times during the conversation, and some may be less than excited to work in some parts as well. Ask them to be aware of their own self-talk during the process, as well as fully participate in the conversation.
2. Provide the WE Team Analysis Worksheet to each team member and review the items listed in each attribute to ensure everyone understands the meaning of each and how they fit into a well facilitated project or decision.
3. Identify the topic that the team will be discussing and ensure everyone is clear on the project parameters, etc.
4. Ask for a scribe to document the discussion with the intent of producing the notes for the team members who will be involved in the project after the meeting is adjourned.

WE-Team Analysis



Facilitating a Whole Emergenetics Decision/Implementation Plan

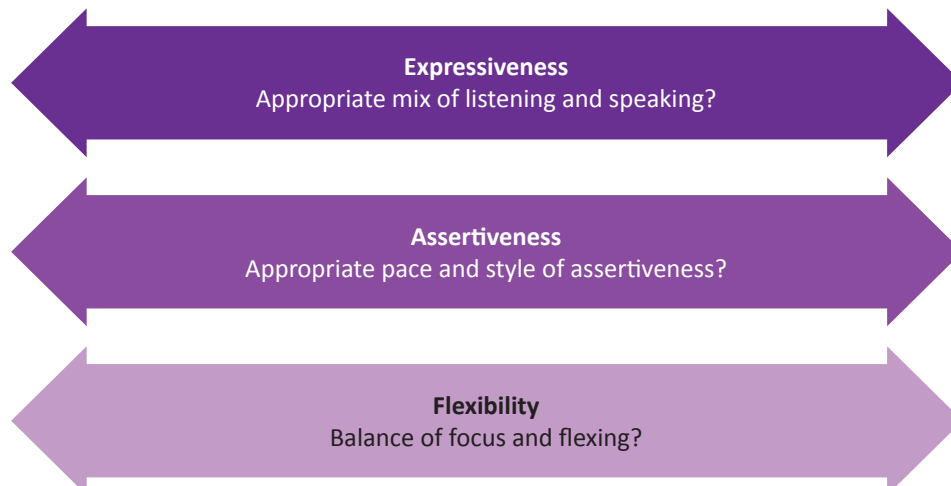
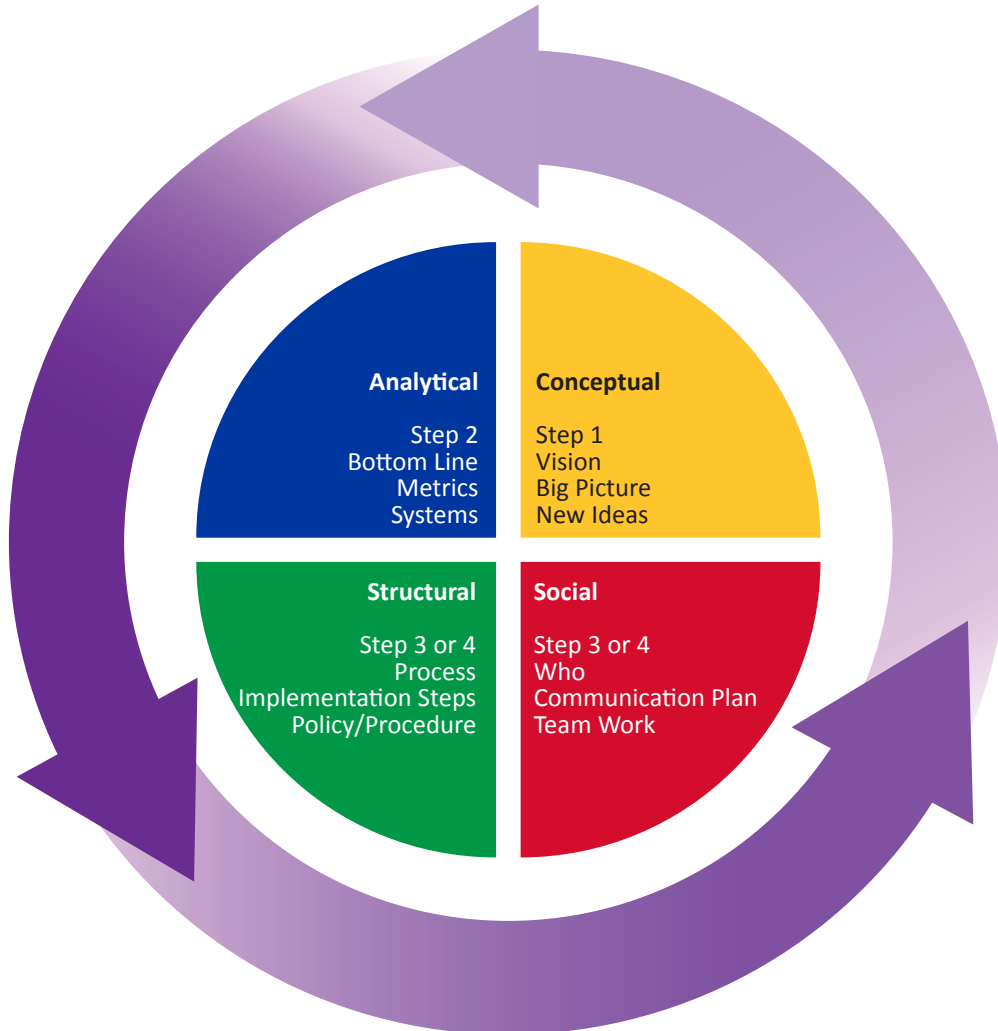
5. Using the worksheet as your guide, start with the Conceptual understanding of the project, move to the Analytical components, then determine whether the team will discuss Structure or Social next, and continue on through all four thinking attributes. Note the level of Expressiveness and Assertiveness and Flexibility during the conversation – ask team members to self monitor their participation to ensure all are balancing their speaking and listening, their pace and style of assertiveness, to ensure the most productive conversation.
6. Observe the process and comment on any key areas you see the team over-using or under-using during the process. Ask the team for input about this as well.
7. Once your discussion has moved through all four thinking quadrants, you should have the basics for a successful plan. Make a second round to identify anything that may have been left out.
8. Once this discussion has completed, charge someone (or a small group) with setting timeframes in place and communication back to the team as a whole.

WE Team Analysis



Facilitating a Whole Emergenetics Decision/Implementation Plan

“WE Team” Analysis Worksheet



21-Day Action Planning Process



An Emergenetics Structure and Accountability for Skill Development

Purpose

To provide a structure and accountability for skill development, based in Emergenetics.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.

Estimated Time Requirement

20 - 30 minutes

Action Steps and Supplies

1. Identify appropriate “pairs” within the team to act as Peer Coaches to each other. Each pair should consist of diverse thinking and/or behavioral attribute sets - although pairs need not be opposites. (e.g. Pairs may have some attributes in common and at least one key attribute different.)
2. Schedule a team meeting to launch the Peer Coach Process.
3. Prepare copies of the “Role of the Peer Coach” worksheet for each team member.

Facilitating the Exercise

1. Ask each team member to identify one thing they want to work on to improve their communication effectiveness (or another goal germane to the team - e.g. customer service results, sales acumen, etc.) This can be improving skill in an area out of preference, or learning how to stop overusing a strong preference.
2. Have each team member work independently through the 21-Day Action Plan worksheet.
3. Once all members have completed their worksheet, identify the Peer Coaching Pairs. Ask pairs to sit together as you introduce the process.
4. Provide an overview of the role of the Peer Coach (to act as a support mechanism to the other as they work on building skill).
 - See page 53 for Peer Coach Instructions.
5. Review the “Role of the Peer Coach” worksheet.
6. Have pairs work through their worksheets to ensure each Peer Coach understands their partner’s chosen 21-Day Plan. The pairs will determine their “check-in” schedule for the 21-Day period. (We recommend in-person or via phone.)
7. Remind the team that the Peer Coach role is to be supportive and assistive with their partner. Check-ins are not intended to be therapy or extensive dialogue sessions - keep them focused on outcomes.
8. Schedule a quick mid-term discussion to ensure everyone is staying on track and a more in-depth discussion topic at the 21st day follow-up, or celebrate progress made. (Bring prizes for those who completed the 21-Day Process!)

Emergenetics Book Review



Self-Study to Broaden Knowledge and Application of Emergenetics

Purpose

To broaden knowledge and application of Emergenetics Skills.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.

Estimated Time Requirement

30 - 60 minutes weekly or biweekly.

Action Steps and Supplies

1. Order *Emergenetics: Tap Into the New Science of Success* or *Work that works: An Emergenetics Guide* books for all team members.
 - Our office will be happy to assist you, or they can be ordered directly through our website link to Amazon.com.
2. You will want to have perused the book prior to start of the book review to determine the sections that are of most use to the team.
 - You may start with any chapter - the book does not need to be read or discussed in sequence.
 - You may also find the Toolbox section beginning on page 279 to be a helpful source of dialogue.
 - For some ideas about specific topics for discussion, see the reference list on the following page.
3. Schedule a time when team members can gather with few interruptions for 30 minutes to 1 hour on a regular basis. (Weekly or bi-weekly is best.)

Facilitating the Exercise

1. Explain the purpose of the book review and distribute the books.
2. Review the table of contents together and prioritize the key sections for discussion - or - share your prioritization of sections based on the team's developmental needs.
3. Identify volunteers to lead the discussions. (You may want to lead the first session as an example.)

Emergenetics: Tap Into the New Science of Success

Book Review



Self-Study to Broaden Knowledge and Application of Emergenetics

Using the Emergenetics Model in Business Worksheet

Listed below are areas of the book, *Emergenetics: Tap into the New Science of Success*, where topics are addressed in the seven-attribute format.

Subject	Location in <i>Emergenetics: Tap into the New Science of Success</i>
Burning Question	Chapter 3
Learns by. . .	Page 33
Adjectives	Chapter 3, Page 53
Statements	Chapter 3
Lack/Vulnerability/Drawbacks	Chapter 3
Taglines	Chapter 3
Change	Pages 123, 299
Written clues	Page 163
Filters	Page 178
Phrases	Page 185, Chris' sheet
Selling/Marketing	Page 202
Conflict	Page 205, 295
Leadership	Page 209
Reward and recognition	Page 227, 293
Decision making	Page 240, 296
Creativity	Page 245
Perfect Office	Page 259
Notable Brains	Throughout the Book
Flexing	Page 185, Chris' sheet
Derailment reasons	Page 267
Interview Questions	Chris' sheet and page 269
Buying a computer	Page 285
Complete a project	Page 286
Meetings	Page 287, 294
Feedback	Page 288
Communicating to...	Page 289-290
Presentation Style	Page 291
Listening	Page 292
Mission statements	Page 297
Implementation planning	Page 298

Team Emergenetics Calendar



Facilitating Team Involvement

Purpose

To facilitate team involvement in anchoring Emergenetics skills and maintaining skill levels after a workshop.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.

Estimated Time Requirement

15 - 30 minutes, depending on level of team discussion.

Action Steps and Supplies

1. Create a monthly calendar in a large format to post at the front of the room - you may want to create three months at a time.
2. Allow room for Post-It notes or making notes on the calendar.
3. Schedule a team meeting to discuss the Team Emergenetics calendar.
4. Bring the calendar, Post-It notes and markers to the meeting.

Facilitating the Exercise

1. Allow the team to brainstorm ways in which they can anchor their insights, gain new skills, practice new skills, and further integrate Emergenetics into the team culture. (e.g. Take someone with a different profile to coffee and discuss how he/she approaches a topic on which you would like input; post profiles outside office/cubicle, etc.) It is okay to make this a high energy, fun activity - it may aid in the brainstorming process.
2. Use the calendar to mark when these events will occur - start and finish times, or simply the date.
3. Keep the calendar posted in a main area and ensure you remain aware of key dates - remind the team of these via e-mail (or ask for a volunteer to do this for each month.)
4. Plan to follow up at a future team meeting to share team progress and insights and adjust the process as needed.

Rounding Exercise



Sharing Emergenetics Insights

Purpose

To provide an easy and fun team exchange of insights about their individual Emergenetics Profiles.

Level

Entry-level

Time-Frame

Can be used immediately after the initial workshop.
(Use only if Emergenetics Profile Release forms have been signed by participants.)

Estimated Time Requirement

Time will vary based on number of team members and items shared.

Action Steps and Supplies

1. Schedule an Insights-Rounding team meeting.
2. Ask all team members to bring their Emergenetics Profiles to the meeting.
3. Provide them with a copy of the Rounding Exercise worksheet on page 52 prior to the meeting. Inform team members the topics you will be discussing so they can prepare their comments for sharing.

Facilitating the Exercise

1. Ask for a volunteer to go first and establish the order of all participants' presentations. (Either go around the room from the first presenter, or allow the presenter to select the next person until all have presented.) Ensure you present your profile and 3-2-1 answers during this process!
2. Ask each participant to share their Emergenetics profile and an insight from the list you provided prior to the meeting.
3. Once all participants have shared on the topic selected by the first volunteer, ask for another volunteer to pick another topic and repeat the process.
4. Once all topics have been discussed (or as many as time allows), select from the following questions to facilitate discussion:
 - How did you feel while preparing for this process? (Nervous, excited, anxious, etc.)
 - Was the worksheet easy to complete or hard? Why do you think that was?
 - Were there any commonalities or surprises in the presentations?
 - What did you learn from the presentations?
 - What can we do with this information to get the most from our time spent in this process?

Rounding Exercise



Sharing Emergenetics Insights

Rounding Exercise Worksheet

In our upcoming meeting, each team member will be asked to bring their Emergenetics Profile and also prepare answers to the following questions. You will be sharing these answers with the team to assist in developing deeper levels of understanding and teamwork, and improving communication effectiveness.

1. The attribute I most often use when I am just making decisions through the day is...
(e.g. I have a lot of blue and I most often want to just get to the point and get it done.)
2. Under stress, I tend to...
(e.g. When I am stressed, I tend to forget to include other people – I just want to get something done.)
3. The best way to approach me with a request for my help on something is to...
(e.g. Respect my need for structure. Ask if I am able to interrupt what I am doing or when a good time to discuss the request will be. Then, ensure you tell me what you need from me, and how much time you think it will take.)
4. The best way to approach me with feedback for improvement is...
(e.g. I am a 3rd/3rd assertive, so tell me straight and to the point. Also, tell me why this is negatively impacting you or others.)
5. I am looking for help in building Emergenetics skill in the area of...
(e.g. I want to be more comfortable including others in an effective way. I'd appreciate advice on what others are doing in this area.)
6. When I am unconscious of how I am coming across and my style is not being productive, you can bring my attention to it by...
(e.g. Say, time out. That will get me to stop what I am doing. Then explain how what I have done has impacted you. If possible, this may need to be done after the fact – as I may not be easily able to hear feedback in the heat of the moment.)

and for fun...

7. The cartoon character or superhero that best describes me is...
(e.g. The Incredible Hulk – always able to muscle through something, although not always without leaving a few damaged walls in my wake.)

Peer Coach Instructions



Assistive Growth Method

Purpose

Your team can learn from each other with this method of assistive growth. Pairing up individuals within your team to assist each other through a learning opportunity or to problem solve an existing issue can be a very powerful method of solution gaining. In order to use this method, your team needs to be comfortable working with each other, and clear on confidentiality with each other.

Setting up the coaching partnerships

You may assign, or they may select, partners based on your goal for the coaching process. If you want pairs that will be able to empathize easily with each other's needs, use similar Emergenetics Profiles to determine the partners. If you want to have partners offer a unique or different perspective to the coaching need, select partners based on somewhat different Emergenetics Profiles.

Setting up the exercise

- Announce the partners and ask them sit together. Share the purpose of the process – to assist each other in problem solving and growth.
- Explain how they will identify the topic that they each will use for the process. An easy first item for this work is to have them review their Emergenetics Profile and identify one area where they would like to be more effective. They can reflect on this individually to get clear on the item they want to work on and why.
- Then ask them to share their item with their Peer Coach and take a few minutes to discuss it and provide an opportunity for the Peer Coach's insights and suggestions.
- Ask them to switch roles and allow more time for sharing and discussion.
- Ask each individual to identify one thing to focus upon in the next 21 days that will assist them in building skill in their chosen area. This item must be something they WANT to work on, something they can do every day for the next 21 days, and something that should be relatively short and easy to do (at least for the first time you use this process – it should be something that can be done in 5 minutes or less each day.)
- Provide the instructions on the following page to clarify the Peer Coach's role in this process – noting that each person is a coach and will receive coaching, so it is important to hold up their end of the process.
- Ask each person to share their chosen item to work on with their Peer Coach, and arrange for check-in points along the 21 days.
- Ask the team to come up with a commitment anchor for the team as a whole – this can be cheering when they are complete with their commitments to their coaches or something else that will allow for celebration along with the commitment.

Peer Coach Instructions

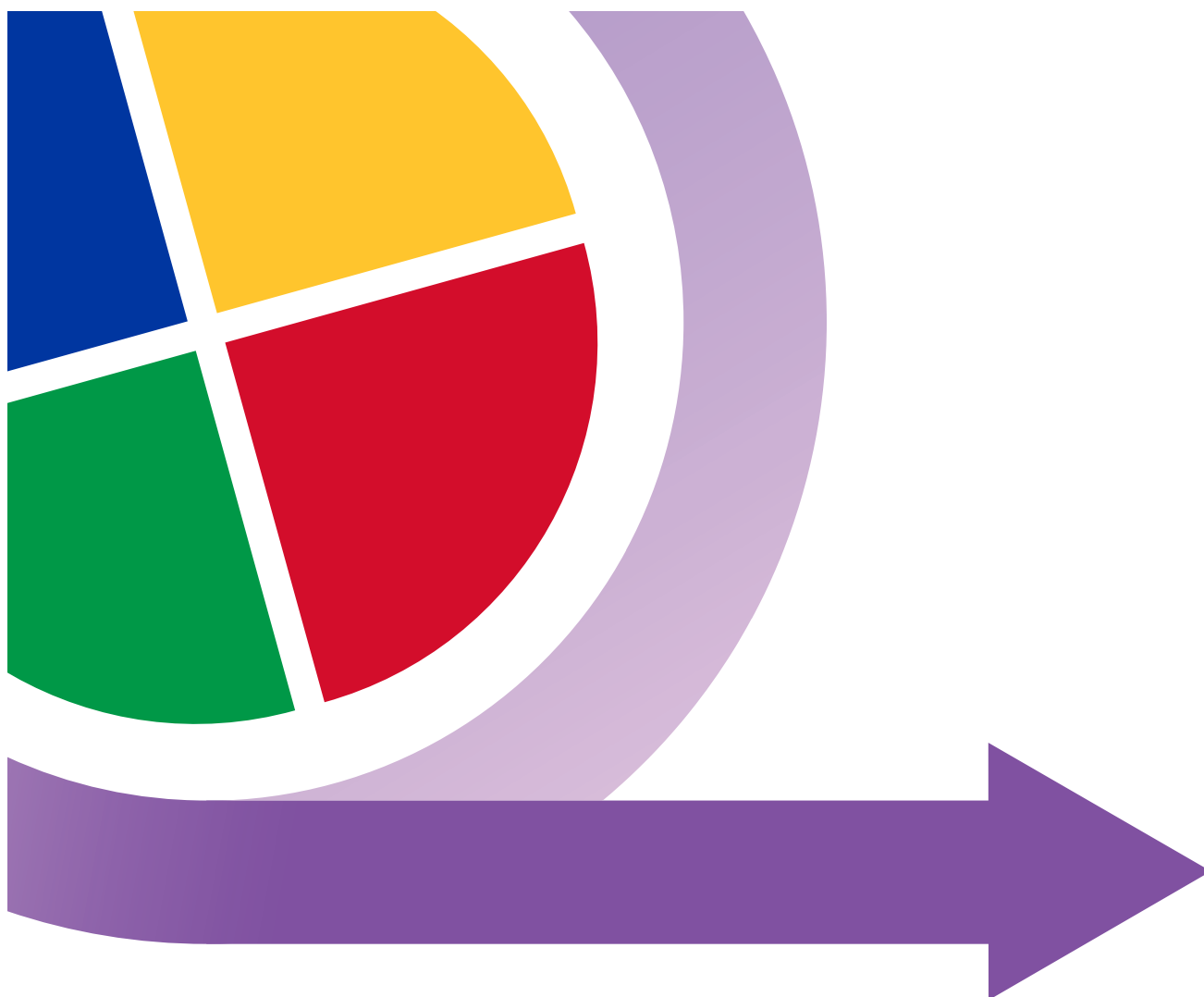


Assistive Growth Method

- Plan for another meeting in 21 days to assess how effective this process was for each member and the changes that your team would like to make to this basic process to make it work best for them.

Peer Coach Role & Responsibilities

- Ensure I understand my partner's 21-day power plan and the reason why it's an important plan.
- Maintain contact over the 21-day plan as promised.
- Listen to my partner's progress.
- Each time we speak, I:
 - ☐ Review my partner's goal.
 - ☐ Ask my partner what steps he/she has taken since our last call.
 - ☐ Ask "what's next?"
 - ☐ Ensure he/she celebrates the progress!
- Report on my plan to my partner in the same way as the above plan.
- Confirm next date.
- Assist my partner in staying focused to his/her plan or to find a new 21-day power plan if their plan is not working.
- Check-in's are usually short 5-10 minutes each!



EMERGENETICS+
APP

Emergenetics+ App

Tool to help you make the most of every interaction.



Overview

As Emergenetics participants, you have the ability to work with one of the most dynamic and cutting-edge tools in talent management. Launched in early 2015, Emergenetics+ is the latest innovation from Emergenetics International. Emergenetics+ is a free mobile app for any person with a Profile, and available for download on Android and iOS operating systems.

What is Emergenetics+?

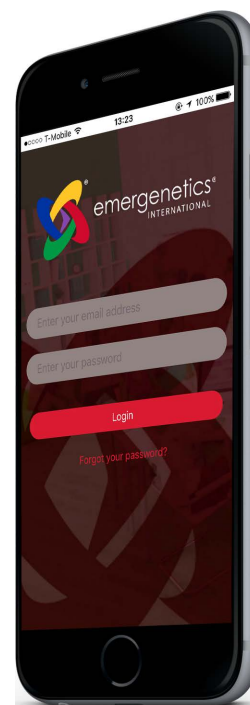
Emergenetics+ extends the Emergenetics experience into an interactive, mobile environment. The app provides a mobile-ready version of a person's Emergenetics Profile. It dynamically facilitates more effective communication and interactions by providing clear-cut, personalized tips based on the unique thinking and behavioral makeup of a person's Profile.

Cost

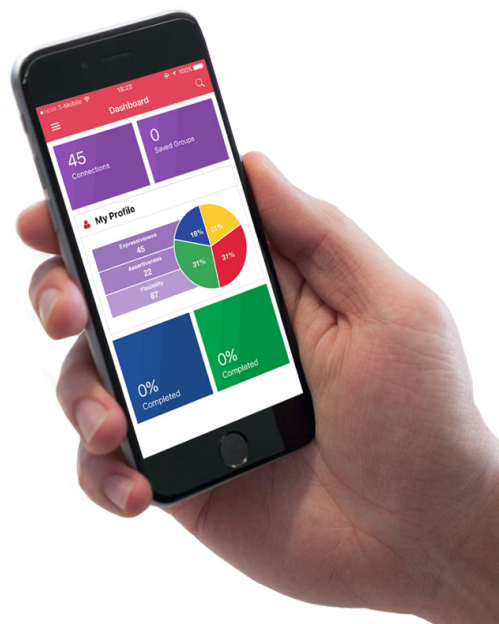
Emergenetics+ is a free app available to any person with an Emergenetics Profile.

Download it now for

FREE!



The Emergenetics+ App allows a person to have all the coaching strategies needed for effective communication right in the palm of their hand!

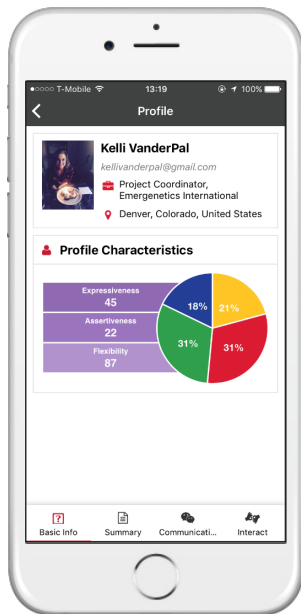


Emergenetics+ App

Tool to help you make the most of every interaction.

Get Started!

Start by learning more about your own profile.
Your profile is accessible anywhere, anytime.

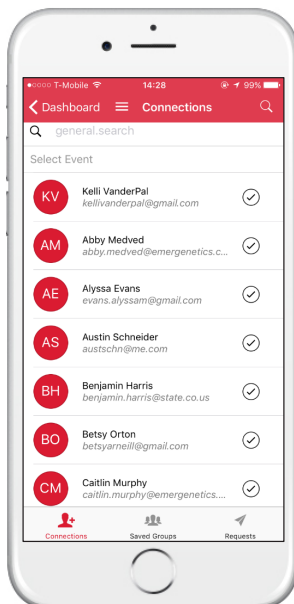


Access your Profile anywhere!

Don't worry about forgetting it
at home...it's right there on
your phone!

Get Connected!

Connect with colleagues who have a Profile, just ask them to
share their Profile.



You can connect with others
and ask them to share their
Profile, making connections
with colleagues.

Emergenetics+ App

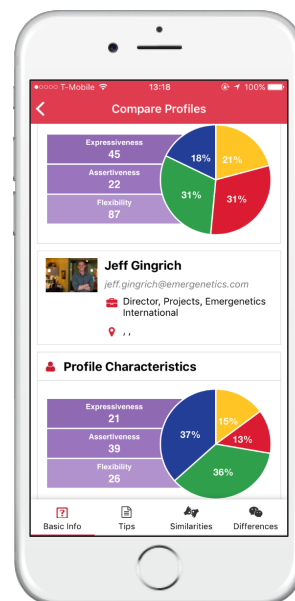
Tool to help you make the most of every interaction.

Compare Profiles

Use the Compare Profiles feature to get strategies for collaboration and communication.

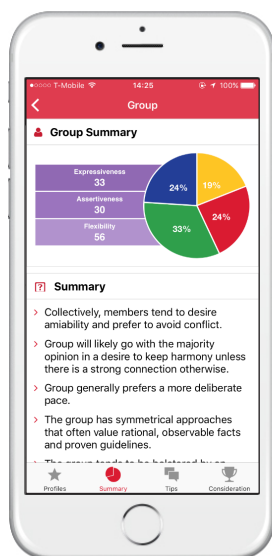


Compare Profiles side by side.
Here you'll find strategies for
ways to collaborate and
communicate!



Create Group Summaries

As you invite others to be part of your connections you can create combined group profile. We've already seen the group profile for today's workshop, now you can do the same with any connections you have. Many departments have sub-teams within the whole group. Here's a way for sub-teams to get a combined group Profile and then get additional information via the icons relative to their combined Profile.



Make a group summary
to see the combination of
thought and behavior
present on your team.

Emergenetics+ App

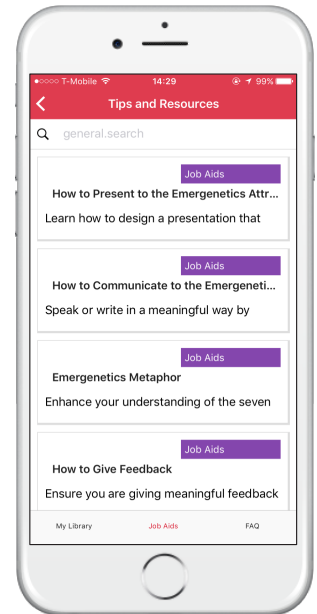
Tool to help you make the most of every interaction.

Helpful Information

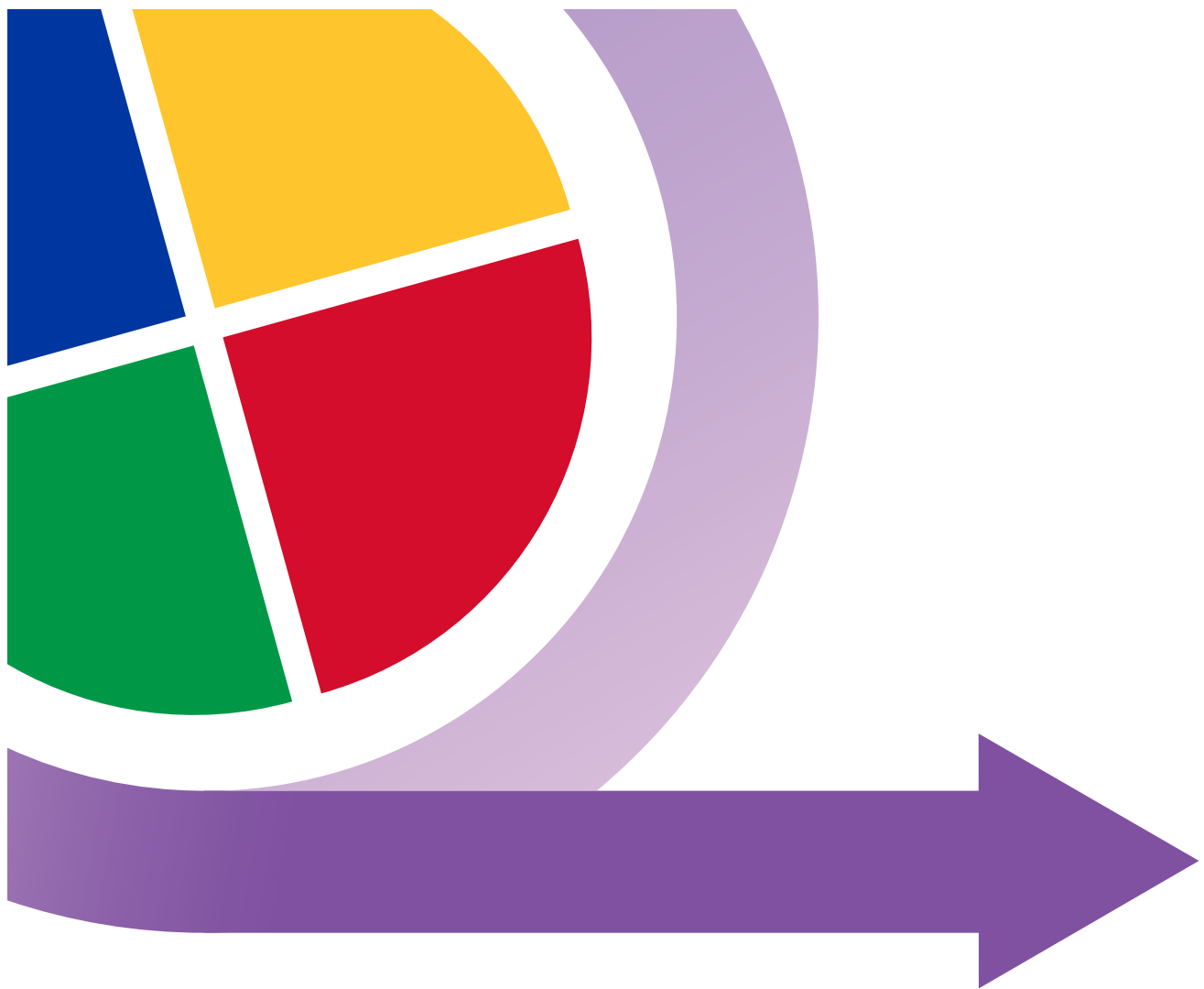
Access to job aids that give information about each Attribute relative to the topics listed.



Access strategies and suggestions
for how to apply Emergenetics in
your daily interactions with
colleagues.



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USING EMERGENETICS TIP SHEETS

Tip Sheets

Learn More About How your Team Members Work

Introduction

Tip Sheets provide a guide for working with others, allowing you and each team member to differentiate your approach based on the way others perceive work and communicate.

In a team dynamic, use the Tip Sheets to:

- “Quick start” a new team or team member within an existing team
- Get a quick, yet in-depth understanding of each individual on the team
- Disseminate knowledge of team preferences and work styles to each member of the group - When every person on the team has the Tip Sheets for the entire team, it creates a common language and understanding
- Clearly identify how to speak, work and understand each other
- See how your strengths and preferences may differ (or display similarities) from others on your team
- Prepare for meetings, conversations and projects by knowing more about each person on the team

Turn the page to see an example of this amazing tool!

To purchase Tip Sheets for your team, please contact Amplitude by sending an e-mail to chris@amplitudetraining.com or calling 775.829.2141. (Please ensure all team members have signed Release Forms prior to purchasing Tip Sheets.)

Tip Sheets

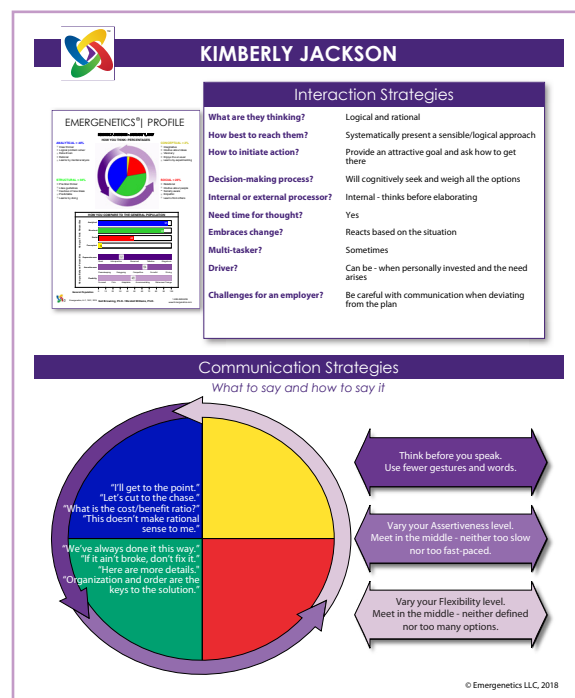
Learn More About How your Team Members Work

Emergenetics Tip Sheets are an invaluable resource and an easy, hands-on way to learn more about how your team members work, process ideas, communicate, think and behave. On one sheet of paper, the Tip Sheet integrates exactly how a person approaches each of these aspects and provides tips on communicating, leading and working with each person. It's like having the answer sheet for the test for each person on your team! How easy is that?

The Tip Sheet is divided into four distinct and concise sections that convey critical insights into how a person thinks and behaves.

Side 1: Customized Thinking & Behavioral Overview

- **Leadership Skills:**
A description of how the person will show up as a leader whether they have that title or not.
- **Thinking Preferences:**
A description of the individual's unique Emergenetics Thinking Preferences and how they are manifested in work and daily life.
- **Behavioral Preferences:**
An overview of the individual's three unique Emergenetics Behavioral Attributes scores and how he/she approaches Expressiveness, Assertiveness, Flexibility.



To purchase Tip Sheets for your team, please contact Amplitude by sending an e-mail to chris@amplitudetraining.com or calling 775.829.2141. (Please ensure all team members have signed Release Forms prior to purchasing Tip Sheets.)

Tip Sheets - continued

Learn More About How your Team Members Work

Side 2: Integrated Overview & Tips for Communicating

- The Combination:

A one-paragraph summary describes a person's leadership style and how their unique combination of thinking and behavioral attributes yields distinctive styles and approaches. This is a template for how this person will work and what you need to know to work with them.

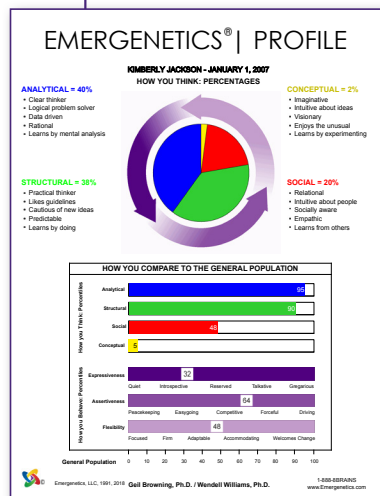
- Tips:

Specific tips on how to best communicate, provide direction and work with each person on your team. Each tip is distinctly formatted to the particular team member.



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KIMBERLY JACKSON



Leadership Styles

As a leader, she may prefer to get the job done with a minimum amount of discussion. She is not afraid to ask tough questions, even if they put other people on the spot. Her idea of looking into the future is to focus on goals that can be accomplished within the next one to three years. She may have trouble delegating, because she isn't sure she can trust others to do the job correctly, and sometimes her desire to do things "by the book" may rein in her creativity. She is probably prompt and task-oriented, and she excels at time management and meeting deadlines. Keep in mind that people who use a lot of "left brain" thinking run the risk of appearing intimidating, so it is important to utilize her ability to adapt her behaviors in order to convey her true intentions.

What are they thinking?

As an Analytical/Structural thinker, she may dive instead of skim the surface. She may prefer to study a subject in depth, and she looks at learning vertically—from a deep, narrowly focused point of view. She probably approaches problems rationally and reaches decisions based on data, research, and proof. Her thinking is not intuitive, so she probably relies more on being thorough and less on sudden inspiration. She may like math and enjoy guidelines. Probably she is a clear thinker, is logical and methodical, and excels at time management.

Her thinking can be theoretical, but it probably is not fanciful. Most likely she does not let her emotions interfere with her thought processes. Because she prefers established guidelines and proven techniques, she may be cautious about new ideas. She has a tendency to be somewhat predictable.

Most likely, she describes her work as organized, technical, detailed, efficient, results-oriented, and structured. While she can excel in any profession, chances are she enjoys computers, financial analysis, projects that have parameters, and making continuous progress in established processes. She may be comfortable working alone or independently, and she may prefer to do tasks herself instead of delegating them to others, who might make mistakes.

Behavioral Preferences

Because her level of **Expressiveness** is in the first third, she is probably calm, thoughtful and quiet. In general, she probably keeps her thoughts to herself, her facial expressions may be stoic, and she can maintain confidential information easily. She may learn by listening and reflecting.

Because her level of **Assertiveness** is in the second third, she is in the "It Depends" group. When it comes to being in charge, she can go either way. She may step it up and behave in a more telling manner, or step back and let others take the lead.

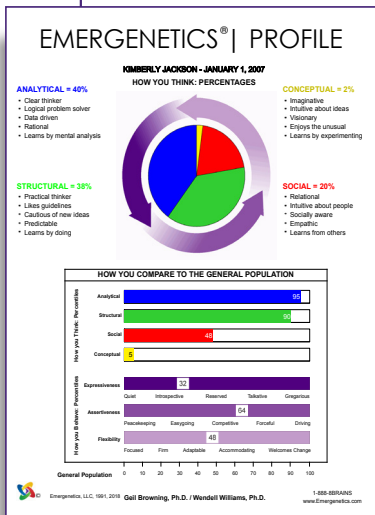
Because her level of **Flexibility** is second third, she is in the "It Depends" group. She may behave in a more easygoing manner, or she may take a firm position. Depending on the situation and her companions, she decides how much energy she wants to put into being affable and easygoing, or determined and controlling.

www.emergenetics.com

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KIMBERLY JACKSON



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**USING
EMERGENETICS
REPORTS**

Using Emergenetics Reports

Introduction

One of the added benefits of Emergenetics is the variety of ways you can use/display the results with your team. This section introduces you to the Emergenetics reports available and provides an overview of how to use them to amplify understanding and results.

Steps to Take

- Review this section and identify the reports that will be useful to your team.
- Contact Amplitude (chris@amplitudetraining.com or 775.829.2141) with your report requests.
- Utilize the individual report usage ideas for highest impact with your team.
- Update your reports when you have staff changes to ensure they remain current.

Emergenetics Group Profile

Looking at Your Team as a Whole

The Emergenetics Group Profile provides a clear, concise way to look at your team as a whole through the Emergenetics model. By aggregating your entire team's scores and answers on the Emergenetics Questionnaire, the summary profile provides an easy way to see your team's overall preferences, strengths and potential challenges.

For example, if your team lacks a preference in a particular Emergenetics Thinking Attribute, the team will need to make a conscious effort to think in that mode of thought and identify how it would contribute to their overall ideas and work. Or, you may want to recruit another person into the team who will bring that attribute to the table.

Remember, this report reflects the team average. The scores on this report can be very easily affected by scores at either end of the spectrum (especially in a small team). Even though scores may generally fall in the middle, they may be anchored by two very different percentile scores.

In a team dynamic, use the Group Profile to:

- Gain an overall, at-a-glance picture of your team results
- Understand where your team's strengths lie
- Identify areas that you may want to focus
- Create a clear way to compare individual profiles to that of the group - this brings a new level of insight as to how each person compares and what his/her preferences bring to the group.

To request your Team's Group Profile, please contact Amplitude by sending an e-mail to chris@amplitudetraining.com or 775. 829.2141. Group profiles are free of charge with the purchase of a fieldbook.

Emergenetics Group Profile

Looking at Your Team as a Whole

EMERGENETICS® | GROUP

EXAMPLE REPORTS -

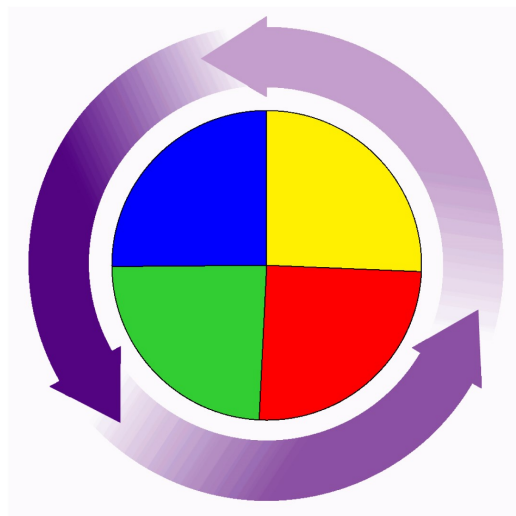
HOW YOU THINK: PERCENTAGES

ANALYTICAL = 25%

- Clear thinker
- Logical problem solver
- Enjoys math
- Rational
- Learns by mental analysis

STRUCTURAL = 24%

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



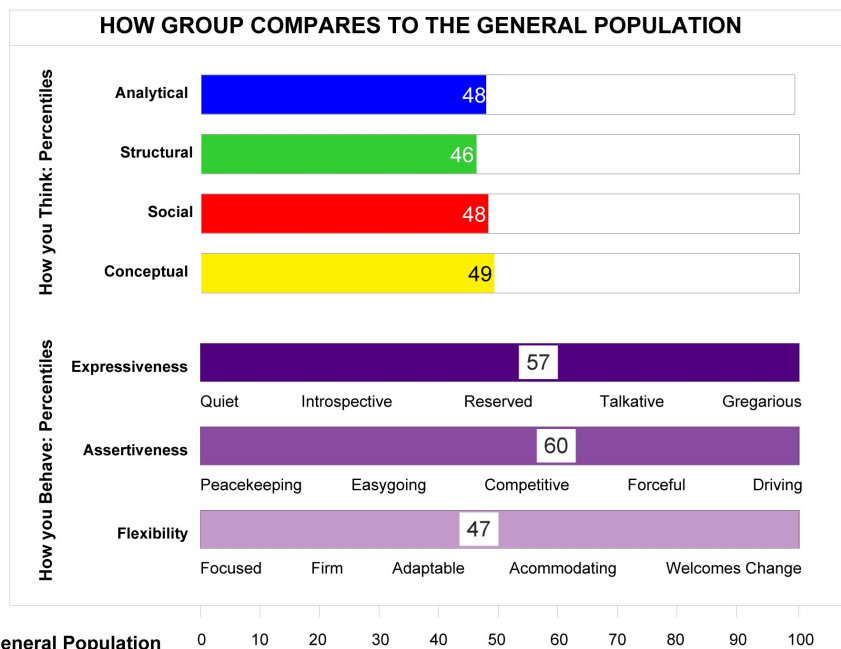
CONCEPTUAL = 26%

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

SOCIAL = 25%

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

HOW GROUP COMPARES TO THE GENERAL POPULATION



Emergenetics, LLC, 1991, 2012.

Geil Browning, Ph.D. / Wendell Williams, Ph.D.

To request your Team's Group Profile, please contact Amplitude by sending an e-mail to chris@amplitudetraining.com or 775. 829.2141. Group profiles are free of charge with the purchase of a fieldbook.

Combined Scores (Dot) Chart

Individual Scores Displayed with a Group Average

Similar to the Group Profile, the Emergenetics Dot Chart amasses all the scores of a group or team in an easy, one-page report. Unlike the Group Profile, the Dot Chart creates a way to view both individualized scores (anonymously) as well as the overall average of the group. This format provides a more nuanced viewpoint to understand the way individuals affect the team dynamic.

As the example to the right shows, the Dot Chart creates a “Group Average Line” through each of the seven Emergenetics Attributes. By connecting the attributes via the line, this chart visibly and convincingly highlights where a group or team has overall preferences as well as where there are noticeable lacks of preference.

More importantly, the Dot Chart allows you to see both the average and the individuals. By placing dots that are representative of each person in the group’s percentile scores in each attribute, you can very easily see how the group averages are derived. This is a critical element of learning, as the average is placed in context of those within the group.

For example, a group whose average is in the 50th percentile for Structural Thinking is anchored very heavily by individuals on the very left end of the spectrum and those on the right end, the group will think very differently than a group whose Structural score is also in the 50th percentile, but whose individual members are all clustered around the middle.

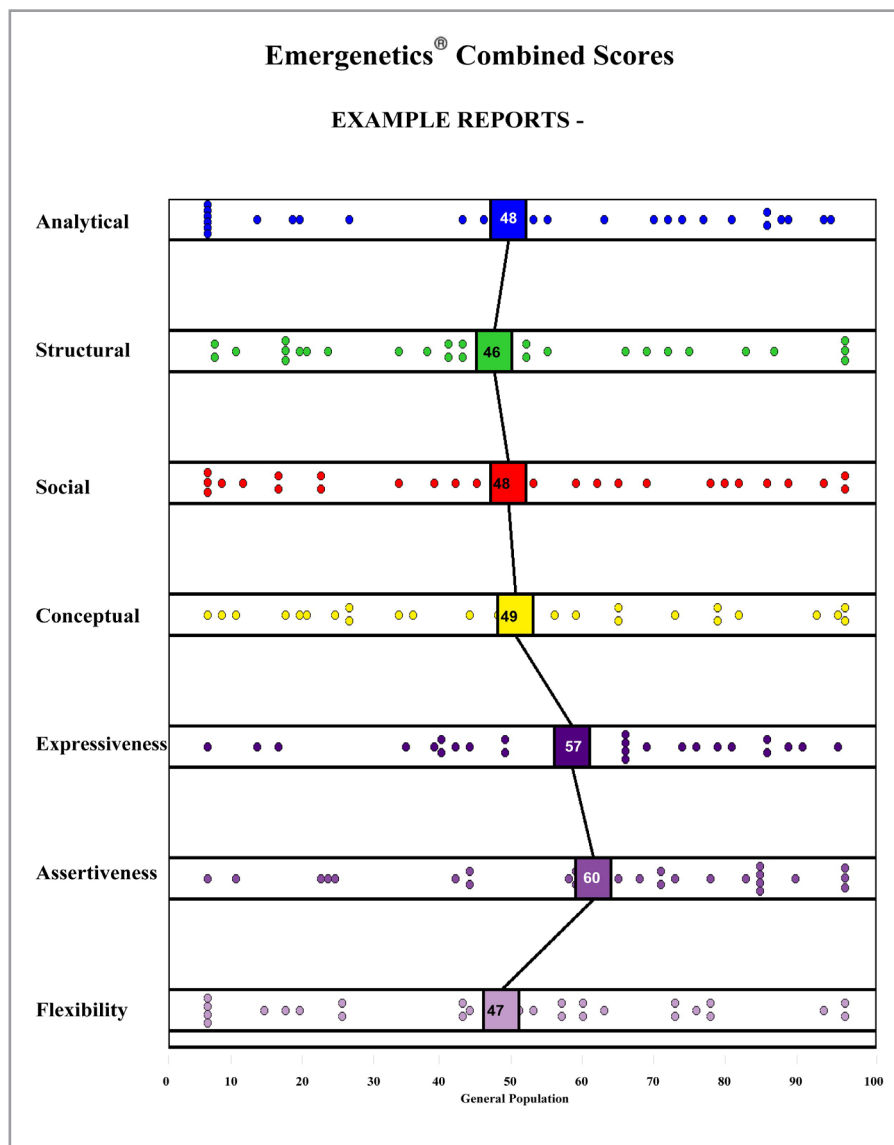
To request your Team’s Dot Chart, please contact Amplitude by sending an e-mail to chris@amplitudetraining.com or 775. 829.2141. Dot Charts are free of charge with the purchase of a fieldbook.

Combined Scores (Dot) Chart

Individual Scores Displayed with a Group Average

In a team dynamic, use the Dot Chart to:

- Develop an easy, quick visual of your team's intensity around each Emergenetics Attribute
- Understand your team's strengths
- Identify attributes where the team is similar or diverse
- Understand areas in which you may want to focus for skill building or to prevent over-use
- Create a clear way to see the overall context of your entire team and how each individual member affects the group as a whole
- Easily and visually see the differences between individuals on the team in a safe, anonymous fashion



To request your Team's Dot Chart, please contact Amplitude by sending an e-mail to chris@amplitudetraining.com or 775. 829.2141. Dot Charts are free of charge with the purchase of a fieldbook.

WE-Team Overview

Create a Workgroup that Encompasses All Emergenetics Attributes

WE-Team Reports

Amplitude can create WE-Teams for you based on the proprietary Emergenetics algorithm. Or, you can identify diverse Emergenetics profiles to create WE-Teams yourself to assemble the most productive mix of brains to amplify results.

As you can see in the sample WE-Team chart below, each person on the work group/team is identified and their Profile is on display. This creates a trusting environment where each person's input within the work group/team can be rooted in their Emergenetics Profile.



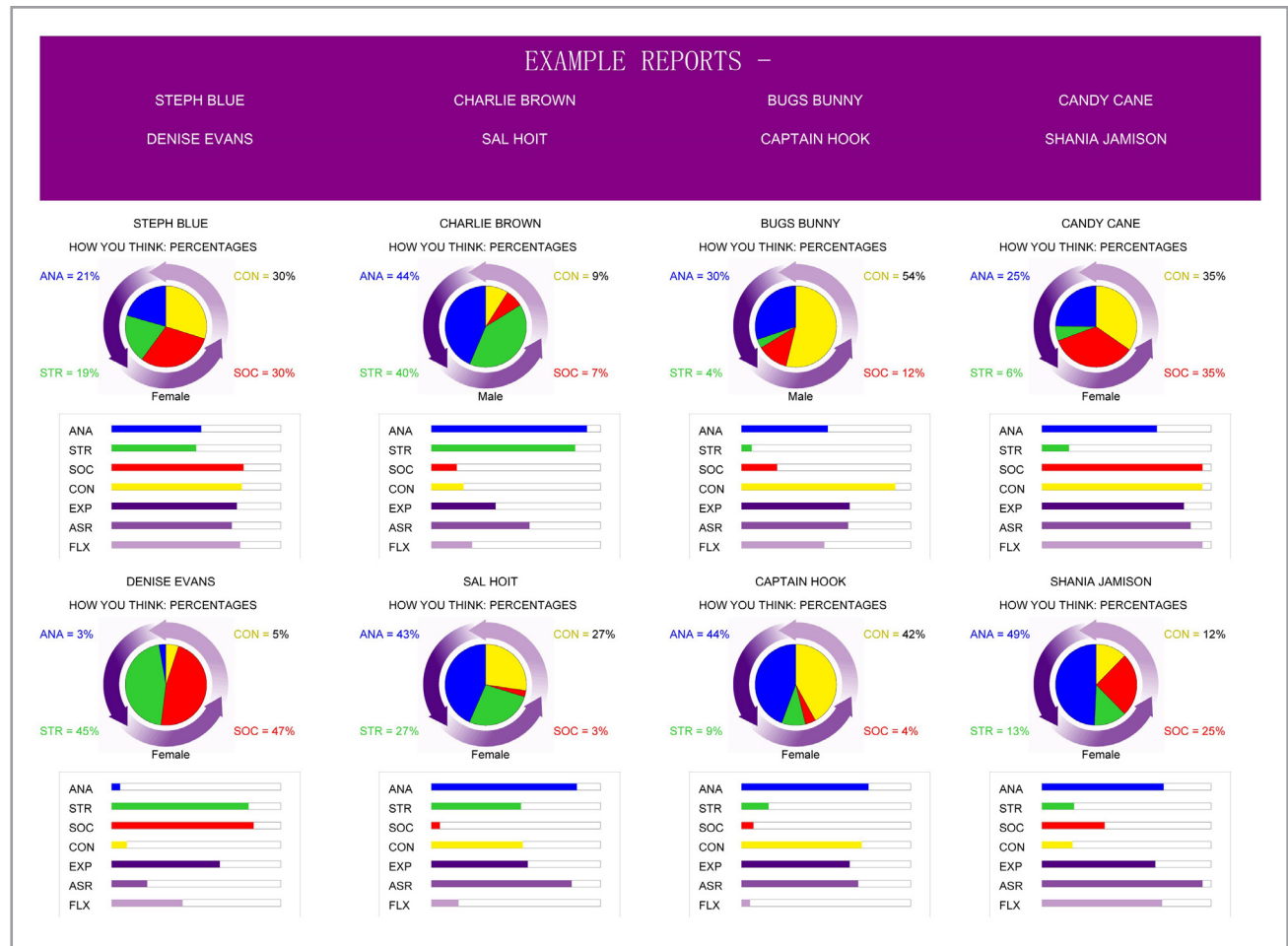
To request your WE-Team or Alphabetical Charts, please contact Amplitude by sending an e-mail to chris@amplitudetraining.com or 775. 829.2141. WE-Team or Alphabetical Charts are free of charge with the purchase of a fieldbook.

WE-Team Overview

Create a Workgroup that Encompasses All Emergenetics Attributes

Alphabetical Team Chart

While the WE-Team Charts are perfect for working groups, you may also want to share your entire team's profile results within the team. An easy way to do this is through the Alphabetical Chart. All individual profiles are listed alphabetically by last name in one report. (See sample below.) This report should be updated and redistributed as team membership changes.



In a team dynamic, use the WE-Team and Alphabetical Team Chart to:

- Quickly and easily view every person on the work group/team's Profile
- Understand where your team's strengths lie
- Understand area in which you may want to focus - this could entail adding another person to the team who has a preference that is currently not present in the WE-Team
- Ensure that your team has a foundation of diversity to work most effectively
- Assist individuals in identifying "off-line" coaches to assist them in building skill in attributes out of preference

To request your WE-Team or Alphabetical Charts, please contact Amplitude by sending an e-mail to chris@amplitudetraining.com or 775.829.2141. WE-Team or Alphabetical Charts are free of charge with the purchase of a fieldbook.



**ADVANCED
EMERGENETICS**

Advanced Emergenetics & Other Topics

Amplify Success!

Introduction

There are many options to help your team progress in their knowledge and use of Emergenetics. After using the introductory exercises in this field book, they will be ready for advanced levels of integrating Emergenetics into their work style, and reaching even greater levels of performance and results.

Of course, since all training and facilitation is customized to your team's needs, contact Amplitude at chris@amplitudetraining.com or 775.829.2141 to discuss. (Allow 6 to 8 weeks to clarify the workshop design and calendar a date that will ensure full attendance.) Following are some options to explore:

Ramp Up Sales Results

Amplify your bottom line results when you integrate Emergenetics into your sales process. Participants will gain a richer understanding of the individual clients and entire client organizations, be better able to gain rapport with even the toughest customers, and expand their ability to make the sale.

- May be held any time after the initial workshop.

Build Strength Through Executive Coaching

Build Individual results through micro-educational opportunities (one-on-one meetings with a coach.) This confidential, highly customized service allows participants to focus on specific self-improvement, performance improvement, promotional readiness, or other individual needs. By focusing on individual growth and development, in specific areas key to an individual's success, your team results can skyrocket!

- Recommend initiating as close to initial workshop as possible/practical for best results, although can be initiated at any time.

Advanced Emergenetics

Even the best leaders find that exercises facilitated by someone external to the team can be highly beneficial. In this customized workshop, participants gain a deeper understanding of the seven attributes, learn how to identify preferences in others, build acumen in the strengths-based approach to communication and team, and build trust within the team. Highly interactive and focused on the needs of the team, this will definitely reenergize your team.

- Recommend initiating between three and six months after initial workshop, if you are also facilitating Emergenetics-based team exercise at regular meetings.

Advanced Emergenetics & Other Topics

Amplify Success!

Leadership Development and Emergenetics

Leaders, managers, supervisors and lead staff can all benefit greatly from advanced training in how to use Emergenetics as a leader. Skills to be gained from this workshop: trust building, team building, communication effectiveness, conflict resolution, engagement building, coaching for success, performance counseling, and staff development. This workshop is perfect for gaining the full return on your Emergenetics investment!

- Recommend initiating anytime, before or soon after the initial workshop.

Emergenetics and Emotional Intelligence

In this workshop, participants gain skill in the new business imperatives of intentionality, tenacity, resilience, creativity, and emotional awareness/acumen. Pairing these with one's personal Emergenetics Profile is a powerful learning experience and sets the stage for intensive growth.

Contact Amplitude (chris@amplitudetraining.com or 775.829.2141) to discuss bringing any of these workshops/services to your team!

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EMERGENETICS OVERVIEW

Emergenetics Overview

Reinforce your Emergenetics Neural Pathways

Introduction

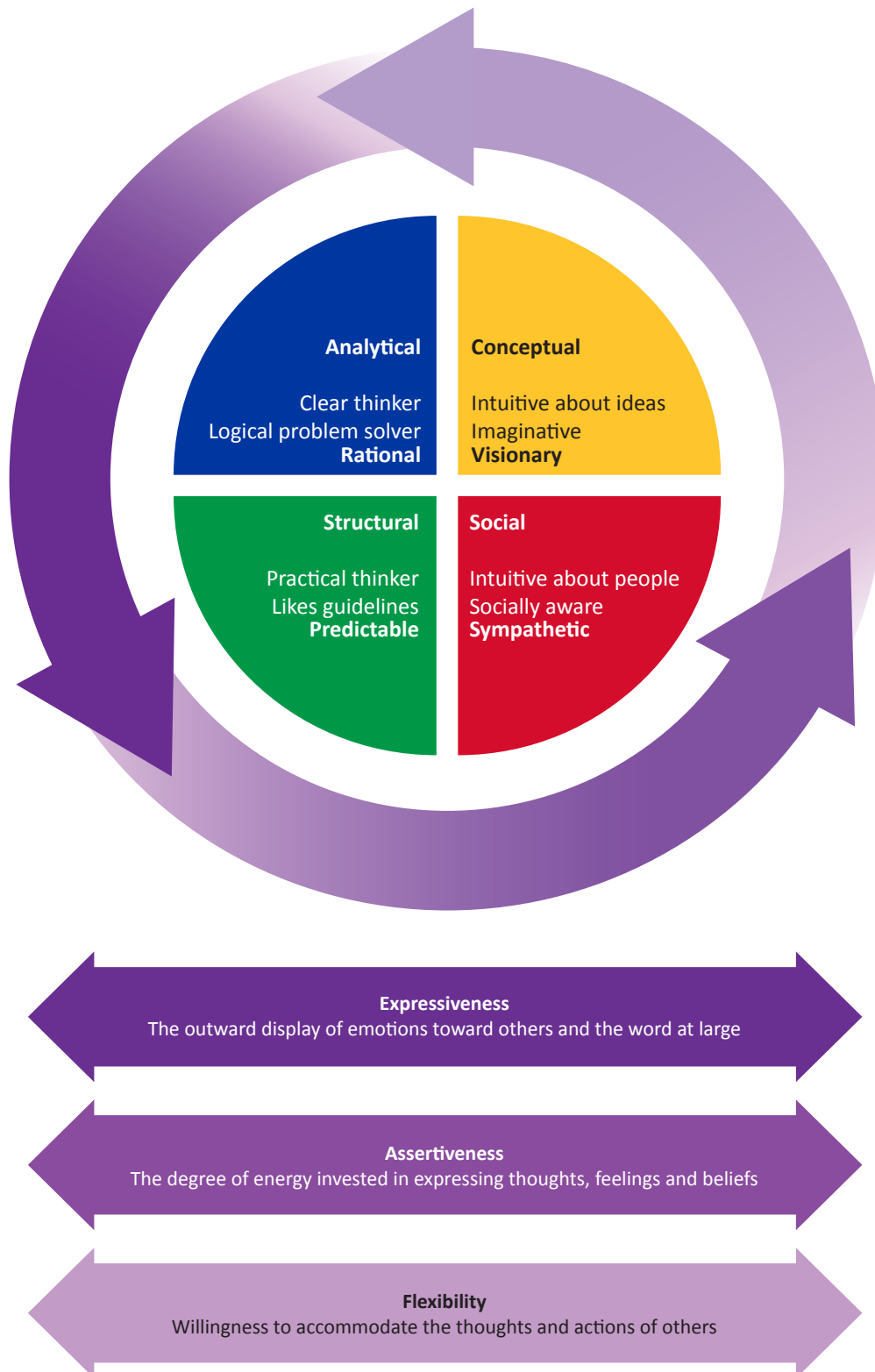
This section will assist you in your Emergenetics knowledge and prepare you to be an internal expert in the language and understanding of the Emergenetics concepts.

Steps to Take

- Review this section regularly to reinforce your Emergenetics neural pathways.
- Share this information within your team to help deepen their understanding and use of Emergenetics.

Attributes Graphic Overview

Emergenetics Attributes Defined



Terminology Tips

Using the Language of Emergenetics



What You Should Be Saying: (Thinking Attributes)

The Blue Part of Your/the Brain
The Blue Attribute/The Blue Brain
Blue Pathways

What You Should Be Saying: (Behavioral Attributes)

1st/3rd, 3rd/3rd Expressive
First-Third, Third-Third Expressive
Your Expressive Bar is to the Left/Right
2nd/3rd, It-Depends Group, In the Middle



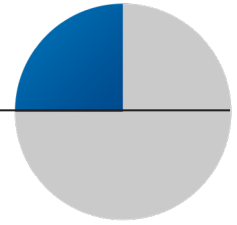
What You Should NOT Be Saying: (Thinking Attributes)

You/The Blues
Blue People

What You Should NOT Be Saying: (Behavioral Attributes)

Low, High Expressive
Not Expressive, Very Expressive
You are High/Low Expressive
The Two-Thirds

Analytical (Blue) Considerations



Understanding Emergenetics Thinking Attributes

Description

- Scientific
- Analytical
- Logical
- Rational
- Intellectual
- Academic
- Theoretical
- Disciplined
- Mathematical
- Prefers deductive reasoning
- Intimidating

Problem Solving Gift Rational, logical/scientific method.

Asks Why? or How do you know that?

Leader's Role Clearly the person in charge, rational, instructive.

This brain wants a relationship with a leader who is intelligent, knowledgeable and, depending on his/her behavioral attribute, in command. For example, if you are working with a strong Analytic whose Assertiveness score is in the 3rd/3rd percentile, watch out! This person likes to lead and will take over if you are not strong enough. If you are working with a strong Analytic who also has a 1st/3rd Flexibility factor, a simple mistake will cause this attribute to discount you.

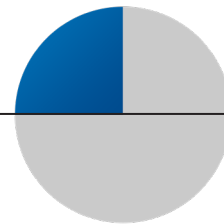
Absolutes

- Know your material.
- Begin and end meetings on time.
- Provide an overview and objectives of the meeting.
- Provide something to read and, if possible, send out information beforehand. This attribute wants to come to the session prepared!
- Be able to back up your information with research or hard facts and data.
- Be able to cite references and/or authors.
- Provide time for questions and answers.
- Encourage this brain to ask critical questions.
- Acknowledge this brain's intelligence and contribution to the class.
- Use precise, clear language.
- Know your material.

Working Environment

- Prefers bright light.
- Prefers the leader's dress and demeanor to be formal.
- Prefers a formal environment.
- Enjoys puzzles and other manipulatives to work with.

Analytical (Blue) Considerations



Understanding Emergenetics Thinking Attributes

Creative Gift Good at designing systems.

Computer programs are now available to help this brain “draw” and its creativity has been enhanced. For example, Stephen Schutz, Ph.D. in theoretical physics (most physics majors are Abstract, Blue/Yellow thinkers), invented what the Denver Post termed “beautiful and often dazzling works of art in a series called 5-D Stereograms.” These are the cards whose covers sport pictures that look like dots, but when you hold them at a proper distance a three-dimensional figure jumps off the page. Schutz claimed he was able to design these only after the latest software was invented. Software such as this has unleashed a whole new wave of artistic expression for Blue/Green thinkers who have traditionally believed they were not creative.

Humor Make certain your humor and/or stories are relevant.

Energizers

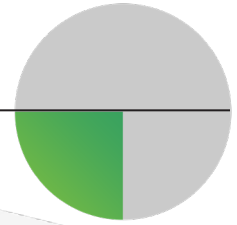
- Stay on task.
- You can get to the bottom line and/or do overviews, but be prepared to explain how you got there. You can also make digressions if they are relevant but, in the end, be certain to loop back to the beginning so it appears you have been on task the whole time.



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

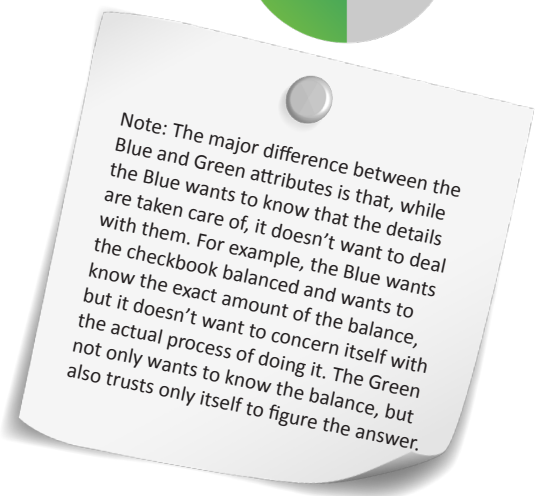
Structural (Green) Considerations

Understanding Emergenetics Thinking Attributes



Description

- Likes structure
- Methodical
- Conventional
- Practical
- Likes rules and regulations
- Conservative
- Institutional
- Task-oriented
- Common sense
- Precise
- Plodder
- Organized
- Sequential
- Tangible
- Loves cookbook approaches
- Prefers black and white printed information



Problem Solving Gift

Solves problems through a tedious, detailed, methodical step-by-step process.

Asks What are the practical applications of this theory to me or to my work?

Leader's Role

To give procedure and direction in such a way that something tangible can be measured by the end of the program.

Absolutes

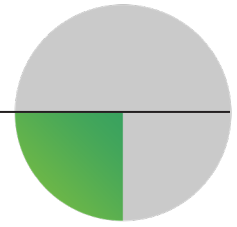
- Begin and end meetings on time.
- Use an agenda.
- Don't deviate from the agenda unless you warn him/her.
- Don't deviate from the point of discussion unless you identify you are doing so, e.g., "I'm going to take a slight digression, but I will come back to the point in a minute."
- Have all your materials organized and at hand.
- Provide a chart that can be reviewed and referred to later. We call this the cookbook approach that contains absolute, "how to" information.
- ALWAYS summarize the key points.
- NEVER make a spelling or grammatical error.

Working Environment

- Prefers bright light.
- Minimalist, well-designed space.
- Prefers leader's dress and demeanor to be business appropriate, conservative.

Structural (Green) Considerations

Understanding Emergenetics Thinking Attributes



Creative Gift

This brain can take a disorganized work and organize/systemize it in such a way that creativity results. It makes sense out of chaos.

Humor “We will laugh when the work is done.”

Energizers

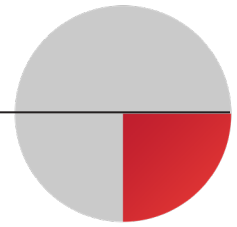
- Following up on details.
- Bringing information or jobs to closure.



- Enjoys directions
- Predictable
- Practical
- Makes and follows plans carefully
- Likes closure

Social (Red) Considerations

Understanding Emergenetics Thinking Attributes



Description

- Introspective
- Emotional
- Experiential
- Inter/intrapersonal
- Collaborative
- Intuitive (visceral)
- Empathic
- Sympathetic
- Team-oriented
- Likes to relate
- Sensitive
- Thoughtful

Problem Solving Gift

Solves problems through connecting, employing assistance from and engaging people in the solution.

Asks Who are you? Who am I?

Leader's Role

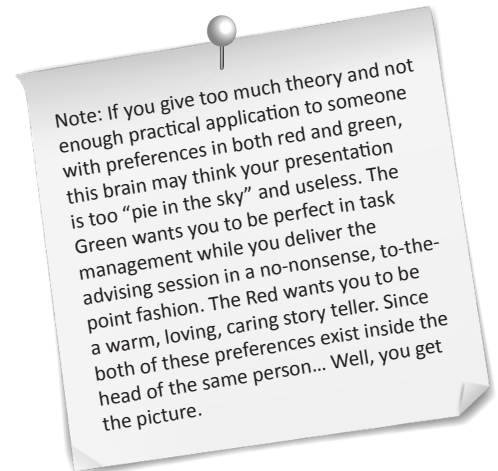
The Red attribute wants you to be an interpreter of the information, coach, facilitator, empathic friend.

Absolutes

- Use plenty of real-world examples. Tell stories that relate to the theory.
- Change the atmosphere occasionally if possible.
- May deviate from the agenda - especially if you are going to tell a story. Again, be very cognizant with whom you are dealing.
- Don't speak longer than fifteen minutes without changing something (unless you are telling a story.)
- ALWAYS have written directions. It's the Red attribute that asks, "Excuse me, what are we suppose to do next?" after you have just given the instructions. This can make you crazy and is easily avoided simply by issuing written instructions.
- Provide, at minimum, a writing implement and paper.
- Use examples to illustrate concepts.

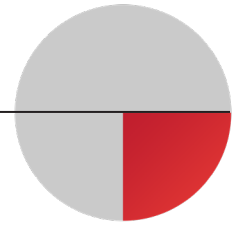
Working Environment

- Comfortable in a variety of settings.
- Prefers leaders's dress and demeanor to be casual or informal.
- Prefers an informal classroom - will sit on the floor.
- Enjoys manipulatives. As one person with a preference in Red said, "When my hands work, my brain works."



Social (Red) Considerations

Understanding Emergenetics Thinking Attributes



Creative Gift

This attribute knows how to help disparate combinations of individuals interact with each other.

Humor

The Red attribute enjoys humor but you need to be sensitive about your humor. It is this part of the brain that won't like ethnic, off color, sexist, etc. remarks, and, if it has a 3/3rd Assertiveness level, it will let you know in no uncertain terms.

Energizers

- Casual, comfortable environment.
- Likes sitting on the floor.
- Dislikes sitting in one location too long.
- Likes touchable materials and/or interesting smells. (e.g. Mr. Sketch Magic Markers, incense, etc.)



- Enjoys helping others
- Emotional
- Relational
- Intuitive about people
- Likes working in groups

Conceptual (Yellow) Considerations

Understanding Emergenetics Thinking Attributes



Description

- Futuristic
- Theoretical
- Imaginative
- Global
- Visual
- Grasps concepts in mind's eye
- Experimental
- Conceptual
- Can be very verbal or very succinct
- Inspired by new ideas
- Intellectually intuitive (Wisdom withOut Words or WOW power)
- Visionary
- Chases options
- Independent
- Dreamer

Note: The major difference between the Red and Yellow attributes is that the Yellow processes information abstractly while the Red processes it concretely. In the strictest sense of the theory, the yellow is more focused on the idea than the people and the Red finds it very difficult to function without people.

Problem Solving Gift

Works best with the creative problem solving model. In other words, it likes to take in as much stimulus as is possible, mentally explore all the options, and then walk away from the problem until the answer pops into its head.

Asks What if?

Leader's Role

A hands-off facilitator who presents options and allows the client to experiment.

Absolutes

- Be fast-paced.
- Give the overview. Do you remember the old axiom of speech giving? Tell them what you're going to tell them, tell them and then tell them what you told them. That was written, in part, for the Yellow attribute who needs to know, up front, the big picture. It asks, "Where is she going with this session? What is the overview?" Then, upon hearing this, it decides whether or not it wants to continue listening.
- Occasionally summarize. When you are going through the agenda for the Green attribute, the Yellow attribute goes out to lunch. It quickly figures out how the meeting will proceed.
- Ask questions.
- This attribute needs lots of changes to keep it from getting bored. Change something at least every fifteen minutes. If the brain holds somewhere between 150 - 300 thoughts at a time, we suspect this attribute will be at the upper end of the continuum and, if you're not moving fast enough, this thinker will think somewhere else. Change can be something as simple as flashing another slide on the projector or as complicated as asking participants to move around the room.

Conceptual (Yellow) Considerations

Understanding Emergenetics Thinking Attributes



Working Environment

- Comfortable in a variety of settings
- Anywhere but in a formal setting is best. Given that is not a possibility, do your best to make the “formal setting” less formal.
- Prefers leader’s dress and demeanor to be very casual.

Creative Gift

This attribute usually defines the word “creative” in the traditional sense - clever, inventive, artistic.

Humor

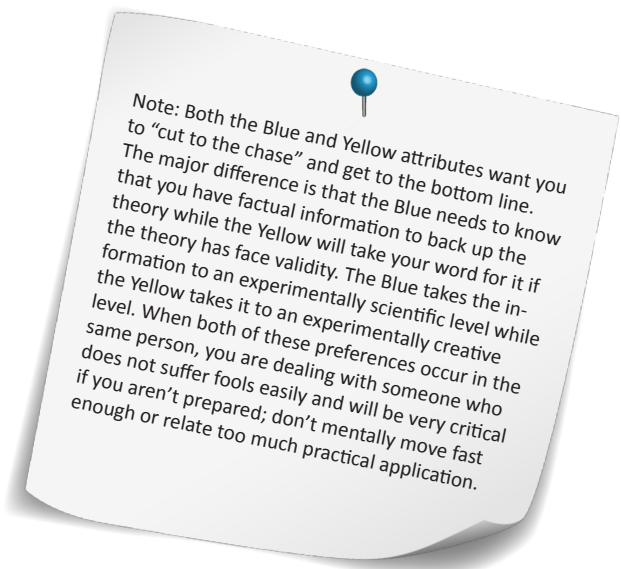
Is essential. This attribute loves the unusual and unexpected. You don’t have to be funny - let those with this attribute take care of that for you. You need only to set the stage that will allow their natural humor to come forth.

Other Considerations

- Use concepts to illustrate examples.
- Use metaphors, color, pictures, symbols.

Energizers

- Brainstorming
- Conceptualizing
- Experimenting
- Humor
- Digressions
- Divergent thinking
- Bottom line: Jump start this brain, then stand out of the way.



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

Expressive Considerations

Understanding Emergenetics Behavioral Attributes

Description

The amount of social interest shown for others and the world around them defines the Expressive learner. Basically, how much of what is going on in someone's brain is shared with others. To avoid stigma from the words low, medium and high, we refer to Expressives as being in the 1st/3rd, 2nd/3rd or 3rd/3rd of the population. Here are descriptions of those at either end of the continuum:

1st/3rd (0 - 33%ile) "Quiet End"

- Likes time alone
- Avoids the limelight
- Prefers safety
- Reenergizes by being alone
- Likes time to reflect
- Appears calm/stoic, even when stressed
- Uses fewer gestures/facial expressions

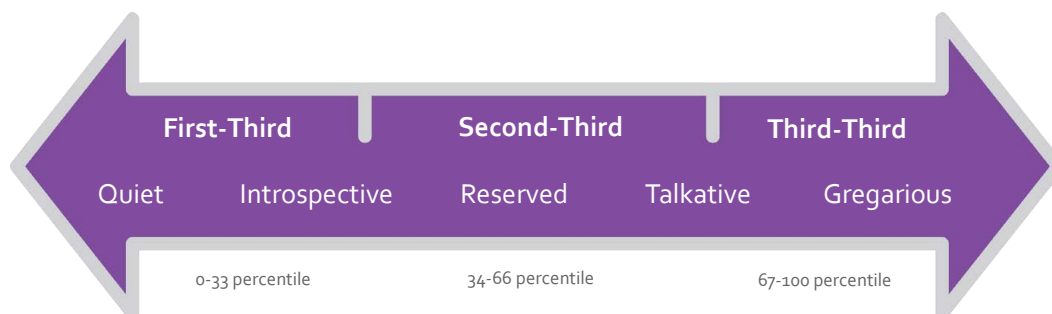
2nd/3rd (34 - 66%ile) "It Depends"

- Will flex comfortably from 1st/3rd to 3rd/3rd based on the situation
- May be hard to predict where he/she will be in any situation

3rd/3rd (37 - 100%ile) "Gregarious End"

- Gesticulative
- Spontaneous
- Gregarious
- Risk taker
- Performer
- Draws energy from being with people
- Loves to share experiences, thoughts, feelings with the group
- Expects a high, enthusiastic response from others and is disappointed if others don't match her/his energy

Note: People assume that Social thinkers are naturally gregarious and extroverted. Be careful in making this assumption. What you observe on the outside, may or may not be directly linked to a person's Social attribute. If you have teammates or clients who have Social preference and are in the 1st/3rd percentile or expressiveness, you may be hurting feelings and not knowing it.



Assertiveness Considerations

Understanding Emergenetics Behavioral Attributes

Description

Assertiveness is the style and pace with which you advance thoughts, feelings and beliefs. This scale measures how someone will assert and what pace they will assert. Since, in Emergenetics Assertiveness is reported in percentiles, the individual's score can be viewed on a continuum from 1st/3rd to 3rd/3rd. As in the Expressiveness attribute, we use the words 1st/3rd, 2nd/3rd and 3rd/3rd to distinguish the difference between low and high. The 1st/3rd behaviors are peacemakers and those in the 3rd/3rd are drivers. EVERYONE is Assertive.

1st/3rd (0 - 33%ile) "Amiable End"

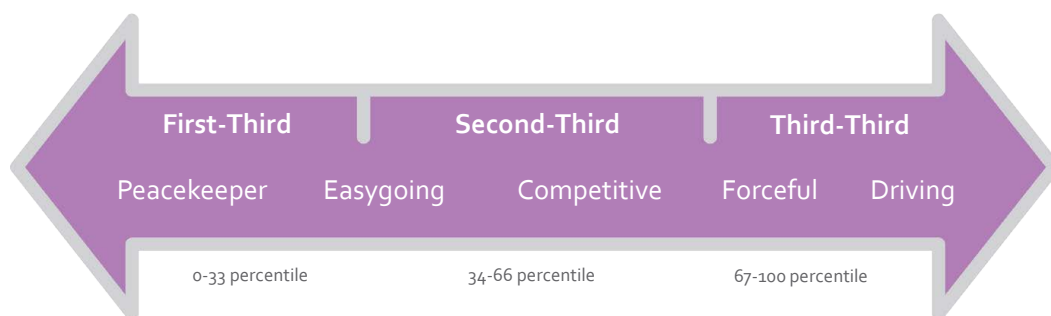
- Easygoing
- Casual
- Follows more than leads
- Seeks peaceful resolution
- Calming approach
- Quiet/shy
- Gentle, consistent pace

2nd/3rd (34 - 66%ile) "It Depends"

- Will flex comfortably from 1st/3rd to 3rd/3rd based on the situation
- May be hard to predict where he/she will be in any situation

3rd/3rd (67 - 100%ile) "Driving End"

- Telling
- Competitive
- Leads more than follows
- Embraces confrontation
- Frequent questioner
- Loves debate
- Fast, forceful pace



Flexibility Considerations

Understanding Emergenetics Behavioral Attributes

Description

Flexibility defines a person's willingness to accommodate to the thoughts and actions of others. This is a very important attribute to watch in today's culture where the ability to change is critical to success. This does not mean however, that the perfect WE-Team™ would contain only Flexibility attributes at the 3rd/3rd level. Just imagine a team of tri-modal thinkers whose percentiles in Flexibility fall between 85 and 95%ile. Who, on this team, would make the final decision? Would anything ever get accomplished? The 1st/3rd behaviors in flexibility are focused and the 3rd/3rd behaviors are accommodating.

1st/3rd (0 - 33%ile) "Focused End"

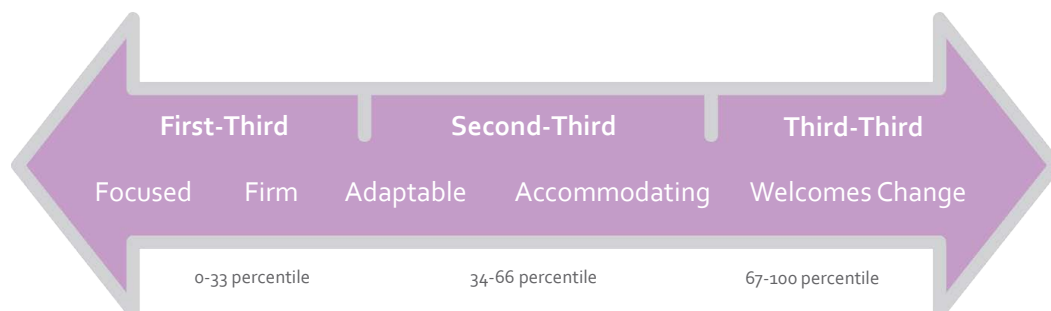
- Likes situations defined
- Holds strong opinions
- Energized by maintaining focus
- Decides easily
- Firm and absolute
- Can be seen as rigid and unbending

2nd/3rd (34 - 66%ile) "It Depends"

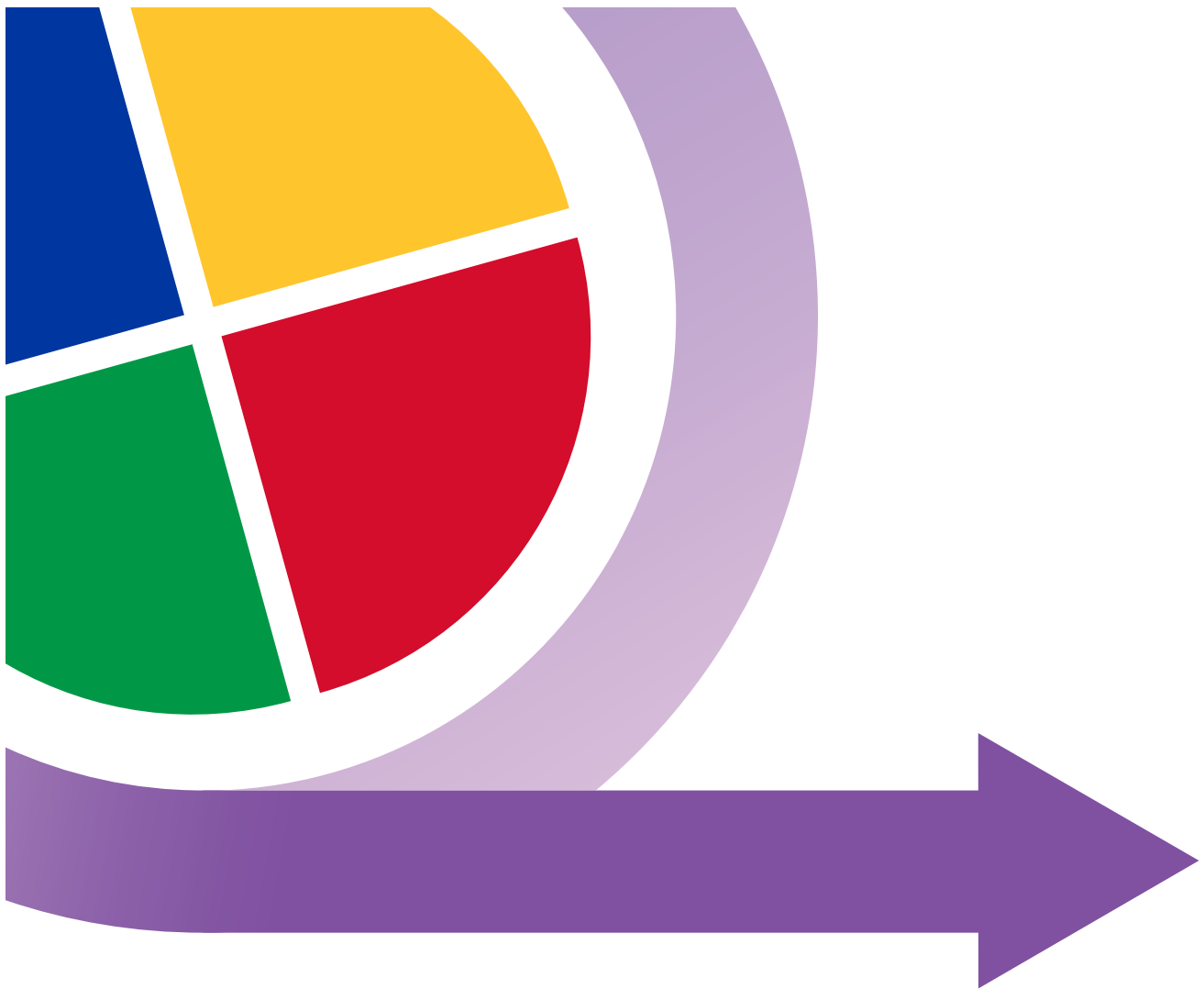
- Will flex comfortably from 1st/3rd to 3rd/3rd based on the situation
- May be hard to predict where he/she will be in any situation

3rd/3rd (37 - 100%ile) "Welcomes Change"

- Open to suggestions
- Likes to elevate the self-esteem of others
- Handles ambiguous situations
- Sees different points of view
- Amiable in most situations
- Tolerant of unplanned changes
- Can be seen as inconsistent and wishy-washy



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**21-DAY ACTION
TIP E-MAILS**

21-Day Action Tip E-mails

Communicate with the Team

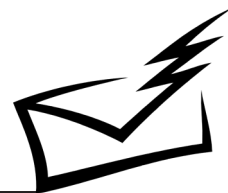
Introduction

These e-mails will be sent to all your workshop attendees beginning the day following the workshop. Each e-mail provides a short, useful tip and reinforces the training as well as provides suggested assignments.

Steps to Take

- Review these e-mails, reproduced in this section of the Fieldbook (starting on page the next page), to get a preview of the messages ahead of time.
- Ensure all participants from the workshop are receiving the Action Tips.
- Use the Action Tips for discussion topics for upcoming team meetings and one-on-one meetings.

Emergenetics Action Tip Day 1



Let's Get Started

Welcome to the Power-Packed Emergenetics 21-Day Action Planning Process!

**"You don't have to be great to get started,
but you have to get started to be great."**

Les Brown

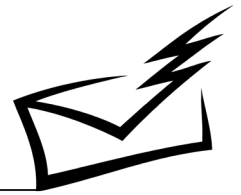
I hope you enjoyed your Emergenetics Workshop and gained self-insight along the way. Knowledge is power only when it is used – so now it's time to put those insights to work to amplify your results!

We've designed this e-mail follow-up system to assist in reformatting your neural pathways into new habits that include the Emergenetics Technology as a way of thinking and behaving for greater results. You will be receiving short messages several times over the next 21 days. They will jog your memory, introduce ideas and suggestions and encourage you to continue your Emergenetics-based skill development.

So, let's get started! First things first – today, **THREE SIMPLE STEPS** to starting to create new habits!

- 1. Get out your Emergenetics Profile and place it where you and others can easily see it.** (Hang it by your phone or computer, or by your door, or place it on your desk or a table nearby.)
- 2. Review the handouts that you received in the workshop.** Place them in an easily accessible place for reference and use in communication with teammates and others. These will be extremely valuable tools when you have an upcoming conversation with someone with whom you previously have had problems communicating.
- 3. Discuss your profile with at least one other person.** This could be someone with whom you work, someone you lead/supervise, someone who was at the workshop or who wasn't, your boss, or someone at home. Discuss your Emergenetics preferences and strengths, how you approach things, what zaps your energy, and what you need from that person to better communicate. This exercise is a great way to amplify result with that person. Remember to ask what they need from you too!

Emergenetics Action Tip Day 3



Platinum Rule Made Easy!

Welcome Back to the Power-Packed Emergenetics 21-Day Action Planning Process!

Remember the Platinum Rule:
“Do unto others as they would like to be done unto!”
Tony Alessandra

Research indicates that we spend a great deal of our lives “unconsciously” – running on auto-pilot. You have most likely experienced this – forgetting which exit you just passed on the interstate, or not being able to remember what you had for dinner on a given night last week, and other things that are part of your normal behavioral habits.

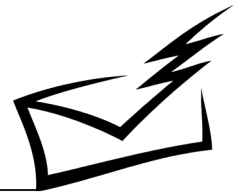
We do the same thing with the way we think about most things. We don’t consciously choose HOW to think and behave – we just do it. (And this can get us into trouble in some cases!)

Great communicators and leaders have honed the ability to consciously choose the most appropriate thinking or behavioral style (or combination of styles) for each situation to attain the best results. In your Emergenetics Workshop, we discussed that the different thinking and behavioral attributes all have a time and place when they are brilliant and will produce the results you want. Overuse of some and/or underuse of others will hamper your effectiveness.

Three Simple Practice Points:

1. **At least once a day for the next few days, take a minute before a major conversation or presentation to identify HOW you will approach it – in thinking and behavior.** Identify how you can flex your delivery style to match the needs of the other person. Make notes to yourself as needed. Remain conscious of your goal during the conversation. Note how the adjustments made the task easier!
2. **Conduct a mental review regarding your communication effectiveness with others.** How effectively are you utilizing the Platinum Rule? Identify specific adjustments in your style that will improve outcomes with others.
3. **Actually “check in” with others and ask for input to improve your communication outcome.** How is your current communication approach working with them? When do you need to flex your style? What are their suggestions for improved communication?

Emergenetics Action Tip Day 5



Work Through Your Preferences

Welcome Back to the Power-Packed Emergenetics 21-Day Action Planning Process!

“The more you learn about how your brain works, the better your chances of using it more efficiently, optimizing your intellectual capabilities and accomplishing even more in life than many people who score higher than you on standard intelligence tests.”

Richard Restak, MD

Mozart’s Brain and the Fighter Pilot

Your Emergenetics Profile is a fantastic link to the secret of what motivates you and how to optimize your gifts for their greatest use. Take a minute right now to assess your thinking and behavioral preferences. How much of your day is spent living/working within your preferences? How much causes you to flex out of preference, into areas that drain you or make you cranky? At Emergenetics we call this feeling “scratchy.” You can do these tasks, and may even do them very well. You know how much extra energy they take because you are forced out of preference.

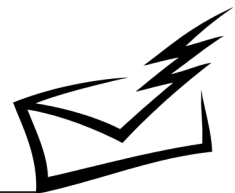
Two steps for expanding the time you get to spend in your preferences:

1. Pick a “scratchy” task that is currently on your desk or on your “to-do” list.
2. How can you use your Emergenetics thinking/behavioral preferences to complete this task and make it more enjoyable?

For example: Just like taking a vacation, or balancing a checkbook, tasks usually don’t have to be accomplished in any ONE way – there are many methods that will get you to the same goal. Pick the one that works for you AND is energizing! Use this same philosophy with other tasks and see how helpful this can be!

Reference your Emergenetics profile and the Day 5 Action Tip Chart to find hints on how to change your approach with that “scratchy” task.

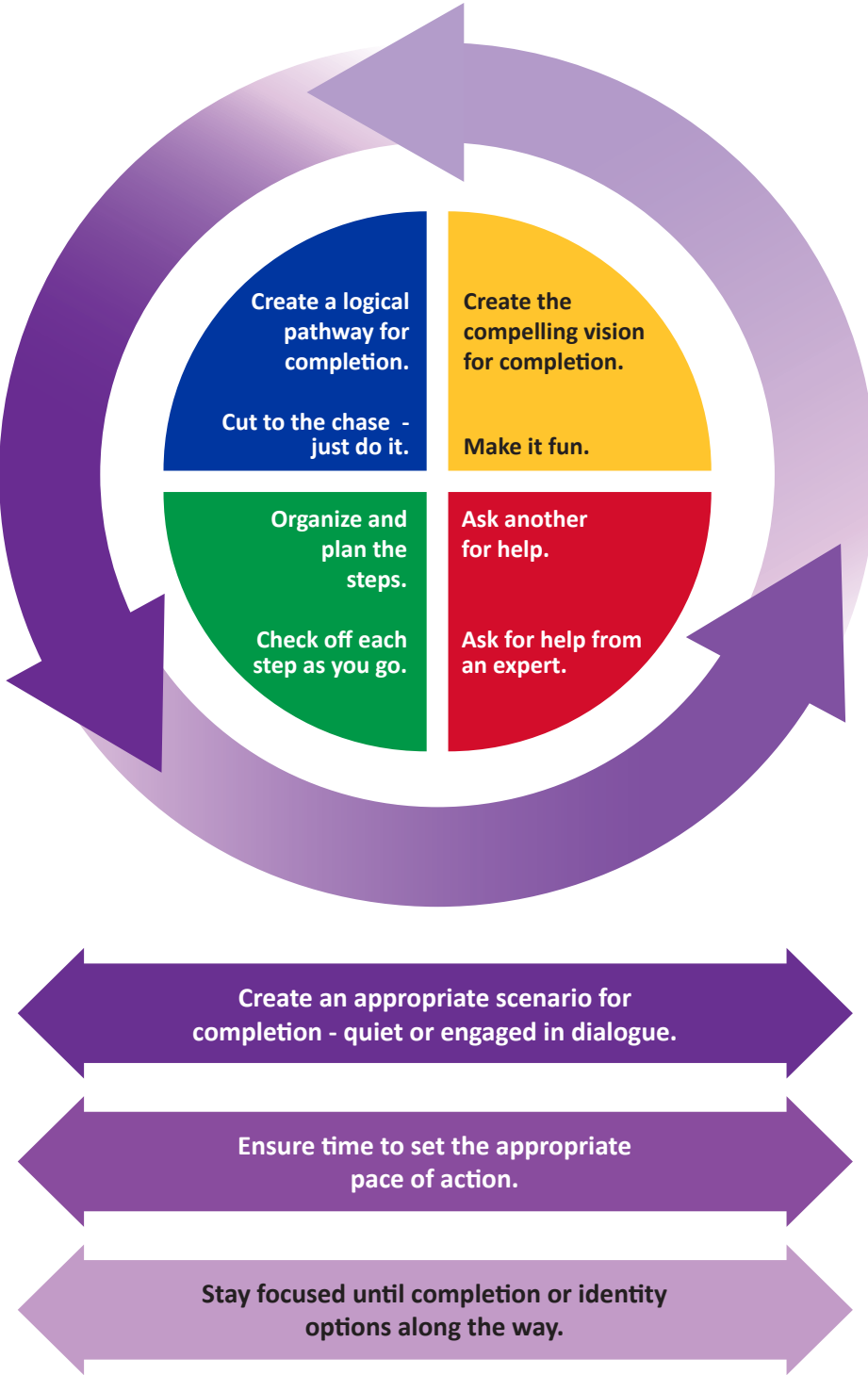
Emergenetics Action Tip Day 5



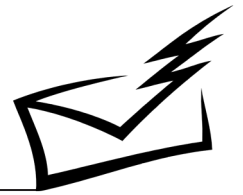
Work Through Your Preferences

Action Tip Day 5 - Chart

Remember - HOW you accomplish a task can be within your control. If the way you have always done something makes you “scratchy,” now is the time to change your approach and regain the energy you’ve been spending to use somewhere else!



Emergenetics Action Tip Day 9



Amplifying Behavioral Skill!

Welcome Back to the Power-Packed Emergenetics 21-Day Action Planning Process!

“Think of many things. Do one.”

~Portuguese Proverb

Now that you’ve had time to think about how you are thinking, let’s focus on stretching outside of your behavioral preferences. Take a look at your Emergenetics Profile and note your three behavioral bars at the bottom. These show your unconscious patterns or habits of each behavior. They may be serving you well in most aspects of your life. There may be one or more areas where you’d like to gain skill outside of the preference shown on your Profile. Great leaders and communicators have a wide range of behavioral styles depending on the needs of the situation.

Three Steps to Greater Range of Behavioral Skill:

1. Identify the behavior in which you want to build competence.

Identify the strengths of your current place on the continuum.

Identify the challenges of your current place on the continuum.

For example: The strength of my 5%-ile expressive score is that I can remain calm on the outside, even in a crisis. The challenge of this score is that I am perceived as disengaged or not enthusiastic about topics when, on the inside, I really AM engaged and enthusiastic.

2. Identify the skill(s) you’d like to build outside of your current score in this area. Also identify the benefit you will gain from doing so.

For example: I’d like to build a greater strength and comfort with expressing more of what I’m thinking/feeling in groups. I will benefit when others more readily see my enthusiasm and I will be chosen for more of the assignments I seek.)

3. Assess your entire Emergenetics Profile for areas of strength in which you can draw to build skill in this new area.

For example: My social preference will assist me in identifying “off-line coaches” and asking for their assistance in expanding my expressive skills in groups. My structural preference will help me in identifying a step-by-step process to follow, even when I’m in a “scratchy” area.

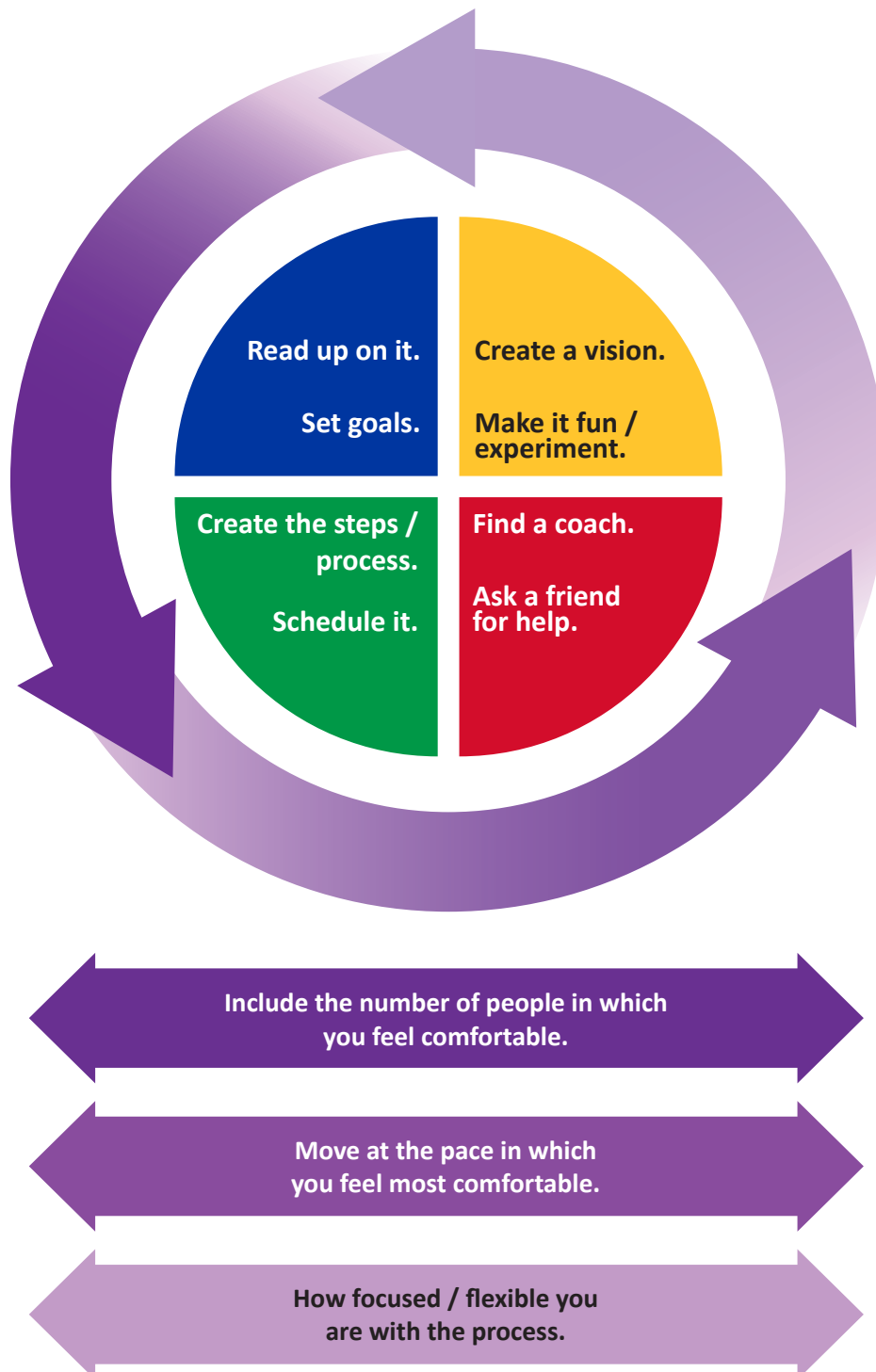
Emergenetics Action Tip Day 9



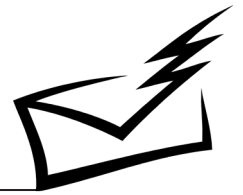
Amplifying Behavioral Skill

Action Tip Day 9 - Chart

Check out the Day 9 Action Tip Chart for other ideas on how you can use strengths in other areas of your Emergenetics Profile to assist with skill building in your behavioral skill strength.



Emergenetics Action Tip Day 13



Amplifying Behavioral Skill!

Welcome Back to the Power-Packed Emergenetics 21-Day Action Planning Process!

**“It’s not differences that divide us,
it’s our judgments about each other that do.”**

~Margaret J. Wheatley

Filters and Other People

Take a minute to reflect on how you have changed your view of others in your life since attending your Emergenetics workshop. You now understand that others are, in part, genetically “wired” with their set of preferences - they approach their world unconsciously through their preference set. If their set of preferences is quite different from yours, chances are you may be experiencing interaction with them as somewhat to very “scratchy”!

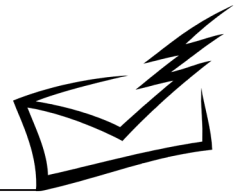
How can you use your skills gained in the Emergenetics workshop to more effectively communicate with those who have different thinking and behavioral styles than you?

Here are a few tips:

1. Repeat after me: “They are wired differently - and that’s probably good in some circumstances!”
2. How are they wired? Can you see past the attribute that drives you crazy to see what other attributes they may have that will be helpful to you?
3. How can you flex your style to gain rapport with them in your behaviors and the way you approach your thinking?
4. If this doesn’t work like you want it to, suggest a conversation with the person and use your profile as a springboard.

For example: *“Could we talk through what happened today (or yesterday if you need time to cool off!)? I recently took this workshop where we identified our natural thinking and behavioral styles. I learned that I am most energized and comfortable when I have all the information needed for a decision available and in an orderly formation prior to being asked to make a decision. When we meet to discuss projects you are delegating to me, you are very good about providing me the big picture and bottom line. There are details I need that aren’t ready or available and it’s frustrating to be expected to complete and assignment without critical details. Can we work out a way to get what I need without causing you a lot of extra work? When I get started on a task in this way, it will actually be easier on you as you’ll be able to trust that I’ll do the details and you won’t have to!”*

Emergenetics Action Tip Day 17



The WE Team in Action

Welcome Back to the Power-Packed Emergenetics 21-Day Action Planning Process!

**"It's the constant and determined effort that breaks down all resistance
and sweeps away all obstacles."**

~Claude M. Bristol

Balancing the brain – teaming up for heightened results

Do you have a task that requires you to work entirely out of preference, yet is one you can't fully delegate to another? If so, this power tip is for you!

Three Steps to Power Teaming:

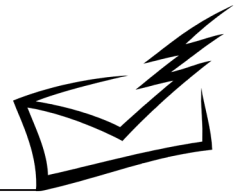
1. Think of that task/assignment that steals great amounts of energy while forcing you to work out of preference to accomplish it.
2. Identify the attribute(s) that would be helpful to accomplish this task.
3. Who has this set of attributes - or even one key attribute - and could be helpful to partner with you to accomplish the task? Pick someone who you feel safe asking for input.

How to engage them in this venture? Using the attributes they prefer will help you engage them. Here are a few additional ideas:

- Ask for their tips for handling this effectively
- Ask them to walk you through the process
- Ask for their ideas
- Invite them to coffee to discuss how they handle this task

It's okay to tell them you are asking their advice because of their preference set or skill! It's always nice to be acknowledged for one's strengths.

Emergenetics Action Tip Day 21



What's Next?

Welcome Back to the Power-Packed Emergenetics 21-Day Action Planning Process!

**"It's the constant and determined effort that breaks down all resistance
and sweeps away all obstacles."**

~Claude M. Bristol

It's been three short weeks since your workshop. Take a minute to reflect on the changes that you have made as a result of your insights and work. Congratulations! You have created new neural pathways to guide your problem solving, awareness and interaction with others. To the extent you have made a commitment to further your results through this 21-day action planning process, you will notice sustainable change in your results.

So now what? Your class and this e-mail process may be over - the learning never is! Here are 4 steps to get you started on the advanced level of your Emergenetics tool box:

1. Identify a project you'd like to undertake using the tools and thoughts you've gained through Emergenetics. Here are a few suggestions:

- Keep building neural pathways! Continue to planfully set growth goals for skill and aptitude in the use of Emergenetics. Reflect daily on progress made toward your goals in building a specific skill such as listening or building thinking skill in a lesser preferred attribute.
- Assemble a "WE Team" in your life who can assist you in future problem solving, creative ideas, systems, and the like. You may already have a WE Team at work - do you have one in your personal life? If you don't, seek out others and invite them!

2. Read more! If you haven't purchased *Emergenetics: Tap Into the New Science of Success*, by Geil Browning, PhD, do so now! This book is available through Amazon.com, or at the Amplitude website AmplitudeTraining.com. There you'll find new tools, insights and additional information to continue your learning.

3. Read even more! For additional recommended reading, please visit the Amplitude website at AmplitudeTraining.com/Reading.

4. Want additional skills for yourself or to expand Emergenetics to others within your organization or in your personal life? Contact us to discuss next steps! This is a great way to ensure you keep Emergenetics alive in your world! Contact Amplitude at chris@amplitudetraining.com or by calling 775.829.2141.

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**RESOURCES FOR
LEARNING**

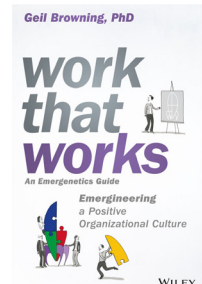
Annotated Book List

For Further Self-Directed Education

These books can be helpful to you as the leader, to the team as a whole, and for individuals interested in learning more on their own.

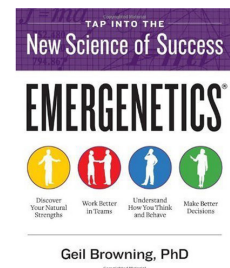
***Work that Works - An Emergenetics Guide;
Engineering a Positive Organizational Culture***
Geil Browning, Ph.D.

This book introduces leaders to Emergenetics theory and practices as well as provides the tools leaders need to understand and adapt their own thinking and behavioral preferences in order to make cognitive diversity a unifying principle of the more dynamic, productive, innovative and resilient organizational culture needed for success in today's business world.



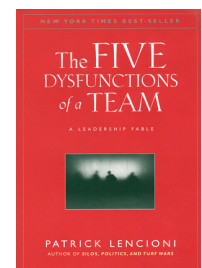
Emergenetics - Tap Into the New Science of Success,
Geil Browning, Ph.D.

This is a virtual encyclopedia of all things Emergenetics. This book will provide invaluable insights for you, the leader. It is a great refresher for Emergenetics facts, skills, and solutions. It will also provide a great learning format for a team book club.



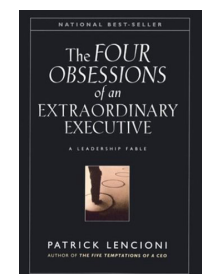
The Five Dysfunctions of a Team,
Patrick Lencioni

This book and field book provide a great model for building team results. Lencioni's five component pyramid model builds from trust and communication (which Emergenetics facilitates) to commitment and accountability (personal choice) to achieve results. This is another great book club book for teams. The field book also includes a team survey that I suggest the team complete – and then tie the results back to their Group Summary Emergenetics profile and discuss.



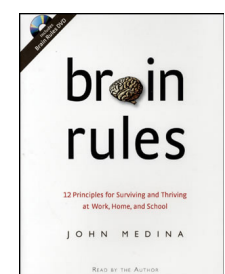
The Four Obsessions of an Extraordinary Executive,
Patrick Lencioni

Patrick Lencioni delivers a unique view of how executives and their teams can drive business results for the entire organization. His model is easy to understand, interpret for one's organization and implement.



Brain Rules,
John Medina

This easy to follow book provides background, science and tools for amplifying your brain power and results. A definite must for the blue brain!

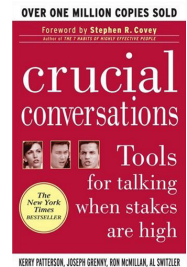


Annotated Book List

For Further Self-Directed Education

***Crucial Conversations,* Kerry Patterson, et. al.**

Often, Emergenetics helps open the door to dialogue and solutions by providing a non-accusatory language to speak about sensitive topics and conflicts. If this issue is still a factor within your team, this book will provide additional tools to allow the team and individuals to feel safe and build skill in handling the tough issues effectively.



Emergenetics Thinking Attributes

EMERGENETICS THINKING ATTRIBUTES

The Analytical Part of Your Brain

BURNING QUESTION: Do I have the pertinent facts?

CHARACTERISTICS

Clear thinker
Logical problem solver
Enjoys math
Rational
Learns by mental analysis

COMMUNICATION

Needs to have facts to support points made
Direct and to the point
Leave time for thinking and analysis

MANAGEMENT APPROACH

Technical

LEARNING

Learns by thinking and watching
Seeking facts
Testing theories
Thinking through ideas
Prefers ideas/concepts to people
Like traditional classrooms

LEADERSHIP STYLE

Analysis
Problem resolution
Fact-based

MAY OVERLOOK

Feelings of others
Synergistic opportunities
Intuitive feelings

PROBLEM SOLVING

Gathers ideas
Analyzes Data
Concern is for the bottom line
Approach is abstract and theoretical



HOW YOU PRESENT TO THE ANALYTICAL PART OF THE BRAIN

Key facts, figures up front
Presenter must have credibility
Written documentation for later review
One color print/font type is okay
Must see value in time expended

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The Structural Part of Your Brain

BURNING QUESTION: Will I be in control?

CHARACTERISTICS

Practical thinker
Likes guidelines
Cautious with new ideas
Predictable
Learns by doing

COMMUNICATION

Very deliberate and clear
Speaks in complete sentences/paragraphs
Asks who, what, when, where questions

LEARNING

Likes hands-on experiences
Likes black and white concepts
Thinks through steps
Outlines, organization, sequence
Learns by doing

MANAGEMENT APPROACH

Traditional

LEADERSHIP STYLE

Implementation
Action/Execution
Pragmatic

PROBLEM SOLVING

Approach is systematic/pragmatic
Concern is for implementation
Selects from options
Lists many options

MAY OVERLOOK

Alternative solutions
Novel ideas
Big picture



HOW YOU PRESENT TO THE STRUCTURAL PART OF THE BRAIN

Provide agenda, all information prior to meeting
Detail is crucial
Neat and orderly format
Date/times important
Action plan/next steps
Use traditional structure/format

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Emergenetics Thinking Attributes

EMERGENETICS THINKING ATTRIBUTES

The Social Part of Your Brain

BURNING QUESTION: How will I affect others?

CHARACTERISTICS

Learns from others
Empathetic
Sympathetic
Socially aware
Intuitive about people

COMMUNICATION

Uses stories/experiences
to illustrate points

LEARNING

Learns by doing, sensing, watching
Intuition (gut) reaction
Through personal experience
Talking/listening to others
Relating concepts to self
Color/music helps learning process

MANAGEMENT APPROACH

Humanistic

LEADERSHIP STYLE

Inclusive
Consultative
Facilitative

MAY OVERLOOK

Facts/Planning
Logic

HOW YOU PRESENT TO THE SOCIAL PART OF THE BRAIN

Good rapport between presenter/audience
Stories, parables, vignettes
Give opportunity for them to respond
Information personalized
Eye contact crucial
Emotion
Music when appropriate



The Conceptual Part of Your Brain

BURNING QUESTION: Have I seen all the possibilities?

CHARACTERISTICS

Imaginative
Intuitive about ideas
Visionary
Enjoys the unusual
Learns by experimenting

COMMUNICATION

Very abstract in speaking
Stops in mid-sentence assuming
others know
Asks questions that lead to other questions
Uses metaphors

MANAGEMENT APPROACH

Experimental

LEADERSHIP STYLE

Initiation
Strategy
Visionary

LEARNING

Trial/Error — self-discovery
Taking risks
Thinking about options
Doing several things at once
Looking at the whole picture
Pictures and color enhance learning

MAY OVERLOOK

Details/Practicality
Tradition

PROBLEM SOLVING

Takes in a lot of data
Looks for hidden possibilities
Concern is for creative/unusual answers
Approach is intuitive and global

HOW YOU PRESENT TO THE CONCEPTUAL PART OF THE BRAIN

Budget/numbers show graphically (pie charts)
Changing something every 10–15 minutes
Allow them to fantasize/visualize
Creativity
Visual impact crucial
Overview and summary vital



Emergenetics Behavioral Attributes

EMERGENETICS BEHAVIORAL ATTRIBUTES

Expressiveness

1/3 ← → 3/3

Burning Question
Do I have to talk?
Will I have enough opportunities to speak?

CHARACTERISTICS

Quiet
Calm
Introverted
Reserved
Private

Outgoing
Lively
Extroverted
Gregarious
Demonstrative

MANAGEMENT/LEARNING APPROACH

One on one
Works alone
Quiet atmosphere

Group dialogue
Talk through it
Energizing atmosphere

MAY OVERLOOK

Others' desire to know
The importance of their contribution

Others' input/ needs
Nonverbal clues

COMMUNICATION TIPS

Think before speaking
Use fewer gestures and words
Allow silence; feel free to leave them alone
Be understated

Speak up
Gesticulate
Constant conversation with more than one person at a time okay
Exaggerating okay

Assertiveness

1/3 ← → 3/3

Burning Question
How can we all make this work?
How can I get us there first?

CHARACTERISTICS

Peacekeeper
Accepting
Amiable
Deliberate
Compliant

Determined
Telling
Forceful
Driving
Aggressive

MANAGEMENT/LEARNING APPROACH

Peaceful environment
Negotiated resolution
Gentle pace

Fast pace
Take action
Competitive environment

MAY OVERLOOK

The need to move quickly

Nuances from others

COMMUNICATION TIPS

Keep your actions at a steady pace
Be conciliatory
Ask for their opinion
Keep in mind they will appear polite no matter what they are thinking

Fast-paced actions okay
Confrontation and lively debate okay
Promote your opinion
What you see is what you get

Flexibility

1/3 ← → 3/3

Burning Question
Will I be forced to change? Can I stay the course I've set?
Will I be able to change easily?

CHARACTERISTICS

Focused
Firm
Strong opinions
Impatient with change
Decides easily

Sees many options
Easy going
Affable
Changeable
Accommodating

MANAGEMENT/LEARNING APPROACH

Quickly decides
Stays focused

Weights options
Changes easily

MAY OVERLOOK

Viable options
Change opportunities

Deadlines
Others' need for stability

COMMUNICATION TIPS

Do it their way
Stay the course
Suggest fewer changes
Make a decision now

Do it anyway
Give them options
Changes and revisions are okay
Punt the decision until later

Value the Differences!

BRAINWORK MADE EASY



Analytical

STRENGTHS	APPEARANCE IF OVERUSED	THOSE WITH THIS PREFERENCE SHOULD REMEMBER TO...	WHEN SPEAKING TO ANALYTICAL
<ul style="list-style-type: none"> - Logical - Objective - Rational - Data oriented - Assimilates information easily - Researcher - Quick problem solver - Skilled at data analysis - Efficient - Gets end results 	<ul style="list-style-type: none"> - Intimidating - Boring - Curt - Distant/ cold - Narrow-minded - Nerdy - Not creative - Too logical - Uncaring - Unemotional - Quick to judge 	<ul style="list-style-type: none"> - Practice patience with others - Take time to clarify your decisions - Listen openly and reflectively - Paraphrase to ensure understanding - Mirror others' body language, tone & words - Remain aware of others' emotions - Remain open to other perspectives 	<ul style="list-style-type: none"> - Ensure accuracy - Cut to the chase; bottom line - Give executive summary - Give just the facts; short & sweet - Provide information to analyze - Less is more - Present logical, data-based conclusions - Allow reasonable amount of time to digest - Give opportunity for questions

Structural

STRENGTHS	APPEARANCE IF OVERUSED	THOSE WITH THIS PREFERENCE SHOULD REMEMBER TO...	WHEN SPEAKING TO STRUCTURAL
<ul style="list-style-type: none"> - Dependable - Follows guidelines, policies, rules - Follows through - Practical - Brings order out of chaos - Detail oriented - Good implementers - Hands on learner - Methodical /predictable - Thorough 	<ul style="list-style-type: none"> - Black & white - Boring - Inflexible - Neurotic - Nit-picky - Rigid - Straight forward - Too detail oriented - Too structured - Unimaginative 	<ul style="list-style-type: none"> - Remain open to change - Practice being curious about new ideas - Allow for tangents - Ask "what if?" and/or "why not?" - Be selective about battles for details - Ask if they want/need details prior to providing them 	<ul style="list-style-type: none"> - Provide all the facts & details - Give specifics and provide clear direction - Leave them alone to get the job done - Don't surprise - Give advance notice - Stay on track/no tangents - Stay within established guidelines - Give written information - Allow time for questions and clarifications

Value the Differences!

BRAINWORK MADE EASY



Conceptual

STRENGTHS	APPEARANCE IF OVERUSED	THOSE WITH THIS PREFERENCE SHOULD REMEMBER TO...	WHEN SPEAKING TO CONCEPTUAL
<ul style="list-style-type: none"> - Ability to create a vision - Big picture - New ideas - Breaks down barriers to solutions - Considers all impacts - Creative - Experimenters - Global - Intuitive about ideas - Thinks into the future 	<ul style="list-style-type: none"> - Flaky - Impractical - Inattentive - Dreamer - Non-linear - "Out there" - Scattered - Undisciplined - Unstructured - Weird 	<ul style="list-style-type: none"> - Put rational backing behind your ideas - Be selective about adding whimsy - Create a frame for out-of-the-box ideas - Be willing to get rational/practical - Be respectful of the need for details and process - Think about impact on others of suggested changes - Value other's perspective 	<ul style="list-style-type: none"> - Allow them to brainstorm ideas - Give them freedom to get to the goal their own way - Give the big picture; skip the details - Give them time to think out-of-the-box - Allow for tangents - Keep things fun - Give them projects to utilize their creativity and inventiveness

Social

STRENGTHS	APPEARANCE IF OVERUSED	THOSE WITH THIS PREFERENCE SHOULD REMEMBER TO...	WHEN SPEAKING TO SOCIAL
<ul style="list-style-type: none"> - Able to communicate the difficult message - Advocate - Approachable - Caring and Compassionate - Empathetic - Fair - Intuitive about people - Socially sensitive - Tactful - Thinks about the cause and effect of actions 	<ul style="list-style-type: none"> - Cheerleader - Cry baby - Emotional - Irrational - Not thinking practically - Push-over - Overly-sensitive - Soft-hearted - Too soft - Touchy-feely 	<ul style="list-style-type: none"> - Practice getting to the point - Don't take things personally - Do a pro-con analysis - Practice speaking objectively - Have the facts in hand prior to moving forward - Do a self-check on your emotions - Let go of past hurts/emotions 	<ul style="list-style-type: none"> - Ask for and value their input into decisions - Give more than just the facts - Allow some non-work conversation to break the ice - Avoid sarcasm; be sincere - Use tactfulness - Watch non-verbals (eye contact / body language) - Ask them how they feel about decisions, etc. - Support their passion/feelings

Emergenetics Quick Insights

ANALYTICAL

Get to the point.
Cut to the chase.

This doesn't make rational sense to me.
I've been analyzing the situation...

What's the bottom line?
I'll do the research and check the facts on it and get you the answer.

Give me the executive summary. I'll ask if I have questions.
If it isn't logical it isn't right.

What does the research say?
There are many layers and intricacies to consider.

Let's explore this subject in depth.
I value your investigation of the facts.

CONCEPTUAL

I had this wild idea...

I'll brainstorm some new ways to solve this.

This routine stuff is so boring.

How does this connect to the vision?

Just the big picture, no details.

Don't rein me in!

I'll put it out to the universe and see what comes to me.

I'll play around with it and come up with some ideas.

Change is great!

This has the right flow.

We are connected. We are one.

I treasure your ingenious ideas.

STRUCTURAL

We've always done it this way.
If it isn't broke, don't fix it.

I need more details.
Organization and order are the keys to the answer.

A place for everything and everything in its place.
Are we on schedule?

Slow down, I need to focus on the next step... one step at a time.
What does the policy say?

The results are fairly predictable.
Let's take an inventory.

Let's get down to business.
I appreciate your efficiency.

SOCIAL

Respect and dignity above all else.

How do you feel about this?

I want to be involved in the discussion.

I'm concerned about how others will react.

Have all the right people been included?

How will this impact our customers?

I want to know I'm appreciated for my contribution to the team.

Are we administering the policies fairly to all?

Let's work through this together.

I am hurt. You haven't returned my phone call from yesterday.

How does this appear in writing? I want to make everyone feel better.

I really love your contribution to the team.



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Comfort Zones

The Comfort Zones of the Thinking Attributes During Change

Analytical

Burning Question: How are we doing against our goal?

Concerned With: The impact on the bottom line and successful, measurable outcomes.

Words Used

- Competition
- Performance
- Critical Analysis
- Logistics
- Key Point
- Compare
- Evaluate

Actions They Take

- Compare
- Research
- Evaluate
- Audit
- Analyze

Tools They Use

- Balanced scorecard
- Benchmarking
- Analysis
- Spreadsheets



Time View: Current to future

Structural

Burning Question: How exactly will the change work?

Concerned With: The impact on present process and ensuring order to gain closure.

Words Used

- Tools
- Sequence
- Discipline
- Details
- Control
- Policy
- Process
- Procedure
- Tradition
- History

Actions They Take

- Allocate
- Organize
- Schedule
- Perform

Tools They Use

- Six sigma
- Project/Supply chain
- Project scheduling
- Task assignments



Time View: Current to past

Conceptual

Burning Question: Where are we going, what is our vision?

Concerned With: Identifying the big picture/vision, staying at 35,000 feet

Words Used

- Vision
- Purpose
- Goals
- Brainstorming
- Strategic
- Intuitive
- Idea
- Create

Actions They Take

- Create
- Envision
- Explore
- Experiment

Tools They Use

- Strategy maps
- Visioning
- Brainstorming
- Mind mapping
- Creative flow



Time View: Future

Social

Burning Question: How does the change impact me and others?

Concerned With: Involving others, building trust, reducing conflict and building teamwork.

Words Used

- Communication
- Values
- Participation
- Development
- Emotion
- Interpersonal
- Community

Actions They Take

- Share
- Listen
- Express
- Collaborate
- Build teams

Tools They Use

- Team building
- Conflict resolution
- Change tools
- Workplace-style assessments



Time View: Current, future, past

Job Aids

THE EMERGENETICS METAPHOR



Job Aids

COMMUNICATING WITH OTHERS: HOW TO TALK OR WRITE TO SOMEONE WHO IS...



Job Aids

HOW TO GIVE A PRESENTATION TO SOMEONE WHO IS...



Job Aids

HOW TO GIVE FEEDBACK



ANALYTICAL

- Ensure the feedback makes sense.
- Ensure the feedback is accurate.
- Ensure the feedback is from a credible source.
- Provide evidence that warrants the feedback.
- Ensure the reward/punishment accurately matches the feedback.

CONCEPTUAL

- Present the feedback relative to the big picture.
- Be clear if the feedback is strictly personal or related to the larger vision.
- How will this feedback impact the recipient's future?
- Provide ways for the recipient to move forward using the feedback.
- Connect this feedback to broader concepts.

STRUCTURAL

- Ensure that the feedback is timely.
- Ensure that the feedback follows established procedures.
- Provide a copy of the feedback to the recipient.
- Ensure the feedback is clear.
- Attach an action plan to the feedback.

SOCIAL

- Ensure that the feedback is fair.
- Be sensitive to the recipient's feelings.
- Provide support to the recipient of the feedback.
- Empathize with the recipient.
- Be aware how feedback may impact relationships with coworkers, customers and management.

1/3



EXPRESSIVENESS



3/3

Show little emotion and proceed quietly.

Interact verbally and share your thoughts.

1/3



ASSERTIVENESS



3/3

Respond in a deliberate manner and keep feelings more internal.

Interact forcefully and with drive.

1/3



FLEXIBILITY



3/3

Interact frankly.

Offer solutions to change or indicate new approaches.

Job Aids

HOW DO YOU RECEIVE FEEDBACK FROM A SUPERVISOR?



ANALYTICAL	Does this feedback make sense?	CONCEPTUAL	How does this feedback fit with the totality of the work?
	Is it accurate?		Do I take this personally or is it for the cause?
	Who gave the information and is he or she credible?		What impact will this have on my future?
	Is there evidence to warrant this?		How do I move forward?
	Does my reward match my punishment?		How does this feedback connect to broader concepts?
STRUCTURAL	Was this feedback timely?	SOCIAL	Was this fair?
	Did it follow established procedure?		Are my feelings hurt by this?
	Did I receive a copy in writing?		Do I feel supported by this feedback?
	Is it clear?		What impact will this feedback have on my relationship with my supervisor?
	Is there an action plan?		What impact will this feedback have on my relationships with my coworkers, customers or team in the future?
1/3	EXPRESSIVENESS		3/3
	Do you show no reaction?	Do you react verbally?	
	Do you reflect quietly?	Do you share your thoughts with coworkers?	
1/3	ASSERTIVENESS		3/3
	Do you respond in a deliberate manner?	Do you respond forcefully?	
	Do you internalize your feelings?	Do you interrupt with questions?	
1/3	FLEXIBILITY		3/3
	Do you think, "Why do I have to change?"?	Are you willing to change?	
	Do you say, "Give me a good reason!"?	Are you open to new approaches?	

Job Aids

HOW TO RESOLVE DISAGREEMENT



Job Aids

HOW EACH ATTRIBUTE PREFERS TO **SET GOALS**



Job Aids

THE WEAPPROACH™ TO RUNNING A PERFECT MEETING



Job Aids

HOW EACH ATTRIBUTE PREFERS TO **LISTEN**



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