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Sad/AS

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Right People.
Right Place.
Right Expectations.



Table of Contents

Introduction to the R3 Online Report	3
Your Personalized Graphs	4
Behavioral Styles	5
Pace and Priority of Each Style	6
A Deeper Look at the Four R3	7
Communicating with the R3	8
Your Behavior and Needs Under Stress	10
Potential Areas for Improvement	11
General Characteristics	12
Communication Tips for Others	13
Your Motivations: Wants and Needs	14
What You Bring to the Organization	15

Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed **a significant majority of assessments available today were absent the studies & reporting to confirm their accuracy.** Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry's most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we've taken to safeguard the scientific accuracy of this assessment.

Welcome to the R3 Online Report

Introduction

This R3 Profile Report and your individual results provide a universal framework for understanding human behavior. Being familiar with the framework enables you to better comprehend yourself and those around you, such as family, colleagues, and friends. Gaining insight into the four core energies helps enhance communication skills, prevent or mitigate conflicts, appreciate the diversity in others, and positively impact one's environment.

In everyday life, you can witness core energies at play as you interact with each energy type to varying extents. As you consider your family, friends, and colleagues, you'll see a range of personalities emerge.

Both historical and modern research have identified numerous models for understanding behavioral variations, with a common theme of categorizing behavior into four fundamental types. These core energies are: Driver, Influencer, Stabilizer, and Analyzer.

No single style is considered superior to others, as each one has its own strengths and areas for growth and development. The R3 Profile Report focuses on revealing externally observable behaviors and gauges tendencies through directness and openness levels exhibited by each style.

Individuals with similar behavioral patterns tend to display distinct characteristics associated with their respective group, yet everyone possesses a mix of these four styles while displaying different intensities. The key is understanding which intensities you spend the majority of your time within and how to leverage the ones you spend the least time within.

Once you master the four core energies and are able to navigate your self-awareness of how you automatically think and respond, you can begin tailoring your communication to those around you with the intention of creating a dynamic interaction that results in both parties feeling heard and understood.

The four core energies are:

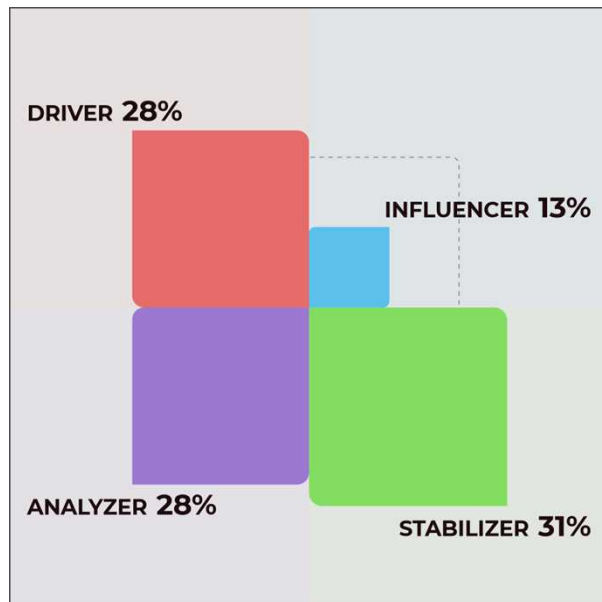
- **Drivers** - this core energy is focused on being decisive, straightforward, and results-oriented. They speak assertively, candidly, and with determination. Sometimes known as the person who "gets things done."
- **Influencers** - this core energy thrives on being excellent communicators and welcoming to all. They are sociable, amicable, and chatty. Sometimes known as the "life of the party."
- **Stabilizers** - this core energy values being an attentive listener and exceptional team player. They provide their environment with consistency, loyalty, and pragmatic decisions. Sometimes known as the person who "feels safe and secure."
- **Analyzers** - this core energy is driven by being detail-oriented, meticulous, and analytical. They tend to be exact, perceptive, and methodical. Sometimes known as "the details person."

Your Personalized Graphs

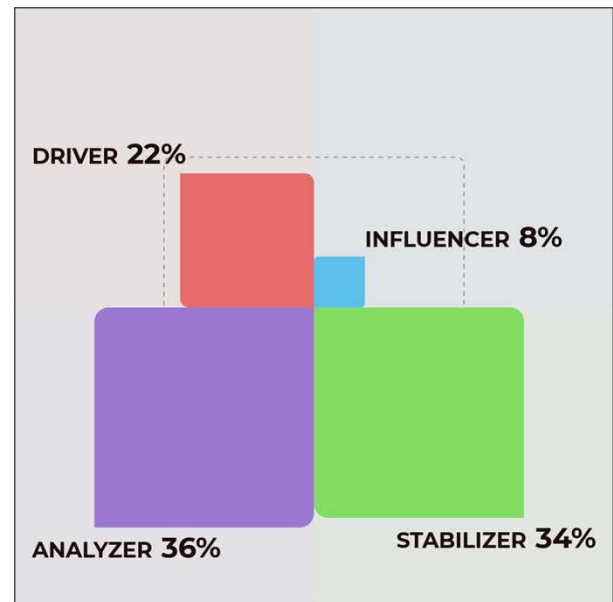
Your Public Style indicates you tend to use the behavioral traits of the Sad style(s) in the focus area you had in mind when completing the assessment. Your Private Style indicates that you naturally tend to use the behavioral traits of the AS style(s).

Your Public Style is your graph displayed on the left. It is **your perception of the behavioral tendencies you think you should use in your current environment, situation, or relationship**. This graph may change when you change roles or circumstances. The graph on the right is your Private Style **and indicates the intensity of your instinctive behaviors and motivators**. It is often a better indicator of the “real you” and your “knee jerk,” instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.

Public Style



Private Style



Behavioral Styles

Historical and contemporary research reveal more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into **four basic categories**.

The R3 styles are **Driver, Influencer, Stabilizer, and Analyzer**. There is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth.

The R3 assessment examines external and easily observable behaviors and measures tendencies using scales of **directness** and **openness** that each style exhibits.

Behavior Descriptors of Each

DRIVER	INFLUENCER	STABILIZER	ANALYZER
Decisive	Charming	Understanding	Accurate
Competitive	Confident	Friendly	Precise
Daring	Convincing	Good Listener	Analytical
Direct	Enthusiastic	Patient	Compliant
Innovative	Inspiring	Relaxed	Courteous
Persistent	Optimistic	Sincere	Diplomatic
Adventurous	Persuasive	Stable	Detailed
Problem-Solver	Sociable	Steady	Fact-Finder
Results-Oriented	Trusting	Team Player	Objective

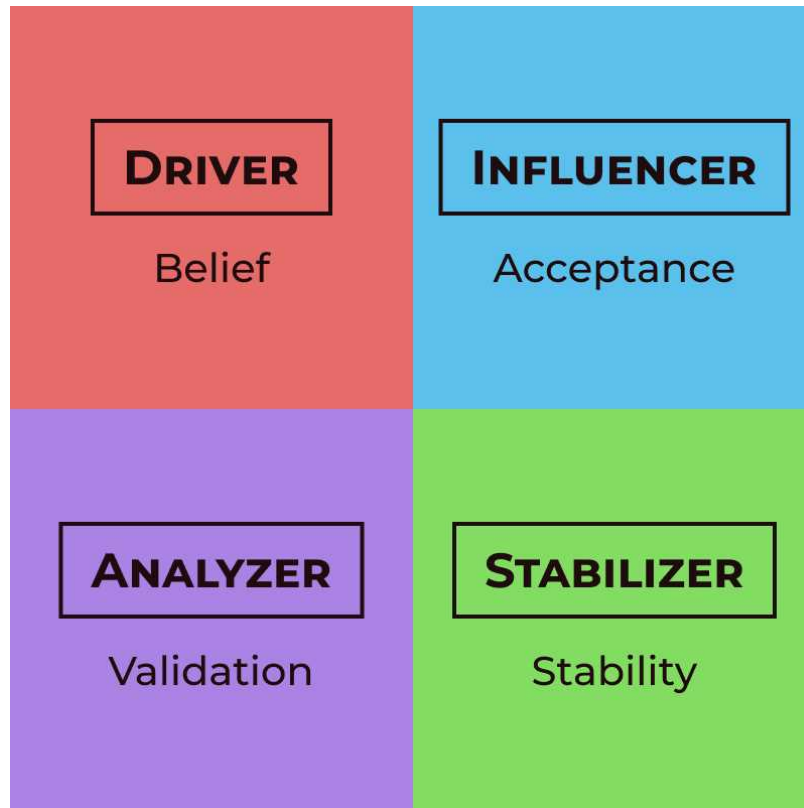
Directness & Openness of Each Style

STYLE	TENDENCIES
DRIVER	Tends to be direct and guarded
INFLUENCER	Tends to be direct and open
STABILIZER	Tends to be indirect and open
ANALYZER	Tends to be indirect and guarded

Pace & Priority of Each Style

STYLE	TENDENCIES
DRIVER	Fast-paced and task-oriented
INFLUENCER	Fast-paced and people-oriented
STABILIZER	Slow-paced and people-oriented
ANALYZER	Slow-paced and task-oriented

Pace and Priority of Each Style



PACE AND PRIORITY represent two of the main sources of tension between the styles.

- D&A and I&S have different **PACES**: D and I are faster-paced, and S and A are slower-paced.
- D&I and S&A have different **PRIORITIES**: D and A are task-oriented, and I and S are people oriented.
- D&S and I&A have **BOTH PACE AND PRIORITY DIFFERENCES**.

A Deeper Look at the Four R3 Styles

Below is a chart to help you understand some of the characteristics of each of the Four Basic R3 Styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in personal, social and work situations.

	HIGH DRIVER STYLE	HIGH INFLUENCER STYLE	HIGH STABILIZER STYLE	HIGH ANALYZER STYLE
Tends to Act	Assertive	Persuasive	Supportive	Analytical
When in Conflict, this Style	Demands	Attacks	Complies	Avoids
Needs	Control	Approval	Routine	Standards
Primary Drive	Independence	Interaction	Stability	Correctness
Preferred Tasks	Challenging	People related	Scheduled	Structured
Comfortable with	Being decisive	Social friendliness	Being part of a team	Order and planning
Personal Strength	Problem-solver	Encourager	Supporter	Organizer
Strength Overextended	Preoccupation-goals over people	Speaking without thinking	Procrastination in addressing change	Overanalyzing everything
Personal Limitation	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
Personal Wants	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Logic
Personal Fear	Losing	Rejection	Sudden Change	Being Wrong
Blind Spots	Being held accountable	Follow through on commitments	Embracing need for change	Struggle to make decisions without overanalyzing
Needs to Work on	Empathy, Patience	Controlling emotions, Follow through	Being assertive when pressured	Worrying less about everything
Measuring Maturity	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
Under Stress May Become	Dictatorial, Critical	Sarcastic, Superficial	Submissive, Indecisive	Withdrawn, Headstrong
Measures Worth by	Impact or results, Track record	Acknowledgments, Compliments	Compatibility, Contributions	Precision, Accuracy, Quality of results

Communicating with the R3

Communicating with the DRIVER Style

D CHARACTERISTICS:	SO YOU SHOULD...
Concerned with being #1	Show them how to win, new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries, the support or get out of their way
Like personal choices	Allow them to “do their thing,” within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a “personality” basis

Communicating with the INFLUENCER Style

I CHARACTERISTICS:	SO YOU SHOULD...
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the “big picture”
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they “look good”	Mention their accomplishments, progress and your other genuine appreciation

Communicating with the **STABILIZER** Style

S CHARACTERISTICS:	SO YOU SHOULD...
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally “walk them through”
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they’re appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

Communicating with the **ANALYZER** Style

A CHARACTERISTICS:	SO YOU SHOULD...
Concerned with aggressive approaches	Approach them in an indirect, non threatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or “correct” answer, within available limits
Like to contemplate	Tell them “why” and “how

The A Style

Under Stress - Perceptions, Behavior and Needs for the A

Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness - both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.

Potential Self Perception: Under Stress, May be Perceived by Others:

- High detail orientation
- Does the necessary homework
- Modest and conscientious about work
- Emotionally stable and in control
- Too much 'by-the-book' thinking
- Too suspicious of others
- Inflexible
- Overly sensitive to criticism

Under Stress You Need:

- Accuracy
- Guarantees that you are right
- Understanding of principles and details

Your Typical Behaviors in Conflict:

- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to prepare for a future, probably covert, attempt to reestablish your position.
- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.
- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.

Strategies to Reduce Conflict and Increase Harmony:

- Recognize that others may be more comfortable dealing with conflict, anger, and aggression. Expressions of anger or somewhat aggressive behavior by others are not necessarily personal attacks on you.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.

Potential Areas for Improvement

Everyone has struggles, limitations, or weaknesses. Oftentimes, it's simply an overextension of our strengths which may become a weakness. For example, the directness of a High D may be a strength in certain environments, but when overextended they may tend to become bossy.

As you consider ways to continue to improve to be a better communicator, we recommend you focus on no more than two at a time, practice and strengthen them, and then choose another area to focus on and improve.

Potential Areas for Improvement:

- You may sometimes overthink or overexert yourself on standard or routine procedures.
- You may be overly dependent on a few people who share a similar focus, leading to the exclusion of others on the team who could provide valuable input.
- You could benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities on a tighter timeline.
- You may be perceived by others as private, guarded, shy, and undemonstrative.
- You could broaden your perspective by interacting with a wider variety of people.
- You may tend to spend more time than necessary on certain details, for fear of being seen as underprepared.
- You may be perceived by some as rigid, inflexible, and overly strict regarding procedures and options.

General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

Brian, your motto could be, "There is a right way and a wrong way to complete all projects, so let's do it the right way." Whether at home or at the office, you like to do things correctly. You score like those who read instructions and do their research before making decisions. Because of your dedication to precision and accuracy, you are more attentive to ensuring everything is done right when communicating, making a decision, or taking action.

Your response pattern indicates that you tend to hide your emotions. You are generally quiet in a group unless asked for input, or if the topic is one of high importance to you. Our advice is to move out of that comfort zone and be a bit more verbal. It will benefit the team, because many will not have considered the issues as deeply as you have. Your input will raise the quality of the conversation. And you will benefit by being perceived as a more open and interactive person.

Brian, people who score like you may tend to get bogged down in details during the decision-making process, thinking that there may be more information forthcoming that might impact the choice. It's true that there will almost always be more information available if we continue to wait; however, there is also a time at which the collection of data must stop and the decision must be made. Be aware of this when facing a series of data-driven decisions.

Your score pattern indicates that you tend to maintain a keen awareness of time. You tend to be on time or early for appointments, and expect the same consideration of your time from others. It annoys you when certain people are perpetually late, or when meetings drag on with no assigned time to end.

You tend to judge others by objective standards, and prefer to be evaluated by specific criteria, preferably provided in writing. For you, things are more clear and well-defined when written down. When evaluation time comes, your preference is a list of specific criteria, or a performance measure that is specific and unambiguous.

You take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes. This is a strength. However, when the team has a deadline, you could be perceived as a bottleneck to the process. Not maliciously, but because you want to analyze the facts and data and determine all possible outcomes as a result of a decision. Be aware of this, and be prepared to abbreviate the analysis a bit when the clock is ticking.

You set high performance standards for yourself and others and expect everybody to meet those standards. You have remarkably good quality control skills and a high degree of patience. These traits combine to allow you to aim your sights higher than some others on the team. You lead by setting the example yourself, rather than delegating to others and walking away.

You are very conscientious and attentive to follow through in working on detailed projects and complex assignments. Others on the team can depend on you and the efforts you provide to make the project a success. Some on the team may not realize all of the work you have done, and all the thought you have given to the project, because much of it might have been done behind the scenes. To maintain your own sense of accomplishment, be certain that others on the team know what you're doing for them in the background. Your modesty may make this a challenge, but you should always find a time and place to make sure your efforts are being recognized.

Communication Tips for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Check the two most important ideas when others communicate with you (dos & don'ts) and transfer them to the Summary of Your Style page.

When Communicating with Brian, DO:

- Be sensitive to possible areas of disagreement as Brian may not be verbal about them.
- Ask 'how' oriented questions to draw out Brian's opinions.
- Be candid, open, and patient.
- Brian will follow through, so you should be certain to follow through on your part.
- Give Brian time to verify the issues and potential outcomes.
- Outline individual tasks and responsibilities in writing.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.

When Communicating with Brian, DON'T:

- Be rude, abrupt, or too fast-paced in your delivery.
- Offer promises that you can't keep.
- Fail to follow through. If you say you're going to do something, do it.
- Offer assurances and guarantees that you can't fulfill.
- Rush the issues or the decision-making process.
- Leave things up in the air, or decide by chance.
- Be vague about what's expected of the group.

Your Motivators: Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons, not somebody else's. Simply, people are motivated by what they want.

Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed, they may need quiet time alone; another may need social time around a lot of people. Each has different ways to meet their needs. The more fully our needs are met, the easier it is to perform at an optimal level.

Choose the two most important wants and the two most important needs and transfer them to the Summary of Your Style page.

You Tend to Be Motivated By:

- Appreciation for the competence and work ethic demonstrated over the long haul.
- Sincerity from peers and colleagues.
- High quality control standards that are respected by all members of the organization, not just by a few people.
- Work projects of a highly specialized nature that support your natural curiosity and detail orientation, as well as allow you to demonstrate your skill and competence.
- Having sufficient time to adjust to change, so as not to disrupt systems or processes.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- Inclusion as a part of the group in social functions.

People With Patterns Like You Tend to Need:

- A method to be introduced to new groups of people or business associations.
- Job descriptions which are presented clearly (preferably in writing), with no ambiguities.
- Reassurance for taking appropriate and calculated risks.
- Options for increasing the efficiency of certain methods or procedures.
- Complete explanations of processes and the internal systems used for completion.
- Reassurance that your contributions are significant to the success of the team.
- Greater participation in team efforts and activities which would provide you with a broader perspective and greater ability to see the "big picture."

What You Bring to the Organization

This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies and the two most important environmental factors and transfer them to the Summary of Your Style page.

Your Strengths:

- You are not an extremist and tend to be supportive of team efforts.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You are especially careful that there are no loose ends on a project that may have been overlooked by others.
- You have an excellent, considerate, analytical listening style.
- You are tactful in explaining ideas that may impact others on the team.
- You provide an objective, reality-focused view of systems, procedures, and organizational operations.
- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.

Your Work Style Tendencies:

- You persuade others on the team by careful attention to detail, and through facts, data, and logic.
- You will take calculated, educated risks only after a thoughtful analysis of the facts and data, and after you have examined all options and potential outcomes.
- You appreciate an occasional word of reassurance from your supervisor or board, as long as it is sincere input.
- You give careful consideration to all variables and input on a project. This process may take a bit more time, but it will yield a quality outcome.
- You may get bogged down in details due to your tendency to keep the "data gate" open too long. You always worry that there may be more information forthcoming that can impact the direction of the decision.
- You like your workspace to be neat, well organized, and tidy, with everything in its place.
- Naturally time-sensitive, you keep a careful eye on the organizational clock and maintain a keen awareness of timelines.

You Tend to Be Most Effective In Environments That Provide:

- Sufficient time to adjust to changes in workplace procedures.
- Freedom from intensely pressured decisions.
- Support for your critical thinking skills, and encouragement to make decisions based on logic over emotion.
- Clear lines of authority and areas of responsibility, with minimal ambiguities.
- A workplace relatively free of interpersonal conflict and hostility.
- A work culture that demonstrates sincere care for the people involved.
- A secure work situation.