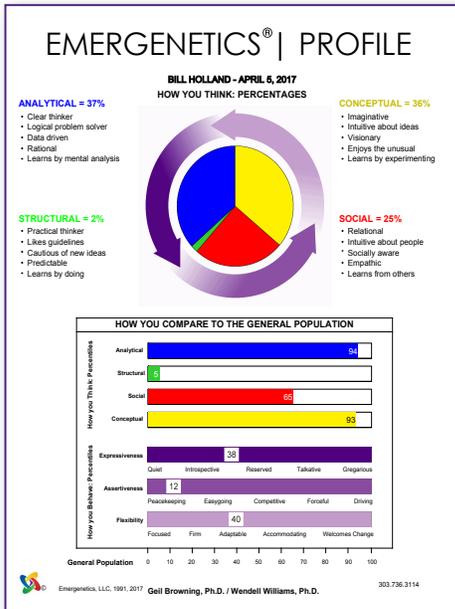




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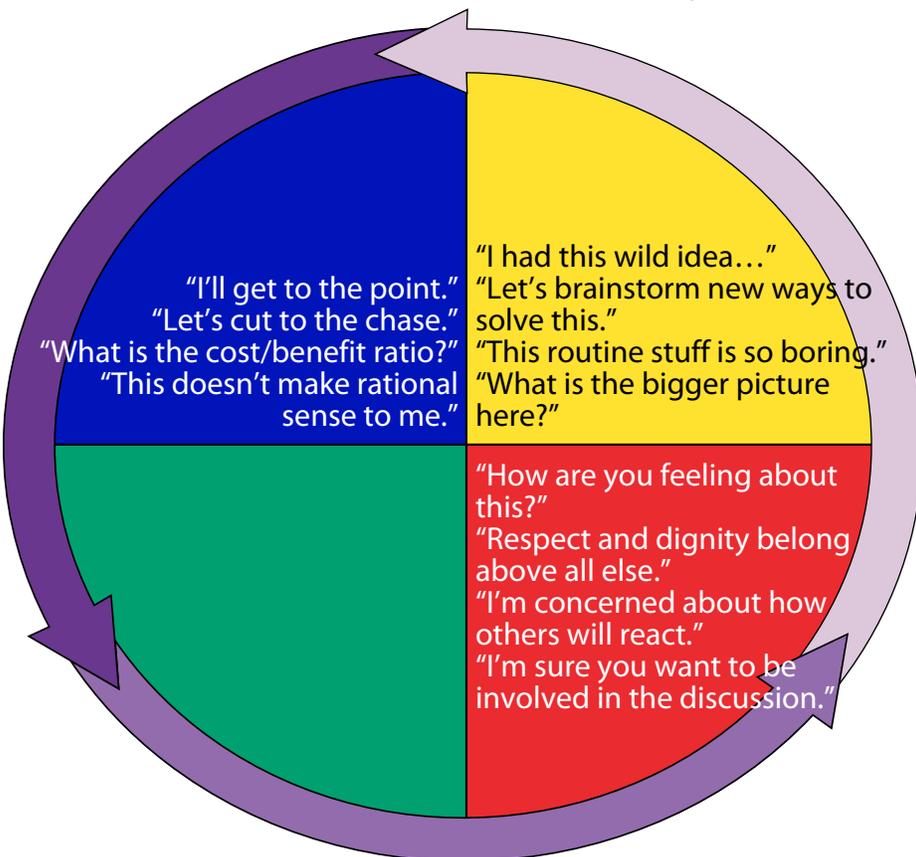


Interaction Strategies

- What are they thinking?** Visual, intuitive, big picture, and backs it up with cognitive reasoning
- How best to reach them?** Get to the point while presenting the overall picture and benefits
- How to initiate action?** Approach with a foundation set and ask for direction
- Decision-making process?** Open to ideas and deliberate on decisions
- Internal or external processor?** A careful balance of both
- Need time for thought?** Usually
- Embraces change?** Reacts based on the situation
- Multi-tasker?** Sometimes
- Driver?** No - more of a Peacekeeper
- Challenges for an employer?** Can often change mind, and skip over key details

Communication Strategies

What to say and how to say it



- Vary your Expressiveness level.** Meet in the middle - neither quiet nor overly lively.
- Keep your actions at a slow pace.** Be conciliatory.
- Vary your Flexibility level.** Meet in the middle - neither defined nor too many options.

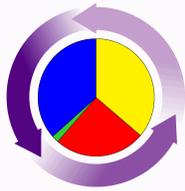
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EMERGENETICS® | PROFILE

BILL HOLLAND - APRIL 5, 2017
HOW YOU THINK: PERCENTAGES

ANALYTICAL = 37%

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



CONCEPTUAL = 36%

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

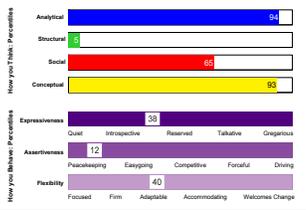
STRUCTURAL = 2%

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

SOCIAL = 25%

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

HOW YOU COMPARE TO THE GENERAL POPULATION



Emergenetics, LLC. 1991-2017 Gail Browning, Ph.D. / Wendell Williams, Ph.D. 303.736.3114

Leadership Styles

As a leader, he is generally a peacekeeper who values theoretical thinking. He probably has a desire to work with others, and in doing so, he can be calm and reserved, or talkative and animated. When he behaves with first third Expressiveness he probably gets the job done with a minimum of discussion. When the situation calls for it, and he behaves with third third Expressiveness, he probably keeps everyone informed. He probably has a vision that extends far into the future, and he expects others to share his enthusiasm for the overall concept or goal. With preferences in Analytical and Conceptual thought, he can be intimidating, as he probably is not afraid to ask tough questions, even if doing so puts others on the spot. Most likely he forges strong alliances, and excels at teambuilding and mentoring. As a tri-modal thinker, he instinctively threads each of his preferences through one another; in this way, his ideas and interactions have elements of a variety of approaches.

What are they thinking?

He has one thinking preference (Analytical) from the “left brain” and two (Social and Conceptual) from the “right brain.” This gives his brain a slight bias for the intuitive and inspired over the rational and logical. He has two thinking preferences (Analytical and Conceptual) that are abstract and one (Social) that is concrete, giving theorizing and speculating a slight edge over his concern for details and practical matters.

The gift of a tri-modal thinker is the ability to empathize with other ways of thinking. He can understand nearly anyone. He can be a catalyst and facilitator in a group and help promote understanding among the team members.

The stress of having this Profile comes from being “Jack of all trades but master of none.” He is not always able to sort out his thoughts or feelings about an issue, since to him all sides of the issue make sense. Most likely, making a decision is difficult and time-consuming. As one tri-modal explained, “My brain needs to weigh all sides of the question. It’s like the committee has to meet, and sometimes the committee fights with itself!”

Behavioral Preferences

Because his level of **Expressiveness** is in the second third, he is in the “It Depends” group because he generally flexes his level of expressiveness situationally. In general, he is moderately expressive, neither introverted nor extroverted. He may behave in a more reserved way or in a more outgoing manner.

Because his level of **Assertiveness** is in the first third, he is probably amiable, easygoing, and supportive. He generally chooses to go along with most decisions and tends to keep his opinions to himself on most things. He probably steers away from confrontations and most likely is viewed as a peacekeeper.

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