

HIGH & LOW DEFINITIONS

# The 21 Behavioral Scales Guide



## Proactivity – Pro

The need to set, achieve and exceed goals.

### HIGH

You thrive on setting goals and working hard. You are often determined, ambitious and self motivated, and tend to be energetic and enterprising. Others might describe you as capable, persistent, and someone who shows initiative.

### LOW

You are typically more relaxed, casual, easygoing, and prefer a more carefree, less stressed approach to life. You tend to prefer the process, and are less goal oriented. You are patient with yourself and others.

## Dominance – Dom

The need to take the lead whenever and wherever possible.

### HIGH

You're a leader who needs to be in charge. You tend to be strong, forthright, determined, and able to influence others. You are powerful, and others realize this power. High scorers in Dominance tend to be impatient and move very quickly.

### LOW

You prefer to be in the background where you can support the efforts of others. You do not like to be center stage and instead value contribution. You tend to be gentle and unassuming. You are more soft-spoken and often a good listener. Humility, patience, and respect are also typical behavioral traits of low scorers in Dominance.

## Endurance – End

The need to persist with any task through to its completion.

### HIGH

You need to finish what you start. You have a strong sense of duty and obligation. You work conscientiously and are usually able to withstand hardship and adversity. High scorers in Endurance are focused and not easily distracted.

### LOW

You become bored easily. You prefer a more leisurely, informal and casual approach to life and its endless variety. Interruptions in daily routines are often welcome. You can change directions quickly, walk away from a task when necessary, or as conditions change, without a lot of stress or hassle.

## Order – Ord

The need for order and structure.

### HIGH

You need routine. You tend to be a well structured planner who needs to stay organized. You prefer to accomplish things one at a time and check things off your list as opposed to doing “100 things at once.” You are often compelled to “straighten things out” to eliminate confusion. You enjoy clarity, methods, and the “tried and true”. You are sensitive to timelines, and often prefer logic and analysis to emotion.

### LOW

You enjoy the “here and now.” You tend to be comfortable in chaos or dealing with the unexpected. You are commonly open to new ideas and new ways of doing things. You tend to be uninhibited and expressive and spontaneous and flexible. You are able to “roll with the punches.”

## Support – Sup

The need to provide nurture and support to others.

### HIGH

You care about people deeply. You are supportive and sensitive to the physical and emotional needs and wants of others. You are thoughtful, peace-loving and warm. You like to “touch” others at the heart level. People often confide in you. You are an encourager who sees the good in others. Relationships are often your number one priority.

### LOW

You tend to be cautious of situations and people. You have a few very close friends and prefer keeping most people at a safe distance. Low scorers in Support may at times seem moody, dissatisfied, and sarcastic. You may also, at times, have difficulty dealing effectively with stress. On the flip-side, your more critical nature can stave off potential dangers while recognizing the “holes” in plans, projects and/or activities.

## Networking – NW

The need to establish and maintain numerous relationships.

### HIGH

You prefer to maintain numerous personal friendships. You have a “more the merrier” approach to life. You tend to be very comfortable in group settings and enjoy socializing. You also tend to take people “at face value” and do not over-complicate relationships.

### LOW

You prefer fewer friends and are not as comfortable in social settings. You are careful with whom you trust. You value long term relationships and you know who your friends are.

## Exhibition – Exh

The need to be the center of attention.

### HIGH

You enjoy and thrive in the limelight. Being center stage gives you energy. You enjoy the attention and affection of others. You are animated and charismatic, entertaining and stimulating.

### LOW

You perform best outside of the limelight. You do not like to be the center of attention. You enjoy support roles and enjoy giving the credit to others. You are unassuming, and comfortable being alone. You value team recognition over personal recognition. You are more subtle, gentle and reserved.

## Autonomy – Aut

The need to think and act independently.

### HIGH

You prefer to act independently of others and social values and expectations. High scorers in Autonomy value freedom. You tend to work well alone and are often assertive. High scorers in Autonomy will give you their opinion if you ask for it. You have your own mind, and tend to make your own rules. You can sometimes be defiant and stubborn.

### LOW

You are a team player. You tend to value security, preferring the known and true. You welcome advice and direction from trusted advisors. The ancient proverb “there is safety in a multitude of counsel” likely rings true to low scorers in Autonomy.

## Aggression – Agg

The need to be assertive, act quickly, and be competitive.

### HIGH

You are courageous, forthright, powerful and tend to “want it now.” You are a competitor who loves to win. You often take a stand for yourself, others, and what you believe to be right. You also tend to have a strong sense of right and wrong, and place a high value on loyalty. You will often not tolerate what you perceive as injustice. High scorers in Aggression can be impatient and like instant gratification.

### LOW

You provide a calming influence on others. You are patient, slow to anger and often very tolerant. You tend to be a peacemaker who makes few if any demands on others. You usually have a win/win philosophy. You are easy to be around and non-threatening. You tend to see the good in others and are flexible.

## Change – Cha

The need for variety and constant newness in one's experience.

### HIGH

High scorers in Change love variety. They move and think quickly. They are spontaneous and flexible. They are risk takers who love a good challenge. However, they tend to become bored easily. They seek adventure. Chaos and complexity are part of the adventure and they tend to comprehend problems and complexity rapidly. They have wide interests in areas such as art, beauty, intelligence and nature.

### LOW

You enjoy stability and continuity in your world. You are most comfortable with the tried and true. You "think before you leap." You value security. You are steady and deliberate. Low scorers in Change are self-controlled and genuinely dependable. You tend to avoid risk.

## Emotional Support – ES

The need to be noticed, receive acknowledgement, and obtain a positive reaction from others.

### HIGH

You are sensitive and may appear moody. You tend to be peace loving and introspective. You are often influenced by the opinion of others. You have an active imagination, and can be creative and expressive. You may at times appear needy and tend to "wear your emotions on your sleeve."

### LOW

You are independent and self-motivated. Low scorers in Emotional Support tend to be confident and are often effective in meeting their goals. You do not need much emotional support from others; "a little goes a long way."

## Self-Critical – S-Cr

The need to focus on one's faults and weaknesses rather than their strengths.

### HIGH

You can be worrisome and fearful. You may beat yourself up unnecessarily. High scorers in Self-Critical may ask for little from others and often assume a submissive role in their relationships. You may perceive others as more capable, stronger and better. You tend to deflect compliments and rarely allow a compliment to "sink in." On a more helpful note, high scorers in Self-Critical are often sensitive, unselfish and humble.

### LOW

You are self-assured and more confident. You usually prefer a fast pace compared to others. You also tend to bounce back from hardships quickly. Low scorers in Self-Critical believe in themselves and their ability to reach and exceed goals. You can often be competitive and ambitious.

## Submissiveness – Sub

The need to conform and defer to others.

### HIGH

You think and act in terms of win/win. You enjoy team victories over personal victories and like to see others succeed. You prefer a supportive role that allows you to be helpful and care about people and their needs. You tend to be conscientious, unassuming and patient. High scorers in Submissiveness are yielding and kind, but you also have a tendency to give in too easily when pressured.

### LOW

You are tenacious and delight in competition, a “good argument” and “worthy” opponents. You may be an adventurous risk taker. You tend to make decisions quickly and are capable of “grinding it out with the best of them.” The word QUIT occurs rarely, if ever, in your vocabulary. You can also be quite stubborn and obstinate at times.

## Self-Control – S-Cn

The tendency to be disciplined, organized, and restrained in one’s behavior.

### HIGH

You tend to be dutiful, restrained, diligent and reliable. You may favor conservative values and try to avoid risk. Adjectives that might best describe you are reserved, quiet, unassuming, patient and modest. High scorers in Self-Control are steady. You at times may “overcontrol” your desires because of a strong sense of duty and morality.

### LOW

You prefer instant gratification. You enjoy fun, excitement, risk, adventure and quick rewards for your efforts. You may be easily bored. Low scorers in Self-Control tend to bend the rules, stretch limits and thrive in chaos. You are often charismatic and animated, but you are also impulsive and at times careless.

## Self-Confidence – S-Cfd

The tendency to express faith in one's abilities, qualities and judgment.

### HIGH

You are poised, self-assured, and confident. You tend to be an assertive person who believes in yourself. Others believe in you as well.

### LOW

You tend to be shy and unassuming. You may ask and expect little from others. You are often a good listener and humble. You are a peacemaker who prefers to de-escalate conflict. You often put the needs and desires of others above your own.

## Personal Adjustment – P-Adj

Possessing the skills and mindset to effectively handle stress and pressure.

### HIGH

You have excellent coping skills. You tend to be resilient and highly capable of dealing with the everyday stresses and strains of life. You are typically more open, trusting and positive. You enjoy the company of others. High scorers in Personal Adjustment are solid. Others are attracted to you because of these qualities.

### LOW

You do not always handle stress well. You tend to overreact to situations. You may struggle with trust at times and tend to keep people at a distance. You can be moody. You lack some of the tools, resources and beliefs necessary to cope with the pressures of life, school, or work. This combination of factors can create anxiety, difficulty with focus, and defensiveness.

## Creativity – Cre

The tendency to think and act innovatively.

### HIGH

You are an original thinker. You tend to be adventurous, bright and very “quick on your feet.” You have an appreciation for beauty and are an “idea person” who thinks outside the box. You are capable of producing solutions out of “thin air.” The high scorer in Creativity seeks out interesting and out of the ordinary experiences.

### LOW

You appreciate rules and norms. You adhere to the tried and true. You tend to be more subdued, conservative and cautious. Low scorers in Creativity are more conventional, valuing security over adventure. You do not typically err on the side of “seeking greener pastures.”

## Military Leadership – ML

The tendency to lead with structure, authority, and discipline, marked by a deep sense of duty and obligation.

### HIGH

You tend to focus on duty and obligation. You are committed to action, and work hard to meet personal and team goals. You value organization and planning. You often provide a steadying influence in your relationships, and your mood is typically even and unflappable.

### LOW

You like to stretch limits. You are more risk taking and adventurous. You are not convinced that duty, obligation and self-discipline are completely worthwhile values. Low scorers in Military Leadership can be more rebellious, and enjoy the idea of “bucking” the system. You also tend to place a higher value on emotion, passion and fun.



## Criticality – CY

The tendency to be critical of people and things, and to pick them apart in great detail.

### HIGH

You evaluate ideas, initiatives, motives, relationships, etc. You typically don't "blindly" accept anything new that comes along. You tend to think things through. You often poke holes in ideas and look at the consequences of poorly thought out ideas.

### LOW

You are often more tolerant and accepting of others. You focus on what is "right and good" rather than focusing on what is "wrong and bad." You are generally optimistic, and less judgmental. Low scorers in Criticality are also more tolerant of the weaknesses in others. You desire harmony in relationships and have a strong belief in interdependence. Low scorers in Criticality prefer reward to punishment, and desire to share their successes with others.

## Mentoring – Men

The tendency to help others develop their skills and abilities.

### HIGH

You seek to mentor, encourage and sustain relationships. You usually put people first. You tend to place a high value on supportive and nurturing behaviors. Respect and courtesy are important concepts to high scorers in Mentoring. You tend to be conservative, value tradition, and are seen by others as a source of "good" counsel. High scorers in Mentoring are more trusting and open. You NEED people.

### LOW

You seek change and variety. You are easily bored. You tend to be dissatisfied with your current status and are temperamental. Low scorers in Mentoring often place their own needs above those of others and are self-serving. You can be fickle and easily distracted. You also tend to be rebellious and non-conforming. Low scorers in Mentoring are less emotionally supportive.

## Free Spirit – FS

The tendency to pursue fun, be spontaneous, playful and sometimes push limits.

### HIGH

You like to have fun, be playful, witty, quick, expressive and dynamic. High scorers in Free Spirit are active, adventurous, assertive, often charming and charismatic. People enjoy being with you because of this. Additionally, they appreciate variety in life and are drawn towards originality, art, sensuality and aesthetics. Your behavior, however, cansometimes be "over the top" and destructive.

### LOW

You are more cautious, reserved, and conservative. You tend to delay gratification and avoid risk. Others may at times perceive them as self-denying and lacking in passion. You may also have a tendency to avoid conflict, or be uncomfortable with the unknown, and fear being out of control.



