

Torch

Leadership Personality Reflection

REPORT FOR
Lorien Elleman

YOUR PERSONALITY REFLECTION
Contemplative, Cooperative
Abstract Thinker



Take a glimpse of your reflection.

At Torch Leadership Labs, we acknowledge and celebrate that everyone is unique. Our personality assessment uses nine scientifically-validated personality spectrums to measure the unique patterns of how you think, feel, and behave.

We have identified your Personality Reflection, **Contemplative, Cooperative Abstract Thinker**, by determining the three personality spectrums that most differentiate you from everyone else. We focus on three of the nine spectrums because people tend to be average on most spectrums, and your tendencies that deviate most from the average person are also the ones that come with special strengths and challenges. There are over 4,000 possible Personality Reflections, which means that you probably don't know anyone exactly like you, but many of your acquaintances likely have one or two words in their Personality Reflection that are in common with yours.

Although your overall personality is stable from day to day, anyone can learn how to change the way they think, feel, or behave. Our research suggests this change can happen more quickly by participating in learning programs such as executive coaching and mentoring. For example, our Behavioral Science team has discovered that working with our executive coaches accelerates the greater self-awareness that a person tends to develop as they mature. Six months of coaching can translate to growth that would normally take a decade.

This report can help you jump-start your self-awareness by giving you greater insight into your personality. In the following pages, this report highlights how your unique personality pattern gives you natural strengths—things you do better than most people. It also explains how your natural tendencies present you with challenges—no one's personality is a perfect fit for every situation. Below, you'll find suggestions on how to take advantage of your unique personality by playing to your strengths and addressing your challenges. We invite you to reflect on how your unique personality shapes the way you think, feel, and behave as a leader.



YOUR PERSONALITY REFLECTION – SUMMARY

Contemplative, Cooperative Abstract Thinker

Your Personality Reflection is determined by the three personality spectrums that most differentiate you from the balanced, or average, score. Each spectrum has two ends. For each spectrum, you have scored either high on one end, high on the other end, or balanced between the two. A score of “very high” simply means that you are even more likely to exhibit the strengths and challenges of the spectrum end.

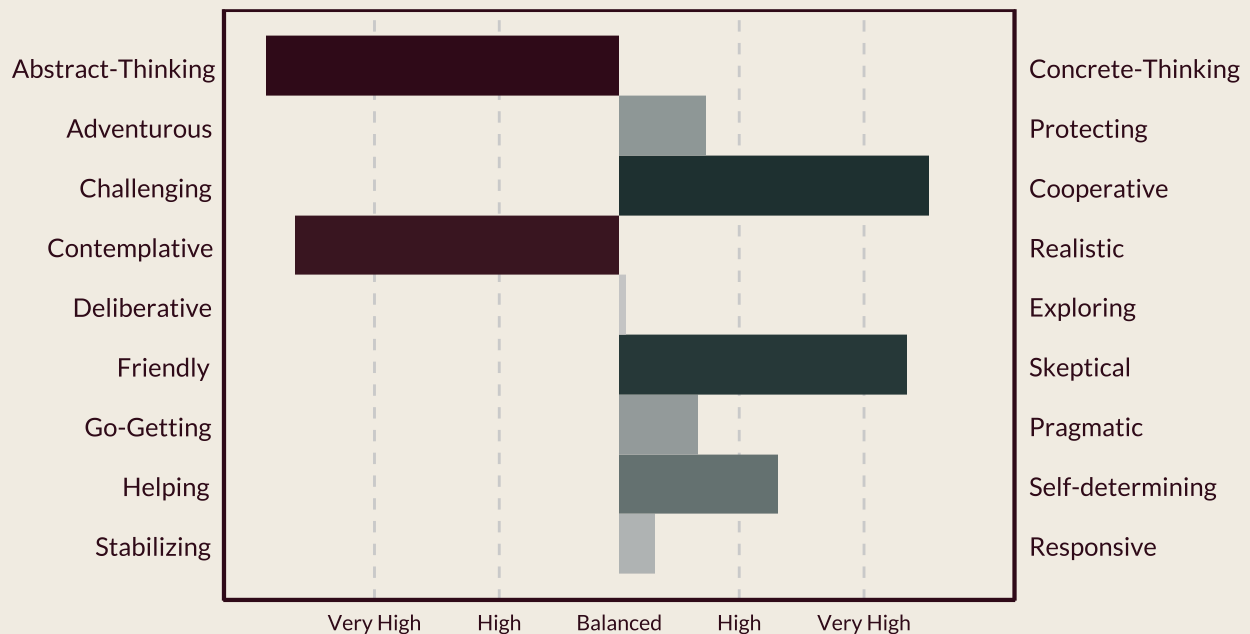
Your key strengths:

- Creative and analytical
- Brimming with new ideas
- Introspective and imaginative
- Visionary and inspirational
- Makes space for others in meetings
- Humble and collaborative

Your key challenges:

- Bored by the mundane
- Prone to analysis paralysis
- Tends toward the grandiose
- Neglects the practical
- Rarely voices contradictory opinions
- Avoids taking charge of others

Your scores on Torch's nine personality spectrums



YOUR PERSONALITY REFLECTION – DETAIL

Abstract-Thinking / Concrete-Thinking

Abstract-Thinking / Concrete-Thinking – what does it mean?

The Abstract-Thinking/Concrete-Thinking spectrum represents a person's openness to brainstorming, as well as theoretical and philosophical ideas. Abstract Thinkers tend to enjoy thinking about and discussing theoretical and philosophical concepts, and they tend to see themselves as creative thinkers. Concrete Thinkers are less interested or comfortable with abstract concepts and don't tend to see themselves as creative thinkers.

Your score indicates you are **an Abstract Thinker**, which means you may tend to:

- Enjoy conceptual thinking.
- Be able to juggle a lot of information at once.
- Come up with new ideas and solutions to problems.
- Be willing to explore unconventional ideas.

Strengths

Abstract Thinkers tend to be brimming with new ideas and new ways to solve problems, so they can develop a reputation of being “idea people,” to whom others look for innovative thinking. Because they can juggle a lot of information at once, Abstract Thinkers often are great analysts and researchers. Abstract Thinkers tend to be open to new ideas and ways of doing things, so they can thrive during times of change and growth.

Challenges

Because Abstract Thinkers often enjoy the theoretical more than the practical, they can sometimes fail to follow through on more mundane, less intellectually-stimulating tasks. They may spend an excessive amount of time analyzing every aspect of a problem. They may also struggle with implementing their complex ideas. Abstract Thinkers may not communicate effectively with Concrete Thinkers, relying too heavily on jargon or esoteric context.



How to play to the strengths of being an Abstract Thinker:

- Ensure that your job role allows you to stretch your creative problem-solving skills and curiosity, and is intellectually stimulating.
- Because you may struggle with executing all of the processes associated with your big ideas, you may work best on a team that allows you to pass your projects off to others who are experts of implementation.
- You may also find success in roles or projects where you can spend most of your time analyzing data, and your deliverable work involves educating others on your findings or making recommendations about how others should solve a given problem.

How to address the challenges of being an Abstract Thinker:

- Examine the extent to which your curiosity is a driver of your motivation to finish work. You may struggle with tasks that appear to be less intellectually engaging, so you may want to reframe those seemingly boring tasks into opportunities to learn and explore some new topic of interest.
- In addition to your being disinterested in more mundane tasks, you may also dislike them because you feel you are not as talented performing them as you are with more conceptual projects. You may find that you have better follow-through on these tasks by: (a) accepting that you may need more time to complete them, (b) being patient with yourself, and (c) seeing the execution of these tasks as a skill you can grow and develop, instead of being something you're "just not good at."
- Consider that successful implementation is a key indicator of a brilliant idea. If an innovative solution can't be realistically realized, how innovative is it, really? In the long run, spending time carefully thinking through implementation will help you be a better, more creative thinker.



YOUR PERSONALITY REFLECTION – DETAIL

Contemplative / Realistic

Contemplative / Realistic – what does it mean?

The Contemplative/Realistic spectrum represents a person's inclination to prefer their internal reality or the world outside of them. Contemplators are more likely to focus their attention on their inner worlds by spending time reflecting on their emotions or daydreaming about the future. Realists are more likely to focus their attention on their external reality by spending time thinking about events that they can observe and planning specific actions that they can take.

Your score indicates you are a **Contemplator**, which means you may tend to:

- Prioritize understanding how you feel and why you feel it.
- Spend time cultivating a high level of self-awareness.
- Imagine what could be, rather than being constrained by what is.

Strengths

Contemplators spend a lot of time thinking about their feelings, themselves, and their imaginations, so are often perceived by others as in-tune with their emotions, highly self-aware, open-minded, and artistic. Direct reports can expect Contemplative leaders to be receptive to change, to have imaginative ideas, and to remain aware of their emotions. If Contemplators can effectively pitch their grand ideas to others, they may also be viewed as inspirational leaders.

Challenges

Contemplators may be so open-minded to so many new and different ideas that they may fail to effectively execute on them. A Contemplator's colleagues could view them as flighty or impractical because they are often pursuing new or far-fetched ideas, rather than maximizing the practicality of potential of current projects. Contemplators may become so engrossed in their own ideas and feelings that they fail to take into account or adequately acknowledge colleagues' ideas and feelings.



How to play to the strengths of being a Contemplator:

- Ensure that your job role allows you to use your creativity on a regular basis, and you find its tasks inspiring and energizing.
- Avoid job roles and contexts that require repetition or lots of regulation, which could limit your ability to pursue novelty and innovation.
- You may find success in roles or projects where you are able to map out future visions of your organization or department.

How to address the challenges of being a Contemplator:

- Be aware that most people do not have as rich of an imagination as you do; they may struggle to see how your ideas could fit into practical solutions. You may want to put yourself in their shoes to consider how best to get your ideas across. During a presentation, you may also want to check in with colleagues as to whether they are still tracking with you.
- In order to get the most out of your creative nature, find strategies to record and vet your ideas so that you can decide which you can feasibly complete and would give you the best return on your time and energy.
- Consider your audience when discussing things such as emotions and other introspective topics that are highly important to you, but may be less important to your colleagues. Spending a lot of time talking about these topics could actually alienate your colleagues, creating distance between you and them, instead of bringing all of you closer together.



YOUR PERSONALITY REFLECTION – DETAIL

Challenging / Cooperative

Challenging / Cooperative – what does it mean?

The Challenging/Cooperative spectrum represents a person's inclination towards social control and power. Challengers are more likely to seek power through leadership and dominance. Cooperators do not desire this type of power and may be uncomfortable having it; they avoid being the center of attention and tend to collaborate with their colleagues in order to get things done.

Your score indicates you are a **Cooperator**, which means you may tend to:

- Avoid leading others, unless you feel there is an explicit need for it.
- Collaborate with colleagues and avoid direct competition with them.
- In conversations, give other people the space to express their ideas.
- Avoid the spotlight and rarely self-promote.

Strengths

Cooperators are often comfortable letting others take the lead on a project, so they rarely cause strife within teams. Because Cooperators tend to prefer collaboration over competition, they are also effective compromisers and team contributors. Cooperators rarely dominate discussions, instead giving others the opportunity to speak up. Cooperators are often seen as humble because they rarely seek to be the center of attention.

Challenges

Cooperators may take too passive of a role in projects that would benefit from them taking more of a lead. Cooperators may fail to adequately push back against colleagues' bad ideas, due to their inclination towards non-confrontation and compromise. In their impulse to give Cooperators space for their colleagues to voice their opinions, they may not leave enough space for their own. They may also fail to make much of an impression on colleagues who do not regularly work with them.



How to play to the strengths of being a Cooperator:

- Ensure that your organization and job role deemphasize competition between colleagues and teams, and instead promote collaboration.
- Take on projects where you will be rewarded for the work that you accomplish, and avoid projects where your work will be ignored if you don't promote yourself.
- Avoid job roles in which you need to frequently argue or push back against colleagues and customers.

How to address the challenges of being a Cooperator:

- Consider that a disagreement doesn't have to be opposed to cooperation. Constructive feedback can lead to improved collaborations, and it also shows that you care enough about an outcome (and perhaps the colleague doing the work) that you want to make the project better. Cooperation within your organization should allow you the space to disagree, and you may need to become more comfortable with taking up that space.
- Speaking of taking up space, you may need to learn to engage in self-promotion every once in a while. In a perfect world, a person's work would speak for itself, but sometimes we need to advertise our accomplishments in order to get the credit we deserve.
- Examine whether you should be leading more often. Most people would love to be led by a humble, collaborative listener, and that's what it means to be a Cooperator. Start with projects in which you are the subject-matter expert.



YOUR PERSONALITY REFLECTION – DETAIL

Friendly / Skeptical

Friendly / Skeptical – what does it mean?

The Friendly/Skeptical spectrum represents a person's comfort and preference when it comes to spending time with other people. Friends are more likely to feel at ease around other people, make friends easily, and trust that strangers have good intentions. Skeptics feel less comfortable around others, especially strangers, and tend to be more wary about other people's motivations and intentions. For them, it may take longer to open up, and for others to get to know who they are.

Your score indicates you are a **Skeptic**, which means you may tend to:

- Put less emphasis on cultivating social relationships.
- Compared to others, take more time to put your trust in strangers, and be more likely to question peoples' intentions.
- Feel more comfortable spending time alone or with close friends, compared to meeting new people.

Strengths

Skeptics work well alone, and do not need much social interaction to feel fulfilled at their job. They tend to be on the lookout for ulterior motives from others, and are perceived by their colleagues as being difficult to take advantage of, which makes them an asset during negotiations. Skeptics have healthy boundaries where it concerns helping others, so don't tend to stretch themselves too thin.

Challenges

Skeptics can be perceived by others as socially distant, difficult to get to know, or cynical about other peoples' intentions. Colleagues may find it challenging to develop a meaningful relationship with Skeptics. Direct reports may be uncertain of where they stand with their manager. Skeptics may struggle to make friends easily at work, which could leave them at risk for being isolated and lacking a robust social network that more Friendly colleagues have.



How to play to the strengths of being a Skeptic:

- Ensure that your job role allows you to work alone or with a few close colleagues, and that your daily work focuses more on accomplishing tasks, as opposed to interacting with people.
- Avoid job roles that require you to continually form relationships with new people, participate in lots of small talk, or demand that you frequently stop what you're doing and help others.

How to address the challenges of being a Skeptic:

- Consider that you may not spend much time around other people because social interaction may not feel rewarding, or may even make you uncomfortable. If having unstructured conversations with other people gives you discomfort, try giving yourself a structure by identifying a common set of questions you can ask in different contexts such as, "What is your favorite book?" or "Do you have any upcoming travel plans?" Having a script of questions to ask other people means that you will seem interesting by showing interest in others, and this preparation may help to ease your discomfort.
- It's difficult to feel at ease around others if you often question their intentions. Most likely, though, any sense of general distrust towards others is based on your previous experiences. To become more trusting of others, you may want to consciously observe the extent to which your skepticism about strangers tends to be accurate or unfounded. The key is to track all new relationships, and not just focus on the ones where you turn out to be right. As long as you're not in a hostile environment, most likely what you'll find is that most people can be trusted.



YOUR PERSONALITY REFLECTION – DETAIL

Helping / Self-Determining

Helping / Self-Determining – what does it mean?

The Helping/Self-Determining spectrum represents a person's inclination to go along with what other people want, versus charting one's own course. Helpers are more likely to be accommodating and willing to follow the direction set by those around them. Self-Determiners are more likely to have a strong sense of what they want to achieve and not be swayed by other people's requests.

Your score indicates you are a **Self-Determiner**, which means you may tend to:

- Be independent and rarely seek out help or advice from other people.
- Prioritize the course of action that you think is best rather than adhering to organizational politics.
- Stand up for your opinions and beliefs, even if it may put you in a situation where you challenge people in power.

Strengths

Because Self-Determiners do not rely on the approval of others, often they are perceived as being decisive, independent, self-reliant, and confident. Direct reports may find Self-Determiners to be strong leaders who can set a clear direction for the team and push back against opposing outside forces. Self-Determiners have clear opinions and are not afraid to express them, so it's generally easy to know where they stand. They also tend to set clear boundaries with others, and so they rarely get taken advantage of.

Challenges

In many situations, Self-Determiners may be convinced that they know best, and they may struggle to seek out or incorporate feedback from other people. Their delivery of their opinions may not give other people the space to be included in conversations. This can become frustrating to their colleagues and give Self-Determiners a reputation for being obstinate and difficult to work with. Direct reports may struggle to feel heard, especially when needing to make changes to



project deadlines or deliverables. Self-Determiners may be so focused on their own opinions and motivations that they fail to make concessions to others, or provide adequate support to those with a genuine need for help.

How to play to the strengths of being a Self-Determiner:

- Ensure that your job role puts you in a position to make decisions and do things your way. You will likely enjoy job roles where you can act independently without being restricted by too much bureaucracy.
- Avoid job roles that require you to solicit continual feedback from many teams before taking action or workplace cultures that rely heavily on democratic decision making. Your propensity to take things on yourself will be disrupted by both of these situations.

How to address the challenges of being a Self-Determiner:

- Consider how your communication style comes across to other people. If you seem unyielding, over time other people may stop trying to help you or give you input. This means that you could be missing out on useful feedback or alternative solutions. In order to cultivate a style of communication that demonstrates you are open to input, you need to actively give others the space to express themselves. Ask questions about their opinions and concerns. If something they say doesn't make sense to you, instead of challenging them on it, express your desire to learn more about their point of view.
- Self-Determiners rarely get taken advantage of. However, your view of what it means to be "taken advantage of" may limit your ability to build social capital with others. If you rarely offer to help colleagues or acquiesce to their requests, over time your inflexibility may isolate you from the support of others. As a Self-Determiner, you may feel comfortable with getting things done yourself, but as long as you are working in an organization with other people, you will be better off maintaining a reputation in that community as someone who can work well with others.



YOUR PERSONALITY REFLECTION – DETAIL

Adventurous / Protecting

Adventurous / Protecting – what does it mean?

The Adventurous/Protecting spectrum represents a person's inclination towards exciting and novel stimuli. Adventurers tend to want lots of stimulation; they like to always be on the go, rush headlong into projects, and prefer variety over routine. Protectors shield themselves from too much stimulation, which they find overwhelming, with a slower-paced lifestyle and stable routines.

Your score indicates you are **balanced**, which means you may tend to:

- Have some regular routines, but also seek out novelty on occasion.
- Consider the consequences when they matter, and make snap decisions when they don't.
- Maintain a lifestyle that speeds up or slows down, depending on your desires.
- Occasionally seek out excitement in your environment, but rarely do anything dangerous.

Strengths

People who are balanced on the Adventurous/Protecting spectrum tend to feel comfortable switching between (a) taking risks and jumping into new projects and (b) taking their time to think through decisions and sticking with routines, depending on the context of the situation. They usually do not have the challenges of being an Adventurer, such as being careless or becoming bored easily. It's also likely they do not have the challenges of being a Protector, like failing to ever take calculated risks or being inflexible when major changes occur.

Challenges

People who are balanced on the Adventurous/Protecting spectrum may not stand out as being particularly Adventuring or Protecting. If a project requires either a high-energy risk-taker, or a by-the-book careful planner, there may be other colleagues who appear to be a better fit than someone who is balanced on this spectrum.



How to play to the strengths of being balanced:

- Take on roles or tasks that require you to be a generalist in this area—to sometimes take risks and move fast, and other times stick to routine and be cautious. These sorts of generalist roles could exist due to a need to (a) adjust to other members of your team, or (b) change your approach depending on the project.
- Ignore this aspect of your personality, and instead play to your unique strengths in other personality spectrums.

How to address the challenges of being balanced:

- The primary challenge of being balanced on any personality spectrum is that you may not stand out on it, compared to others. If a project or role requires you to act in a more Adventurous or Protecting way, you should consider setting goals to amplify your behavior in the appropriate direction.
- For example, if you are in a role that requires you to make decisions more quickly than you are used to, set parameters around how much information you normally need to make a decision, and then pare this down to the bare minimum. If your role requires you to be more cautious than you normally would, first plan for the contingencies you can think of, and then ask others for scenarios you may not have considered.
- For further help, consider whether you know of a colleague who embodies the behavior of the Adventurer or Protector. If so, you could ask them to mentor you, either formally or informally. They will likely have helpful feedback for you on how to become more like them.



YOUR PERSONALITY REFLECTION – DETAIL

Go-Getting / Pragmatic

Go-Getting / Pragmatic – what does it mean?

The Go-getting/Pragmatic spectrum represents a person's inclination to push themselves beyond the boundaries of what is expected of them. Go-getters are more likely to seek opportunities to realize their ambitions and push past other people's accomplishments. Pragmatists are more likely to analyze what is most necessary for a given situation and prioritize on delivering what is required, rather than going above and beyond.

Your score indicates you are **balanced**, which means you may tend to:

- Sometimes push yourself to succeed, but rarely to the point of burnout.
- Do what needs to be done, or go above and beyond, depending on the situation.
- Believe that you work about as hard as anyone else.

Strengths

Compared to others, people who are balanced on the Go-Getting/Pragmatic spectrum tend to be able to easily switch between (a) pushing themselves to do more than what is expected of them and (b) limiting the scope of projects to a manageable workload. They usually do not have the challenges of being a Go-Getter, such as being at risk for burnout, alienating colleagues who have a better work/life balance, and setting unrealistic expectations for a given deadline. It's also likely they do not have the challenges of being a Pragmatist, like being perceived as unambitious or disengaged from their job.

Challenges

Compared to others, people who are balanced on the Go-Getting/Pragmatic spectrum may not stand out as being particularly Go-Getting or Pragmatic. If a task requires either pushing well beyond what's typically expected of an employee, or the discipline to keep the scope of a project limited to what has to get done, there



may be other colleagues who appear to be a better fit than someone who is balanced on this spectrum.

How to play to the strengths of being balanced:

- Take on roles or tasks that require you to be a generalist in this area—to sometimes push yourself very hard to succeed, and other times to do what has to get done and no more. These sorts of generalist roles could exist due to a need to (a) adjust to other members of your team, or (b) change your approach depending on the project.
- Ignore this aspect of your personality, and instead play to your unique strengths in other personality spectrums.

How to address the challenges of being balanced:

- The primary challenge of being balanced on any personality spectrum is that you may not stand out on it, compared to others. If a project or role requires you to be more Go-Getting or Pragmatic, you should consider setting goals to amplify your behavior in the appropriate direction.
- For example, if you are working on a project that requires you to work harder than you usually do, determine what normal work boundaries you are willing to push. Working long hours with few breaks will lead to burnout over time, so it's important for you to either: (a) sprint on a project and then give yourself time to recover, or (b) find a sustainable way forward that allows you to be more productive. You may also want to research how to improve the efficiency of your work in order to “work smarter, not harder.”
- For further help, consider whether you know of a colleague who embodies the behavior of the Go-Getter or Pragmatist. If so, you could ask them to mentor you, either formally or informally. They will likely have helpful feedback for you on how to become more like them.



YOUR PERSONALITY REFLECTION – DETAIL

Stabilizing / Responsive

Stabilizing / Responsive – what does it mean?

The Stabilizing/Responsive spectrum represents the intensity with which a person tends to react to negative environmental cues. Stabilizers tend to react with less negative emotion to their environment, which means that their everyday experiences tend to be more even-keeled. Responders tend to be more perceptive and receptive of negative environmental cues, which leads them to have more intense emotional responses to them.

Your score indicates you are **balanced**, which means you may tend to:

- Need some time to bounce back from periods of stress.
- Occasionally be judgmental of your thoughts and feelings.
- Sometimes find it challenging to start new tasks.
- Feel moderately in control of the direction your life is taking.
- Feel an average excitement for life, compared to others.

Strengths

Compared to others, people who are balanced on the Stabilizing/Responding spectrum tend to be able to easily switch between (a) being resilient against setbacks and reacting non-judgmentally towards their own thoughts and feelings and (b) being emotionally perceptive and responsive to their environment. They usually do not have the challenges of being a Stabilizer, such as failing to be empathetic to colleagues who are struggling, or being oblivious to the emotional tone of their environment. It's also likely they do not have the challenges of being a Responder, like being emotionally overwhelmed by high-stress situations, or over-analyzing their thoughts and feelings before sharing them with others.

Challenges

Compared to others, people who are balanced on the Stabilizing/Responding spectrum may not stand out as being particularly Stabilizing or Responding. If a project requires either someone who always stays calm and collected, or someone



who is emotionally in-tune with subtle environmental cues, there may be other colleagues who appear to be a better fit than someone who is balanced on this spectrum.

How to play to the strengths of being balanced:

- Take on roles or tasks that require you to be a generalist in this area—to sometimes stay calm under pressure, and other times be more responsive to your environment. These sorts of generalist roles could exist due to a need to (a) adjust to other members of your team, or (b) change your approach depending on the project.
- Ignore this aspect of your personality, and instead play to your unique strengths in other personality spectrums.

How to address the challenges of being balanced:

- The primary challenge of being balanced on any personality spectrum is that you may not stand out on it, compared to others. If a project or role requires you to be more Stabilizing or Responding, you should consider setting goals to amplify your behavior in the appropriate direction.
- For example, if you are in a role that requires you to take on more stress or conflict than you are used to, you may consider working with a coach or mentor who could guide you on habits and mental exercises to help manage this stress. If your role requires you to be more emotionally sensitive to others, you may consider holding regular, informal meetings with your colleagues where you check in with their current levels of stress and emotional states.
- For further help, consider whether you know of a colleague who embodies the behavior of the Stabilizer or Responder. If so, you could ask them to mentor you, either formally or informally. They will likely have helpful feedback for you on how to become more like them.



YOUR PERSONALITY REFLECTION – DETAIL

Deliberative / Exploring

Deliberative / Exploring – what does it mean?

The Deliberative/Exploring spectrum represents a person's inclination to control their environment through order, regularity, and certainty. Deliberators are more likely to impose structure onto their environment. Explorers are more likely to give up environmental control, be willing to fail at tasks, and risk uncertain outcomes.

Your score indicates you are **balanced**, which means you may tend to:

- Be somewhat structured in your day-to-day work.
- Pay close attention to detail when needed.
- Be able to tolerate some uncertainty, while preferring to know the details when possible.
- Enjoy tasks in which you are already proficient, but also try some in which you might fail.

Strengths

Compared to others, people who are balanced on the Deliberative/Exploring spectrum tend to be able to easily switch between being (a) detail-oriented and structured in their approach to work and (b) spontaneous and improvisational, depending on the context of the situation. Most likely, they do not have the challenges of Deliberators, such as being considered indecisive, inflexible in how they approach problems, or micromanaging. It is also likely they do not have the challenges of Explorers, such as having a reputation for being unreliable, unstructured, or careless.

Challenges

Compared to others, people who are balanced on the Deliberative/Exploring spectrum may not stand out as being particularly Deliberative or Exploring. If a task requires either intense structure and attention to detail, or a willingness to fail and a tolerance for ambiguity, there may be other colleagues who appear to be a better fit than someone who is balanced on this spectrum.



How to play to the strengths of being balanced:

- Take on roles or tasks that require you to be a generalist in this area—to sometimes be precise and perfectionistic and other times spontaneous and improvisational. These sorts of generalist roles could exist due to a need to (a) adjust to other members of your team, or (b) change your approach depending on the project.
- Ignore this aspect of your personality, and instead play to your unique strengths in other personality spectrums.

How to address the challenges of being balanced:

- The primary challenge of being balanced on any personality spectrum is that you may not stand out on it, compared to others. If a project or role requires you to be more Deliberative or Exploring, you should consider setting goals to amplify your behavior in the appropriate direction.
- For example, if you are working on a project that requires you to be more structured and organized than you usually are, a good first step would be to create a broad outline of all the tasks you need to complete, even if one of those tasks is figuring out what all of those tasks are. After the broad outline, dig into a particular area and provide as much detail as possible. Take note of unknowns, and how they may affect your project. Use whatever format seems most intuitive to you, like a list, a chart, or any other structured document. Then continue to fill in the details until the project is as well-organized as you can make it. If you find yourself getting restless or bored, switch to another task or take a break, and then return to the project when you're ready to start again.
- For further help, consider whether you know of a colleague who embodies the behavior of the Explorer or Deliberator. If so, you could ask them to mentor you, either formally or informally. They will likely have helpful feedback for you on how to become more like them.



Time to reflect and consider goals.

This report has highlighted the most unique components of your personality. Your tendencies that make you the most unique, compared to others, are also the ones that are most likely to give you special strengths and challenges. This report has provided you with insights into how you tend to think, feel, and behave. It has also provided you with suggestions on how to play to the strengths and address the challenges of those tendencies.

If you've found this report to be insightful, we recommend that you take some time for self-reflection: What insights and suggestions most resonate with you in this report? Next, consider how to turn those insights and suggestions into learning and behavioral goals that will support your professional development. Although you can certainly do this on your own, an executive coach or workplace mentor can help you accelerate your growth and give you better direction.

If you are an L&D leader and interested in learning more about how Torch can help you design, manage, and measure programs to drive employee growth at your organization, you can [request a demo here](#). If you're interested in giving this assessment to your team or organization, you can [email Torch's Behavioral Science team here](#).

Thank you for taking the time to read this report,

The Torch Behavioral Science Team

P.S. We would love to get your feedback. Please consider answering our short [anonymous follow-up survey](#) (it's only 12 questions).





Torch

The People Development Platform that fuels growth through the power of trusted relationships

By combining coaching, mentoring, and peer learning with scalable technology, Torch helps L&D leaders design, manage, and measure programs that drive employee growth. Leading brands like LinkedIn, American Express, Genentech, Reddit, and Allstate use Torch to develop their people.



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