



**Individual Path4 Report  
for  
Peter D Flanagan**

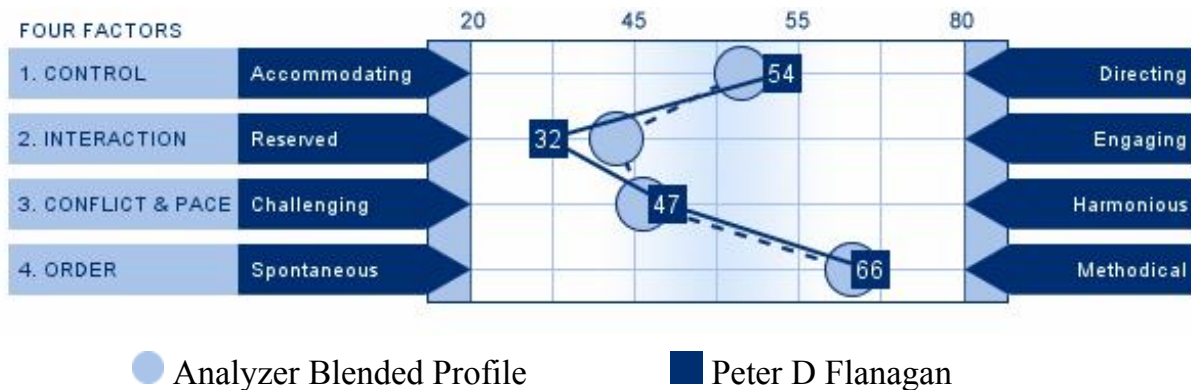


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## Path4 Profile Report

for  
**Peter D Flanagan**  
 09/09/14

Peter D, your natural profile is indicated by the line marked with squares on the graph below. Note also the line marked with circles representing the Blended Profile that most nearly matches your graph. Sixteen Blended Profiles are used as the baseline for interpreting the combinations of the four basic factors. The information in the next section is derived from the Analyzer Blended Profile. Typically the more closely your graph matches this Blended Profile, the more accurately the information will describe your natural behavioral style.



Analyzers are very task-oriented and seek to balance the desire to obtain results with the desire for perfection. They are very competitive individuals who excel at evaluating the work setting and initiating changes to produce better results.

### Typical Strengths

Analyzers tend to be analytical, logical, direct, confident, and they like new challenges. They excel at seeing the larger vision, creating efficient methods and procedures, and listening carefully for the facts.

### Typical Struggles

Analyzers may lack sensitivity to the feelings or efforts of coworkers. In addition, they may come across as being overly critical, judgmental, blunt, and impatient at work.

## **ANALYZER: AT WORK:**

### **Work Activities**

Since Analyzers excel at offering logical solutions to complex problems, they function best in roles in which they can evaluate and make necessary changes to improve efficiency.

### **Contribution to Work**

Analyzers are natural organizers and administrators who can diplomatically create pressure to gain results and maximize performance in the workplace.

### **Task/People Orientation**

Although they are primarily task-oriented, Analyzers are drawn to people by a secondary drive to produce results by directing others.

### **Mobility Factor**

Their primary need is to be focused on one problem at a time. However, Analyzers do need some variety and new challenges.

### **Stress**

Analyzers are stressed by being pushed in a direction that violates their basic motivation toward logic, truth, or efficiency. Not having sufficient time to plan and not having control over their work also creates stress.

### **Performance Improvement**

Analyzers can improve their performance by reducing their drive to overanalyze and by moving ahead with action steps.

### **Leadership**

Analyzers lead by planning, delegating, and explaining in their areas of expertise. They are good at keeping work efforts organized and focused.

**Fears**

Analyzers maintain very high standards. Therefore, they may fear failing to meet their goals, failing to produce the desired results, or the inability to make a lasting impact through their work.

**Communication Style**

Analyzers communicate by clarifying, providing insights, questioning, giving directives, teaching, managing, or advising.

**Measure of Success**

Analyzers feel most successful when they have contributed some new insight, plan, method, analysis, or design that facilitates organizational goals.

**Relationship To Authority**

Analyzers are most comfortable when given freedom and authority to make decisions and implement creative ideas or improve efficiency.

## BEST WORK SITUATION

**Analyzer:** realize their highest potential with opportunities to

*Get results - Research facts - Critique and improve - Think and process - Be in control  
- Direct - Create and develop - Initiate solutions - Design new procedures - Work with data and things*

## FACTORS OF BEHAVIOR

This report is based on four factors of behavior and each factor has a continuum of behaviors associated with it as shown below.

Accommodating	←	Mid-Range	→	Directing
Reserved	←	Mid-Range	→	Engaging
Challenging	←	Mid-Range	→	Harmonious
Spontaneous	←	Mid-Range	→	Methodical

## STRENGTHS AND STRUGGLES

Peter D, the strengths and struggles in the next section of the report relate to your RightPATH® 4 scores for the four individual factors. This information gives more depth to the report and helps you focus on your unique style.

There are many advantages of understanding your unique talents and motivations. You will enjoy operating in some environments more than others simply because they are a better fit for your natural style. **A goal should be to align your work as much as possible with your strengths and minimize exposure in the areas where you may struggle.** On the other hand, we all need to have a self-improvement program to develop our weak areas. As an example, a person who tends to be impatient and not naturally a good listener, can enhance relationships through a focused effort to become an active listener. Also keep in mind that strengths overdone usually lead to problems.

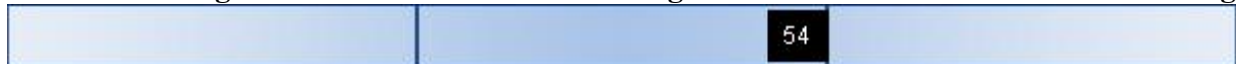
The list of strengths and struggles that follow are typical for people who have scores similar to yours. **Keep in mind that every individual is unique and some of the items may not fit you. You should objectively review the list and determine whether or not the description applies.**

## Factor 1

Accommodating

Mid-Range

Directing



This factor indicates a person's tendency to follow another person's agenda or set their own agenda. Your score on this factor was in the **Mid-Range**. Typical strengths and struggles associated with your RightPATH® 4 position are shown below.

Your Mid-Range score on the Directing - Accommodating factor indicates that you are rather balanced in your approach to the issue of control. For instance, you can flex easily and serve as either a leader or follower, depending on the situation. If setting the agenda is part of your designated and accepted responsibility, then you probably will have no problem taking charge. On the other hand, you will be comfortable supporting someone else's leadership when appropriate.

Since your preferred style is probably somewhat people-centered and democratic, you can be a very popular leader. Your greatest risk may be in letting things go too far before taking a stand. Ensuring that clear guidance is given and then followed up with oversight and accountability will be important for your success as a leader.

With a Mid-Range score in this factor, it is possible that you will have a bent toward some of the typical behaviors of the left or right side traits. You should review the following lists of Strengths and Struggles and underline or circle any that are clearly the way you consistently operate.

### Accommodating Strengths

- loyal - follows the set agenda
- process-oriented
- speaks tactfully
- cooperative - promotes stability
- moves cautiously into new areas
- focused, prefers one thing at a time
- sees the practical for here and now

### Directing Strengths

- initiating, wants to set the agenda
- results-oriented
- speaks directly
- competitive, takes on challenges
- moves boldly with confidence
- prefers multiple projects
- sees the strategic/future potential

### Accommodating Struggles

- can be unassertive, timid
- may tend toward being passive
- may be hesitant to speak out
- may avoid taking charge
- tends to underestimate self

### Directing Struggles

- often discounts ideas/feedback from others
- may be controlling, demanding, and pushy
- may be a poor listener
- prefers to avoid routine and details
- can be self-centered and egotistical

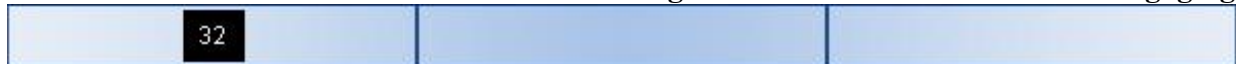
- may agree, then regret or resent it
- may lack strategic vision
- may overcommit what others can do
- underestimates work needed to achieve goals

## Factor 2

Reserved

Mid-Range

Engaging



***Reserved Vs. Engaging*** This factor indicates a person's preference for either solitude and private time or extensive interaction with others. Your score on this factor was in the ***Reserved*** range.

### Reserved Strengths

- task-oriented
- serious and modest
- realistic and practical
- has a dry sense of humor
- good at persevering
- likes to be focused
- likes closure

### Reserved Struggles

- may appear withdrawn and aloof
- sometimes comes across as shy
- tends to be pessimistic
- can be curt
- may be quietly self-righteous
- may appear skeptical or secretive
- typically drained by social contact

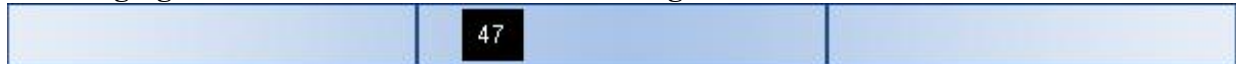


### Factor 3

**Challenging**

**Mid-Range**

**Harmonious**



***Challenging Vs Harmonious.*** This factor indicates a person's natural motivation to be either cool and objective or warm and compassionate. Your score on this factor was in the ***Mid-Range*** .

Your Mid-Range score on the Challenging - Harmonious factor indicates a good balance between being eager and patient, between being dynamic and steady. You have the advantage of operating at an even pace that is not plagued by a tendency toward being either too passive or too impulsive. Also, you can naturally be a compassionate listener and still retain a degree of objectivity.

Keeping your balance will be the key to success. By continuing to look on others with warm regard and high respect, and at the same time caring enough to confront when appropriate, you can have great influence over all those with whom you come in contact.

With a Mid-Range score in this factor, it is possible that you will have a bent toward some of the typical behaviors of the left or right side traits. You should review the following lists of Strengths and Struggles and underline or circle any that are clearly the way you consistently operate.

#### **Challenging Strengths**

- operates well in conflict
- objective and cool
- makes the difficult calls
- responds quickly
- works at a fast pace
- likes and promotes change
- favors logic over emotion

#### **Harmonious Strengths**

- supportive and promotes harmony
- compassionate and warm
- engaging and a good listener
- patient, willing to wait
- works at a measured pace
- dislikes change, prefers status quo
- works at a consistent pace

#### **Challenging Struggles**

- tends to be combative
- may be abrupt
- can be judgmental and critical
- too impatient
- tends toward hyperactivity

#### **Harmonious Struggles**

- may compromise too much
- often unwilling to confront
- can be naive and too trusting
- often resists change
- tends to be passive

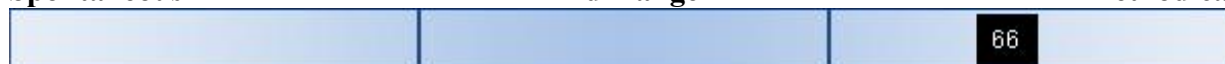
- prone to be discontent
- may appear coldhearted
- may be complacent
- may not verbalize true feelings

## Factor 4

Spontaneous

Mid-Range

Methodical



***Spontaneous Vs Methodical.*** This factor reflects a tendency to be either spontaneous and instinctive or to be prepared and structured. Your score on this factor was in the ***Methodical*** range.

### Methodical Strengths

- organized and scheduled
- accurate with details
- follows established procedures
- prepared, rehearses carefully
- analyzes before deciding
- conducts research to determine facts
- responds diplomatically

### Methodical Struggles

- tends to be rigid and inflexible
- may be too picky
- overreliance on rules can be a problem
- may overprepare but lack confidence
- perfectionistic to avoid mistakes
- may focus on details and miss the goal
- may be too formal, rigid

## CONCLUSION

Peter D, it can be very empowering to know your unique design. You have many natural behavioral strengths that can be used in your work. As you begin to use the concept of individual differences presented in this RightPATH® 4 Profile report you will see yourself and others in a new light. Your knowledge of these differences will equip you to maximize your efforts and work in harmony with people who have very different styles and viewpoints.

## **Peter D Flanagan:**

**1. You may reprint your PATH 4 report at a later time** by going to the website and selecting **Take Profiles** from the menu. Click on **Path 4 Profile Login**. Use your registration information as shown below.

Login ID: PF

Password: turbo

**2. For more insights on the RightPath two-profile system,** continue to the next page.



## The RightPath Two-Profile System

The RightPath profiling system is unique in that it uses two independent but correlated profiles. There are key advantages to each profile and when taken together the user gains increased confidence due to the cross validation of the results of each.

***RightPATH® 4*** is a four-factor eight-trait behavior assessment. In a diagnostic sense it is like an X-Ray that gives a snapshot of an individual's natural profile. The key advantage is that it is easy to grasp and provides a powerful learning platform, enabling users to apply the concepts quickly.

***RightPATH® 6*** is diagnostically more like an MRI because it gives a greater depth and breadth of information by measuring six factors and sixteen subfactors. Additionally, as shown below, the first four factors of the ***RightPATH® 6*** are positively correlated with the ***RightPATH® 4*** profile. This provides added confidence to the user when the two profiles show similar results. This also serves as a check against manipulation, since the two are rated and scored quite differently.

## Profile Comparison

	
<b>Factor 1</b>	<p><b>CONTROL AND AGENDA</b> Accommodating ↔ Directing</p> <p><b>DOMINANCE</b> Compliant ↔ Dominant</p> <ul style="list-style-type: none"> <li>• Assertive</li> <li>• Independent</li> <li>• Blunt</li> </ul>
<b>Factor 2</b>	<p><b>INTERACTION</b> Reserved ↔ Engaging</p> <p><b>EXTROVERSION</b> Introverted ↔ Extroverted</p> <ul style="list-style-type: none"> <li>• Enthusiastic</li> <li>• Social</li> <li>• Verbal</li> </ul>
<b>Factor 3</b>	<p><b>CONFLICT AND PACE</b> Objective ↔ Harmonious</p> <p><b>COMPASSION</b> Detached ↔ Compassionate</p> <ul style="list-style-type: none"> <li>• Sympathetic</li> <li>• Supportive</li> <li>• Tolerant</li> </ul>
<b>Factor 4</b>	<p><b>ORDER AND DETAIL</b> Spontaneous ↔ Methodical</p> <p><b>CONSCIENTIOUSNESS</b> Unstructured ↔ Structured</p> <ul style="list-style-type: none"> <li>• Precise</li> <li>• Organized</li> <li>• Achieving</li> </ul>
<b>Factor 5</b>	<p><b>ADVENTUROUSNESS</b> Cautious ↔ Adventurous</p> <ul style="list-style-type: none"> <li>• Daring</li> <li>• Ambitious</li> </ul>
<b>Factor 6</b>	<p><b>INNOVATION</b> Concrete ↔ Abstract</p> <ul style="list-style-type: none"> <li>• Imaginative</li> <li>• Resourceful</li> </ul>