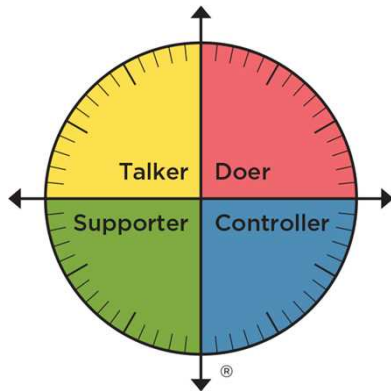


COMMUNICATING WITH IMPACT!



Behavior Styles[®] Sales Assessment

A collage of images related to business and communication. It includes a blue abstract graphic, a man and a woman looking at a laptop, a woman smiling, a solid blue square, and a man with glasses smiling. The man with glasses is wearing an orange shirt, and the solid orange square is to his right.

Personalized Report For:
Shang Xiang
Focus: Work
6/22/2022

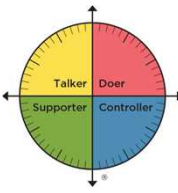
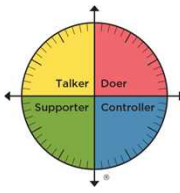


Table of Contents

Introduction to the Behavior Styles® Online Report	3
UNDERSTANDING YOURSELF	
Overview of the Four Basic Styles.....	5
General Characteristics.....	6
Diagram of the Four Basic Styles	8
Your Personalized eGraphs.....	9
Word Sketch: Adapted Style.....	10
Word Sketch: Natural Style.....	11
Your Strengths: What You Bring to the Organization	12
Your Motivations (Wants) and Needs.....	13
Ideal Work Environment.....	14
Your Behavior and Needs Under Stress.....	15
Potential Areas for Improvement.....	16
Communication Tips and Plans.....	17
Your Behavior Pattern View	20
Summary of Your Style	21
Disclaimer	22



Introduction to the Behavior Styles® Report

Congratulations on completing the Behavior Styles® Online Assessment.

Many of us grew up believing the wisdom of treating others the way you would like to be treated — the Golden Rule. We soon realized that another practical rule to live by seemed to be what Dr. Tony Alessandra calls The Platinum Rule® — treat others the way THEY want to be treated.

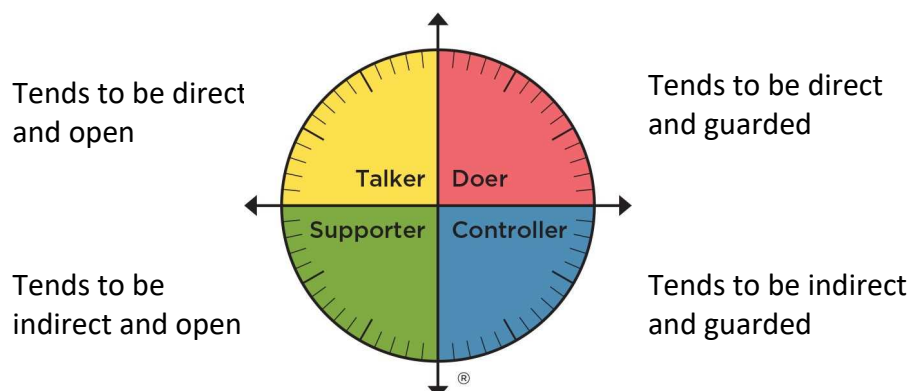
With this personalized and comprehensive report, you have the tools to improve communication and productivity. You can develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. This report does not deal with values or judgments. Instead, it concentrates on natural tendencies that influence your behavior.

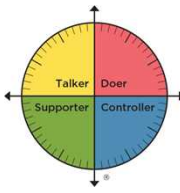
Our Online Assessment focuses on patterns of external, observable behaviors. This model is simple, practical, plus easy to remember and use. See The Four Basic Behavior Styles® Overview Chart section for a summary of each of the styles.

BEHAVIOR STYLES®

Over the years, research has revealed more than a dozen models of behavior differences, but many share one common thread: the grouping of behavior into four basic categories.

Behavior Styles® focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. See the information below. Because we can see and hear these external behaviors, it becomes much easier to “read” people.

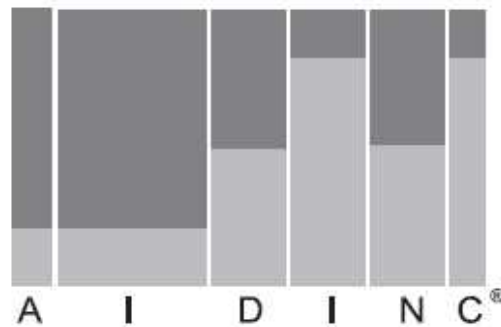




Introduction to the Behavior Styles® Report

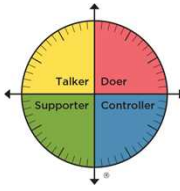
HOW TO USE THIS REPORT

This report is focused on understanding your style characteristics. Please note that there is no “best” style. Each style has its own unique strengths and opportunities for improvement and growth. Any behavior descriptions mentioned are only tendencies for your style group and may or may not specifically apply to you personally.



ADAPTABILITY

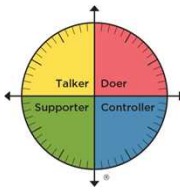
In addition to understanding your style, the report identifies ways you can apply your style strengths or modify your style weaknesses in order to meet the needs of others. This is called adaptability. Social scientists call it “social intelligence.” There has been much written lately on how social intelligence is just as important as Intelligence Quotient (IQ) in being successful. In some cases, social intelligence is even more important than IQ.



Overview of the Four Basic Styles

Below is a chart to help you understand characteristics of the four basic styles, so you can interact with each more effectively. Although behavior style is only a partial description of personality, it is quite useful in describing how a person behaves and is perceived.

	TALKER	DOER	SUPPORTER	CONTROLLER
PACE	Fast/Spontaneous	Fast/Decisive	Slower/Relaxed	Slower/Systematic
PRIORITY	People	Goal	Relationship	Task
SEEKS	Participation Applause	Productivity Control	Acceptance	Accuracy Precision
STRENGTHS	Persuading Motivating Entertaining	Administration Leadership Pioneering	Listening Teamwork Follow-through	Planning Systemizing Orchestration
GROWTH AREAS	Inattentive to detail Short attention span Low follow-through	Impatient Insensitive to others Poor listener	Oversensitive Slow to begin action Lacks global perspective	Perfectionist Critical Unresponsive
FEARS	Loss of social recognition	Being taken advantage of	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Routines Complexity	Inefficiency Indecision	Insensitivity Impatience	Disorganization Impropriety
UNDER STRESS MAY BECOME	Sarcastic Superficial	Dictatorial Critical	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Playfulness Others' approval	Control Leadership	Friendship Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Acknowledgments Applause Compliments	Impact or results Track records and products	Compatibility with others Depth of contribution	Precision Accuracy Quality of results
WORKPLACE	Interacting Busy Personal	Efficient Busy Structured	Friendly Functional Personal	Formal Functional Structured



General Characteristics

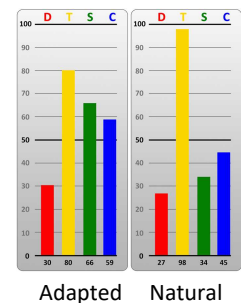
The narration below is a general overview of your behavior tendencies. It provides a framework for understanding and reflecting on your results. Some coaching ideas are included so you can leverage your strengths whenever possible to maximize personal success.

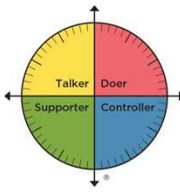
Shang, you score like those who tend to show a positive sense of humor, and can sometimes relieve a tense moment with a subtle comment or verbal quip. This trait gives you enormous influence, especially in the creative realm. This influence may not be sustainable, however, as it loses strength and impact when used continuously.

Shang, your pattern of responses indicates that you display a high energy level, especially in social situations, and are very good at meeting new people. This comes from a combination of traits: your sincere interest in others, your verbal skills, your moderate sense of urgency, and the fact that you don't come off as egocentric. All of these traits combine to create an ability to meet others very easily. If you are standing in a line, you may tend to converse with others in the line. This is a natural demonstration of your ease in dealing with people.

You are very people-oriented -- you like people, and want to be liked in return. This is a trait that might put you on an emotional roller coaster at times. You're at the peak when things are going smoothly, and people are getting along appropriately. You fall into the valley when people aren't getting along, or when they are not happy about something you've said or done. When this happens, it may feel as if the wind has been taken from your sails. Our coaching to you is to suggest that you meet with the unsatisfied person and proactively determine what you can do to remedy the situation.

You have the ability to handle pressing problems in a casual manner. This is a strength to the team, especially when pressure is running high. You show the ability to turn a phrase or make a quip that eases some of the tension, allowing the team to re-focus on the problem, perhaps in a new way. Likewise, you have the ability to think quickly on your feet, and to express yourself in a verbally fluent way.





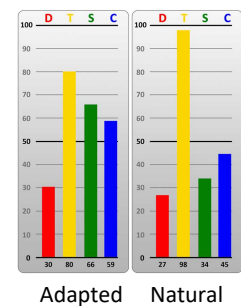
General Characteristics (continued)

While you may sometimes tend toward surface analysis, you also display a very keen awareness of important details. This may come as a surprise to others, as they might assume that you only attend to the "big picture" items. You surprise them by contributing information about small details that may impact the project. This shows that, in spite of your easy-going style, you also do your homework.

A moderate-to-heavy risk-taker, you score like others who may sometimes do the unexpected just to get attention, or willfully instigate a surprise. This keeps everyone on their toes, provides energy to the activity, and makes for fun interaction. Our coaching here is determined to help you acknowledge this, and to monitor it so that it isn't taken to excess. In some situations, those who score like you may be recognized as the team "clown." This can keep things light, as long as it's apparent that they can be depended on to carry their share of the load.

You score like those who prefer a cooperative social environment to an antagonistic one. While this might sound like common sense, there are some who may intentionally stir the work climate to create antagonism. You have an ability to disarm some of that antagonistic spirit, and to encourage a climate of optimism.

You are very good at promoting ideas and generating enthusiasm in others. When there's an idea that you believe in, you have the remarkable ability to sell the idea (in a proactive and positive, not manipulative, way). Additionally, when people need a shot of motivation, energy, or enthusiasm, you have the ability to make your own internal optimism contagious to others.



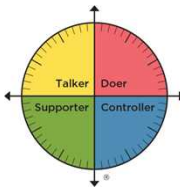
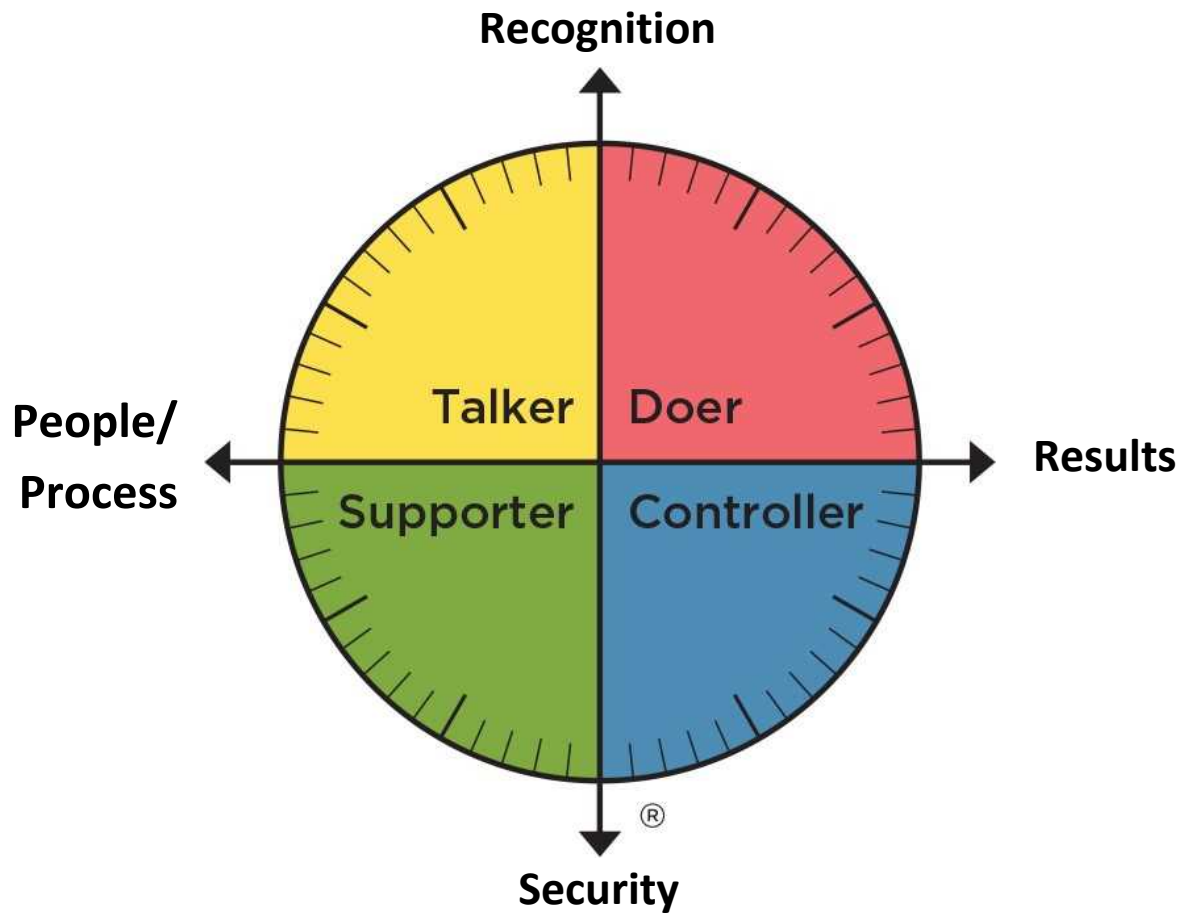
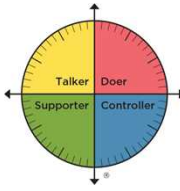


Diagram of the Four Basic Styles

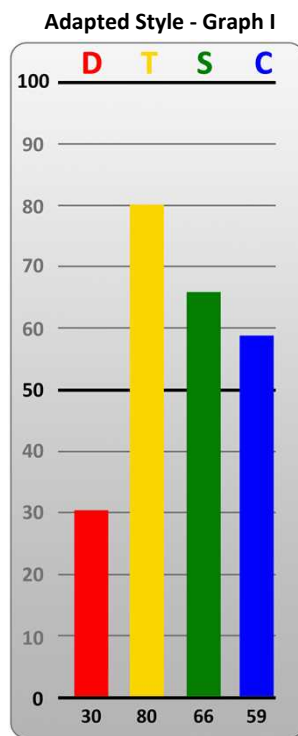




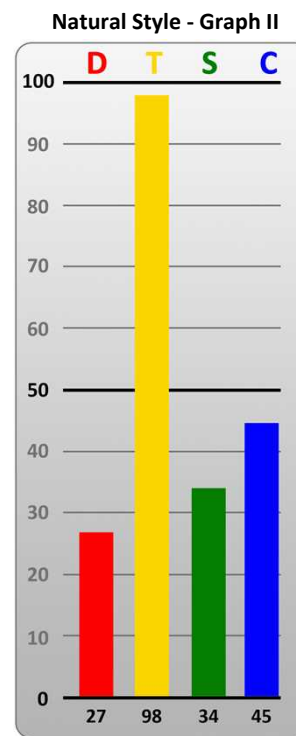
Behavior Styles® eGraphs

Your Adapted Style indicates you tend to use the behavior traits of the TSc style(s) in your selected Work focus. Your Natural Style indicates that you naturally tend to use the behavior traits of the T style(s).

Your **Adapted Style** is the graph displayed on the left. It is your perception of the behavior tendencies you think you should use in your selected focus (work, social or family). It may change when you change roles or situations. The graph on the right is your **Natural Style** and indicates the intensity of your instinctive behaviors and motivators. It is often a better indicator of the “real you” and your instinctive behaviors. This is how you act when you feel comfortable in your environment and are not attempting to impress others. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.



Pattern: TSc (2654)
Focus: Work

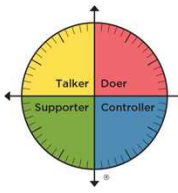


Pattern: T (2623)

If the two bars are similar, it means you tend to use the same natural behaviors in that environment. If your Adapted Style and Natural Style are different, this may cause stress over time because you are using behaviors that are not as comfortable or natural.

The four-digit numbers (under the graphs) represent segment numbers in order and reference the adjectives highlighted on the Word Sketch pages.

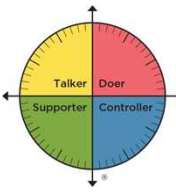
The higher or lower each point on your graphs, the greater or lesser your behavior impacts results at work and others around you. Once aware, you can adapt your style based on the situation. Permanent behavior change comes only with awareness and practice. Study and use the Behavior Adaptability Charts to increase versatility.



WORD SKETCH Adapted Style

This is an observable “needs-motivated” instrument. Emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal needs that motivate our behavior. Once we accurately observe someone’s actions, it’s easier to “read” and anticipate motivators and needs. This allows us to predict how they like to communicate, which makes for better relationships and a more harmonious and productive workplace! This chart shows your **Adapted Graph** as a “Word Sketch.” Note that your emotions and needs at levels 1 and 2 are the opposite of those whose graph is at Levels 5 and 6.

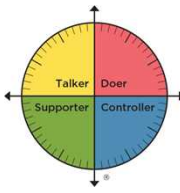
	D	T	S	C
DTSC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotion	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
Behavior Intensity				
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic



WORD SKETCH Natural Style

This chart shows your **NATURAL Graph** as a “Word Sketch.” Note that your emotions and needs at levels 1 and 2 are the opposite of those whose graph is at Levels 5 and 6 in each column.

	D	T	S	C
DTSC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotion	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
Behavior Intensity				
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
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1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic



STRENGTHS You Bring to the Organization

You are likely to display strength characteristics rather consistently. They are your talents and tendencies and tend to enhance effectiveness within your organization. Work Style Preferences provide useful insights as you work in a job, with a team or on a family project.

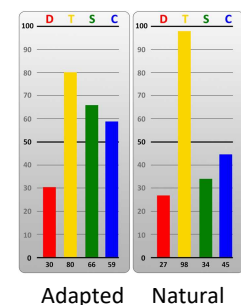
Check the two most important strengths and the two most important work style tendencies.

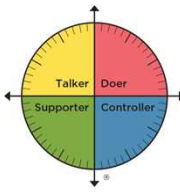
Your Strengths:

- You are able to communicate to large and small audiences, with equal poise and confidence.
- You bring optimism to the team.
- You demonstrate excellent verbal skills.
- You are able to generate enthusiasm in others.
- You are a flexible problem solver.
- You supply a positive sense of humor.
- You demonstrate excellent people skills.

Work Style Tendencies You Bring to the Job:

- You tend to be action-oriented and are able to handle many projects simultaneously.
- While you may tend toward surface analysis in some cases, you can also show very keen awareness of important details.
- You generally display a high energy level and are very good at meeting new people.
- You are motivated to be well-networked, and thus tend to know a wide variety of people within your profession. This can be of enormous benefit to the team or organization as additional contacts become necessary.
- You are able to generate team involvement through friendly conversation and gentle persuasion of team members in a one-on-one manner.
- You may become easily bored by mundane or routine projects.
- You tend to be very extroverted and may rely on creativity or spontaneity to make an activity more exciting.





Your Motivations (Wants) and Needs

What motivates you? What do you really want? People are motivated by what they want and behaviors are driven by our needs. Each style has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around people. Each is different and is simply meeting their needs. The more fully our needs are met, the easier it is to perform at an optimal level.

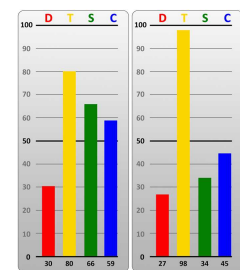
*Check the two most important motivators (wants) and the two most important needs and transfer them to the **Summary of Your Style** page.*

You Tend to Be Motivated By:

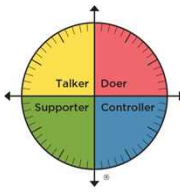
- A democratic environment with a free exchange of ideas.
- Official recognition for success on a project or in achieving a goal.
- Acceptance as an important member of a group or team.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- Awards that recognize ability, skill, or achievements.
- Assignments that allow for communication with a variety of contacts.
- A system of support to assist with details and follow-through.

People With Patterns Like You Tend to Need:

- To maintain communication on work tasks or projects, and to reduce the amount of off-the-subject commentary and socializing.
- Friendly, active people to associate with.
- To have confidence in the project, product, goals, and leadership.
- An increased sense of urgency to get things done expediently.
- To feel valued as a team member in order to work at top effectiveness.
- To be more practical and less ideological.
- Clear and specific job descriptions and role responsibilities.



Adapted Natural



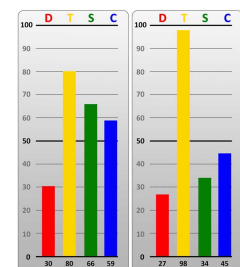
Ideal Work Environment

Everyone is motivated for their own reasons, not someone else's reasons. By understanding your motivations, you can create an environment where you are most likely to be self-motivated.

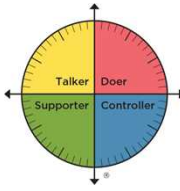
*Check the two most important environment factors and transfer them to the **Summary of Your Style** page.*

You Tend to Be Most Effective In Environments That Provide:

- Freedom to move around, either in the office or around the country.
- Variety in work tasks and projects.
- Projects that allow you to motivate and persuade people.
- Public recognition for accomplishments.
- A democratic environment with participatory management.
- A non-hostile working environment.
- Freedom from controls, detail, and paperwork.



Adapted Natural



Your Behavior and Needs Under Stress

Under Stress You May Appear:

- Overeager
- Superficial
- Manipulative
- Wasteful of time
- Inconsistent

Under Stress You Need:

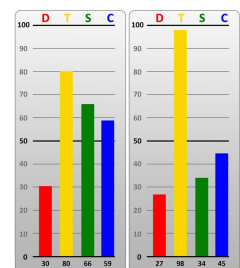
- To get credit
- A quick pace for stimulation and excitement
- Action and interaction

Your Typical Behaviors in Conflict:

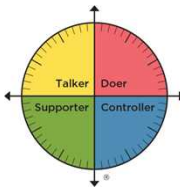
- Talkers may experience a desire to get even if someone thwarts a major component of their personal agenda; however, they are not very likely to follow through. Talkers may choose to overlook the matter in order to preserve the relationship or they may simply lash out in anger.
- If a conflict persists or their anger increases, they are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike their normal behavior.
- Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person's support. Of course Talkers may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem.

Strategies to Reduce Conflict and Increase Harmony:

- Recognize that Talkers can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating their feelings and clarifying their expectations. Be sure, of course, to listen attentively to the responses of others.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.



Adapted Natural



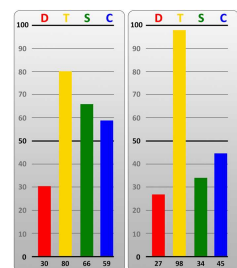
Potential Areas for Improvement

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

*Check the two most important areas you are committed to improve upon and transfer them to the **Summary of Your Style** page.*

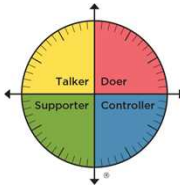
Potential Areas for Improvement:

- Your decisions may sometimes be based on superficial information. You may need to dig deeper before coming to a conclusion.
- Your strong enthusiasm may be seen by some as shallow or self-absorbed.
- You may be overly optimistic in your ability to persuade or manage others.
- You could use help in building time-management skills.
- You may be a selective listener, hearing only what you want to hear.
- You may tend to promise a bit more than you can deliver, then enlist the help of others to ensure timely delivery.
- You may tend to react on impulse as opposed to thinking things through.



Adapted

Natural



Communication Tips and Plans

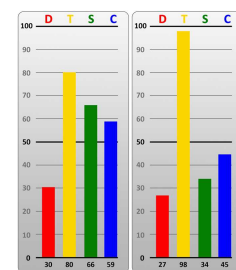
*The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences. Check the two most important ideas when others communicate with you (do's & don'ts) and transfer them to the **Summary of Your Style** page.*

When Communicating with Shang, DO:

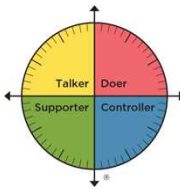
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Join in with some name-dropping, talk positively about people and their goals.
- Ask for Shang's input regarding people and specific assignments.
- Plan some extra time in your schedule for talking, relating, and socializing with Shang.
- Be engaging, stimulating, and fast-paced.
- Offer input on how to make ideas become reality.
- Be certain to specify instructions for continuing action.

When Communicating with Shang, DON'T:

- Talk down to Shang.
- Stick too rigidly to the agenda.
- Get bogged down in facts, figures, or abstractions.
- Be overly task-oriented.
- Be cool, aloof, or regimented.
- Move to the next topic before you are certain a decision has been reached.
- Lose control of the discussion and let the other person talk too much.



Adapted Natural



Communicating With...

DOERS

CHARACTERISTICS:

SO YOU...

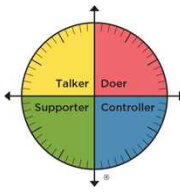
Concerned with being #1	Show them how to win, new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries, then support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like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

TALKERS

CHARACTERISTICS

SO YOU...

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 repetition
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 genuine appreciation



Communicating With...

SUPPORTERS

CHARACTERISTICS

SO YOU...

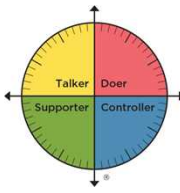
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally "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
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

CONTROLLERS

CHARACTERISTICS

SO YOU...

Concerned with aggressive approaches	Approach them in an indirect, nonthreatening 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, 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
Avoid conflict	Tactfully ask for clarification and assistance
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"

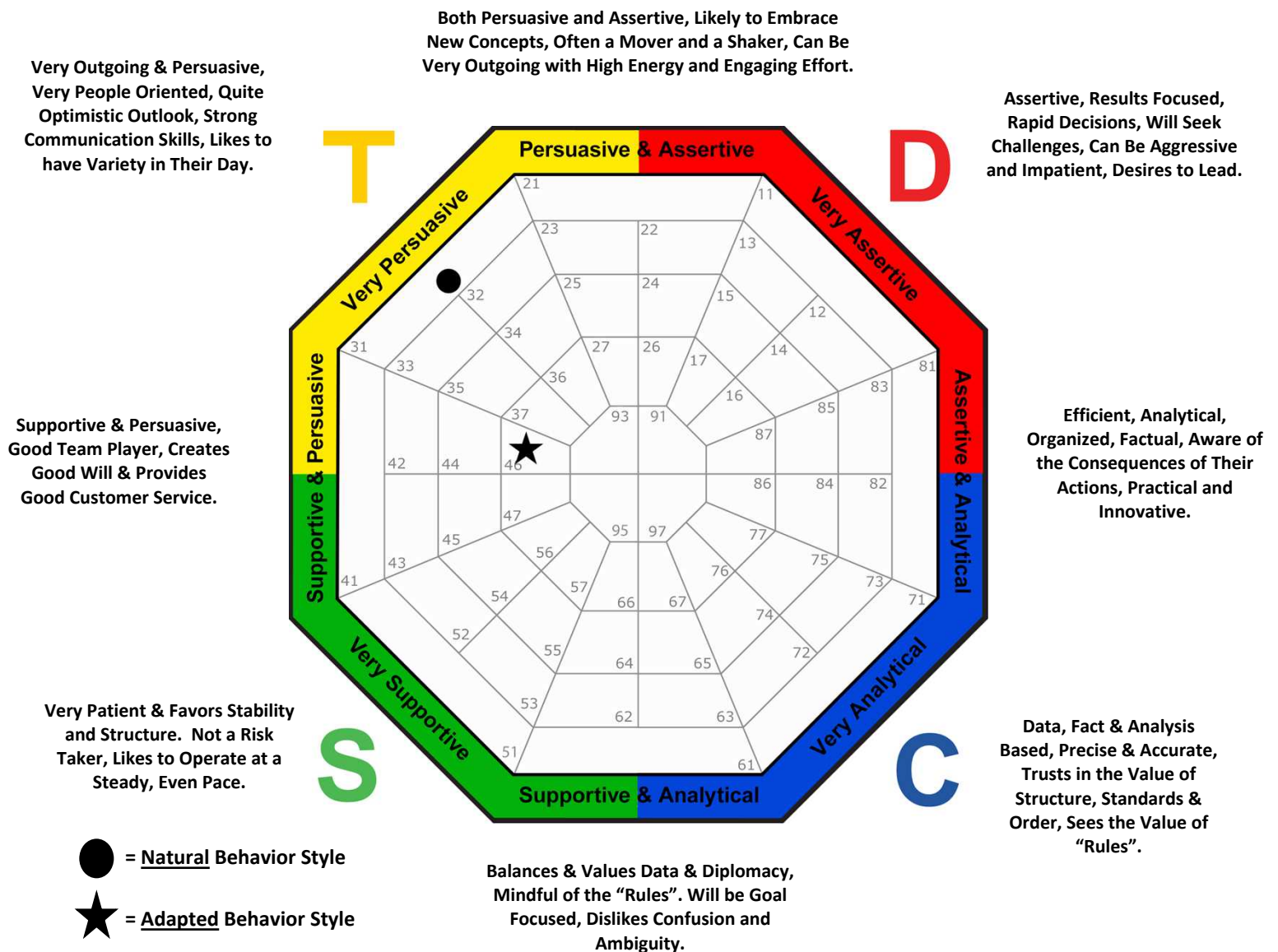


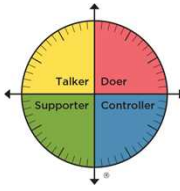
Behavior Pattern View

The Behavior Pattern View (BPV) has eight zones that identify different combinations of behavior traits. The peripheral descriptors describe how others typically view your style. Plots on the outer edges of the diamond identify one style that dominates the other three. As you move towards the center of the diamond, two and eventually three traits combine to moderate the intensity of your style.

THE SCORING LEGEND

- D = Doer:** How you work through Problems
T = Talker: How you interact with Other People
S = Supporter: How you manage your Activities
C = Controller: How you interpret Rules, Details and Accuracy





Summary of Your Style

Communication is a two-way process. Encourage others to complete a Behavior Styles® Online Assessment and share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the Behavior Styles® information. Complete the form below based on previous pages of this report.

Strengths You Bring to Your Organization

1. _____
2. _____

Work Style Tendencies

1. _____
2. _____

Motivations (Wants)

1. _____
2. _____

Needs

1. _____
2. _____

Ideal Work Environment

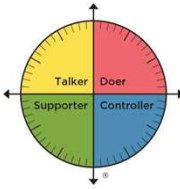
1. _____
2. _____

Potential Areas for Improvement

1. _____
2. _____

Communication Do's and Don'ts

1. _____
2. _____



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