



*Using Expertise and
Analytics to Accelerate
Performance*





5 Pervasive Team Challenges **We Solve**

1 Dealing with Contentious Teams / Teammates

- Low trust on teams
- Unaddressed conflict
- Silos
- Stifled collaboration

2 Navigating Change Initiatives

- High growth targets
- Strategy changes
- Re-orgs
- Cost cutting

3 Accelerating the Effectiveness of New Teams/ New Leaders

- New leader for an existing team
- New team members added / new team formed
- Mergers and acquisitions

4 High Potentials Development

- Identifying high potential leaders who may be overlooked
- Accelerating the development of high potentials
- Integrating millennials into existing teams

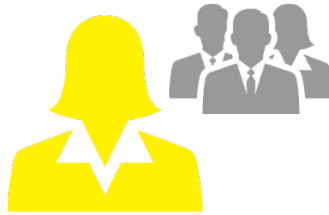
5 Optimizing High Functioning Teams

- People / teams looking to go from good to great
- Looking for leadership development to go to the next level



HOW THE FLIPPEN PROFILE WORKS

THE IMPORTANCE OF A HIGH-FIDELITY PROFILE



DISC

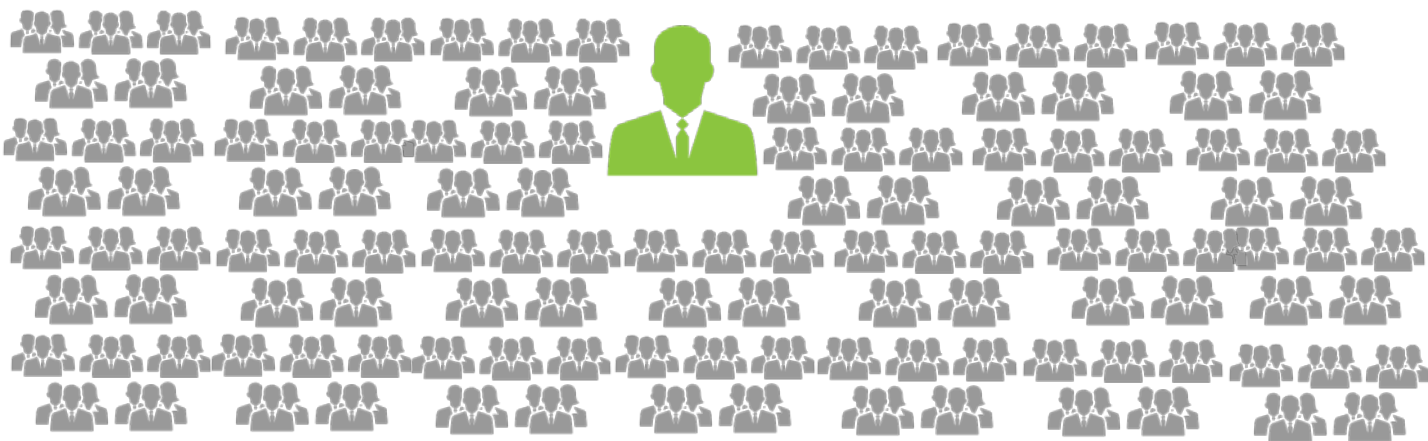
1:4



MBTI

1:16

THE FLIPPEN PROFILE



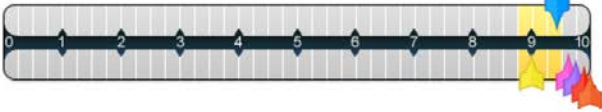
1:1,200,000



THE FLIPPEN PROFILE

RESULTS – 12 PROFILE SCALES (PART A)

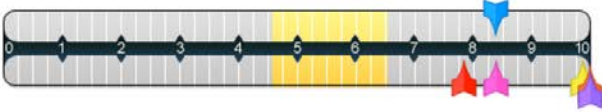
1 urgency and intensity



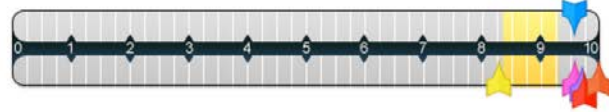
2 need to nurture



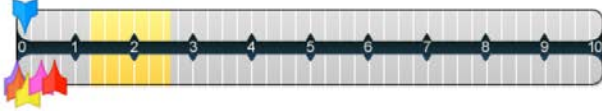
3 criticality



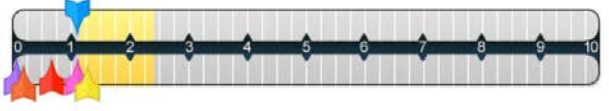
4 self-confidence



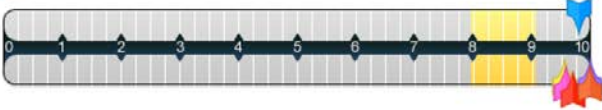
5 self-critical



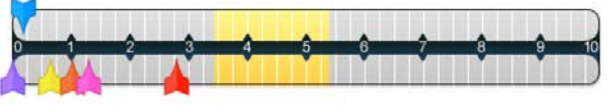
6 need for encouragement



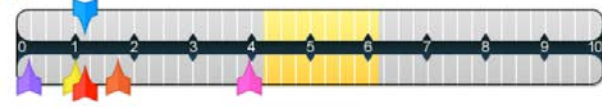
7 dominance



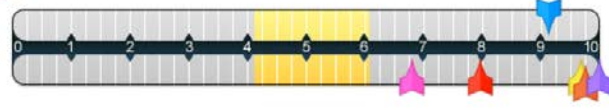
8 deference



9 self-control



10 aggressiveness



11 need for order



12 need for change



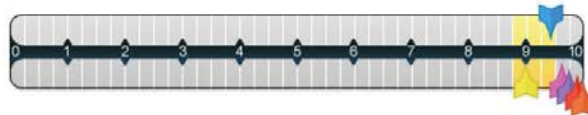


THE FLIPPEN PROFILE

SAMPLE PAGE- URGENCY AND INTENSITY

1 Urgency and Intensity

Demonstrated urgency and intensity. High scorers have a more noticeable focus on the accomplishment of tasks and recognition for those accomplishments. They have a faster internal clock and are typically more goal-directed and even impatient, while low scorers are more relaxed and approachable. Low scorers could still be very driven, but they may have different motivators than simply the need to achieve things.



Reference Range

Individuals in this range are perceived as very hard-working and goal-directed. Their high level of self-motivation allows them to accomplish their established goals. They may appear impatient at times, especially when they feel that things are not moving forward and tasks are not being completed.



Self

Individuals in this range are perceived as very hard-working and goal-directed. Their high level of self-motivation allows them to accomplish their established goals. They may appear impatient at times, especially when they feel that things are not moving forward and tasks are not being completed.



Describer 1

Individuals in this range are perceived as very hard-working and goal-directed. Their high level of self-motivation allows them to accomplish their established goals. They may appear impatient at times, especially when they feel that things are not moving forward and tasks are not being completed.



Describer 2

Individuals in this range are perceived as very hard-working and goal-directed. Their high level of self-motivation allows them to accomplish their established goals. They may appear impatient at times, especially when they feel that things are not moving forward and tasks are not being completed.



Describer 3

Individuals in this range are perceived as very hard-working and goal-directed. Their high level of self-motivation allows them to accomplish their established goals. They may appear impatient at times, especially when they feel that things are not moving forward and tasks are not being completed.



Describer 4

Individuals in this range are perceived as very hard-working and goal-directed. Their high level of self-motivation allows them to accomplish their established goals. They may appear impatient at times, especially when they feel that things are not moving forward and tasks are not being completed.



Describer 5

These individuals are hard-working and self-motivated, and they have a strong need to accomplish their established goals. This determination stems from an internal need to live up to high and socially commendable standards.

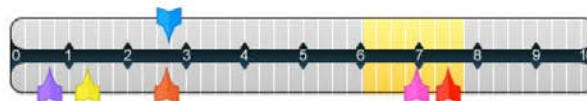


THE FLIPPEN PROFILE

SAMPLE PAGE- NEED TO NURTURE

2 Need to Nurture

Tendency to express verbal or physical nurturing behaviors. High scorers have a higher need to be encouraging, sympathetic, affectionate, and connected, while low scorers are more independent and less nurturing, especially with their outer circle of acquaintances.



Reference Range

People in this range are above average in their desire to engage in supportive and nurturing behaviors. However, this is not a completely dominant characteristic since there are still times when this is overshadowed by other traits.



Self

Individuals in this range have the ability to display nurturing and supportive behaviors. But this ability is not expressed consistently to those around them, often overshadowed by other traits.



Describer 1

These individuals tend to be pessimistic and suspicious in regards to other people, rarely engaging in nurturing, supportive actions. They tend to keep people at a distance, especially those in their outer circle.



Describer 2

People in this range are above average in their desire to engage in supportive and nurturing behaviors. However, this is not a completely dominant characteristic since there are still times when this is overshadowed by other traits.



Describer 3

People in this range are above average in their desire to engage in supportive and nurturing behaviors. However, this is not a completely dominant characteristic since there are still times when this is overshadowed by other traits.



Describer 4

Individuals in this range have the ability to display nurturing and supportive behaviors. But this ability is not expressed consistently to those around them, often overshadowed by other traits.



Describer 5

People who fall in this range do not often display supportive and nurturing behaviors. They are more distrustful of people, acting in a more inhibited and detached manner.

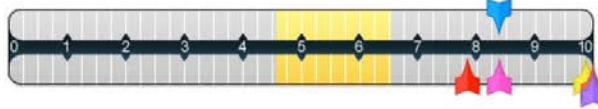


THE FLIPPEN PROFILE

SAMPLE PAGE- CRITICALITY

3 Criticality

The reflex to critique. This internal reflex is typically directed toward other people's behavior, decisions, opinions, ideas or shortcomings, and it can be demonstrated through words, tone, reactions or body language. High scorers are more skeptical, scrutinizing, demanding and can come across as contrarians, while low scorers are more tolerant, positive, empathetic and trusting.



Reference Range

For the most part these individuals tend to be less tolerant of mistakes and weaknesses of others, but they still maintain the ability to let things go more easily at times. Their more critical nature often results in a tendency to be more skeptical of people and ideas. They would be more likely to challenge an idea with tough questions or to question someone's motivations.



Self

People who fall in this range are rarely accepting and tolerant of the mistakes and weaknesses of others. They are often demanding of others and can find faults that others have overlooked or don't see at all, which can be both an asset and a drawback. They are also more likely to be skeptical of a particular idea or endeavor being successful.



Describer 1

People in this range are not tolerant of weaknesses and mistakes of others. Their more critical nature results in a tendency to be skeptical of people and ideas. They are much more likely to question someone's motivations and can be quite demanding of others, focusing on faults that others have overlooked or don't see at all.



Describer 2

People who fall in this range are rarely accepting and tolerant of the mistakes and weaknesses of others. They are often demanding of others and can find faults that others have overlooked or don't see at all, which can be both an asset and a drawback. They are also more likely to be skeptical of a particular idea or endeavor being successful.



Describer 3

People who fall in this range are rarely accepting and tolerant of the mistakes and weaknesses of others. They are often demanding of others and can find faults that others have overlooked or don't see at all, which can be both an asset and a drawback. They are also more likely to be skeptical of a particular idea or endeavor being successful.



Describer 4

People in this range are not tolerant of weaknesses and mistakes of others. Their more critical nature results in a tendency to be skeptical of people and ideas. They are much more likely to question someone's motivations and can be quite demanding of others, focusing on faults that others have overlooked or don't see at all.



Describer 5

People in this range are not tolerant of weaknesses and mistakes of others. Their more critical nature results in a tendency to be skeptical of people and ideas. They are much more likely to question someone's motivations and can be quite demanding of others, focusing on faults that others have overlooked or don't see at all.



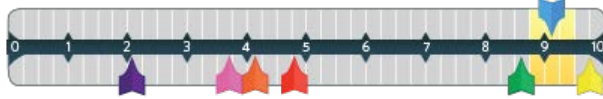
CLIENT TRANSFORMATION

ACTUAL CLIENT PROFILE COMPARISON

2012 Flippen Profile

2014 Flippen Profile

1 urgency and intensity



1 urgency and intensity



4 self-confidence



4 self-confidence



5 self-critical



5 self-critical



6 need for encouragement



6 need for encouragement





TRACTION PLAN

BLUEPRINT FOR SYSTEMATIC GROWTH

Name: Charlene Morris

Goal: *(By addressing your Personal Constraints, what do you hope to achieve?)*

To be perceived by my teammates as a calmer, caring, self-controlled, and thoughtful person.. As someone completely committed to their success.

Strengths: urgency, intensity, confident, decisive, spontaneous, resilient, independent, outspoken, responsible, passionate, knowledgeable

Top Constraints:

- **Low Self-Control:** I can be perceived as too emotionally expressive. This can express itself poorly at times; especially when combined with my high aggressiveness.
- **Low Need to Nurture:** I'm often perceived as leaning too much to expressing criticality of others rather than my regard or concern for them.
- **High Aggressiveness:** When combined with low self-control, I can sometimes be perceived as temperamental, threatening, overly emotional and pushing too hard for what I want.

TrAction Steps:

- I will frequently ask for feedback from George, Dalton, and other teammates about how I am doing regarding my TrAction Plan.
- I will seek out opportunities to encourage and praise my co-workers for their efforts.
- I will seek out the opinions of my teammates more frequently and validate their thoughts and ideas; resisting my tendency to be dismissive of opinions that are not my own.

Accountability Process:

- Besides asking for feedback dynamically (following a meeting/call/etc.), I will meet with George, Dalton, and at least 1 co-worker once each quarter for a TrAction Plan checkup. I will seek their feedback and modify my TrAction Plan and my behavior accordingly.

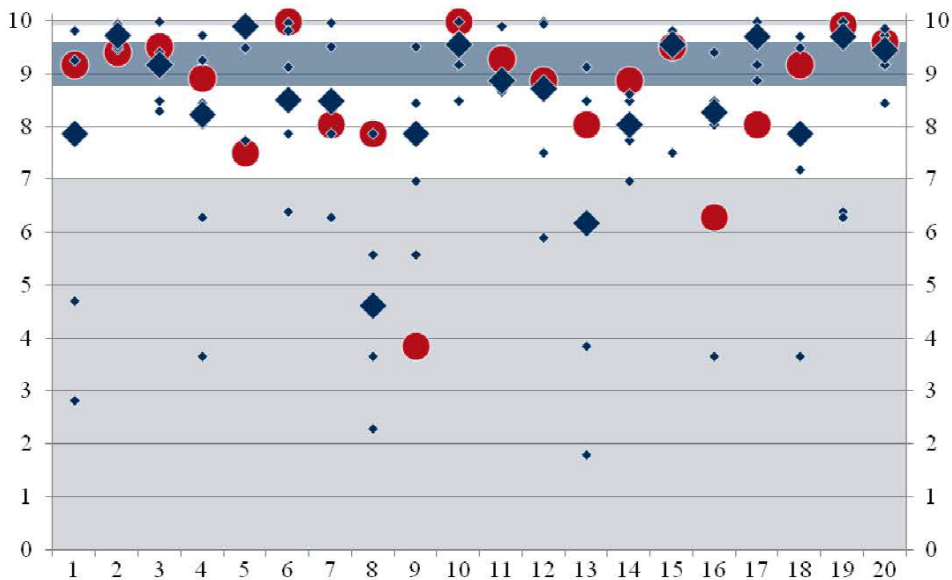


TEAM PROFILE

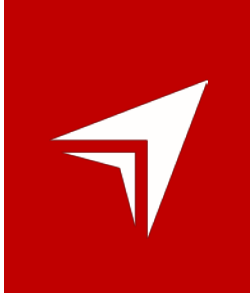
AGGREGATED DATA TO DRIVE RESULTS

1. Need for Achievement

Internal drive and intensity. High scorers are task-oriented, goal-directed, determined to perform well and impatient, while low scorers are relaxed, approachable and have less need to push and challenge themselves to achieve more.



	Self scores – Participant's self score
	Median 360 scores – Median of the participant's 360 scores
	Individual 360 scores – Single 360 score describing the participant
	Target Zone – Shaded horizontal band indicating the range of scores commonly associated with high-performing people
	Danger Zone – Shaded horizontal band indicating range of scores that could be more significant areas of concern

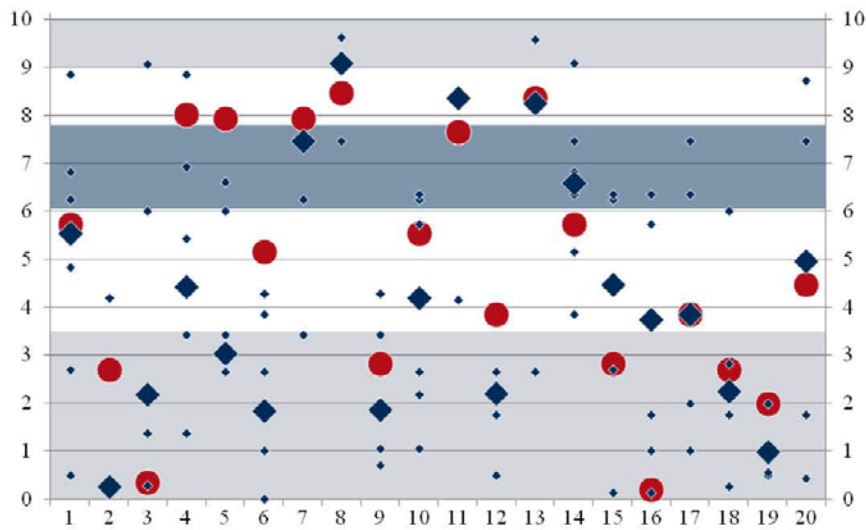


TEAM PROFILE

AGGREGATED DATA TO DRIVE RESULTS

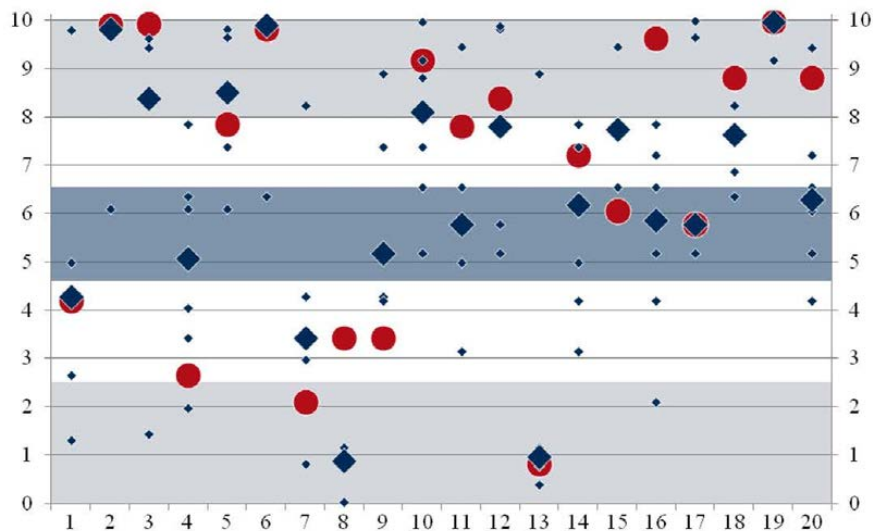
2. Need to Engage in Nurturing Behaviors

Tendency to express verbal or physical nurturing behaviors. High scorers have a higher need to be encouraging, sympathetic, affectionate, and connected, while low scorers are more independent and less nurturing, especially with their outer circle of acquaintances.



3. Critical Thought Process

The internal tendency to critique. This critique can be directed toward circumstances or toward other people's behaviors, decisions, opinions, ideas, or shortcomings. High scorers are more skeptical and demanding while low scorers are more tolerant and positive.





INTENTIONAL CULTURE

BUILDING A SOCIAL CONTRACT

Steve G.
[Signature]

[Signature]

Charlie Paff

Bob Warner

Kevin Mitchell

Leo Maitland

Sal Thomson

[Signature]

Neal Hays

[Signature]

[Signature]

[Signature]

Rip [Signature]

Chuck [Signature]

IAP WORLDWIDE SERVICES SOCIAL CONTRACT

[Signature]

Dwight [Signature]

[Signature]

[Signature]

Jim Morrison

[Signature]

[Signature]

Dan [Signature]

[Signature]

[Signature]

Rob Kane

[Signature]

[Signature]

[Signature]

Laura [Signature]

[Signature]

We promise to...

- Do The Right Thing - Always
- Engage in open, honest communications
- Consult and collaborate with each other as business partners
- Treat one another with respect
- Recognize contributions (of others)
- Value diversity of thought, experiences, and opinions
- Foster an environment of inclusion, trust, and empowerment
- Hold each other accountable for living our values and abiding by our social contract
- Challenge ourselves to the highest levels of performance
- Allow no conflict to escalate to angry, confrontational, personal attack

Should we err, we will...

- Take a time-out
- Accept personal responsibility and ask for forgiveness
- Re-engage calmly and identify the issue
- Refocus and move on

Reaffirm our commitment to this promise every day!