About Ntrinsx®

Ntrinsx: A Social Intelligence Platform
for a culture of respect

Ntrinsx is a patented cloud-based information management system. Like looking through an intellectual prism, it uses colors to help people understand the intrinsic strengths of their character, and recognize and appreciate the intrinsic values of others. It helps people in their professional, family, and social life by embracing respect in their relationships.

the COLOR of respect

We are all unique individuals. We don't hold the same values, so we don't behave the same way. To be most effective, try treating people the way *THEY* want to be treated (the Platinum Rule).

| RESPONSIBILITY	COMPETENCE	FREEDOM, FUN	RELATIONSHIPS
Dependable Loyal Organized Cooperative	Abstract Philosophical Analytical Logical	Flexible Practical Decisive Adventurous	Harmonious Supportive Expressive Empathetic
Be specific, details are good.	Be logical, no stupid questions.	Get to the point, use sound bites.	Let's get personal, keep it friendly.
Stay on topic, rambling is bad.	Share ideas, give me time to think.	Lighten up, straight talk only.	Please include me, I want to help.
Don't interrupt, It's disrespectful.	Big picture first, details later.	Be flexible, offer options.	Listen for feelings, respect emotions.

What Ntrinsx Is Used For

The success of every organization is dependent on how well the people are aligned to the business and to each other. Ntrinsx improves business performance metrics by optimizing individual and team values with respect to organizational requirements.

Recruiting and Onboarding
Roles and Responsibilities
Performance Management
Leadership Development
Investigations, Coaching
Teams and Team Building
Engagement and Motivation
Change and Resilience
Conflict Resolution
Sales and Marketing
Health and Wellbeing
Personal Development

Architecture: More Than an Assessment

Ntrinsx is a comprehensive, cloud-based "Social Intelligence" system that is designed for easy, inexpensive deployment on a large scale.
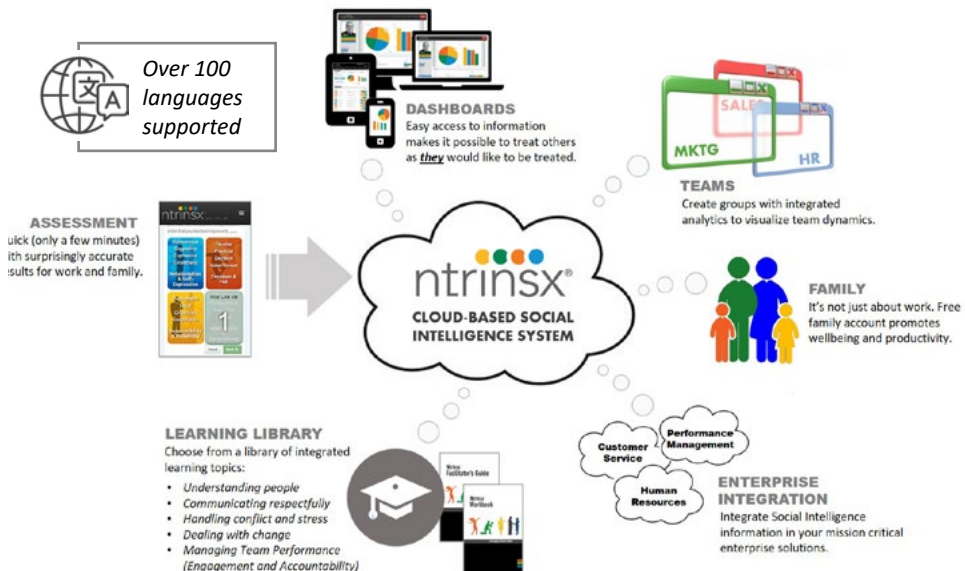
Ntrinsx Features

Patented Contextual Temperament Assessment
We now have data that supports the fact that most of us behave differently at work vs. with family and friends. The Ntrinsx' patent-pending assessment is unique in that it differentiates how our temperament manifests at work vs. in our personal life.

Values-Based Social Intelligence CMS   View Demo Video
More than just an assessment, Ntrinsx is a comprehensive content management system for all members. Depending on the privileges set by an administrator, members of a user account can access assessment results, groups and other information to gain insight into the values of those they care most about - their coworkers, family and friends.

International Language Support
Ntrinsx supports over 100 languages. Members can take the assessment in the language of their choice and others can view their results in any other language.

Enterprise Application Architecture with Published API
Large organizations with multiple business units can organize the Ntrinsx database in a way that maps with their organization. With Ntrinsx Enterprise, you can have multiple accounts that operate autonomously, with access to member information across accounts as needed. All accounts within the enterprise benefit from enterprise pricing.
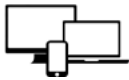
Universal Device Support
Use whatever device you have. Ntrinsx automatically adjusts for the display device you are using - desktop, laptop, tablet, phone.

Configurable Groups
Organize your social intelligence information the way you want it. Create groups to align with the org chart, teams, classes, meetings, events.

Integrated Analytics
Ntrinsx automatically computes useful analytics on the data whenever you create a group. See the temperament of your team or your meeting according to who is in it. Use it for what-ifs to intelligently design your team or organization. Or, use it to gain insight for productivity issues or conflict resolution.

Comprehensive Learning Tools   Learn More
While generic training on concepts like communication, conflict, leadership, etc. can improve understanding of concepts, Ntrinsx teaches how to improve communication with John, or resolve conflict with Joan, or how to engage your team and hold the individuals within it accountable for the needed results.

All training modules are designed for in-person and virtual facilitation, with polling and breakouts. All facilitator guides and PowerPoints are provided with certified facilitator training for one low price. All participant training handouts are free with their assessment and can be downloaded from their Ntrinsx library.

Foundation for Organizational Development

Leadership Culture and Learning

There was a time when we thought of leaders and managers/supervisors as separate entities. A supervisor in an industrial-era factory probably didn't have to give much thought to what he was producing or to the people who were producing it. His or her job was to follow orders, organize the work, assign the right people to the necessary tasks, coordinate the results, and ensure the job got done as ordered. The focus was on efficiency.

But now, where value comes increasingly from the knowledge and engagement of people, and where workers are no longer undifferentiated cogs in an industrial machine, it is illogical and impractical to separate management and leadership. People look to their managers, not just to assign them a task, but to define for them a purpose – within the organization's mission and often beyond. And, if managers are to improve productivity, they must develop workers by starting with who they are (their intellectual DNA) to **DEVELOP** talent, **NURTURE** skills, and **INSPIRE** results.

In other words, successful managers must be good leaders. But, having sound leadership skills is not enough. In fact, there are many examples in which strong leaders created chaos simply because they were forceful in leading people in a conflicting direction. Managers must lead in a way that is consistent with, and advances, the culture of the organization. This can be especially challenging for new managers as well as experienced managers who are new to the organization.

Learning Components

Ntrinsx provides the tools to establish a curriculum that builds on a culture of respect. While every company's culture is unique, typically based on the values and beliefs of its executive leadership, respect is a fundamental element of any healthy culture and one of the principal traits of all strong leaders.

This means that Ntrinsx will not only facilitate learning of skills, but specifically how to do it in a way that considers the intrinsic values (Colors) of each individual that learners engage with. Learning components are described here.

Ntrinsx Orientation: Designed to support a two-hour briefing session for decision makers, this overview serves to answer questions about the Ntrinsx platform and its use in training and development. This briefing will give decision makers an understanding of what the training participants will experience and a projection of expected outcomes.

Getting Started: The success of every organization is dependent on how well the people are aligned to the business – and to each other. We are all unique individuals. We don't all hold the same values so we don't behave the same way. To be most effective, people need to understand and respect the intrinsic values of others they engage with.

Pre-assessment: All participants will complete the Ntrinsx online assessment prior to training. This will introduce them to the Ntrinsx Social Intelligence tools that are available to help people understand their own values and the values of others.

Session Overview: Participants will learn how to interpret their own results and begin to relate to the temperament of those they engage with in the business. Participants will not only gain new respect for coworkers, but this session will begin a natural process that will instill respect, based on understanding, within the culture. The session is interactive and participants will leave with key insights into behaviors that are driven by:

- Intrinsic values
- Strengths
- Shadows (unintended interpretations of behavior when in esteem)
- Stressors (behaviors when out of esteem)
- How to use the Ntrinsx Social Intelligence system on the job
- Action Plan (application of temperament theory on the job)

Change: Why is it that some people seem to thrive on change while others hate it and seemingly go out of their way to avoid change? For most organizations change is not only inevitable, it is essential for survival. So, the key is not to avoid it but to learn how to handle it effectively.

In a stable environment people become comfortable in their role. They know the rules and know how to react to abnormal situations. But when rules are changing everything is abnormal and that can be very unsettling for people, disruptive to the business, and cause non-productive conflict.

"Maybe if we don't change anything it will all just fix itself."

Session Overview: During this session participants will learn that change is a process with predictable stages and that everybody reacts differently to those stages. They will be able to recognize how people naturally respond to change based on their intrinsic values and what to do when someone is struggling to accept change. Perhaps more importantly, participants will learn how to engage people in different roles in a way that will optimally move the organization through change.

- Understanding change
- Change can be chaotic and emotional
- The change process
- Change by the Colors
- Action Plan (application of change management techniques on the job)

Communication: Communication is one of those things we take for granted. We all communicate in ways that are unique to us and, while we inherently know what it is that we intend to communicate, we don't realize that others are hearing something completely different. A tremendous amount of confusion results from unintentional miscommunication, leading to errors, misunderstanding, and conflict.

Participants will become more aware of, and sensitized to the effect of their own communication style. Perhaps as important, they will relate better to the communication style of others they work with – their superiors and their subordinates.

"...and that's why we lift on three."

Session Overview: This session will build on the previous "Getting Started" session and the participants' own experience in using Ntrinsx in their job. This session is interactive, with activities that are designed to deepen participants' awareness and sensitivities with respect to the way they communicate and the way they perceive the communication styles of others they engage with.

- Understanding communication
- Why we communicate, communication barriers
- Communication by the Colors (application of temperament theory to real people)
- Listening, body language and nuances by the Colors

- Giving and receiving feedback (a core skill needed for performance management)
- Action Plan (application of temperament theory and new communication skills to improve communications on the job)

Conflict and Stress: This is one of the most important and least understood factors in many businesses. Most important because it is often the root cause of performance issues that drive cost and other key performance indicators. Least understood because its true impact is hidden as people tolerate it, avoid it and compensate for it.

While some people hate conflict, others embrace it. The key is to appreciate that conflict is inevitable, sometimes necessary and, in certain situations, a good thing. But conflict can also be destructive, costly and lead to stress-related wellness and well-being issues.

Participants will learn to recognize and resolve destructive conflict. They will also learn how to deal with conflict that is inevitable and necessary, using it as a strategic tool to advance the business rather than regarding it as an unpleasant thing to be avoided. Specifically, by understanding how each individual deals with conflict based on their intrinsic values, participants will learn how to engage people in different problem solving, and/or conflict resolution roles.

Session Overview: This session will build on previous sessions and the participants' own experience in using Ntrinsx in their job. This session is interactive with activities that are designed to help people understand conflict and its impact on productivity and health. Participants will learn to deal with conflict appropriately – not just avoid it, ignore it or allow it to escalate – to reduce non-productive "noise" and improve relationships.

- Understanding conflict
- Conflict is good and bad
- How conflict gets started
- How you deal with conflict (self-assessment)
- How conflict works (conflict theory based on Thomas-Kilmann Conflict Mode Instrument)
- Dealing with difficult personalities

- Inner conflict and finding common ground
- Action Plan (application of conflict theory and awareness to reduce non-productive conflict on the job)

Team Performance (Engagement and Accountability)**:** Why is it that some teams consistently meet performance goals while others struggle? After all, everybody works by the same set of rules, are availed of the same incentives, and have the same opportunity for advancement.

High performance teams are engaged in their mission. They feel a sense of accomplishment and they are totally accountable for what happens. Participants will learn that there is no one-size-fits-all formula for engagement. Instead, strong

leaders know how to appeal to the individual motivators of each team member in a way that benefits the entire team – and ultimately the company. They will learn how to set expectations for the entire team and, at the same time, tailor the way they interact with each individual team member to inspire performance and hold them accountable for their role in the team's continued success.

Apparently, *SOME* teams are pretty dysfunctional.

Holding people accountable is one of the least desirable jobs of a manager, one that is too often put off or avoided. But it doesn't have to be that way. Participants will learn that people not only need feedback, but expect it from their manager. Good leaders know that feedback strengthens their relationship with their subordinates when delivered respectfully.

The key to helping good managers become strong leaders is to give them the tools to engage and hold people accountable. This session will bring all of the learnings together – understanding behavior, respectful communication, dealing with conflict and stress, engagement and accountability.

Session Overview: This session will begin to turn all of the prior theory and on-the-job practice into a practical, intuitive methodology designed to improve overall performance. Equally important, this session will not only give your managers and supervisors valuable skills, but it will give them confidence in themselves, turning what otherwise would be unpleasant or threatening to them into opportunities for professional growth – for themselves and their subordinates.

- Understanding teams
- Understanding engagement, disengagement and motivation
- How to engage them by the Colors (application of engagement and motivation theory to inspire performance)
- Understanding accountability
- Setting expectations for performance and accountability
- Giving feedback by the Colors (application of feedback communication theory and skills to specific individuals based on their Color)
- Action Plan (application of engagement and accountability theory and skills to specific subordinates for performance improvement on the job)

Expected Outcomes

High performance cultures are fundamentally dependent on the degree to which people cooperate and leverage each other in achieving the organization's mission. As the training progresses participants will have better insight into human behavior, particularly as it impacts performance metrics. You should expect the following results:

Noticeable increase in productivity: Less non-productive conflict, more positive energy, higher level of cooperation, reduced turnover, less absenteeism and presenteeism.

Agility: With better visibility of the values, strengths and motivators, you will be able to make better decisions about hiring, promotion, roles and movement within the organization. People will be better equipped to integrate into teams to contribute without disruption.

Innovation: There is no shortage of "good ideas". However, good does not always mean feasible or economically viable. In addition, some people (typically Gold) naturally resist change, while others (Orange) thrive on it and may have a tendency to move too quickly on an idea. The ability for people to work better as a team by leveraging each other's values and strengths will result in better decisions and establish the institutional courage necessary for innovation to happen.

Wellbeing: As people perform and achieve results they naturally become more engaged, which leads to professional pride and personal happiness. Engagement feeds their self-esteem and respect for others in the organization, which improves population health.
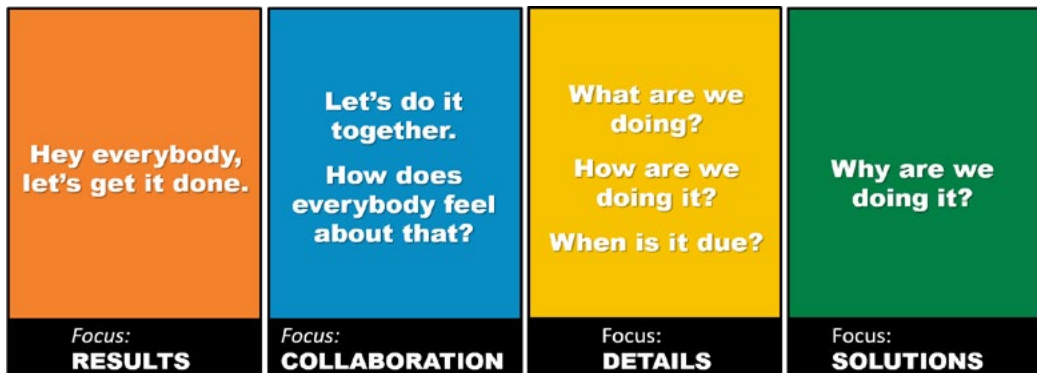
Theories Underpinning Ntrinsx

The real world is a pretty chaotic place, and therein lies the challenge for every organization's leaders. Given the complexity of the problems we face, the optimal solution often requires the cooperation of more than one person, which adds complexity. Organizations made up of people and teams who intuitively behave harmoniously are more agile, innovative, and competitive. We will assume that working harmoniously doesn't mean that there are no disagreements. Rather, the view of the work group is that disagreements, handled respectfully, are healthy and necessary for high performance.

Given that definition, harmony in the workplace is influenced by external factors and the intrinsic values of individuals. Some external factors include:

1. *The culture.* Does the culture incentivize people to work well together? Or, does it incentivize them to compete or act combatively? Think corporate politics.
2. *The relationships.* Is there a structure within which decisions can be made efficiently? Or, will disagreements lead to procrastination or inappropriate compromise? Leadership style and team lifecycle management come to mind.
3. *The need or opportunity.* What drives the members of the group to cooperate? Is there mutual benefit or reward? Are the drivers material or intellectual?

Within the context of neutral or positive external influences, the intrinsic values of individuals will play a crucial role in the achievement of stated results and the productivity of the group. Here are some considerations:

People vs. Process. Blues and Oranges think in terms of people, and naturally relate to each other in dealing with relationships, feelings, or attitudes. Greens and Golds think in terms of process, and naturally relate to each other when dealing with systems, policies or procedures.

Hey everybody, let's get it done.	Let's do it together. How does everybody feel about that?	What are we doing? How are we doing it? When is it due?	Why are we doing it?
Focus: **RESULTS**	Focus: **COLLABORATION**	Focus: **DETAILS**	Focus: **SOLUTIONS**

Brightness and balance. One indicator of how compatible people may be is in the relative intensity of the color profiles. 24 is the highest score for any Color. A 24 Orange and a 24 Gold will definitely exhibit different, possibly conflicting values. On the other hand an 18 Orange/16 Gold (1st Color/2nd Color) might work very well with an 18 Gold/ 16 Orange.

Inter- vs. Intra-department. When you look inside companies you will find that departments are characterized by dominant Colors, indicating that the people in those departments are like-minded. As an example, HR tends to be Gold and Blue, which makes sense because these are professionals who interact day in and day out with people (Blue), and maintain strict compliance (Gold) with the company's HR policies.

Quite often, when conflict occurs, it can be traced to the interfaces between departments. As an example, while operations (Gold) must adhere to a schedule and approved design specifications, sales (Orange) may be under pressure to promise a non-standard modification or expedited delivery in order to satisfy the customer.

Production vs. Innovation. Golds tend to excel in production roles. They are happiest when results are predictable, and are in esteem when procedures are followed and schedules are kept. Innovation, on the other hand, requires a different temperament. Oranges, Blues and Greens are less inclined to pay attention to 'the rules' and are easily frustrated with routine. Greens naturally think about how to improve systems. Blues naturally think about how to make people happier, healthier or more productive. And, Oranges are natural negotiators and problem solvers.

Innovation implies change. Some cultures thrive on it, others resist it. Companies have a dominant Color, which characterizes their behavior and influences their innovation drivers (think Microsoft vs. Apple vs. Google).

Innovation is a process, which has a life cycle:
1. *Green*. Innovation starts with divergent thinking to explore options and paint the big picture of a future state.
2. *Orange*. Divergent thinking must converge on viable options, which are driven to execution by change agents.
3. *Blue*. People at all levels must be prepared to embrace the change and 'see' themselves in the future state.
4. *Gold*. New ideas must be institutionalized with robust policies, procedures and support systems.

ABOUT NTRINSX

How Ntrinsx Compares to Other Systems

We integrated the Ntrinsx online assessment with a cloud-based social intelligence database management system and training components that are designed to improve engagement for a healthy, high performance culture.

Purpose. While the intent of other instruments is to help people understand themselves better, the intent of Ntrinsx is to help others understand us better and us to understand others better.

This may seem subtle, but it is extremely important and at the core of Ntrinsx' value proposition. In building better, more productive and rewarding relationships, understanding and respecting your values is more important than understanding my own values. But no matter how important I think it is to show respect for you, it is impossible unless you share your values with me. The old adage, "do unto others as you would have them do unto you" simply doesn't make sense in this context.

Ntrinsx uses four colors to depict a person's intrinsic values, making it easy for people to remember. If you treat a Gold the way an Orange would like to be treated, or visa-versa, there will be conflict and stress. But if I'm Orange and I know you're Gold and I respect your Gold values we will get along much better. It just makes sense. So, "do unto others as they want done unto them" is the general idea behind Ntrinsx.

Bottom line: The intent of Ntrinsx is not to psychoanalyze people. It is to help people portray their values with intent to strengthen relationships. Ntrinsx is an easy way to do that.

Ntrinsx is engaging. It is quick, fun, and intuitive. People enjoy Ntrinsx because it improves their relationships effortlessly. They get more done, feel more appreciated, and work more effectively as a team. With its strong technology base, Ntrinsx is inexpensive to deploy to large populations. That makes Ntrinsx transformational as a key enabler for a high-performance culture.

Ntrinsx engenders a healthy culture. If you think about what constitutes the essential attributes of a culture, shared values, common language, and behavioral norms, Ntrinsx is catalytic to a culture based on mutual respect for each other's intrinsic values. Fundamentally, Ntrinsx establishes a language that is easy to relate to. But what good is any language if it is not understood by everyone? Ntrinsx is the only tool with the technology and price point that enables large scale deployment. More than a language, though, the Ntrinsx colors are iconic to the positive values that exist within the organization – a constant reminder of the power of diversity.

Acceptance and Validation

The idea of "testing" people to determine behavioral tendency or personality has been around for decades. From the beginning, the validity of such test instruments has been challenged and, while there is no consensus, the scientific/academic community generally accepts that all validity claims are suspect.

About validation methodologies. Test validity concerns whether a test measures what it is supposed to measure. So, the question is what is the purpose of the test? What conclusions are we trying to derive? If you buy into the assertion by the scientific/academic community that test-retest accuracy does not imply validity of behavioral prediction, then what?

Test-Retest is one of the most common methodologies used for commercial products such as MBTI and DiSC. The Test-Retest methodology is conducted by administering a multi-question survey to a relatively small population (typically around 25 participants or less). Then, usually a few days later, conducting the same test to the same population. Statistical analysis is conducted to determine the standard deviation of the responses , which is an indicator of the significance of the differences in the responses. A low standard deviation indicates that the re-test responses were relatively close to the original responses.

While the test – retest methodology can be used to determine if two test results are statistically close to the same, it doesn't indicate that either test result is an accurate portrayal of the person or that it accurately predicts behavior – just that subsequent answers to the same questions were approximately the same. Here are some perspectives on the subject of validity (excerpted from MBTI Central Forum):

> *"MBTI has a ton of test-retest validity... but in terms of external validity, as in what these temperament patterns really mean, we get a big question mark." (INTP Central Forum)"*

> *"MBTI measure is replicable... test-retest accuracy is as high if not higher than other personality scales... It's relating it back to behavior that MBTI fails on." (INTP Central Forum)"*

The Kirkpatrick Model is probably the best-known methodology for analyzing and evaluating the results of training and educational programs. It takes into account any style of training, both informal or formal, to determine aptitude based on four levels criteria:

1. Reaction. Did the participant feel the training was worthwhile? Was it engaging? Did they enjoy it?

2. Learning. Did the participant learn anything and do they feel they will be able to apply what they learned in the real world?

3. Behavior. Did they change their behavior as a result of what they learned? Did they put any of the learning to use?

4. Results. Were there any quantifiable outcomes that the organization considers to be good for the business and for the team members, and which demonstrate a good return on investment.

The first three criteria are generally determined by a professional in behavioral psychology. The fourth is determined by evaluating actual business results and linking those results to the training.

Ntrinsx Validation Study: A formal validation study was conducted by an independent industrial psychologist to determine if Ntrinsx helped people change behaviors to strengthen relationships, improve performance at work, and reduce conflict and stress. Participants took an online assessment to determine the relative scores of their four Colors and received reports based on those characteristics. A total of 418 respondents completed the online survey, which represents 36 percent of those invited to participate in the study.

To see how respondents are using Ntrinsx, they were asked, "Give one example of how knowing your own Colors and those of another person helped you." Of 232 responses, 176 were positive, 56 were negative or did not have an example.

The positive responses ranged from general comments to very specific examples of how they have used Ntrinsx. The responses indicate that people have had insights into their own thoughts and reactions to their style and that of their coworkers. The examples also show that the respondents are using Ntrinsx to assemble teams, in meetings and discussions, and in preparing materials for review by someone with a different Color profile.

Key findings of the validation study:

- Respondents had taken the Ntrinsx assessment 6 - 12 months prior to their participation in the validation study, indicating high retention and engagement.

- Most (75.5%) respondents were not surprised at the style assigned to them by the assessment, meaning that they agreed with it.

- More than half (54.5%) think about Ntrinsx and its effect on their and other's communication in meetings.

- 79% of those in the manager/director role reported that they use the tool and are more cognizant of style and temperament.
- More than half (54%) report that they have changed their behaviors based on what they have learned.
- Nearly half (48.5%) would like to use Ntrinsx with their family.
- Those with longer tenure (16+ years of service) are not as balanced in the styles as those with five and fewer years of service.

Validation researcher's opinion: "The fact that more than half (54%) of respondents actually changed their behavior as a result of the knowledge about themselves and others is outstanding. In evaluations, we often find that no behavior change takes place following a learning intervention. People may recall what they learned, but they don't apply it.

The higher effect (if you will) of Ntrinsx with managers is most likely related to the value they see in the tool as a way to improve and increase communication with their staff, and perhaps other managers. It's been my experience that managers realize the importance of communication and that not everyone hears what you say. Ntrinsx becomes another tool for their toolbox that they can use to further the organization's goals."

Business results: There are many anecdotal accounts of personal and business results attributed to the deployment of Ntrinsx. The chart below is an excerpt from a recent engagement survey conducted by a large national healthcare organization.

An engagement survey was conducted shortly after the deployment of Ntrinsx and the results were compared to an engagement survey conducted prior to Ntrinsx deployment. The company attributes the significance of the improvements to behavior changes that occurred as a result of the Ntrinsx deployment.

Most Improved Summary	Percent Favorable	vs. Previous Percent Favorable
Our work processes have shown improvement over the past 12 months.	89%	+41
All employees are treated with respect regardless of their job.	88%	+34
I am kept well informed of what is happening here.	88%	+34
Our company has a vision/strategy/mission for the future that motivates me.	100%	+29
My facility is a place where differences are valued and people feel included.	91%	+28

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