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General Introduction to Key Tilt Concepts

What if you understood the underlying purpose of “personality” and learned how to evolve counterproductive aspects of your behavior so you could become a better version of yourself? And what if this breakthrough to self-understanding changed everything in terms of your life and work outcomes?

All of the primary sources of ancient wisdom embody a single unifying principle: seeking self-knowledge is the key to unlocking one's full potential. By becoming a mindful observer of your patterns and an explorer of your inner motives, you can move beyond your repeating patterns and become a more conscious leader. In this new evolved state you will be able to “tilt” more intentionally, with greater awareness of who you are being and for what purpose…so your life outcomes reflect your true intentions. This is the promise of Tilt.

Introducing the Tilt Framework for Whole-Person Identity

“Does your personality have you, or do you have it?”

At the core of the Tilt Framework are 12 Character Strengths, which are distributed in the outer blue ring. Learning and mastering all twelve of these strengths is necessary for achieving whole-brain balance. In practice, we may overuse (tilt toward) some strengths at the expense of others often because of an imagined, but false, inner fear.

For example, if we overuse Boldness because of an unconscious fear of being vulnerable, we might not exhibit much Consideration. Likewise, if we overuse Likability because of an unconscious fear of not being accepted, we could lose touch with our own Integrity. This imbalance results in distortions that pull us into energy-draining interactions like drama, conflict, chaos, politics, and other negative behaviors where we operate from imagined fears. The Tilt Framework is designed to serve as a guide to self-awareness that enables more intentional self-leadership and mastery.
1. Overview of The Structure Tilt

The Tilt Framework is comprised of four Quadrants: Resilience, Courage, Wisdom, and Humanity. Each of the strengths contained within these Quadrants are present in all individuals, but not all are equally developed.

Your Tilt Stack

Your Tilt Stack outlines which Quadrants you prefer, the highest ranked at the top and the lowest at the bottom:

1. Wisdom
2. Courage
3. Resilience
4. Humanity

Your Two Dominant Quadrants

Your two “favorite” quadrants come together at one of the corners of the Tilt Framework in what we call your True Tilt.

This section of the report will highlight your most “automatic” identity patterns based on your answers. These do not define your entire self, they are just your most automatic tendencies.

All of us have a Thinking preference at either the Top (Resilience) or Bottom (Wisdom) quadrant. We also have a Feeling preference at either the Left (Humanity) or Right (Courage) quadrant.

Wisdom: Data-Driven

Thinking disposition with a bias for “Facts and Judgment” (versus a bias for “Ideas and Purpose”). Operates most from the Head.

Courage: Results-Driven

Feeling disposition with a bias for “Action and Justice” (versus a bias for “People and Harmony”). Operates most from the Gut.
**Expression of Human Will**

Our identity can be evolved through making the conscious decision to become better human beings. Some of our predispositions are pre-wired for certain biases, but much more is shaped by our response to life experiences. Your results indicate the following two biases may be strongest in your identity:

**Strong Will to Achieve**

The inner urge of the **Head** is to use reasoning and knowledge that helps us preserve and achieve.

**Strong Will to Challenge**

The inner urge of the **Gut** instinct is to challenge anything that stands in the way of justice.

**Your Top Brain Pattern**

Your True Tilt indicates that you have a natural proclivity for architecting and building intricate, precise systems that offer stability and sustainability to the enterprise you serve.

You know how to focus and execute work that requires complex reasoning and concentrated task orientation. You may find yourself in charge of more projects than others because you are masterfully efficient and organized, therefore highly focused and productive. You work in sequential order and methodically complete work in an organized and measured fashion.

**Professional Calling or Purpose**

You are called to plan, organize and execute work product or procedures that provide stability and sustainability. You like to find order in chaos and straighten up the mess, often just for your own satisfaction. You easily see where integrity is missing and desire to fix it for good. Because you are interested in executing plans efficiently, you will also want to do what it takes to build plans that are flawless. You are conscientious and notice the small things that others miss.

As the **Master Mind**, you seek perfection and precision in the way you carry out a plan that may be filled with complex and tedious tasks. This extra effort doesn't concern you because, for you, it would be worse to delegate to someone who would not do the work justice. Then you’d have to correct their errors, which could cause you even more work in the end. To you, the important part of work is in the tasks that have to be done in a specific order and you don't want anyone to alter your plan.

**Leadership Style**

You may be a specialist (versus a generalist) so you will tend to know a lot about a few subjects (versus knowing a little bit about a wide variety of subjects). Your penchant for perfection and efficiency require that you focus on a few areas of specialty over long periods to first master them before moving to the next. You are conscientious and diligent, so you will finish what your start, even if it becomes difficult, due to your impeccable commitment to integrity. Your preferred styles include:
Thought Leadership

Using your super-efficient mind, you like to learn quickly to deepen your knowledge of topics of interest to you. In fact, unlike people with other brain patterns, you have an exceptional capacity to concentrate and focus for long periods of time in order to accomplish levels of mastery. You will tend to subscribe to high standards and focus on delivering excellence in everything you do. Trusting only what can be proven through empirical measures, you can tend to be circumspect about domains that rely on faith and uninformed intuition. The potential downside to this point of view is that you could miss important cues that come from your heart and spirit, potentially missing important information that could enhance your life and work.

Directive Leadership

Using your strong will to challenge the status quo, you like to pioneer new frontiers. The positive aspect of your typical command and control style is that you can drive results quickly and won't fear making the hard decisions that are required to hold others accountable. The downside of this style is that you can become harsh or dismissive of those who can't keep up with your pace. Your strong desire for speed and action can send the unspoken message that you are impatient with those who may take longer to evaluate the way forward. You may also avoid the effort it takes to build mutually beneficial relationships and could therefore lack the support you need from others at crucial times.

Focus of Attention

Facts: The highest value is placed on facts more than ideas.

Action: The highest value is placed on action more than people.

Your strong focus on facts and action means you tend to be socially reserved and focused on planning and executing highly efficient work focused on results. You enjoy expressing your grasp of the facts in certain domains of knowledge and may be considered an expert of precision who likes to mastermind complex plans for the sake of building something of significance. When others leave you alone to concentrate and you have all of the nifty tools and resources you need to complete your projects with simple efficiency, you feel balanced and personally fulfilled.

Inner Motivation

Significance: Your unconscious motivations may include an underlying desire to be considered significant by becoming an expert, so you will tend to pursue learning in order to accomplish master level status in whatever you do.

Autonomy: Your unconscious motivations may include an underlying desire to feel your own power and control your own destiny, so you enjoy challenges that make you feel in control of what makes you feel alive and full of vitality.

Your inner motivations increase the probability that you are someone whom others trust to execute complex plans, so you may also have a large amount of work that ends up on your desk. You enjoy complex challenges and know you are highly efficient, so you have more than likely also accepted more work than most people can handle. You may need to work in isolation much of the time to accomplish as much as you do and, as a result, may also demand a great deal of autonomy in return for your effort. Because you are also honorable and conscientious, you will be trusted with work that is essential and significant to core enterprise outcomes.
Top Values

Focusing intently on the design of complex projects and how to execute them efficiently, you have the capacity to be a great architect and builder of exceptionally bold or adventurous ventures. Thus, you may place the highest value on things related to such endeavors.

Which of the following reflect your own top values?

- Efficiency
- Productivity
- Proactivity
- Consistency
- Precision
- Accuracy
- Validity
- Organization
- Sustainability
- Reasoning

Top Passions

Your top passions will often relate in some way to planning, organizing, designing, building, crafting and executing. Your top thinking skill is sequential reasoning and precision tuning, which requires great focus, discipline and concentration.

The Way You Show Up

Let’s take a deeper look at the two main quadrants that comprise the Structure Tilt.

Your Thinking Style

The Wisdom Quadrant
Data-Driven with a Historical Focus

Your mind is wired to think with critical reasoning and you tend to actively push for doing the right things in the right way. Objective and practical, you’d rather say what needs to happen honestly and bluntly rather than focus on lofty ideas or personal feelings.

Your Character Strengths in the Wisdom Quadrant are:

- **Perspective**: Practices Good Judgment.
- **Focus**: Attends to Priorities.
- **Diligence**: Effective at Execution.
Your Feeling Style

The Courage Quadrant
Results-Driven with a Bold Style

Your emotional disposition is focused on pioneering bold ways of doing things that promote taking the right actions in service of the mission, as opposed to accommodating any one individual's needs. Rather than being the person who will comply or go along with the crowd, you'd rather fight for accountability and responsibility than pander to people who want harmony or consensus.

Your Character Strengths in the Courage Quadrant are:

- **Integrity**: Serves as a Good Example.
- **Boldness**: Willing to Face Risk.
- **Confidence**: Exudes a Commanding Presence.
2. Your Active Personas

Another way we can understand ourselves better is through symbolic representations called Personas (sub-parts of personality) or what some might call “Characters” or “Roles”.

Our “inner team” contains many personas that are useful in helping us navigate a variety of tasks, roles, contexts and expectations. For example, if we need to accomplish something we have never attempted before, a courageous, “heroic” persona can come forward to advance our development and help us achieve our goals.

Some personas are more reserved, some more expressive and some are very central parts of our identity. As we grow and change over time, we may move among diverse personas to try out new parts of ourselves.

On the green ring are the six potential personas of the Structure Tilt. Here we will look at the personas that appear to be your preferred way of expressing your two primary quadrants as indicated by your answers.

You will have one persona in each of the two quadrants. This can be helpful to understand some of the nuances in how your pattern may be slightly different than others who share the Structure Tilt.
Your Preferred Expression of Courage

Persona: Guardian
Character Strength: Integrity

The most reserved of the Courage personas, you might prefer to serve justice by being fair, honorable and honest. Less expressive in your social style, you exert your views in a way that applies rules to the system and influences others through your strong personal example.

You may currently prefer to interact one-on-one or in small groups as opposed to large group settings where you are the center of attention, unless you are standing in the role of judge or guardian to protect others from injustice.

Your Preferred Expression of Wisdom

Persona: Architect
Character Strength: Diligence

The most reserved of the Wisdom personas, you prefer to be precise and accurate so you may also be particularly organized and planful in how to apply yourself most efficiently. You have a unique ability to design detailed systems and crystallize them into complex architectures that will be repeatable and sustainable.

You strive to be the example of personal integrity when it comes to following the your favorite protocols. Organizing information into orderly and sequential patterns, you have an ability to see the steps to execution and will work quickly and efficiently to complete your work. You tend to be highly focused and are therefore prolific in your ability to get significant amounts of work done.
3. Workplace Patterns

Now that we've looked at the way you express your top two Quadrants, let's address your behavior in the work environment. This section can help you understand more about the motives that drive your behaviors and preferred interaction at work.

Primary Team Strength

Execution.

Your greatest contribution to the enterprise as a Master Mind is execution, especially for building complex systems that have to fit perfectly together in some kind of sequential order that employs rational reasoning and focused concentration. Your brain is wired to be able to handle a lot of details and can easily organize them into refined systems that bring order, perfection and integrity to bear.

You appreciate organization, planning, precision, accuracy, succinctness and especially take pleasure in finding simple ways to express complex topics. In fact, your strong push for efficiency enables you to accomplish massive projects with minimum resources. Highly pragmatic, you may tend to express your convictions in a way that is brutally honest and emotionally charged with competitive spirit.

Those who know you well, albeit reluctantly, acknowledge that much of the time you are correct in your recollection of facts and specifics, but it can be annoying if you appear smug about it, so remember to keep your strong desire to be right in perspective so it doesn't harm relationships. Is it your intention to be right at the expense of being effective?

Work Style

Facts (versus Ideas) + Tasks (versus of People)

You are usually more interested in accomplishing work by doing it yourself and will tend to use your strong organization skills to mastermind the most efficient plan of action. As a result, you can rest assured that it will get done right and be precisely what you have thoughtfully architected in order to execute the plan well. You do not enjoy being interrupted by social demands or last minute changes and prefer to be left alone to focus during much of your workday.

Because you can attend easily to what is required by highly complicated and detailed work, you'd prefer to do it yourself rather than teach others because it is simply more efficient that way. You notice that others cannot work at your high level of quality because they lack the focus and speed that come naturally to you. You would also like to be able to apply yourself in orderly steps that avoid the potential for rework. You have deep confidence in your ability to accomplish complex output single-handedly

Learning Style

What you want: Preparation + Results

As the Master Mind, you like your learning experiences to be well organized and based on rational forethought. Your preference for sequential reasoning causes you to prefer learning first things first, then building on that learning in chunks that are practiced one step at a time. You enjoy experiential exercises but want the rationale to be clearly spelled out before you begin and you appreciate well-articulated directions. You want the materials and agenda to happen according to the plan or you might get frustrated. You may not like a lot of discussion or talk about feelings and may
withdraw or stay quiet during such conversations. Being emotional in a room full of people might be your worst nightmare. If too much of this kind of talk occurs, you may not hesitate to drop out of the experience so you can "get back to work".

The Drawbacks

You may miss an important part of the experience because of your discomfort with emotional subject matter. At your worst, you can be the critical bully and may even judge others for their emotional nature in an overgeneralized way. Yet, in so doing, you could miss out on connecting with the one thing you need most – an opportunity to expand your emotional and social intelligence. You could also miss the learnings that unfold spontaneously if your mind is busy critiquing the structure for perfection. As you learn to accept that people are not always orderly and interactive learning can be messy while still highly contributive – your mind begins to open to new possibilities.

For Better Learning

When you grow and evolve beyond your natural inclinations, you begin to let go of control of the need for perfection and experience another kind of perfection that comes from flow. By incorporating some traits that are opposite to your most natural tendencies, you become less rigid and more agile in your interactions. For example, you can let go of the need for structure and relax into the moment to see what unfolds spontaneously and creatively. Once you stop obsessing about efficiency you begin to realize that relationships take time and are built on effectiveness, not efficiency. You begin to learn that people require quality time to get to know you and they want to know the real you, not the perfect you. When you let go in this way, you attract more people into your inner circle and learn to be playful – more fun to be around. You stop criticizing yourself and others for not being perfect and highly efficient. You become a good team player and leader as a result.

Conflict Style

Where You Might Go Under Stress: Critic + Bully

Positive Aspects

The critical bully in you is very valuable when there is danger or when clear steps are required to protect the sustainability of the mission. Your straightforward, pragmatic, and firm approach can be mission critical when performance is a necessity. Your critic can see what is wrong or out of order and your bully can provide the firm voice to bring things back into sequence. Although, as critical bully, you may feel like you have to be the “bad guy” at times, you are generally right and can see the dangers that others might miss. As a result, you are often the one others rely on when times get tough and when danger is real. Just take care not to over tilt when your own fear is really about the imagined danger that comes from your loss of control.

Critic Reaction

Because you are extremely adept at detecting integrity issues and errors, you may find that you tend to notice what is wrong with the rationale of others. Yet, because of a tendency to be blunt, you may be a rather harsh critic in the way you let them know. A good architect of execution, always looking for the sequential reasoning in any situation, you cannot fathom making a decision based on anything other than practical efficiency. You don't usually trust lofty ideas or big plans that do not reflect the realities of execution, so you may find that you routinely question the choices of others. This can hurt relationships if repeated too often.
Bully Reaction

You believe you are well within your rights to communicate your criticisms in a straightforward and direct way that can come across as domineering and downright critical to others – yet, to you, conflict is not only necessary, it’s essential. More important than the feelings of others – is doing the right thing. You expect others to justify their own differing positions with conviction and logical support in return. To you, conflict is an important precursor to excellent results and you don’t mind taking assertive action in support of doing things well. Again, this can become problematic to trust in relationships if it is repeated too frequently.

The best path to constructive conflict for you is to choose the response that increases your self-regard and self-respect, while balancing consideration for others as well. Then you won’t be alienating others and can make your good points in a more likable way that shows you are still open to learning and don’t always know everything there is to know about everything.

Decision-Making Style

Decisive, then stick to it.

You will tend to use a measured, but efficient approach to planning and be thoughtful about the details before you begin work so you can avoid re-work. You are level headed and mindfully use your objective thinking skills to assess problems and edify others about the implications involved in application. Because you are highly efficient and can assimilate information rapidly, you understand the complexities involved in implementation. You tend to prefer to invest up-front time to completely understand the desired outcomes so that you can craft the plan effectively before work ensues. You want to design a brilliant plan and then you want to be left alone to complete it.

The downside to this approach is that you could focus so much on execution and consistency that you miss important changes and trends that may need to be taken into consideration. Others will admire you for your ability to focus and knock out tasks, but will get frustrated when you are unwilling to incorporate new learnings that change the nature of the output. This omission could cause you to build something that may become irrelevant given changes in the operating environment.

As you evolve and grow, you will learn to be more open to continuous learning that can inform how things might need to change in real time. Becoming more flexible and non-judgmental can be important to establish ongoing relationships. The extra effort can still be balanced with the demands of execution as you develop more patience with change.

Which of the following patterns seems most like you?

- Listen to the requirements and nail down the specs
- Use facts as the primary reason to reach conclusions
- Retain as much control over decisions as possible
- Weigh the pros and cons, then move forward decisively
- Make the final call about the details of execution
- Get sufficient information then move forward on your own
- Conforming to standard best practice is a good idea
- People accountable for execution should have the final call
- Expect people to deal if they are unhappy with a decision
- Take time to make decisions, but then like to stick to them
4. Preferred Work Climate

Since we all have favorite patterns, we also favor certain kinds of environments that best suit our preferences. It's important to be able to adapt, but if we have to strain too much, we can ultimately lose effectiveness and momentum. At times, our psyche can even “act out” to sabotage us if we get too stressed in a challenging climate. With increased self-awareness, we can make more conscious decisions that best suit various climates and situations.

Work Climate Drivers

Data-Driven

You care about how information affects outcomes and results so you may want to interpret the data with that in mind. You'd like decisions to be based on empirical, objective information that is useful for practical application in order to get results. Highly perfectionistic, you won't be very tolerant of decisions and actions that are based on anything but rational reasoning and logic.

Results-Driven

You are forceful and tenacious, driving bold action to get results fast. You may be relentless and passionate about doing the right thing, right now. You provide direction and straightforward honesty so that the mission can be fulfilled with speed. You don't focus on the feelings of people who don't care about results and you will not let them hold you back.

Which of the preferences below make your favorite list for work climate?

- Work environment to be clean, orderly and organized well
- Decisions to be based on facts and historical evidence
- Avoid superficial relationships and political diplomacy
- People should be authentic and speak forthrightly
- Evidence should direct the right focus of work
- Work is about tasks, not socializing and discussing
- Small groups are best when problems must be tackled
- Leaders should be morally strong in support of integrity
- Execute the work only after all of the brainstorming is done
- Practical applications are superior to new trends that may not last

Value to Others

We all have significant contributions to make to the team, enterprise, and the world around us. This section outlines some potential personal strengths that you could offer to the group.

Which of the following patterns seem most like you?

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Direct and succinct approach to the truth in communication
Thoughtful business planning and organization of work
Credible in your preferred or chosen topics of interest
Able to tackle the most complex projects and tasks
Forceful vitality that can help get momentum going
Strong and protective when the project is in trouble
Discerning about the details in client and customer needs
Risk tolerant and willing to serve with tenacious integrity
Tough and honest, so usually respected by almost everyone
Respects the work of others, as long as it’s truly excellent

Challenges for Others

You may avoid social interaction if it interferes with the execution of your goals and general productivity. This is primarily because you see work as something you do, not something you talk about. Because this is true, you may come across to others as harsh, dismissive or critical. Review the list below to identify the ones that seem like you.

Which of the following patterns do you recognize and would like to address?

- Direct style can come across as blunt and insensitive
- Blunt, forceful style can shut other people down for good
- See people or social interaction as an interruption to the work
- Perfectionism interferes with building good relationships
- May send all or nothing response that is too polarizing
- Can become burned out due to workaholism and obsession
- Need too much control which can interfere with openness
- Not that interested in collaboration or brainstorming
- Lack of tolerance for new ideas after the project has begun
- Intense negative reaction to re-work or inefficiency

Greatest Contributions

In summary, you can most greatly benefit your team or enterprise by masterminding and executing plans in an organized way. Therefore, you offer complex reasoning skills that create sustainable systems for the sake of consistent execution or application over time.

Which of the following patterns seem most easy and common for you?

- Planning
- Designing
- Execution
- Precision
- High Quality
- Integrity
- Efficiency
- Stability
- Proactivity
- Risk-Taking
5. Social Style

Here, we consider your natural social inclinations and interaction preferences. This section can increase your self-awareness about what drives your behaviors in dynamic, interpersonal situations.

You are conservative and introverted about social interaction, preferring to focus on action and results. Precise and efficient, you are always the one who will get the tough jobs done in record time. You may tend to err on the side of dominance if confronted in order to minimize interruption of the work underway.

Seeks From Others

You like to be left alone with sufficient space and quiet surroundings so that you can work unimpeded to accomplish complex plans. You work at a measured pace, moving easily from one task to another, almost like an orchestra conductor. What you want from others is autonomy and control, along with respectful communication that is well thought-out in advance. You also want to be approached when it is obvious that you are not trying to concentrate and you expect others to read the situation carefully.

You want leaders or people in authority to acknowledge your expert skill with increased status, control and autonomy. Rather than public recognition which could make you feel awkward, you'd prefer to be rewarded with compensation or rewards in the form of adventure, travel with time off after a huge project is completed. You want people to pay attention to details and try to perfect their work before passing next steps along to you.

Does Not Want

You prefer to concentrate and, therefore, do not want to be interrupted by idle conversation or last minute changes that result from new information that should have been collected before the plan was laid. You don't like having to engage in politics or to be required to be anything other than your authentic self. You don't like people who exaggerate or pontificate profusely. You don't like plans to change midstream, so you may ignore people who interrupt the workflow until someone important insists that you stop and listen.

You might trust other experts to weigh in, but would rather avoid the ideas of people who don't understand the implications of what they are suggesting. You can become annoyed by a lack of attention to detail and rules that perfect work. For example, misspellings, improper use of grammar, typos and infractions of accepted protocol are perturbing to you. You think it reflects on a person's portrayal of intelligence and deserves attention to create the right impression so you can become impatient about careless work product produced by others.

Gives To Others

You share knowledge in a measured and precise way that helps others grasp complex topics in simply and clearly stated ways. You are able to take what others can only imagine and make it come to life through application by mastering skills that others can't comprehend. Your willingness to explore various avenues of risk during the planning phase is appreciated and unique. You help others to believe that extremely complicated plans can actually be executed.

Others marvel at your ability to design and accomplish these complex plans. Your quick mind fascinates those who are less prolific and you, therefore, can become indispensable to those who can become dependent on your skills in order to sustain their projects over time. You are also quite adept at noticing small errors and make a strong quality assurance inspector for others who are less detail-oriented and precise. The guardian of integrity and perfection, you will ensure that results are accomplished with the utmost conscientious detail.
Your Influencing Style

We all influence each other – every day, in every interaction. Sometimes we influence by pushing people away. Other times we may demand support from others. Others times we influence through indirect suggestion or direct persuasion. In some situations we may cooperate, counsel or advise and let others influence. Or perhaps there are times we influence through constructive argument. There are even times that our work can influence future generations through a legacy that lives beyond us. In short, even if we wish to hide away, we are still influencing others despite our intentions not to. It is important to become aware of your particular influencing patterns in order to become more conscious of how you are having a positive or negative impact on others.

Which influencing patterns in the Structure Tilt, seem most like you?

Positive Approach

- Requiring accountability
- Producing high quality
- Being forthright with truth
- Requiring completion
- Moving through risks
- Ensuring fiduciary responsibility
- Pointing out the rationale
- Taking personal responsibility
- Fixing errors of others
- Working with other experts

Negative Approach

- Doing work yourself instead of delegating
- Being dismissive of social time
- Always having to be right
- Micromanaging others about the details
- Being stubborn and closed to input
- Acting superior to others
- Being demanding of others
- Being irritable and impatient
- Ignoring changes that need to be made
- Dismissing those in authority as a nuisance
6. Interaction With Other Tilt Patterns

Positive and Negative Mirrors

People with the same True Tilt as you will reflect your best aspects and are therefore called Positive Mirrors.

People with a True Tilt that is the opposite yours on the Tilt Framework are your toughest match. They will show you aspects of yourself that are missing (alienated) and are therefore called Negative Mirrors.

Positive Mirror: The Master Mind (Structure Tilt)

You are both focused on Wisdom & Courage.

Interaction Dynamic

You are both direct, productive, efficient, succinct, and honest. You are both forceful and are focused on being proactive about tasks. You both care about getting excellent results and will produce top-notch work.

Value Alignment

You are aligned on everything, both believing work is about facts and actions. As long as you are both conscious, you will have a lot of values that will align in service to the execution of important work.

Potential Challenges

You could obsess over the huge amount of work that others will delegate to you, assume you are superhuman and can get it all done. The blind spot will be that you can actually get it done but the cost will be that you will get burned out from long hours. Focusing on complex tasks hour after hour can also be detrimental to creativity, reducing your brain capacity until you rest and let your learning incubate.
**Negative Mirror: The Cross Pollinator (Connection Tilt)**

**You are both focused on Humanity & Resilience.**

**Interaction Dynamic**

Your focus and definition of work is diametrically opposite. You think work is about facts and action – and they think it’s about ideas and people, so they will want to discuss possibilities while you want to focus on getting tasks done. Together you have the potential to be a strong pair with a “holistic” view of the situation.

**Value Alignment**

Since you are opposites you will represent different beliefs about what’s important in your approach to work. Your negative mirror, the Cross-Pollinator, can show you what you are missing in your approach – specifically the connection needed to gain social acceptance for your work. If you are both highly conscious you will appreciate one another and what the two views bring to the whole.

**Potential Challenges**

If one or both of you dig in to an extreme position about what work is supposed to be about, there will be conflict. You will be the critic of the Cross-Pollinator's habit of talking too much and they will want to escape your overly serious tone and coldness.

**What to Do**

Focus on the perspectives of the other and resist the temptation to judge the other person as inefficient and therefore useless. Engage your own character strengths in the opposite quadrants. **Be Kind** (Humanity) by being patient with the emotions of others and **Be Unique** (Resilience) by inspiring them with your own creative ideas.
Your Two Allies

People with whom you share one quadrant with on the Tilt Framework are called your Allies. Your shared quadrant will allow you to resonate with each other and they can offer an invitation to learn the strengths of the quadrant on which you differ.

Ally #1: The Quiet Genius (Clarity Tilt)

Shares the Wisdom Quadrant with you.

Interaction Dynamic

You will both be fact-based and objectively focused so you will likely complement one another and work together to stabilize the team with good data. You may both miss brainstorming ideas (resilience) by being too methodical, thereby failing to consider spontaneous insights.

Value Alignment

You both care about facts and how they can inform the present. Interested in empirical evidence and reliable trusted sources, you will resonate in critical thinking and be focused enough to get significant work accomplished. You will both be concerned about the data and rationale for process and implementation, so you will craft a comprehensive plan together with ease.

Potential Challenges

Where you will differ is in the way you express your emotions. While you are forceful and directive, the Quiet Genius will be concerned about getting everyone into alignment. They will want consensus and you are willing to dismiss the opinions of others entirely. They may see you as an intelligent but insensitive ally, unless you are balanced and have developed the compassion to be sensitive to other human beings.
Ally #2: The Change Catalyst (Impact Tilt)

Shares the Courage Quadrant with you.

Interaction Dynamic

You will both care deeply about action and want to get down to work that is high quality and action-focused. You share a value for being able to deliver results and get things done on time for impact. You may both miss socializing your ideas with important constituents and not get buy-in.

Value Alignment

You are both interested in doing the right thing and doing it now, so you will work proactively together to accomplish the hard work tenaciously. You will both agree that output is the key to success and will not waste time getting momentum underway.

Potential Challenges

Where you are a critical and objective thinker, your Change Catalyst Ally will be more positive and optimistic about the possibilities and will not need nearly as much information to move forward as you will. Intuitive and spontaneous, they will also work quicker and more broadly than is comfortable for you. They may see you as someone who can get bogged down in the details and they will not want to hear about the labor involved in execution. You also share a blind spot about heart and may not concern yourselves with people who can be put off by your similar forceful style of leading.
7. Potential Breakthroughs

Since our basic patterns are formed to help us manage the environment we encountered in our first two decades, they may not work as well when we move into the world at large and encounter new contexts and dynamics. For this reason, increasing self-knowledge can help you adapt and develop new behavior patterns that can advance your ability to interact in increasingly complex environments and diverse contexts.

Our biggest opportunities for growth are the behaviors that are wired into our brain structure and are therefore habitual and automatic, but only work in our original context. Learning to discern between ego-driven needs that may be exaggerated by old, unconscious fears and those that are real can help you make choices based on reality. When we develop a stronger inner identity, we spend less energy devoted to imagined fears and freeing up precious resources for productive and creative efforts.

**Secret Fear**

"I am somehow flawed" which is why you want to keep perfecting and mastering things. When you tend to overuse the Structure Tilt pattern, you might experience what many other people of this pattern experience – a secret inner fear that there is something fundamentally wrong with you in some way, which is often simply a false inner identity problem.

Since you are interested in perfection, your standards are so over the top that even you can't live up to them because you are a human being like everyone else. This belief that you must be perfect can stem from having early social experiences that have caused you to notice that you are different from others and you perceived some rejection by them perhaps. But it also stems from a mindset that is not based in reality since people in this Tilt are often the ones who truly reach levels of mastery in what they attempt because they focus so intently on achievement.

This creates an unfair comparison for you – that you “should” be like everyone else, when you are actually less interested in emotional and relational interactions and are more inclined to spend time on what you can accomplish single-handedly. You simply enjoy activities and work that you can master in solitary rather than within social dynamics. There's nothing wrong with this unless you judge yourself for it.

**Self-Imposed Glass Ceiling**

**Until you let go of being the critic of yourself, you may remain intensely fixated on perfecting things externally.** Because deep down you think you should somehow be different than you are, there can be a feeling of self-criticism. I'm just not like everyone else, I'm not enough, I'm too critical and then you ultimately create feelings of shame that harm your self-concept. This can be further complicated by obsessive striving for perfection in an imperfect world, an obviously futile pursuit.

Shame can be useful if you are able to identify real reasons that your choices or words actually harm others and then do something about that. Otherwise, the shame that results from inner criticism can waste a great deal of internal energy and can rob you of precious resources that could be applied more productively and creatively. Unless you let go and decide you are okay being imperfect, the inner critic can be a lifelong pattern that will prevent you from actualizing your full potential.

**Potential Overused Strengths**

**Overused Courage** in order to have **Power**
Overused Wisdom in order to achieve Status

The Structure Tilt pattern will most often overuse the traits and strengths located in the Wisdom and Courage quadrants of the Tilt Framework. When you are focused on being efficient and getting fast results, you may end up bulldozing other people and then bring criticism down on yourself, creating a self-fulfilling prophecy. Overusing your top strengths can then result in stress. Obsession ensues and you may ultimately experience a “Stress Flip” to your shadow (opposite) aspects, becoming overly noncommittal and flippant (negative traits that come from overusing the Connection Tilt pattern). Then you will not feel productive or efficient, perhaps because you have given up on the inside. Others will end up confused and wonder why you no longer care about getting things done the way you normally do. Without building inner balance you can end up being an unpredictable and intolerant person who alienates those you need most.

Typical Stress Reaction

Obsession

People with a Structure Tilt Pattern that is overused report feeling burned-out due to prolonged obsession over an overload of work that is actually self-created by their own unwillingness to trust others.

The shadow you cast around you when you overuse this pattern creates an impression for others that no one is as efficient or productive as you are, so others are not to be trusted to deliver quality results. In this state you are exceptionally productive yourself, but through your behavior you’ve taught others that they are not good enough. Then you end up having to work tirelessly yourself, even if it takes working on excessive overtime. As a result, you are the one to whom others typically delegate.

You are a master of precision and conscientiousness, so you’ve gained respect for the high standard of quality in your output. Yet this unrelenting adherence to high standards becomes challenging if you develop a reputation for rigidity that interferes with your ability to have meaningful relationships and enjoyment in your life.

Potential Faulty Story

The potential faulty story is a belief that keeps the stress reaction in place. As long as you believe in the story, you will continue to invite the pattern of stress into your dynamics.

“I’m not OK and you’re not OK, so I have to be the one to fix everything.”

Your internal story (narrative) can be that you are the only one who can figure out how to straighten out all of the problems and flaws in things. It can feel as if you are the only person who has such a large boulder to roll up a steep hill. Your inner story is that you must perfect everything through your work, but deep down your true fear is that you are somehow flawed yourself and could be judged for this. Because of this faulty story, you work diligently to stay superior to or “above” others in some predictable way by being an undisputed expert. What would be beneficial to your inner psyche is to realize that you are only trying to convince yourself. And this can be an impossible task if you don’t allow yourself to be realistic. You are human and therefore inherently imperfect and if you embrace this, learning to laugh at yourself can untangle the never-ending story of not being good enough.

Unconscious Avoidance Strategy

You might be tempted to view others as inferior and then see them as inefficient, unintelligent and inadequate to get the job done. If this is true, you may find yourself tempted to dismiss the skills they could bring to your work and as a result will alienate them. Beware of the delusion of this ego motive and be careful that you are not really just trying to
convince yourself that you are right in order to feel better about yourself. Are you truly as superior as you'd like to think or are you simply more afraid of being seen as imperfect?

**Unconscious Identity Fears**

The two unconscious patterns of fear that could get you into trouble are, first, not enough power, and second, not enough status. If you feel frustrated by your self-judgment, leaving you feeling inferior and unimportant, frustrated inner needs may become overused traits that manifest in one of these ways:

**Frustrated Power:** When you feel vulnerable, you may overdo your Courage traits and seek control over others instead of finding your power inside yourself. This can come across as dismissive, critical, and pushy which will eventually come at your own expense.

**Frustrated Status:** When you feel inferior in some way, you may overdo your Wisdom traits in order to achieve superior status over others instead of claiming your value inside yourself. This can come across as critical or judgmental, resulting in even more isolation.

**Warning Signs for Stress**

Everyone experiences significant stress at times. As long as you don't let these periods extend for too long, you can usually bounce back easily. However, chronic stress over long periods can cause counterproductive outcomes that could be detrimental to your career success or personal well-being. The important thing is to be aware of the triggers and symptoms of your specific brand of stress so that you can self-correct before it's too late.

Review the following list and check the ones that are trouble spots for you:

- You are doing the job of two or three people and not having a life
- You are obsessive about work and have become a workaholic
- You notice your personal boundaries may be lacking
- You feel defensive and are not asserting your power to effect change
- You notice a lack of awareness about what you really want for yourself
- You have no time to take care of yourself in meaningful ways
- You find you resist authority figures instead of asserting your needs
- Your responsibilities have become a strain on your ability to relax
- Your complicated pile of work is leading to burnout

**Managing Your Stress Pattern**

If you have experienced four or more of the above stress indicators, it might be an early warning sign for “obsession” which is your specific stress pattern. When you are focused on being diligent and striving to excel, but you go too far, it can cause you to become out of balance. You may be too focused on work and avoiding the relationships that will matter when you need support yourself. Could you be more open and friendly to people so they won't mistake your annoyance about lost efficiencies for rejection of relationships altogether? The lesson is that you really do want to have a full life in addition to your outstanding work accomplishments. The enterprise is only paying for one person, so why are you giving them the work of two or three? If you choose to focus on being more open and likable you can build social influence that is rich and purposeful too. You may prefer to have a small social circle but it can be fulfilling and meaningful to you, giving you much in return over time.
**Barriers to Excellence**

If you continue to spend most of your energy executing work, you may neglect taking action on your own most important goals in life and work. You might also unwittingly be tempted to view others (who do take action in service of themselves) as lazy and unintelligent people who don't deserve the rewards they get because they don't work as hard as you do. To counteract this dilemma, it could be important for you to loosen up your harsh inner critic about yourself and others. Then you can also release the resentment you carry about the burden you feel you have to bear in order to prove you are perfect, which is unnecessary. Your own unrealistic expectations are the true burden that keeps you from making time to play and live more spontaneously. Otherwise, you may stay so lost in obsessive execution that a fulfilling life could elude you. In effect, you often successfully distance yourself from the one thing you need most; the personal connection and innocent curiosity that can teach you how to relax, embrace new ideas and live more playfully.

**Potential Cost of Ignoring Development**

**Spirit (Resilience):** You may not notice the full extent of insights and hunches that could lead to brilliantly creative ideas that no one else could bring forth because they lack your ability to follow-through.

**Heart (Humanity):** You may not tune in to your heart and then miss cues that tell you when to focus on relationships. This can lead to communication barriers, broken trust and lack of support for your future projects and interests.
8. Development Strategy

Our research shows that natural human development moves us toward the development of our opposite two quadrants over the course of life. This explains why we are attracted to “opposites” in our relationships in our personal and work lives.

Using the Tilt Framework to learn more about human patterns can rapidly accelerate natural development. What follows is the pattern opposite of your own natural pattern and points to the direction of growth for your inner balance.

Path to Realize Your Potential

Review the Tilt Framework and notice that the quadrants that are least preferred in the Structure Tilt profile are Humanity and Resilience. Development of the three character strengths in these two quadrants is the natural path of growth and balance for you. Humanity traits can help you be more empathetic and considerate, balancing your need for results. Resilience traits can increase your intuitive creativity and balance your need for efficiency and precision.

Bold Move Toward Connection

The thing you may resist most is social connection because it distracts you from your goal, which is ruthlessly focused on execution of complex tasks that require concentration. You might say you have an allergy to social Connection (the Tilt opposite your preference) and because of this, it feels awkward and uncomfortable at times. You might see those who are extremely social as political in nature and be tempted to judge them for this instead of seeing social interaction as a different, but valuable, form of work.

If, however, you have grown comfortable with social relationships, then it is likely that you have embraced the opposite of your preferred traits (Connection) and consistently take the time to show how much you value your relationships. In this case, you may still may prefer a smaller inner circle of friends instead of large numbers of superficial connections but you have learned the value that relationship brings to your work.

Specific Development Planning

Now that you have some new self-knowledge to contemplate, it’s important to explore developmental ideas that can help you select something to work on. Our recommendation is that you choose one thing to focus on for 90 days. Select the thing you most want to change about yourself and make a written commitment that is supported by a mutual pairing partner who has permission to help you with self-awareness (and you with them). Automatic habits and patterns are wired into our behavior over many years but, with focus, can be re-wired relatively quickly with some help and commitment. Explore the suggestions for development below before you select your most impactful development idea. It can be helpful to adopt the persona to ramp up an identity associated with your chosen development goal.
Structure Tilt Affirmations: Be Unique + Be Kind

Be Unique

Resilience Practices

Tune in to your intuition for keen insights and ideas:

**Openness: Insatiable Curiosity for Learning. (Persona: Ideator)** View the world with childlike curiosity and trust your intuition to spring forth intuitive insights from your areas of expertise. Stay open to insights that come at odd times. Fully evaluating and eventually elaborating on an idea is the hardest part of the creative process and you have strong skills in those areas. Trust that your insights come from “informed” intuition and can be trusted for exploration.

**Inspiration: Cast a Compelling Vision. (Persona: Visionary)** Tune in to what inspires you and let your highest values be the guide for what drives your beliefs and motives. Take time to stop working and go to where your spirit guides you. Be aware of possibilities that you might not normally entertain and play with those ideas to see what unfolds. Craft a message that will help you inspire others to join your project or cause.

**Creativity: Design Inventive Solutions. (Persona: Inventor)** Present your best idea in the form of a futuristic design that only someone with your deep experience could present. You have a knack for turning complexity into beautiful simplicity so others can understand and this skill is invaluable. Don't underestimate your ability to present bold ideas and expand your influence to get resources from others for your creative projects.

Resilience Commitments

It can be helpful to adopt mantras or positive statements you might make with yourself and that connect to the development practices above. Contrast the positive commitment statement (in blue) to what you are actually committed to if you don't change (in red). Choose the commitment that most serves your development right now and place reminders in your environment to keep your new commitment until it becomes automatic:

**Openness:** I commit to seeing the possibilities in my imagination.
Contrasted With: I commit to being rigid about what can't be done.

**Inspiration:** I commit to letting myself be inspired by creative ideas.
Contrasted With: I commit to being so focused I miss intuitive insights.

**Creativity:** I commit to being resourceful when trends change.
Contrasted With: I commit to being a judge and cynical about change.

Be Kind

Humanity Practices

Tune in to your “heart” for important answers deep within you:

**Trust: Build Strong Relationships. (Persona: Counselor)** Tune in to your heart and notice how much others care about pleasing you. Think about spending consistent, quality time with people who are important to you because trust doesn't happen quickly and relationships don't grow without continuous effort. Others won't be as naturally confident of
their skills as you are, so, in response, being patient and appreciating the different kind of skills they bring to bear will develop mutual trust.

**Consideration: Thoughtful About Impact. (Persona: Humanitarian)** Tune in to your impact on others as you notice their struggle to be accepted and respected by you. When invited to weigh in with your opinions, be aware that others are not as forthright about their views, and need a little warming up before you go for it. Go easy on your inner criticisms of them and remember that comparing people is not a logical or rational thing to do. Everyone brings different strengths that are a compilation of what interests them most. Including you.

**Likability: Expand Social Influence. (Persona: Entertainer)** Lighten up with more playfulness (not so serious!) and even a little small talk to ask about others before you dive into what you want from them. Plan time to relax with your colleagues at least once a week so you get to know them on a personal level. You are not solely responsible for getting the work done and can benefit from relaxing in between focused work sessions. Let them learn that you can be fun to be around, you are a good person at heart and they will want you around on future projects that you won't want to miss.

**Humanity Commitments**

Choose the commitment that most serves your development right now and place reminders in your environment to keep one of them until it becomes automatic.

**Trust:** I commit to being available to build relationships that support me.
Contrasted With: I commit to being concerned only with being efficient.

**Consideration:** I commit to searching inside myself for empathy and kindness.
Contrasted With: I commit to saying whatever is needed to get results.

**Likability:** I commit to being more playful in my interactions with others.
Contrasted With: I commit to being overly serious about everything.

**Ways to Maximize Your Energy**

**Energizers**

The best way to encourage positive change is to know what drives your inner motivations and recharges your batteries. Use this list of suggestions to increase focus in areas that energize you. These come naturally to you so they can be rewards that you choose to do in between difficult tasks:

- Focus on your own projects without interruption
- Spend time working on your pet projects and hobbies
- Play with some new tools or gadgets that help you work faster
- Take time to be alone and search for answers inside yourself
- Support others important projects with your area of specialty
- Prepare a business case for a project that will help your team
- Prioritize what matters most for your week or month
- Inform others of their fiduciary and moral responsibilities
- Indulge in extreme self-care for mind, body, heart and spirit
- Lead with vigorous goals for yourself and others
Balancers

In order to prevent overuse of your natural tendencies, it's important to develop practices that keep you balanced and in flow. The following list of ideas can serve to center you and even out your cycles. Choose one to focus on for the next 90 days and create a reminder to do this practice every day until it becomes a consistent routine:

- Plan creative time in every day and follow your hunches
- Be kind to someone who appears vulnerable and hopeless
- Be spontaneous instead of defending your routines
- Shutdown electronics that interrupt you all day and focus
- Pay attention to what you are feeling in your heart
- Tell someone a story about your life that can open their heart
- Be a safe haven for others when they open up to you
- Tune in to your highest values with a five-minute daily meditation practice
- Be fully present with what other important people want from you
- Practice mindfulness daily with a routine that lifts your spirit every day
- Say **Yes** more often and notice how it feels to be open to learning
9. Final Self-Awareness Check In

If the patterns of the Structure Tilt seem true for you and you got to the end of this profile, it might be that you wanted to find things wrong with the information! At least a typo or misspelling, right? If so, then you’ve proven our point that your drive for perfection may be driving you nuts! You’re so responsible that you may be carrying the load of work for the rest of us and it’s time for you to let go, live it up and have some fun. It can be good for others to pick up some of the load and if you do their work, you will rob them of the lessons that come from their adversity. So go live it up! You’ve earned it.

Healthy Belief Statement

“"I am bold and wise, ready to work hard and build sustainable systems that ensure results while I also take care to tune into the relationships that nurture and sustain me.”

Healthy Self-Perception

Everyone is different insofar as the wiring in our brain causes us to be interested in different things. And, perhaps more importantly, we all have limited energy to apply to our interests. So, by virtue of what we spend time on, we also become accomplished at different things. Getting beyond the social expectations of others can help you appreciate that you are brilliant at what you are most interested in, and not so brilliant at what you don't prefer. Others may not understand this at first, but if you feel good about yourself on the inside instead of wasting energy on inner criticism, they will often come to appreciate you as you are. Whatever you think about yourself is conveyed in ways that go beyond words, so change starts with liking yourself better on the inside before it is communicated to others on the outside.

Benefit of Self-Knowledge

By making these changes and then collecting feedback from others over time, you can shape your innate traits into balance with your opposite traits. You may need to shift to a new perspective where “work” includes building relationships, helping others grow and influencing overall strategy. By letting go, you can increase likability and openness inside yourself. As your inner identity becomes holistically developed, the unconscious fears and motives of your inner psyche settle down into a cadence that is based on a strong inner compass.

When Stress Resurfaces

Whenever you think some of the stress reactions (obsession) in this profile are surfacing again and you notice that you are feeling overloaded with work and burnout is possible – you may want to learn more about how you are showing up in various situations to figure out the triggers. A chronic pattern of obsession indicates that you may be facing the hard truth that you are headed for burnout, which can have a negative impact on your career and work satisfaction in general. If you continue to notice that you say yes to too much work, try working in blocks of 90 minutes and then taking a 15 minute break to walk around before getting back to work. Pay attention to what your body is telling you and notice its circadian rhythms. Tune in to your heart and notice the relationships you may be ignoring and consider the long term consequences of losing people you care about because you have put work first in your life.
What's Next?

The Tilt 365 Positive Influence Predictor is a web application with a real-time dashboard that allows for continuous improvement over time. We can create unintentional outcomes if we don't take steps to increase our self-awareness, self-knowledge and self-mastery. Because our views of ourselves can be either overly harsh or overly idealistic, we are better informed if we make a lifetime commitment to learn about how we are showing up with others. Now, there is a tool to help us do just that.

**How It Works:**

1. **Measure Your Strengths**

   Identifying your inner strengths is the first step to understanding yourself and how you relate to the world around you. Complete your self-assessment to discover what makes you uniquely powerful and at the same time, identify what fears might be Tilting you off balance.

2. **Invite Other Perspectives**

   Doesn't it make sense that the judgments you place on yourself translate into how you show up with others? Those who are aware of how their over-played strengths affect others have a big advantage.

3. **Analyze Your Results**

   This doesn't have to be scary. There are no weaknesses, but only strengths that are underused and overused. Tilt will show you how slight adjustments make all the difference in your life outcomes.

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