Behavior Style
360

Report

Sample User

Behavior Style 360 Assessment Report

Prepared for:

Sample User

Observers:

Sample User 5

Sample User 6

Sample User 8

Sample User 4

Sample User 2

Sample User 7

Sample User 3

6/24/2021

TABLE OF CONTENTS

Behavior Style 360

Understanding Behavior Styles and working effectively with other people are critical skills to achieve long-term success. A key element in developing these skills is understanding your impact on other people. People respond to you based upon what they perceive about your behavior, not on what you think they perceive.

The Behavior Style 360 is designed to increase personal effectiveness and career success by helping you understand:

- How others perceive your behavior
- The impact your Behavior Style has on others
- How to be flexible to create win-win outcomes

Successful people demonstrate flexibility and know their impact on others. Flexibility is the ability to demonstrate the appropriate behavior at the appropriate time to meet the appropriate needs of the environment and the people in the environment. If you do not know your impact or how others experience you, you reduce your effectiveness and limit your level of success.

INTENT AND IMPACT

Our behavior makes an Impact on others.

- When our Impact is positive, trust and respect build over time.
- When our Impact is negative, trust and respect break down, usually over time.

For these reasons it is essential to know your impact. People will guess your Intent based upon your Impact, so even if your Intent is positive your Impact could be negative.

By choosing to be flexible and meet the Style needs of others you can create a positive Impact resulting in increased credibility, trust and respect.

People tend to get more energy from certain behaviors and work activities than others. Subsequently, they tend to give effort and energy to the activities where they get the most energy. There are four words that describe the different energies related to Behavior Styles; Task Relational, Initiate and Implement. It can be helpful to think of these things as behaviors or activities that either drain or charge our "internal battery."

Above Midline Styles
(Controller and Analyzer Styles)

- Give energy to TASK accomplishment.
- Receive energy from working on or completing TASK.

Below Midline Styles
(Stabilizer and Persuader Styles)

- Give energy to relating with RELATIONAL connections.
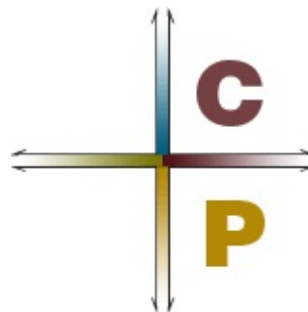- Receive energy from working with RELATIONAL connections.

Left of Midline Styles
(Analyzer and Stabilizer Styles)

- Give energy to IMPLEMENTING ideas and plans.
- Receive energy from IMPLEMENTING ideas and plans.

Right of Midline Styles
(Controller and Persuader Styles)

- Give energy to INITIATING ideas and plans.
- Receive energy from INITIATING ideas and plans.

BEHAVIOR STYLE ENERGY

TASK -- Analyzer and Controller **(A+C = Task Energy)**

- The Analyzer and Controller give energy to TASK accomplishment, and they get energy back from working on tasks. Whenever either of these Styles is experiencing low energy, they go work on something and it picks up their energy level.

RELATIONAL -- Stabilizer and Persuader **(S+P = Relational Energy)**

- The Stabilizer and Persuader give energy to tasks, but don't get any energy back. These Styles give energy to RELATIONAL connections and they get energy back from these connections. When either of these Styles is experiencing low energy, they go talk to somebody and it picks their energy up.

IMPLEMENTING -- Analyzer and Stabilizer **(A+S = Implementing Energy)**

- The Analyzer and Stabilizer give energy to IMPLEMENTING, and they get their energy back from this activity (first we are going to organize our thoughts on paper and then we are going to take it to marketing and distribution, etc.). Making a plan work is energizing.

INITIATING -- Controller and Persuader **(C+P = Initiating Energy)**

- The Controller and Persuader give and get energy from INITIATING. Listen to the energy when they brainstorm. "We are going to work on this and at the same time we are starting on that, and two weeks after that, we will..." They can give energy to implementing, but it drains them to do repetitive tasks or work only on one project.

Everyone uses each of these energies differently depending on the situation. For example: At work, Controllers may focus on Initiating and Task, but at a social event, the focus may shift to Implementing and Relational connections.

This is how you **see yourself**.

The Bar Graph shows the strength of each behavior pattern relative to others, based upon the selections you made.

Tally — **Controller**

| 13 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 14 | 16 | 18 |

Tally — **Stabilizer**

| 2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 12 | 14 | 16 |

Tally — **Analyzer**

| 8 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 12 | 14 |

Tally — **Persuader**

| 1 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 14 | 16 |

^
Mid-Line
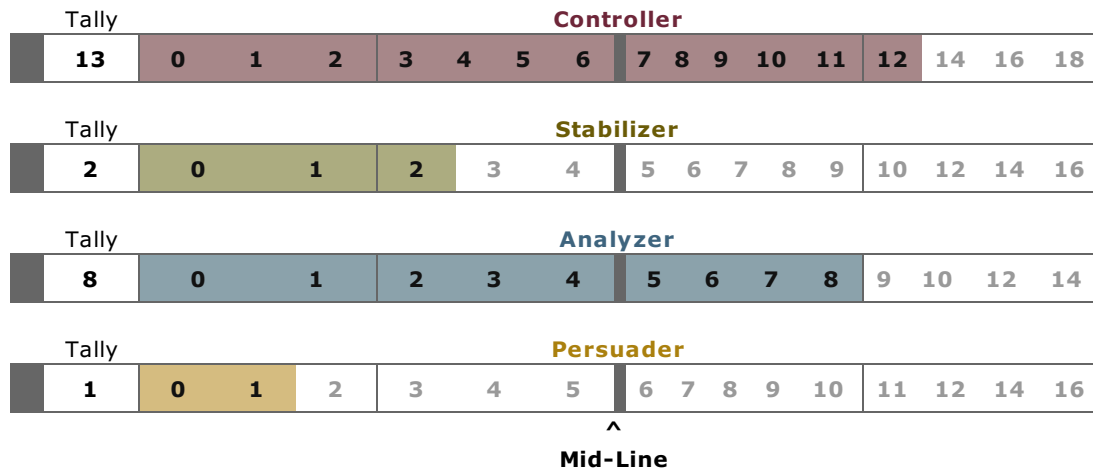
YOUR STYLE COMBINATIONS

Your Predominant Style is: **Controller-Analyzer**

Style Combinations

When Behavior Styles are combined, strong tendencies emerge. These tendencies form your Behavior Style pattern.

Only the bar graphs that are right of the midline are considered.

- The longest bar graph represents your primary Style (Controller-Analyzer).

EFFECTIVENESS INSTITUTE

This is how **Sample User 5** perceives you.

The Bar Graph shows the strength of each behavior pattern relative to others, based upon the selections Sample made.

Tally   **Controller**

| 11 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 8 9 10 11 | 12 | 14 | 16 | 18 |

Tally   **Stabilizer**

| 6 | 0 | 1 | 2 | 3 | 4 | 5 6 | 7 | 8 | 9 | 10 | 12 | 14 | 16 |

Tally   **Analyzer**

| 5 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 12 | 14 |

Tally   **Persuader**

| 2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 7 8 9 10 | 11 | 12 | 14 | 16 |

^
Mid-Line
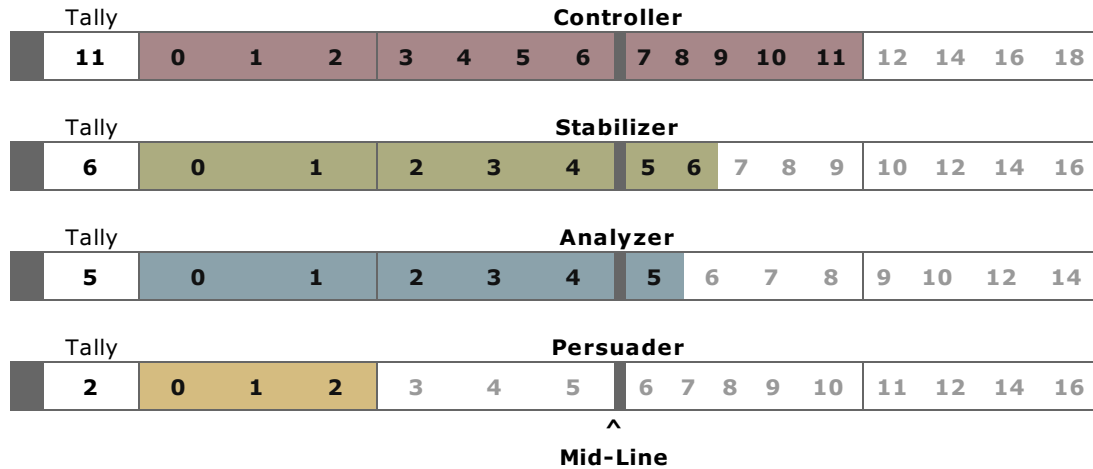
THE RESULTS OF YOUR BEHAVIOR STYLE 360 ASSESSMENT

This is how **Sample User 6** perceives you.

The Bar Graph shows the strength of each behavior pattern relative to others, based upon the selections Sample made.

Tally		Controller														
8	**0**	**1**	**2**	**3**	**4**	**5**	**6**	**7 8**	9	10	11	12	14	16	18

Tally		Stabilizer												
4	**0**	**1**	**2**	**3**	**4**	5	6	7	8	9	10	12	14	16

Tally		Analyzer											
8	**0**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	9	10	12	14

Tally		Persuader												
4	**0**	**1**	**2**	**3**	**4**	5	6	7	8	9	10	11	12	14	16

^
Mid-Line

THE RESULTS OF YOUR BEHAVIOR STYLE 360 ASSESSMENT

This is how **Sample User 8** perceives you.

The Bar Graph shows the strength of each behavior pattern relative to others,
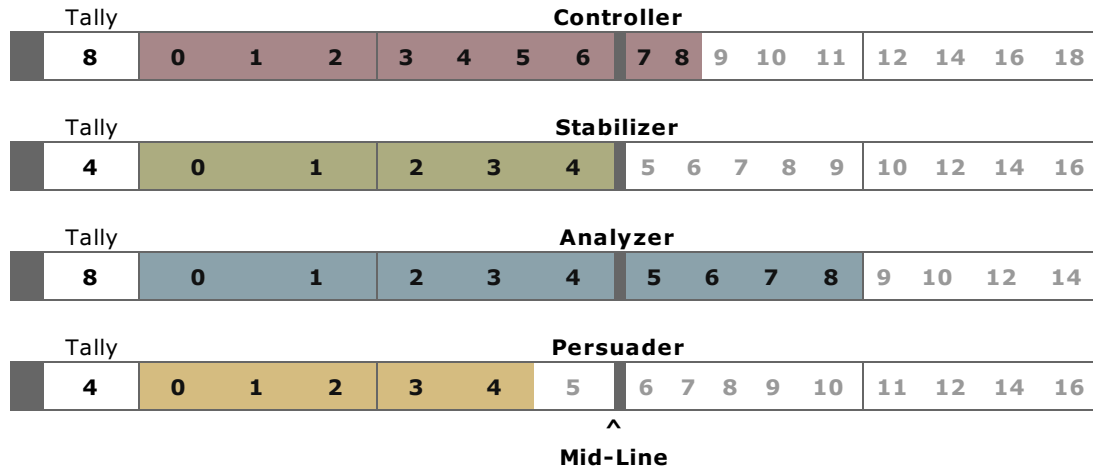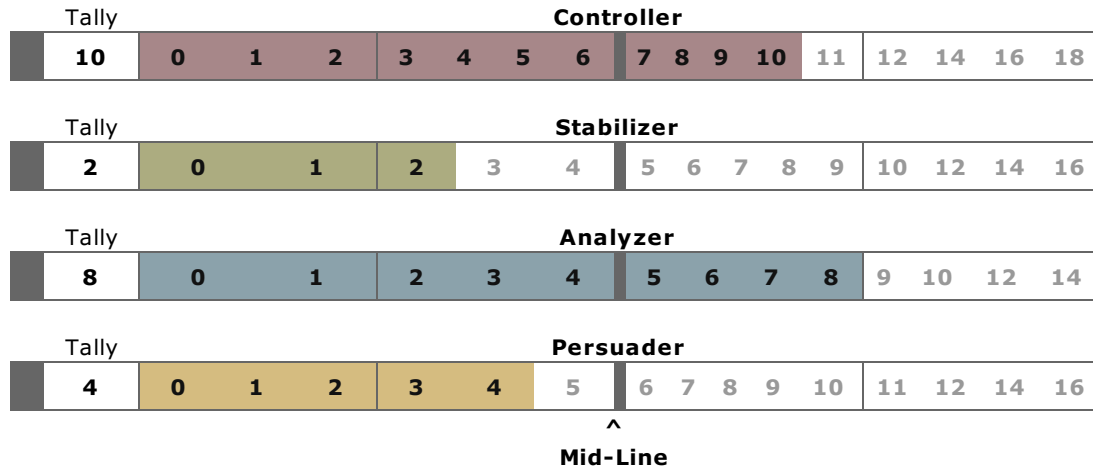based upon the selections Sample made.

Tally							**Controller**								
10	**0**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	11	12	14	16	18

Tally							**Stabilizer**							
2	**0**	**1**	**2**	3	4	5	6	7	8	9	10	12	14	16

Tally							**Analyzer**						
8	**0**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	9	10	12	14

Tally							**Persuader**							
4	**0**	**1**	**2**	**3**	**4**	5	6	7	8	9	10	11	12	14	16

^
Mid-Line

THE RESULTS OF YOUR BEHAVIOR STYLE 360 ASSESSMENT

This is how **Sample User 4** perceives you.

The Bar Graph shows the strength of each behavior pattern relative to others, based upon the selections Sample made.
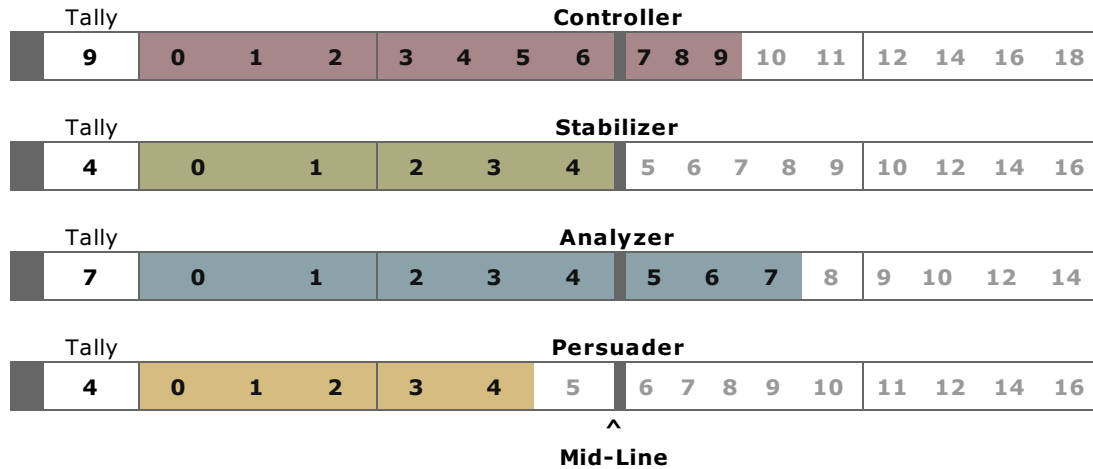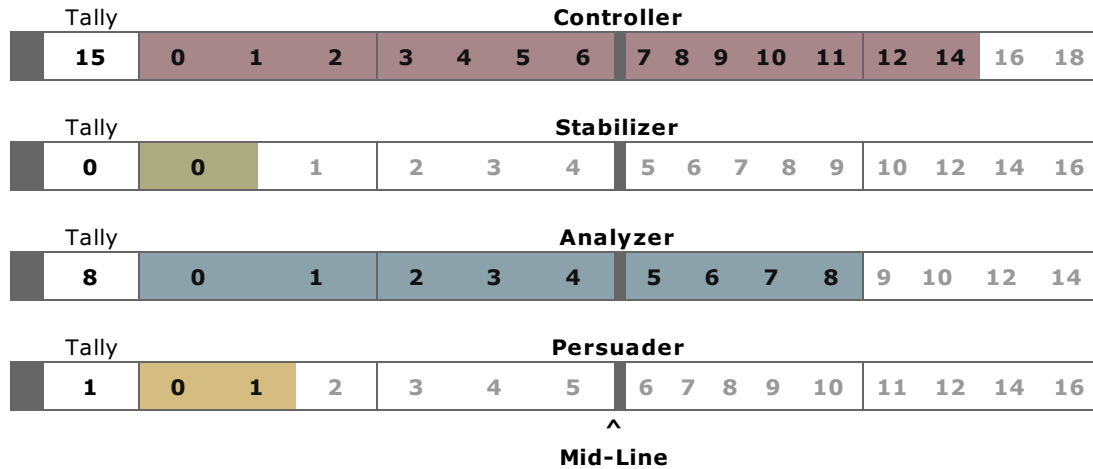
Tally				**Controller**										
9	0	1	2	3	4	5	6	7 8 9	10	11	12	14	16	18

Tally				**Stabilizer**									
4	0	1	2	3	4	5	6	7	8	9	10	12	14	16

Tally				**Analyzer**									
7	0	1	2	3	4	5	6	7	8	9	10	12	14

Tally				**Persuader**									
4	0	1	2	3	4	5	6	7	8	9	10	11	12	14	16

^
Mid-Line

This is how **Sample User 2** perceives you.

The Bar Graph shows the strength of each behavior pattern relative to others, based upon the selections Sample made.
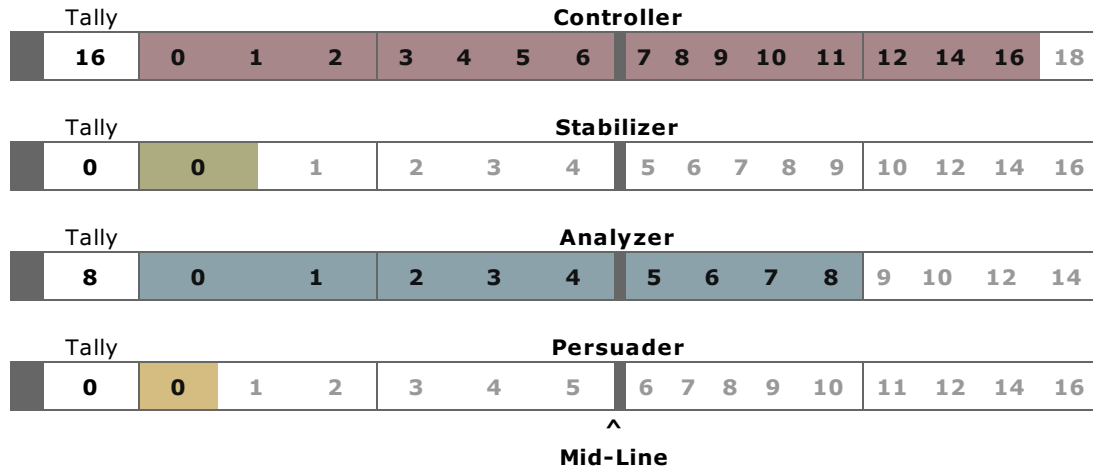
Tally		Controller													
15	**0**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**14**	16 18

Tally		Stabilizer											
0	**0**	1	2	3	4	5	6	7	8	9	10	12	14 16

Tally		Analyzer											
8	**0**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	9	10	12	14

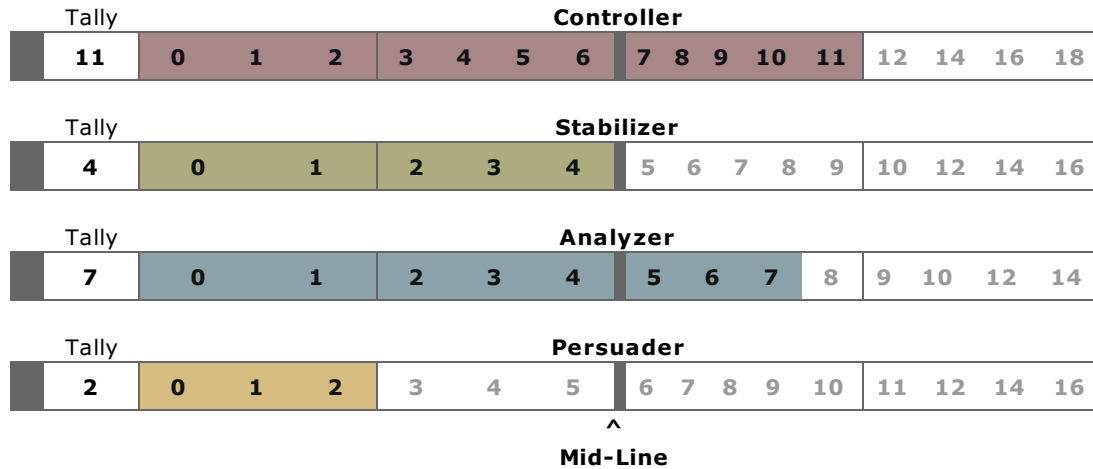| Tally		Persuader											
1	**0**	**1**	2	3	4	5	6	7	8	9	10	11	12	14 16

^
Mid-Line

THE RESULTS OF YOUR BEHAVIOR STYLE 360 ASSESSMENT

This is how **Sample User 7** perceives you.

The Bar Graph shows the strength of each behavior pattern relative to others, based upon the selections Sample made.
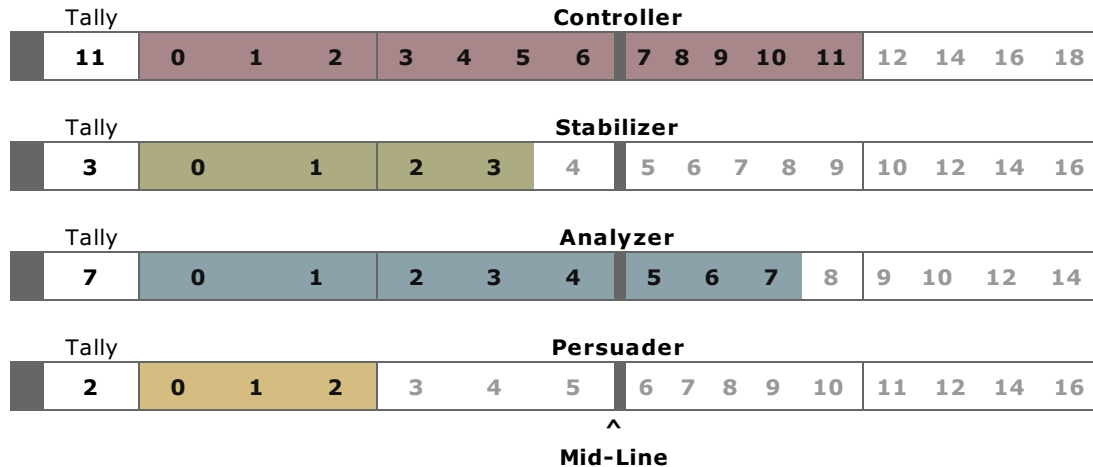
Tally							Controller								
16	**0**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**14**	**16**	18

Tally						Stabilizer								
0	**0**	1	2	3	4	5	6	7	8	9	10	12	14	16

Tally						Analyzer								
8	**0**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	9	10	12	14

Tally						Persuader								
0	**0**	1	2	3	4	5	6	7	8	9	10	11	12	14	16

^
Mid-Line

This is how **Sample User 3** perceives you.

The Bar Graph shows the strength of each behavior pattern relative to others, based upon the selections Sample made.

Tally | **Controller**
| 11 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 8 9 10 11 | 12 14 16 18 |

Tally | **Stabilizer**
| 4 | 0 | 1 | 2 | 3 | 4 | 5 6 7 8 9 | 10 12 14 16 |

Tally | **Analyzer**
| 7 | 0 | 1 | 2 | 3 | 4 | 5 6 7 | 8 | 9 10 12 14 |

Tally | **Persuader**
| 2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 7 8 9 10 | 11 12 14 16 |

^
Mid-Line

THE RESULTS OF YOUR BEHAVIOR STYLE 360 ASSESSMENT

This is the average score for how **all of your observers** perceive you.

The Bar Graph shows the strength of each behavior pattern relative to others, based upon their selections made.

Tally   **Controller**

| 11 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 8 9 10 11 | 12 | 14 | 16 | 18 |

Tally   **Stabilizer**

| 3 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 12 | 14 | 16 |

Tally   **Analyzer**

| 7 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 12 | 14 |

Tally   **Persuader**

| 2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 14 | 16 |

^
Mid-Line

The following Energy Graph represents a summary of the results from all of the observers you invited to complete the Behavior Style 360 Assessment. The **blue line** represents the average of all the responses from the observers. The **red line** represents how you see yourself. It is a visual comparison of how others and you view your use of energy.

A + C
TASK

18
SCORE

S + A
IMPLEMENT

10
SCORE

C + P
INITIATE

13
SCORE

P + S
RELATIONAL

5
SCORE
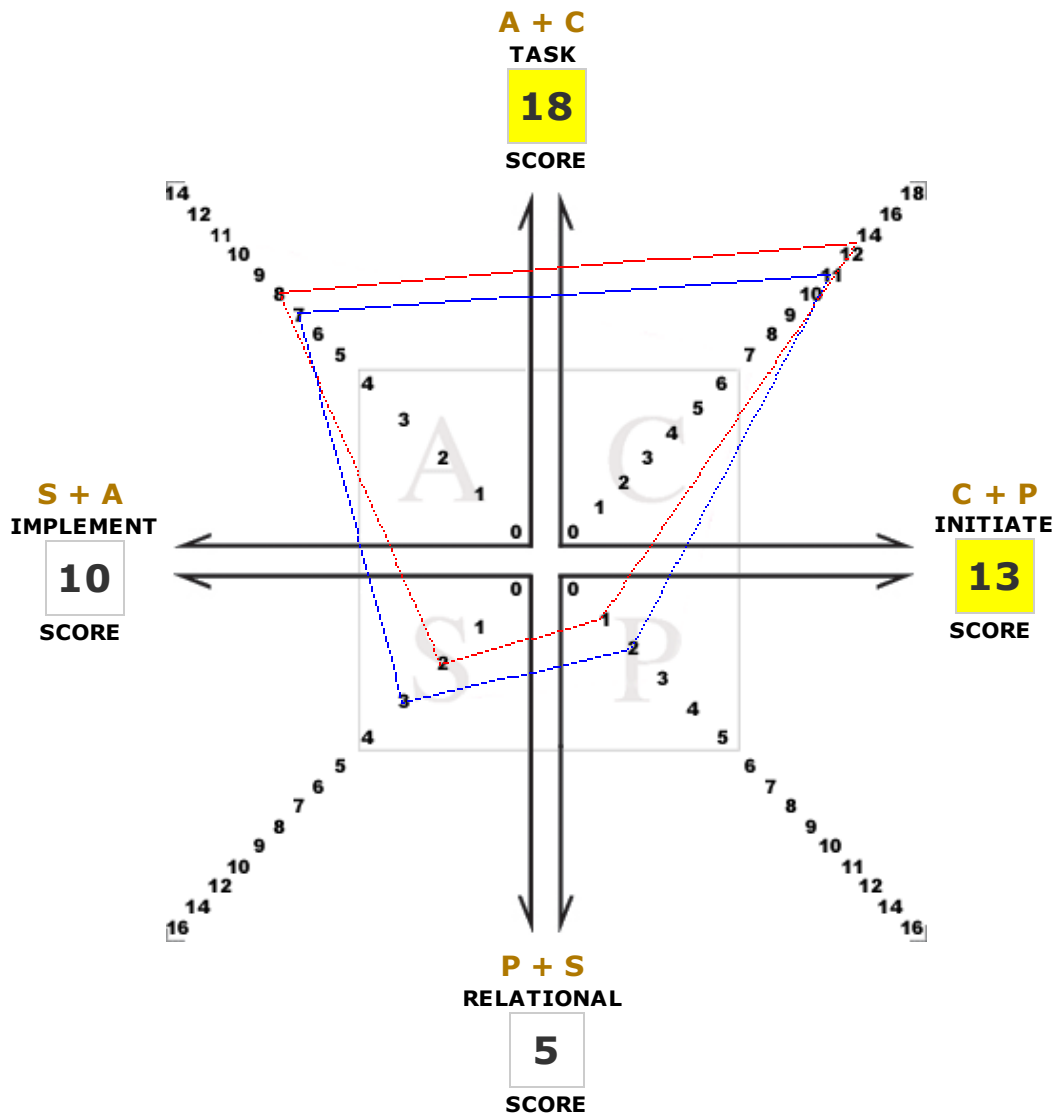
Based on the scores from your observers, you get and give the most energy to **INITIATING** and by focusing on **TASK.**

INTERPRETING YOUR BEHAVIOR STYLE 360 RESULTS

You can see by looking at your results that there may be a contrast between your SELF assessment and the aggregate of your observers' assessments. For a more detailed look at the differences and similarities, compare your bar graph to your observers' bar graphs. How much difference is there between how you perceive yourself and how they perceive you?

Whether the observer's feedback is **different OR similar** from your own, consider why that might be so. Some questions to ponder:

- **If an observer is a particular Style, and they observed you as that same Style, then you can ask the following questions:**

  - **Are you flexing your Style to match theirs?** If so, that is an emotionally intelligent way to behave. When you adopt behaviors of another's Style, your communications are more likely to be understood and accepted, and your relationship is more apt to be a positive one.
  - **In what situations does an observer interact with you?** Do the circumstances where you are interacting with one another require behaviors that are different from your preferred Style? If so, and you are changing your behaviors because the circumstances demand it, then that is an emotionally intelligent way to behave. You are demonstrating versatility.

- **Do most or all of the observers perceive you differently than you perceive yourself?**

  If this is the case, then one or two variables are involved:

  - Your awareness of yourself may be lacking and the impact you believe you are having on others is different from what others are experiencing from you. This will negatively affect others' perceptions of you, as your intent is not aligned with your impact.
  - All of the observers are experiencing you when you are in a flexed or versatile state. For example, due to the nature of your job, you may be required to behave in a way contrary to your preferred pattern of behavior. For instance, in a meeting with a customer or supervisor, you may behave and be perceived differently than in a meeting with a colleague or family member.

  It's important to consider the impact you are having and whether it is appropriate and what you want. The higher your self-awareness or the more you understand your own preferred behavior patterns, the easier it is to adjust your behaviors when appropriate.

- **Does the observer see you primarily in situations where using the energies of your own preferred Behavior Style are most appropriate?**

  If you are in a job or a personal situation where what you do is closely matched to the strengths and energies of your particular Behavior Style, then you may spend most of your time appropriately in your own Behavior Style.

- **Does the observer interact with you in many different circumstances -- for example, work, home, socially, in a leadership role, a team member role, a parent role?**

  Since they have seen you adjust your behaviors for different audiences and circumstances, did they then choose the behaviors that seemed most natural for you? If so, then that is a very astute observer who knows you quite well.

- **Does the observer know your preferred Behavior Style? Were they influenced by that knowledge when they answered the Assessment?**

  It is possible that the observer, knowing how you already assessed yourself, was swayed by that knowledge and unconsciously picked the words that reinforced your **Behavior Style Self Assessment** results.

In all cases, it is important to initiate a conversation with your observers and ask questions to provide you with specific feedback about your impact. The focus is simple: are your behaviors appropriate for the circumstances and the audience?

If your goal is to improve your relationships, your levels of influence and your communication skills, then getting specific and practical feedback from others is required. Ask questions with the goal of finding two or three behaviors you can change. Sample questions you might ask your observers are:

- Is my communication style with you (or the team) effective? Am I viewed as credible? Do I have influence?
- Do I appear authentic? Do my behaviors and what I say match?
- What suggestions do you have about what I say or do that would improve my communications with you (or the team)?
- Do you think it would help if I . . . ? (Suggest your own behavior changes, based on information about how other Styles behave.)

When you receive feedback, probe to clarify the information for understanding. Do not immediately respond to the feedback to explain why you did or did not do something. The impact will be negative as it comes across as defensive and it will reduce your chance to improve communication. After your conversation with your observer, thank them and focus on a plan to improve your versatility and flexibility.

Goal 1:

_____

_____

_____

Goal 2:

_____

_____

_____

Goal 3:

_____

_____

_____

Knowing and understanding your impact on others and making decisions to be appropriate to situations and styles increases the probability of your professional and personal success. Congratulations!

PERCEPTION OF A CONTROLLER

CONTROLLER . . . A results-oriented person who focuses on initiating tasks. Separates facts and feelings as they push forward to achieve results. Sees conflict or tension as a tool to initiate action in others.

Your CONTROLLER Style as perceived by:

A Controller   "Give Controllers a task with minimal instructions and get out of their way -- they will get it done. However, if their goals or strategies are different than yours, they continually challenge or confront until you change . . . or they just do what they want to do regardless of your input."

A Stabilizer   "I admire the Controller's ability to work hard, move fast and get the job done. They are good at determining what everyone needs to do to help. However, they do not appear to care about people or their feelings. Controllers avoid dialogue because they will not listen to others' points of view once they make up their minds."

An Analyzer   "Controllers maximize time and accomplish a lot, and they are great at isolating key issues when several things are in conflict. However, they do not take enough time, and move so fast that they always have to go back and 'fix' their decisions. They do not get enough data or market research."

A Persuader   "I appreciate that Controllers will challenge authority and are not afraid to tell people what they think. I like that they move quickly through tasks. However, Controllers can be very bossy and controlling and are so stubborn that it is not easy to talk them into or out of anything."

PERCEPTION OF A STABILIZER

STABILIZER . . . A relationship focused person who strives for harmony. A cooperative, loyal team member who works best in an environment where there is security and guarantees. Decides cautiously but once word is given, it will not be broken.

Your STABILIZER Style as perceived by:

A Controller   "Stabilizers always seem to know 'what's going on' with people and always do what they say they will do. However, they are not good under pressure. They seem to give in rather than fight for what they believe in."

A Stabilizer   "Stabilizers are gentle people who really care about others. They almost always put others before themselves. However, Stabilizers avoid conflict so much that they normally do not tell others when they have been hurt or violated."

An Analyzer   "Stabilizers are friendly and easy to work with, they make people feel comfortable. Sometimes they spend too much time developing relationships. They try to 'sit on both sides of the fence' in decision-making."

A Persuader   "Stabilizers are good listeners and care about people. They do nice things just to make people feel good about themselves. I think they worry too much about hurting other people's feelings and try to protect people from the consequences of their actions."

PERCEPTION OF AN ANALYZER

ANALYZER . . . A systems oriented person who strives for quality, accuracy and perfection. Uses facts, data and historical perspective to be in integrity in word and action. Work tends to be thorough, complete and comprehensive in order to get it right.

Your ANALYZER Style as perceived by:

A Controller   "I appreciate that what Analyzers tell you will be accurate and can be substantiated with backup materials if you need to see them. However, they take too long and need too much data to make a decision. Analyzers do not see the big picture--they micro manage."

A Stabilizer   "It is great that Analyzers gather information and data, use process and stick to a task until it is done. However, they do not take enough time for relationship building. They seem to want things too perfect and always want to follow the rules."

An Analyzer   "Analyzers are consistent and predictable. You know their work is factual and based upon a logical approach. However, when frustrated they can become obsessive and when emotions enter in, they overreact."

A Persuader   "The Analyzers are very thorough and meticulous, so their work is organized and looks good. However, they seem to always want to be 'right' and have a narrow point of view. Analyzers are too quiet, you never know what they think or feel."

PERSUADER . . . A positive, optimistic person who influences others with enthusiasm, passion and verbal skills. Tends to trust others without data to substantiate his or her trustworthiness. Very flexible and easy to work with but gets feelings hurt easily when left out or ignored.

Your PERSUADER Style as perceived by:

A Controller "I appreciate the Persuader's ability to generate enthusiasm and that they are visionary enough to quickly see the 'big picture.' However, Persuaders waste time talking and they make promises that they do not always keep."

A Stabilizer "I admire that Persuaders are never at a loss for words and are comfortable in group situations. However, they talk too much. Persuaders seem to be scattered or unfocused--they do not gather enough data and are too impulsive."

An Analyzer "Persuaders are fun to be around, they bring a high level of energy. However, they always seem to want the spotlight and focus of attention. Persuaders often 'embellish' the truth in order to get what they want or to add excitement."

A Persuader "Persuaders are high energy and really tend to be positive. They will share anything. However, they can be very needy and dominate 'airtime.' They always tell stories about themselves and want to get the last word in."

As you begin to understand your intent versus your impact, and get to know the key strengths and needs of your own style as well as others, you can develop the skill of style flexibility.

Flexibility

The word flexibility refers to the ability and willingness to recognize and meet another individual's Behavior Style needs as well as satisfy your personal Style needs. Being flexible means to situationally, purposefully and temporarily modify your behavior on one or both Dimensions of behavior to accommodate the needs of another individual and create a win-win.

This temporary modification of behavior is a valuable skill in both work and personal relationships. This ability to "stretch" results in increased credibility. Credibility is the measure of flexibility in a relationship. You will know that you are increasing your personal flexibility skills when two things happen:

1. You experience a higher level of tolerance for an individual of a different Behavior Style; he or she is more credible in your perception.
2. You are perceived as credible by individuals who use different Behavior Styles.

Credibility and Balance

Balance is the key. Individuals who are highly flexible tend to be perceived as inconsistent or not believable. Individuals who are inflexible tend to be perceived as rigid in their patterns of thinking or slow to adapt to change. The ideal is to balance your natural behavior tendencies with selected flexibility behaviors. This balance is essential to productive relationships.

Critical Points to Remember

- Flexibility does not require a change of who you are or the way you are. It does require a temporary change of what you do and how you do it.
- No Behavior Style is more or less flexible than any other Behavior Style.

INCREASING FLEXIBILITY

The importance of flexibility cannot be overemphasized. This conscious choice to adjust your behavior or actions does not compromise your integrity or make you manipulative. It is out of respect for:

- the other Behavior Style,
- the value of the relationship, and
- the importance of the project or task.

This respect causes a willingness to be flexible because there is a bigger "win" for everyone involved.

At a time of lower stress, discuss with individuals of different Styles how each of you can support each other when under stress.

If you desire to increase personal flexibility, the following must be true for you:

- You *want to understand* how others see you.
- You *value* being more effective with others.
- You are *willing* to obtain a realistic picture of your impact to improve your effectiveness.
- You *pay attention;* you are aware and pick up behavior cues.
- You *allow adequate time* to learn how to adjust appropriately to each situation.

If these are not true, or if you are not working to make them true, your chances of being perceived as flexible are significantly reduced.

To be perceived as more flexible with Analyzers & Controllers:

Focus on increasing Controlled behavior

1. Focus on task
2. Spend less time socializing
3. Delegate more and help less
4. Limit confidences
5. Maintain appropriate distance
6. Limit expression of feelings
7. Learn to work alone

To be perceived as more flexible with Stabilizers & Persuaders:

Focus on increasing Responsive behavior

1. Admit and express your own feelings
2. Accept others' feelings as legitimate
3. Take time to socialize
4. Avoid withdrawing
5. Balance logic with spontaneity
6. Communicate more, verbally and nonverbally
7. Relate job goals to personal goals

To be perceived as more flexible with Analyzers & Stabilizers:

Focus on increasing Process behavior

1. Recognize and validate the perceptions of others
2. Ask questions rather than make statements
3. Pay attention to details
4. Listen more and talk less
5. Get closure
6. Pause and reflect
7. Speak softer and slower

To be perceived as more flexible with Controllers & Persuaders:

Focus on increasing Expedience behavior

1. Be willing to disagree more often
2. Act rather than react
3. Build on ideas
4. Manage conflict
5. Create options
6. Initiate change
7. Share your thinking

About Us

Founded in 1980, Effectiveness Institute is a learning and development organization that has worked with thousands of clients across the U.S. and around the world in a wide range of industries. Our purpose is to deliver measurable improvement in the way individuals, teams and organizations perform, helping to build and sustain high-performance cultures within client organizations.

Our Philosophy

To understand the various dynamics and critical success factors involved in organizations we created the Dual Performance Cycle. Organizations measure performance using certain metrics (e.g., Customer Satisfaction, ROI, Productivity, Retention, etc.). When efforts are made to improve performance, organizations commonly focus on the left side (Task/Systems) of the Dual Performance Cycle. While this is important and critical to success, research demonstrates that the right side of the cycle (People/Teams) has a substantial impact on performance outcomes.

Traditionally, competencies related to the right side of the Dual Performance Cycle have been described as "soft skills." These "people skills", such as the ability to give and receive feedback, navigate conflict, collaborate, promote ideas and inspire others, are critical for individual and team success. Balance is the key: technically competent individuals (left side) who demonstrate emotional intelligence that builds trust and respect (right side) always maximize performance.

At Effectiveness Institute, our work focuses on creating and sustaining high performance in all levels of the organization by improving the effectiveness of leaders and teams.

Our Methods

Effectiveness Institute provides organizations with well-informed models, assessments, workshops, webinars and consulting that facilitate high performance. However, we don't supply one-size-fits-all answers. Instead we offer a variety of options to serve the needs of organizations. We also work together with clients who contact us to understand their needs. Only then do we propose solutions. This is important because most organizations know what they currently want (e.g., increased productivity, better service, higher profits, growth, less turnover, lower costs, etc.) but not necessarily what they currently need (e.g., clearer purpose, less unproductive conflict, improved people skills, greater clarity, stronger executive relationships, etc.) to achieve their goals.

Our content focuses on the key pressure points of most organizations: communication, teamwork, conflict, leadership and change. We provide only time-tested proven material. Every workshop, assessment or webinar is designed to build awareness, achieve participant "buy-in", develop real-world skills and make a positive impact on performance.

Contact Us

Effectiveness Institute
PO Box 3231
Bellevue, WA 98009
(425) 641-7620
contact@effectivenessinstitute.com
www.EffectivenessInstitute.com

We love to talk with our customers, so please call us with any questions you may have about this product or our business in general.