



# Module 4

Beyond the Numbers

# Module 4: Beyond the Numbers

Synopsis: Advanced interpretation techniques. This module moves beyond single scales to analyze the profile's shape, energy flow, and team dynamics.

- **Lesson 1: Active, Interactive & Reactive Behaviors**

- Synopsis: Defines the three energy zones: Active (always on), Interactive (situational toggle), and Reactive (triggered by necessity).

- **Lesson 2: Motivators & Peaks**

- Synopsis: Teaches how to identify a person's primary driver (Ideas/Relational vs. Action/Order) and how to interpret "Peak Scales" (One, Two, Three, or Zero peaks).

- **Lesson 3: Working with Others (Clusters)**

- Synopsis: Introduces "Clusters"—groups of team members with similar scores. Teaches how to identify shared strengths (velocity/trust) and potential blind spots (groupthink/gaps).



# Step 2: Beyond the Numbers

Understanding the results on each of the four behavioral scales is the first step. The next step is to examine the connection between the dots in each scale.

1

**Active, Interactive & Reactive Scales:** Where do the segment results fall for each scale? 4's and 5's? 3's? 2's and 1's?

2

**Active Motivator Scales:** Is the line closer to the top of the snapshot on the two left scales (Ideas/Relational) or the two right scales (Action/Order)?

3

**Peak Scales:** How many peaks does the line have?

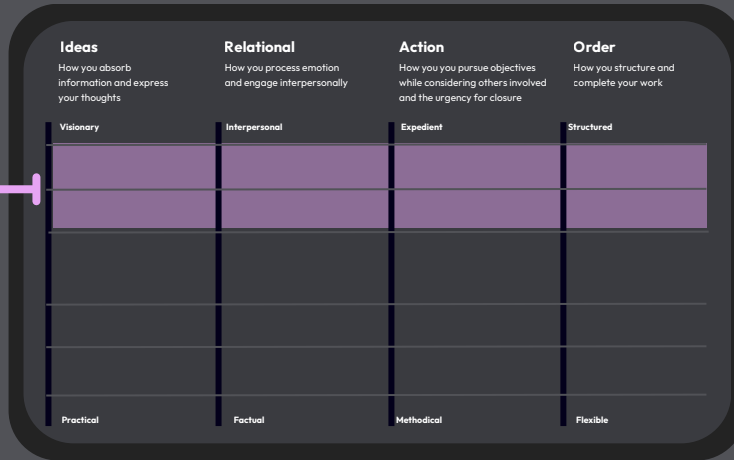


# Active, Interactive & Reactive Behaviors

1

**Active, Interactive & Reactive Scales:** Where do the segment results fall for each scale? 4's and 5's? 3's? 2's and 1's?

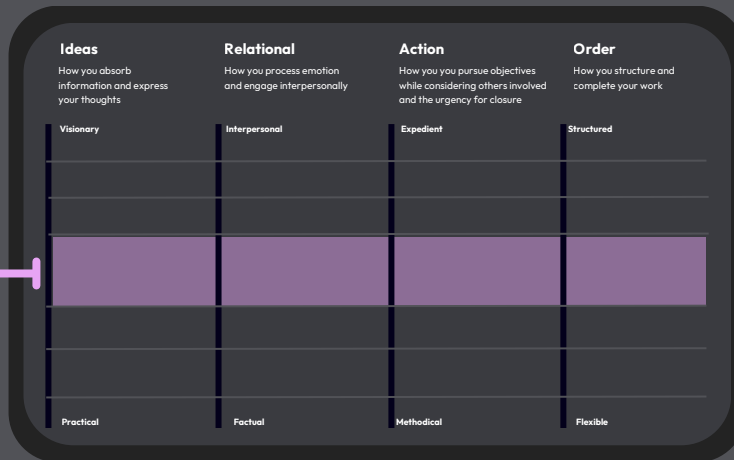
**Active Behaviors**  
Segments 4 & 5



Always on, even when not needed

Because life doesn't always call for these behaviors, people may need to learn when to flex so they don't overpower others

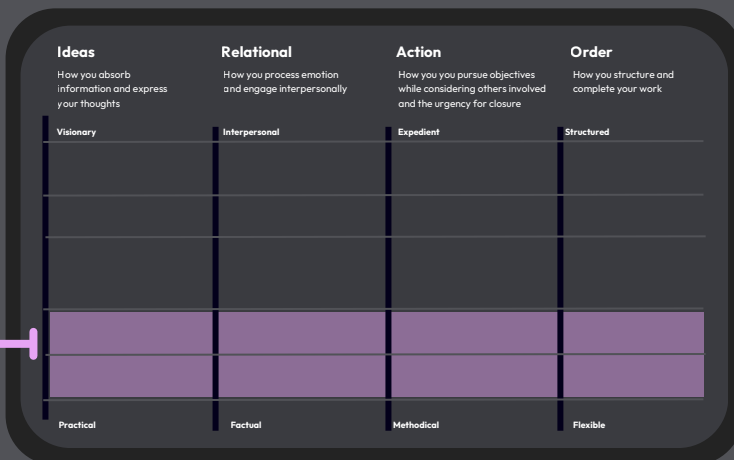
**Interactive Behaviors**  
Segment 3



“Come on” and “go off” instinctively, when needed

Being aware that these behaviors come on and go off when needed may help people manage them

**Reactive Behaviors**  
Segments 1 & 2



“Come on” when prompted

People may need to learn to turn these behaviors on when necessary to engage with the team and fulfill responsibilities.

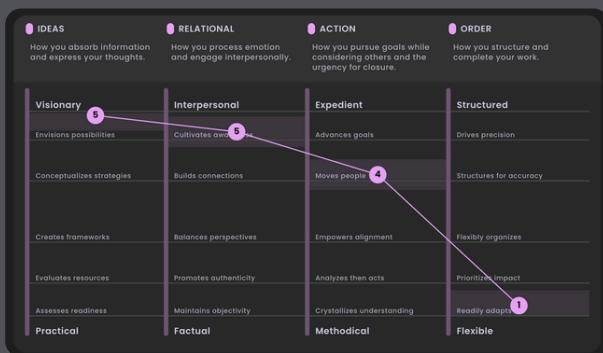


# Active Motivator Scales

2

**Active Motivator Scales:** Is the line closer to the top of the snapshot on the two left scales (Ideas/Relational) or the two right scales (Action/Order)?

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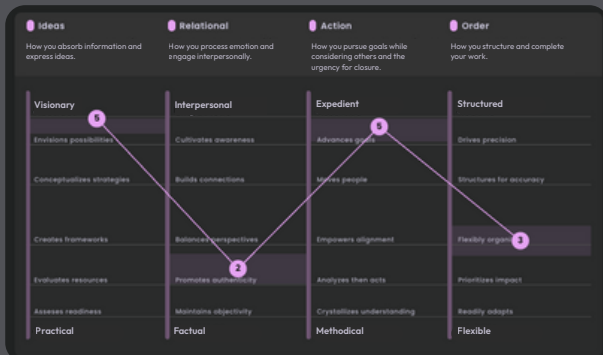
**Ideas/Relational Motivated:** If the line is closer to the top on the Ideas/Relational side, this person's active behaviors are in those scales. Their primary focus is on how they process their own and others' ideas and emotion before they move on to how they get work done to achieve objectives. As a result, they typically spend more time seeking communication and inspiration (think ideas) and connection and warmth (think relational).

2344



**Action/Order Motivated:** If the line is closer to the top on the Action/Order side, this person's active behaviors are in those scales. How they get work done to achieve objectives naturally dominates over how they process their own and others' ideas and emotion. As a result, they typically spend more time seeking authority and action (think action) and discipline and predictability (think order).

5253



**Balanced Motivators:** If the left and right sides are balanced, they tend to switch between the two motivators, depending on what's more necessary in the moment. As a result, they need to be aware of this movement because flexing to what is necessary may leave them personally less satisfied.



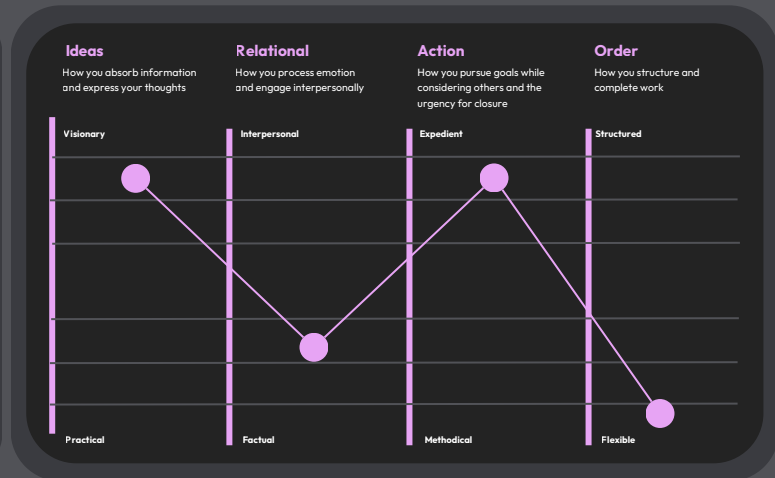
# Peak Scales

## 3 Peak Scales: How many peaks does the line have?



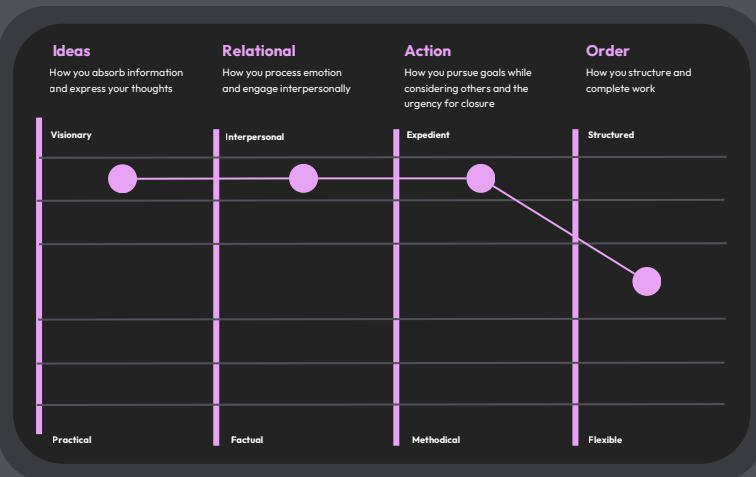
### 2531 One Peak

If a line has one peak, that behavioral style dominates, with the others in service of it. For example, someone who is a 2531 with a 5 on the Emotion scale will tend to activate behaviors on the other scales only if those behaviors help them deepen their emotional connection with other team members.



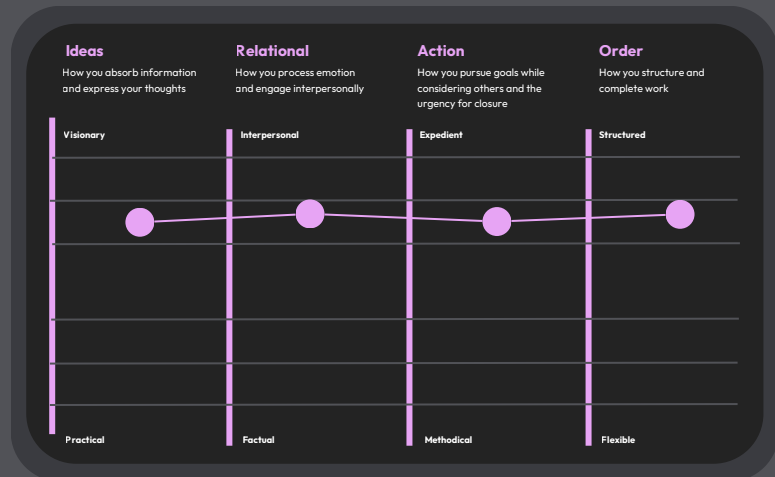
### 5252 Two Peaks

If a line has two peaks, those two behavioral styles dominate equally and work dependently. For example, someone who is a 5252 with a 5 on both Ideas and Action tends to enjoy thinking up new ideas and recruiting other people to implement them.



### 5553 Three Peaks

If a line has three peaks, the fourth behavior tends to be inactive unless triggered. For example, someone whose non-peak behavior is a 3 on the Order scale may not focus on completing a task unless triggered into action by an escalated sense of urgency, such as an immediate deadline.



### 4444 Zero/No Peaks

If a line has zero peaks, this typically means the person balances all four styles of behaviors equally, which may cause them to freeze at times.





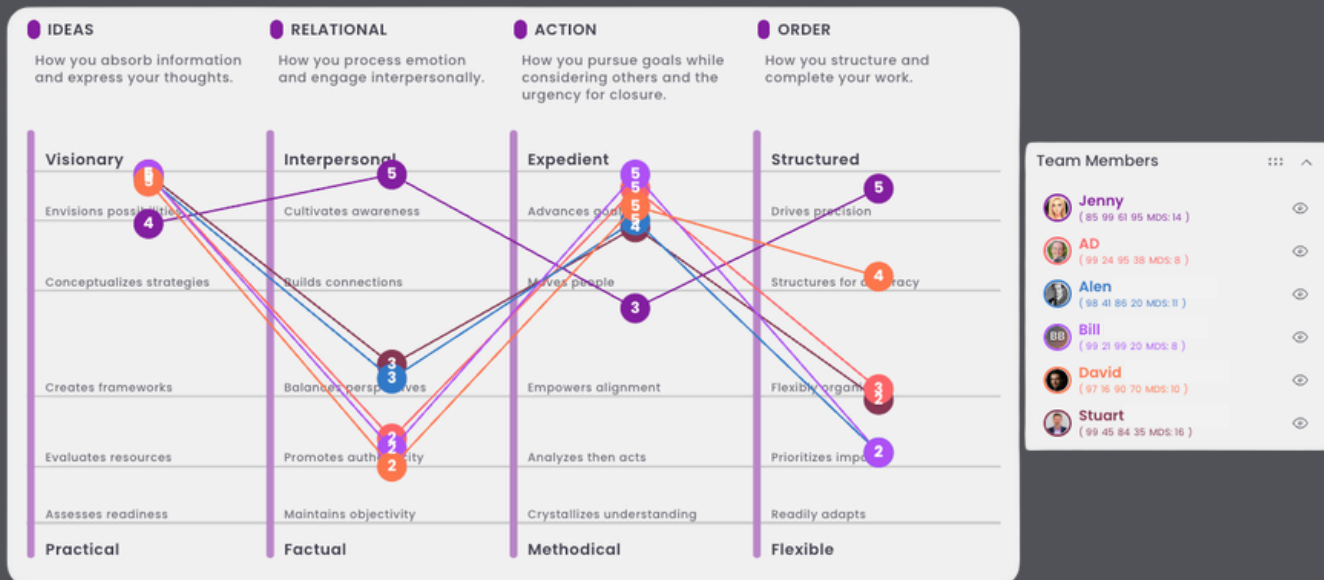
# Working with Others

# Understanding Clusters

## What are Clusters?

When reviewing a team's WethosAI profile, you may notice clusters — groups of team members who share similar tendencies on one or more of the four Wethos Scales: Ideas, Relational, Action, and Order.

Clusters matter because they reveal where alignment is natural and where diversity shows up. Both alignment and diversity are valuable: alignment brings efficiency and harmony, while diversity creates resilience and innovation.



## Why Clusters Matter

### Shared Energy

- When multiple people cluster in a segment (e.g., many are Expedient in Action), the team will naturally move fast and push goals forward.
- Strength: speed and decisiveness.
- Risk: skipping steps, overlooking details, or moving without full buy-in.

### Potential Blind Spots

- If a cluster leans heavily toward one side of a scale (e.g., most are Visionary in Ideas), there may be less emphasis on the other side (Practical).
- This can lead to frustration (“too many big ideas, not enough grounded follow-through”).

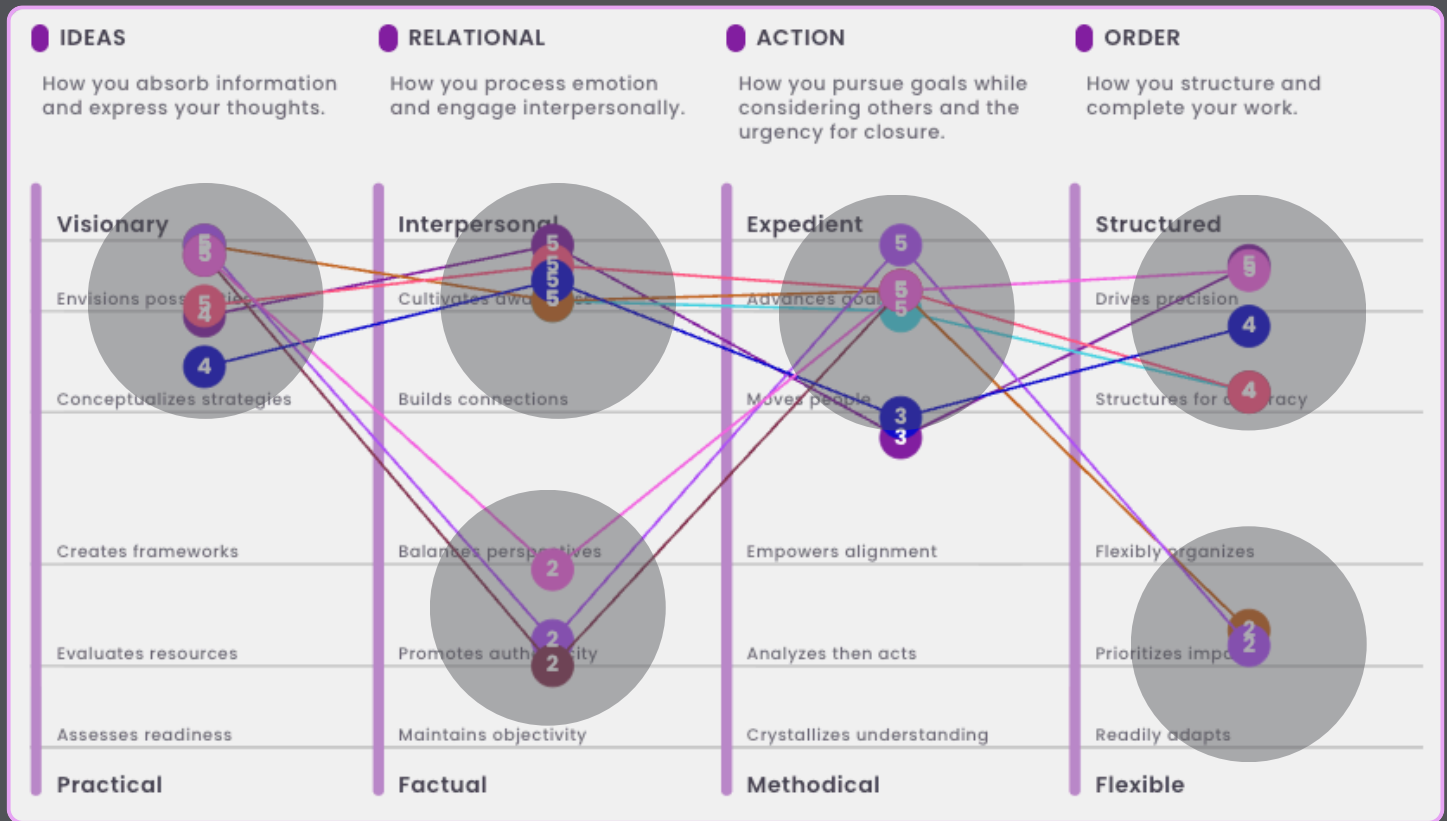
### Balance & Tension

- Clusters also create tension lines. For example:
  - Some team members are Structured (Order 5) while others are Flexible (Order 2–3).
  - This balance can either be highly complementary (process meets adaptability) or a source of friction (“too rigid” vs. “too unstructured”).





# Examples of Clusters



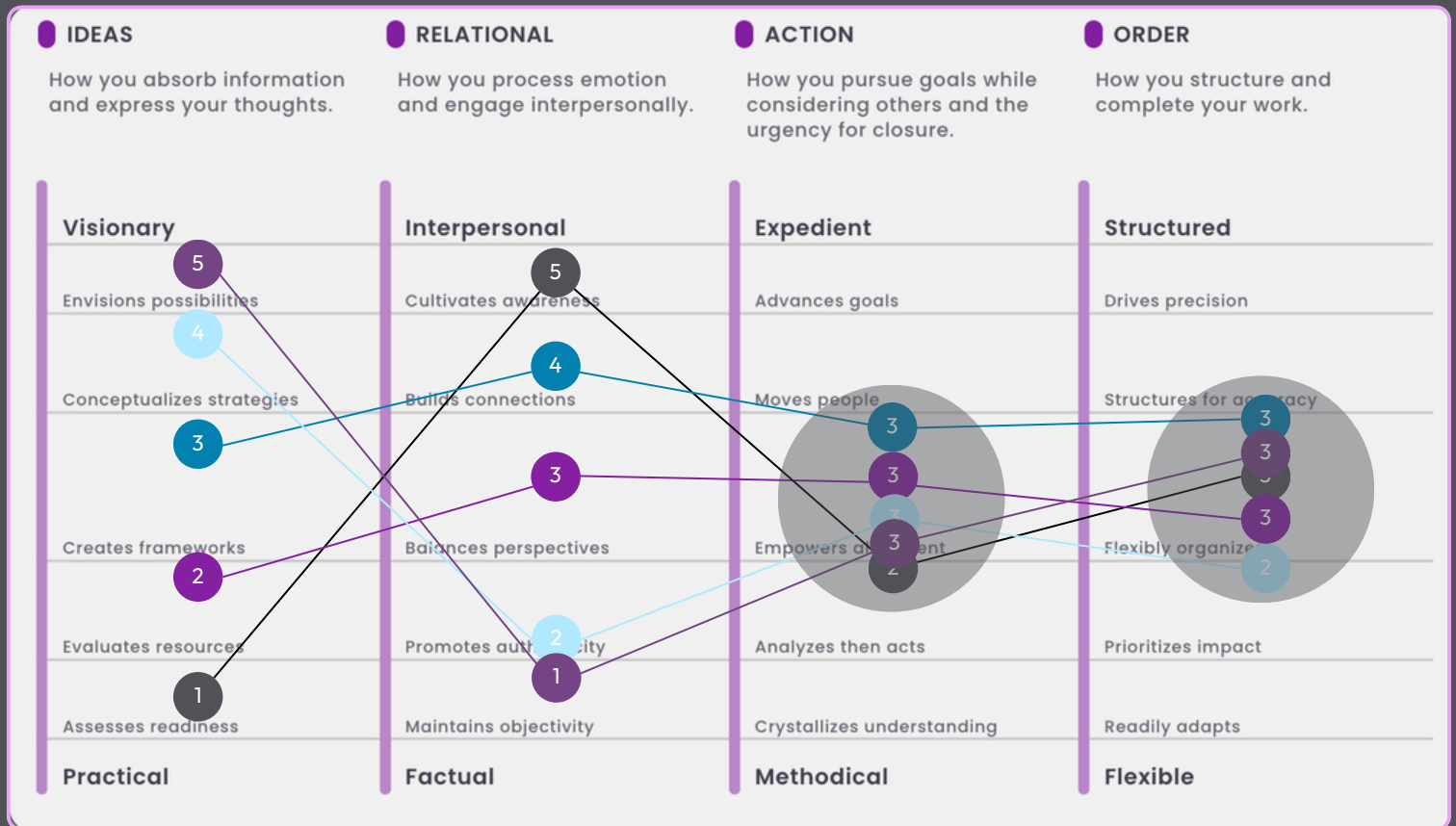
## Analysis: Team Clusters & Line Movement Summary

- **Ideas → Relational**
  - Cluster: Team leans Visionary (big ideas, strategy).
  - Line Movement: Split – some filter ideas through collaborative/emotional awareness, others through objective, fact-based reasoning.
  - Dynamic: Inspiring ideas often spark debate between what feels right vs. what's practical.
- **Action → Order**
  - Cluster: Split between Structured (detail, precision) and Flexible (speed, adaptability).
  - Line Movement: Mixed – some drive toward content-focused perfection, others toward impact-focused speed.
  - Dynamic: Execution is powerful but may spark tension over quality vs. speed.

Overall: The team is visionary and fast-moving, energized by bold ideas and quick action. Balance comes from integrating structured detail-orientation with flexible adaptability, and ensuring both emotional and logical filters shape ideas before execution.



# Examples of Clusters



## Analysis: Team Clusters & Line Movement Summary

- **Ideas → Relational**

- Cluster: The team's strength is in the upper half of the Ideas scale, leaning toward Visionary and Strategic thinking, but there isn't a distinct cluster.
- Line Movement: Processing is split between subjective, emotionally-aware filters (Upward Movement) and objective, fact-based reasoning (Downward/Flat Movement).
- Dynamic: A "head vs. heart" tension ensures ideas are thoroughly vetted from both logical and empathetic viewpoints.

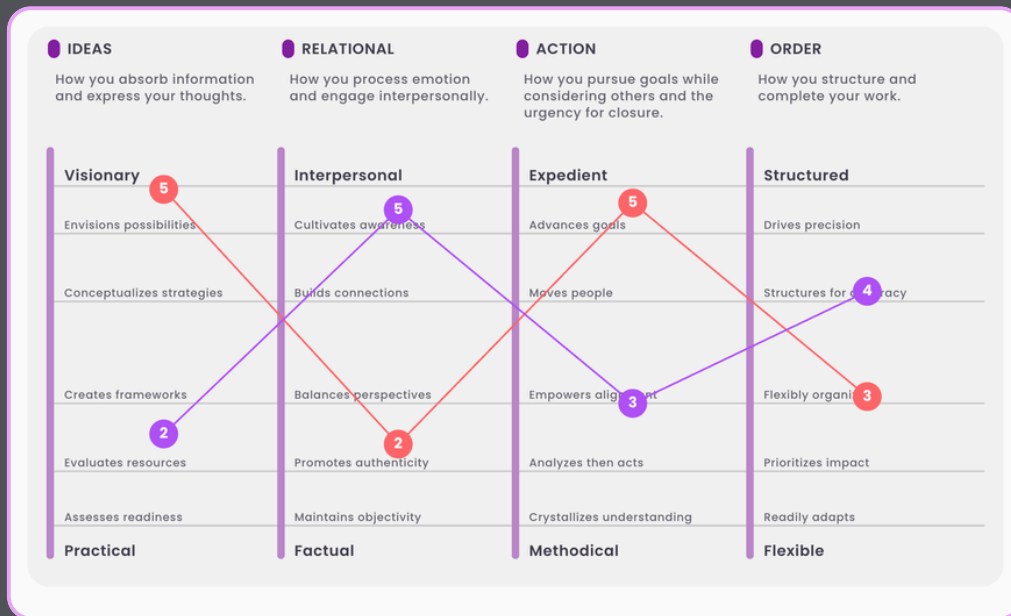
- **Action → Order**

- Cluster: In execution, the group is flexible and adaptable, focusing on "Flexibly organize".
- Line Movement: Consistently flat, indicating a balanced and situational approach rather than a rigid default style.
- Dynamic: They can shift between a focus on impact-driven speed and content-focused precision as the task requires.

Overall: This is a team of thoughtful planners who are highly adaptable in execution. Their strength is their measured, collaborative approach, not raw speed.



# Team Composition Analysis: Example



## Systematic Line Movement Analysis

### 1. Ideas → Relational: Subjective vs. Objective Processing

Focus: Idea Creation & Decision Making (Beneficial for Others to Know)

5→2 Profile (Downward Movement - Objective Processing):

- Decision Style: Strips emotion from analysis. Uses data, logic, and analytical frameworks.
- In Practice: "Here's what the data tells us. Let's not get emotional about this decision."
- Meeting Behavior: Cuts through lengthy discussions with facts. May interrupt emotional processing with "Let's focus on the facts."
- Blindspot: Misses that emotions ARE data. Team resistance they dismiss as "being emotional" might signal valid concerns.

2→5 Profile (Upward Movement - Subjective Processing):

- Decision Style: Emotions and intuition are primary inputs. How people feel about options matters as much as spreadsheets.
- In Practice: "How does everyone feel about this? What's your gut telling you?"
- Meeting Behavior: Won't move forward until emotional consensus exists. Checks in with quiet team members.
- Blindspot: May choose the option that feels best over what data supports. Can mistake harmony for good decision-making.

### 2. Relational → Action: Immediate vs. Measured Movement

Focus: Decision Made, Now What? (Beneficial for Individual to Know)

2→5 Profile (Sharp Upward - Immediate Movement):

- Execution Style: Explosive launch energy. Decision to action is nearly instantaneous.
- In Practice: "We decided, let's GO!" Sends flurry of messages, books meetings, assigns tasks within hours.
- Communication: Brief, action-oriented updates. "Moving forward with X. You take Y. Starting now."
- Blindspot: People still processing the decision get left behind. Moves so fast they skip crucial setup steps.

5→3 Profile (Downward Movement - Measured Movement):

- Execution Style: Thoughtful transition. Ensures understanding before movement.
- In Practice: "Let me explain why we're doing this and what success looks like before we start."
- Communication: Detailed context, background, rationale. Creates documentation, FAQs, communication plans.
- Blindspot: Window of opportunity might close while they're still explaining. Momentum dies during extended preparation.



# Team Composition Analysis: Example

## 3. Action → Order: Impact vs. Content Focused

Focus: Project/Task Completion (Beneficial for Others to Know)

5→3 Profile (Downward Movement - Impact Focused):

- Completion Style: "Done is better than perfect." 80/20 rule master.
- In Practice: Ships MVPs, iterates based on feedback. Moves to next project once core value is delivered.
- Quality Standard: "Does it achieve the goal? Good enough. Ship it."
- Blindspot: Technical debt accumulates. Details they skip come back as problems. Team members who value craft feel demoralized.

3→4 Profile (Upward Movement - Content Focused):

- Completion Style: Excellence in execution. Every detail matters.
- In Practice: Reviews, refines, polishes. Won't release until it meets their standards.
- Quality Standard: "Is this our best work? Would I be proud to show this to anyone?"
- Blindspot: Perfectionism delays delivery. May over-engineer solutions. Frustrates stakeholders waiting for results.
- Integrated Behavioral Patterns

## 5-2-5-3 Complete Flow:

- Creates idea objectively (5→2) → "Data shows we need X"
- Launches immediately (2→5) → "Starting now, here's what we're doing"
- Delivers impact quickly (5→3) → "MVP is live, we'll iterate from here"

Their Mantra: "Think fast, move faster, ship something valuable."

## 2-5-3-4 Complete Flow:

- Processes idea subjectively (2→5) → "Let's explore how this feels for everyone"
- Moves forward measuredly (5→3) → "Now that we're aligned, here's the thoughtful plan"
- Ensures quality completion (3→4) → "Let's make sure this is done right"

Their Mantra: "Feel it through, think it through, do it right."

## Practical Implications

When 5-2-5-3 Works With Others:

- They need to know: Your profile processes objectively, moves immediately, and focuses on impact
- Adjustment needed: Slow down to explain the "why" to measured movers, add emotional check-ins for subjective processors, define "done" clearly for content-focused collaborators

When 2-5-3-4 Works With Others:

- You need to know: Your measured movement style benefits you internally but may frustrate immediate movers
- They need to know: Your subjective processing and content focus ensures quality and buy-in
- Adjustment needed: Set emotional processing timeboxes for objective processors, communicate progress to immediate movers, negotiate "good enough" standards with impact-focused collaborators

## The Critical Insight

- The 5-2-5-3 profile is built for breakthrough velocity - they objectively identify opportunities, immediately mobilize, and rapidly deliver value. Their challenge is the human and quality cost of their speed.
- The 2-5-3-4 profile is built for sustainable excellence - they subjectively ensure alignment, thoughtfully mobilize, and thoroughly deliver quality. Their challenge is the opportunity cost of their thoroughness.
- Neither is right or wrong - they're optimized for different outcomes. The key is knowing which approach the situation demands and flexing accordingly.

