



TTI  
SUCCESS  
INSIGHTS®

**Talent Insights®**  
Management-Staff

Jon Stock  
Manager  
Sample Co.  
7-14-2014



## Introduction Where Opportunity Meets Talent®

The TTI Success Insights® Talent Insights Report was designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators and the integration of these. Understanding strengths and weaknesses in these areas will lead to personal and professional development and a higher level of satisfaction.

**The following is an in-depth look at your personal talents in the three main sections:**

### Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

### Motivators

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

### Integrating Behaviors and Motivators

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and motivators blend together, your performance will be enhanced and you will experience an increase in satisfaction.



## Introduction Behaviors Section

**Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.**

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

**In this report we are measuring four dimensions of normal behavior. They are:**

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."  
—W.M. Marston*



# General Characteristics

*Based on Jon's responses, the report has selected general statements to provide a broad understanding of his work style. These statements identify the basic natural behavior that he brings to the job. That is, if left on his own, these statements identify HOW HE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Jon's natural behavior.*

Jon is comfortable in an environment that may be characterized by high pressure and is variety-oriented. He displays a high energy factor and is optimistic about the results he can achieve. The word "can't" is not in his vocabulary. He is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He seeks his own solutions to problems. In this way, his independent nature comes into play. Under pressure, Jon has a tendency to actively seek opportunities which test and develop his abilities to accomplish results. He is often considered daring, bold and gutsy. He is a risk taker who likes to be seen as an individualist. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He enjoys authority, independence and the freedom that goes with his aggressive approach to problem solving. Some would see Jon as an initiator. He is a dominant, forceful and direct person who wants to be seen as an individualist. He embraces visions not always seen by others. Jon's creative mind allows him to see the "big picture."

Jon should realize that at times he needs to think a project through, beginning to end, before starting the project. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He finds it easy to share his opinions on solving work-related problems. Sometimes he becomes emotionally involved in the decision-making process. He prefers authority equal to his responsibility. Many people see his decisions as high-risk decisions. However, after the decision is made, he tends to work hard for a successful outcome. He will work long hours until a tough problem is solved. After it is solved, Jon may become bored with any routine work that follows.

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## General Characteristics Continued

Jon challenges people who volunteer their opinions. He may sometimes mask his feelings in friendly terms. If pressured, Jon's true feelings may emerge. He may lose interest in what others are saying if they ramble or don't speak to the point. His active mind is already moving ahead. His creative and active mind may hinder his ability to communicate to others effectively. He may present the information in a form that cannot be easily understood by some people. Jon tends to influence people by being direct, friendly and results-oriented. He should exhibit more patience and ask questions to make sure that others have understood what he has said. He likes people who give him options as compared to their opinions. The options may help him make decisions, and he values his own opinion over that of others! He tends to be intolerant of people who seem ambiguous or think too slowly.

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# Value to the Organization

*This section of the report identifies the specific talents and behavior Jon brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.*

- Tenacious.
- Verbalizes his feelings.
- Challenge-oriented.
- Usually makes decisions with the bottom line in mind.
- Competitive.
- Negotiates conflicts.
- Forward-looking and future-oriented.
- Team player.
- Innovative.




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# Checklist for Communicating

*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Jon. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Jon most frequently.*

## Ways to Communicate

- Provide ideas for implementing action.
- Read the body language--look for impatience or disapproval.
- Support the results, not the person, if you agree.
- Motivate and persuade by referring to objectives and results.
- Provide questions, alternatives and choices for making his own decisions.
- Read the body language for approval or disapproval.
- Provide testimonials from people he sees as important.
- Ask for his opinions/ideas regarding people.
- Present the facts logically; plan your presentation efficiently.
- Ask specific (preferably "what?") questions.
- Provide facts and figures about probability of success, or effectiveness of options.
- Support and maintain an environment where he can be efficient.
- Come prepared with all requirements, objectives and support material in a well-organized "package."

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# Checklist for Communicating Continued

*This section of the report is a list of things NOT to do while communicating with Jon. Review each statement with Jon and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.*

## Ways NOT to Communicate

- Direct or order.
- Ask rhetorical questions, or useless ones.
- Leave decisions hanging in the air.
- Try to build personal relationships.
- Come with a ready-made decision, or make it for him.
- Take credit for his ideas.
- Try to convince by "personal" means.
- Reinforce agreement with "I'm with you."
- Be curt, cold or tight-lipped.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- Drive on to facts, figures, alternatives or abstractions.




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# Communication Tips

*This section provides suggestions on methods which will improve Jon's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Jon will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.*

## **When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:**

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

### **Factors that will create tension or dissatisfaction:**

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

## **When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:**

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

### **Factors that will create tension or dissatisfaction:**

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

## **When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:**

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

### **Factors that will create tension or dissatisfaction:**

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

## **When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:**

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

### **Factors that will create tension or dissatisfaction:**

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



# Perceptions

## See Yourself as Others See You

*A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Jon's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Jon to project the image that will allow him to control the situation.*

### Self-Perception

*Jon usually sees himself as being:*

- Pioneering
- Assertive
- Competitive
- Confident
- Positive
- Winner

### Others' Perception - Moderate

*Under moderate pressure, tension, stress or fatigue, others may see him as being:*

- Demanding
- Nervy
- Egotistical
- Aggressive

### Others' Perception - Extreme

*Under extreme pressure, stress or fatigue, others may see him as being:*

- Abrasive
- Controlling
- Arbitrary
- Opinionated

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# The Absence of a Behavioral Factor

*The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral style, we are able to better articulate a person's talents and create environments where people can be more effective.*

## **Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.**

- The need for juggling many tasks at once may jeopardize quality.
- Avoid positions that revolve around routine work.
- Avoid projects that require constant focus without any room for variance in task.

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## **Understanding that the need to adapt is unavoidable at times, below are tips for adapting to those with S above the energy line and/or tips for seeking environments that will be conducive to the low S.**

- Be mindful of the signals body language send and how they affect relationships.
- When working on a team, the need for collaboration before moving forward can be a deterrent.
- Understand and recognize that the avoidance of delegation may have a negative impact long-term.

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# Descriptors

Based on Jon's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

|   |  |  |   |
|---|--|--|---|
| Demanding<br><b>Egocentric</b><br>Driving<br>Ambitious<br>Pioneering<br>Strong-Willed<br>Forceful<br>Determined<br>Aggressive<br>Competitive<br>Decisive<br>Venturesome<br>Inquisitive<br>Responsible | Effusive<br><b>Inspiring</b><br>Magnetic<br>Political<br>Enthusiastic<br>Demonstrative<br>Persuasive<br>Warm<br>Convincing<br>Polished<br>Poised<br>Optimistic<br>Trusting<br>Sociable | Phlegmatic<br>Relaxed<br>Resistant to Change<br>Nondemonstrative<br>Passive<br>Patient<br>Possessive<br>Predictable<br>Consistent<br>Deliberate<br>Steady<br>Stable              | Evasive<br>Worrisome<br>Careful<br>Dependent<br>Cautious<br>Conventional<br>Exacting<br>Neat<br>Systematic<br>Diplomatic<br>Accurate<br>Tactful<br>Open-Minded<br>Balanced Judgment   |
| <b>Dominance</b>  | <b>Influencing</b>   | <b>Steadiness</b>  | <b>Compliance</b>   |
| Conservative<br>Calculating<br>Cooperative<br>Hesitant<br>Low-Keyed<br>Unsure<br>Undemanding<br>Cautious<br>Mild<br>Agreeable<br>Modest<br>Peaceful<br>Unobtrusive                                    | Reflective<br>Factual<br>Calculating<br>Skeptical<br>Logical<br>Undemonstrative<br>Suspicious<br>Matter-of-Fact<br>Incisive<br>Pessimistic<br>Moody<br>Critical                        | <b>Mobile</b><br>Active<br>Restless<br>Alert<br>Variety-Oriented<br>Demonstrative<br>Impatient<br>Pressure-Oriented<br>Eager<br>Flexible<br>Impulsive<br>Impetuous<br>Hypertense | <b>Firm</b><br>Independent<br>Self-Willed<br>Stubborn<br>Obstinate<br>Opinionated<br>Unsystematic<br>Self-Righteous<br>Uninhibited<br>Arbitrary<br>Unbending<br>Careless with Details |



# Natural and Adapted Style

*Jon's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.*

## Problems - Challenges

### Natural

Jon tends to deal with problems and challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and actively seeks goals. Jon will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

### Adapted

Jon sees no need to change his approach to solving problems or dealing with challenges in his present environment.

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## People - Contacts

### Natural

Jon's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

### Adapted

Jon projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.

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## Natural and Adapted Style Continued



### Pace - Consistency

#### Natural

Jon is comfortable in an environment that is constantly changing. He seeks a wide scope of tasks and duties. Even when the environment is frantic, he can still maintain a sense of equilibrium. He is capable of taking inconsistency to a new height and to initiate change at the drop of the hat.

#### Adapted

Jon sees his natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes he would like the world to slow down.

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### Procedures - Constraints

#### Natural

Jon does not like constraints, at times he can be somewhat defiant and rebellious. He has a tendency to lack social tact and diplomacy when confronted with too many or unreasonable constraints. He seeks adventure and excitement and wants to be seen as his own person.

#### Adapted

Jon shows little discomfort when comparing his basic (natural) style to his response to the environment (adapted) style. The difference is not significant and Jon sees little or no need to change his response to the environment.



## Adapted Style

*Jon sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.*

- Dedicated to "going it alone" when necessary.
- Meeting deadlines.
- Firm commitment to accomplishments.
- Using a direct, forthright and honest approach in his communications.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Willing to take risks when others may be hesitant.
- Being creative and unconventional in making a point.
- Possessing a strong sense of urgency toward results.
- Moving quickly from one activity to another.
- Using a creative approach in decision making.
- Working without close supervision.
- Exhibiting an active and creative sense of humor.

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# Time Wasters

*This section of your report is designed to identify time wasters that may impact your overall time use effectiveness. Possible causes and solutions will serve as a basis for creating an effective plan for maximizing your use of TIME and increasing your PERFORMANCE.*

## Lack of a Written Plan

*A plan in this context may be an overall business plan including mission, goals, objectives, task requirements and utilization of resources. It may also simply mean written priorities and a written daily plan of action.*

### Possible Causes:

- Action oriented, want to get things done now
- Priorities keep changing (self- or other-imposed)
- Have been successful without a plan in the past
- Want to "go with the flow" and not be stifled by a written daily agenda

### Possible Solutions:

- Write down personal and job-related values and prioritize them
- Write out a long-term plan that will support those values
- Recognize that by having priorities clearly in mind, constant change will be replaced with change-by-design

## Snap Decisions

*Snap decisions in this context are those decisions that are made too quickly without having all the necessary information.*

### Possible Causes:

- Impatience overrides need to wait for more information
- Try to do too much
- Failure to plan in advance
- Lack specific goals

### Possible Solutions:

- Ask for recommendations

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## Time Wasters *Continued*

- Establish process for decisions prior to situation occurring
- Establish standard operating procedures and alternative procedures for possible problems

### Firefighting

*Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.*

#### **Possible Causes:**

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures
- Poor/wrong priorities
- Failure to fit intensity to the situation

#### **Possible Solutions:**

- Establish a plan
- Create operational procedures for tasks and known problems
- Establish a "management by objectives" approach

### Crisis Management

*Crisis Management is defined as a management style that is consistently driven by uncontrolled external issues as the preferred method of managing. This style allows crises to precipitate rather than anticipating them and being pro-active.*

#### **Possible Causes:**

- Lack planning
- Place unrealistic time requirements on people and tasks
- Always looking for problems to solve



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## Time Wasters *Continued*

### **Possible Solutions:**

- Have a well defined operational plan
- Target key individuals to handle specific problems
- Ask for recommendations from key people
- Delegate authority and responsibility when possible

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### Poor Delegation

*Poor delegation usually means the inability to discriminate between tasks needing your time and attention, and those others are capable of accomplishing.*

### **Possible Causes:**

- Do not want to give up control
- Do not trust the abilities of others
- Do not understand the abilities of others
- Fear the talents of others
- Do not want to overload others

### **Possible Solutions:**

- Train and mentor others
- Develop a support team
- Give people the opportunity to help
- Recognize the time spent training others on routine tasks will result in gained cumulative time for higher priority tasks



# Areas for Improvement

*In this area is a listing of possible limitations without regard to a specific job. Review with Jon and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.*

Jon has a tendency to:

- Set standards for himself and others so high that impossibility of the situation is common place.
- Take on too much, too soon, too fast.
- Have trouble delegating--can't wait, so does it himself.
- Be impulsive and seek change for change's sake. May change priorities daily.
- Resist participation as part of the team, unless seen as a leader.
- Be so concerned with big picture; he forgets to see the little pieces.
- Fail to complete what he starts because of adding more and more projects.
- Be explosive by nature and lack the patience to negotiate.

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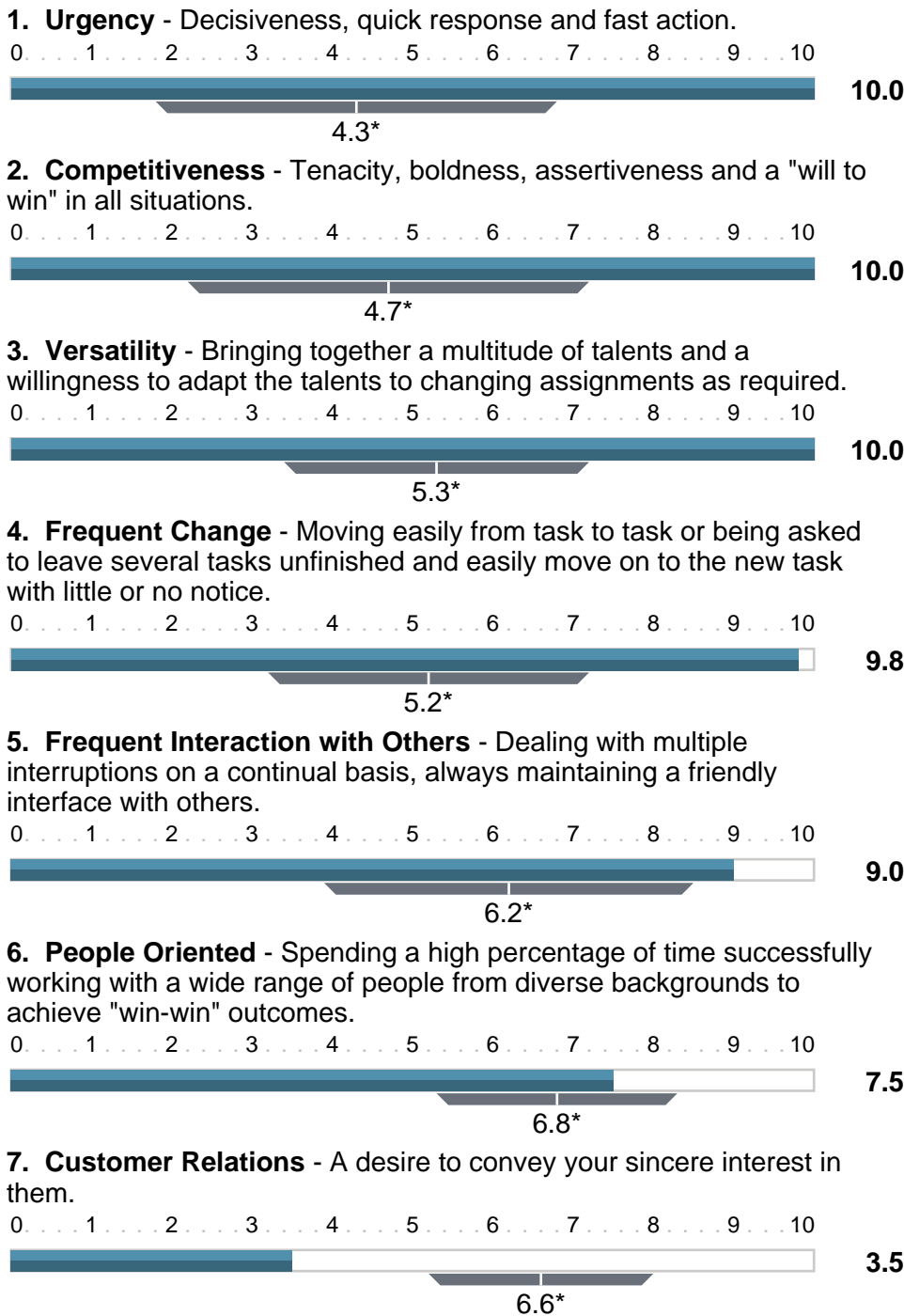
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# Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.



\* 68% of the population falls within the shaded area.



# Behavioral Hierarchy

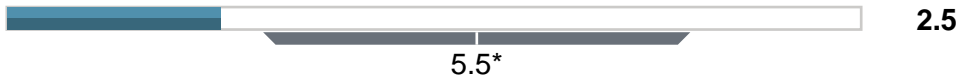
**8. Consistency** - The ability to do the job the same way.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



**9. Analysis of Data** - Information is maintained accurately for repeated examination as required.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



**10. Follow Up and Follow Through** - A need to be thorough.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



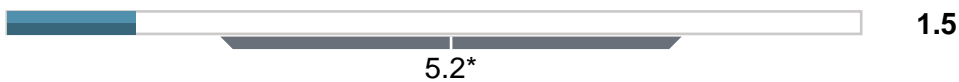
**11. Following Policy** - Complying with the policy or if no policy, complying with the way it has been done.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



**12. Organized Workplace** - Systems and procedures followed for success.

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\* 68% of the population falls within the shaded area.

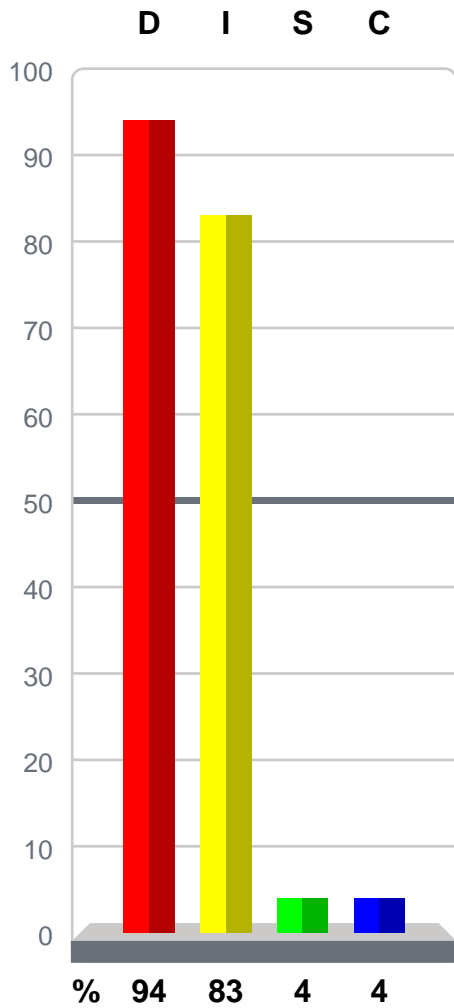


# Style Insights® Graphs

7-14-2014

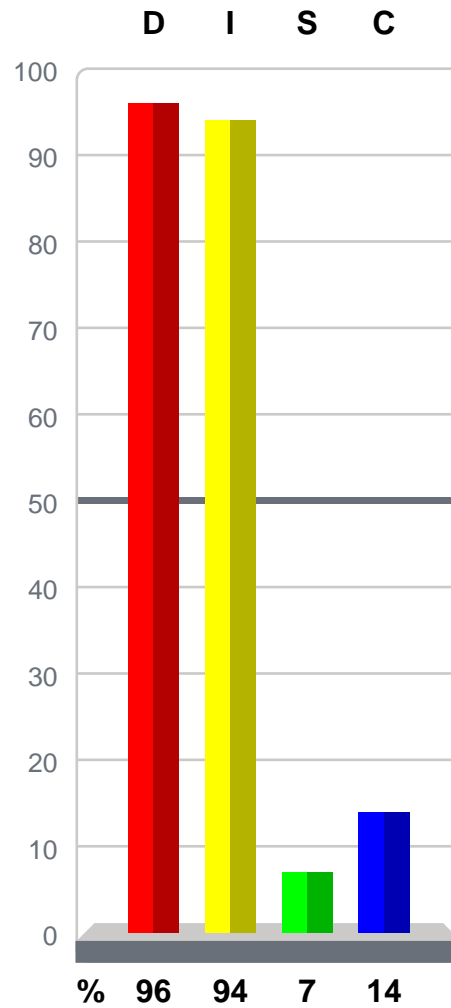
Adapted Style

Graph I



Natural Style

Graph II



Norm 2014 R4



## The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

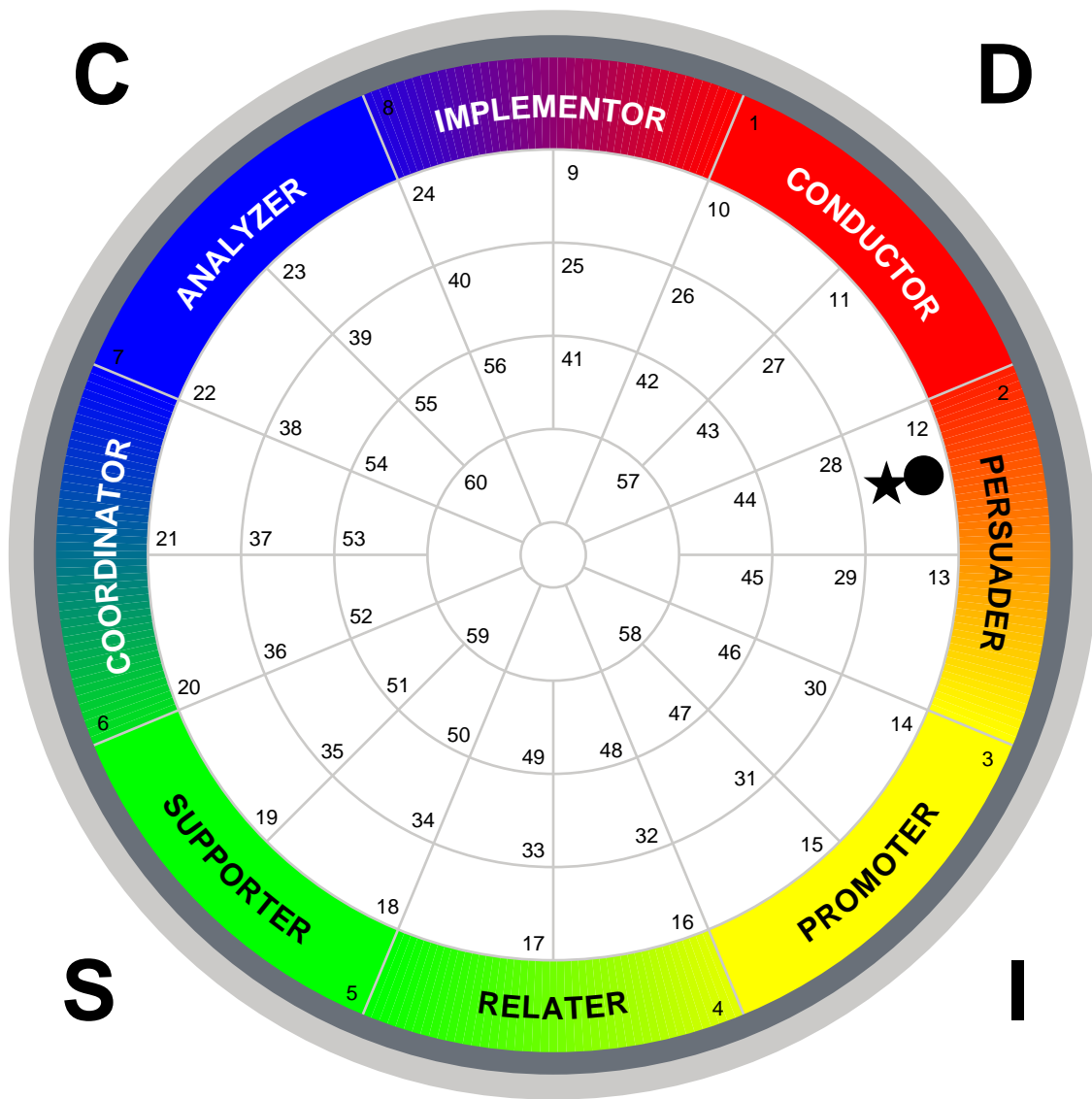
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



# The Success Insights® Wheel

7-14-2014



Norm 2014 R4





## Introduction Motivators Section

Knowledge of an individual's motivators help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. The Personal Motivators & Engagement report measures the relative prominence of six basic interests or motivators (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Motivators help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six motivators. Your top two and sometimes three motivators cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top motivators.

The feedback you will receive in this section will reflect one of three intensity levels for each of the six motivators.

- **Strong** - positive feelings that you need to satisfy either on or off the job.
- **Situational** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.
- **Indifferent** - your feelings will be indifferent when related to your 5th or 6th motivator.

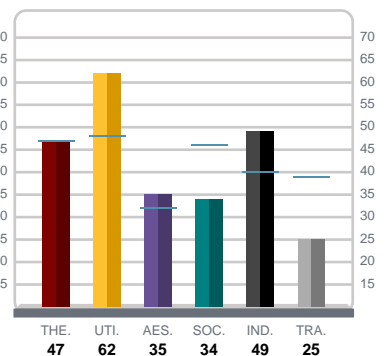
| Your Personal Motivators Ranking |                 |                    |
|----------------------------------|-----------------|--------------------|
| 1st                              | Utilitarian     | <b>Strong</b>      |
| 2nd                              | Individualistic | <b>Strong</b>      |
| 3rd                              | Theoretical     | <b>Situational</b> |
| 4th                              | Aesthetic       | <b>Situational</b> |
| 5th                              | Social          | <b>Indifferent</b> |
| 6th                              | Traditional     | <b>Indifferent</b> |



# Utilitarian

*The Utilitarian score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This motivator includes the practical affairs of the business world - the production, marketing and consumption of goods, the use of credit, and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average business person. A person with a high score is likely to have a high need to surpass others in wealth.*

- With economic security comes the freedom to advance his ideas or beliefs.
- Jon will be motivated by his accomplishments.
- Jon has a long list of wants and will work hard to achieve them.
- He uses money as a scorecard.
- Jon faces the future confidently.
- All attempts are made to protect future security to ensure that his legacy is protected.
- Having more wealth than others is a high priority for Jon.
- He can be very practical.
- Jon is future-oriented.
- Working long and hard to purchase the finer things in life is one of Jon's goals.
- Jon will protect his assets to ensure the future of his economic security.





# Individualistic

The primary interest for this motivator is *POWER*, not necessarily politics. Research studies indicate that leaders in most fields have a high power drive. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

- Jon believes "when the going gets tough, the tough get going."
- Jon takes responsibility for his actions.
- People who are determined and competitive are liked by Jon.
- Maintaining individuality is strived for in relationships.
- Jon likes to be in situations that allow him the freedom to control his destiny and the destiny of others. His team's strategy is to attempt to dilute outsiders' influence on the results of their goals.
- He believes "if at first you don't succeed try, try again."
- He wants to control his own destiny and display his independence.
- Jon has the desire to assert himself and to be recognized for his accomplishments.
- If necessary, Jon will be assertive in meeting his own needs.




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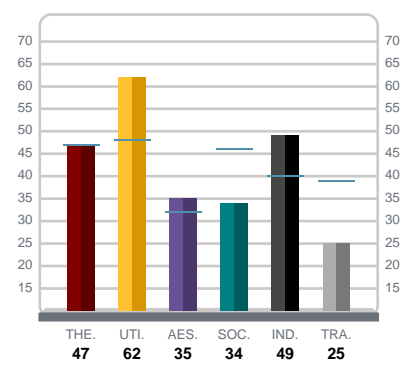
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# Theoretical

The primary drive with this motivator is the discovery of TRUTH. In pursuit of this drive, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical and rational, the person appears to be an intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.

- A job that challenges the knowledge will increase his job satisfaction.
- Jon will seek knowledge based on his needs in individual situations.
- If Jon is truly interested in a specific subject, or if knowledge of specific subject matter is required for success, then he will take the initiative to learn about that subject in great depth.
- If knowledge of a specific subject is not of interest, or is not required for success, Jon will have a tendency to rely on his intuition or practical information in this area.
- Jon has the potential to become an expert in his chosen field.
- Jon will usually have the data to support his convictions.
- In those areas where Jon has a special interest he will be good at integrating past knowledge to solve current problems.



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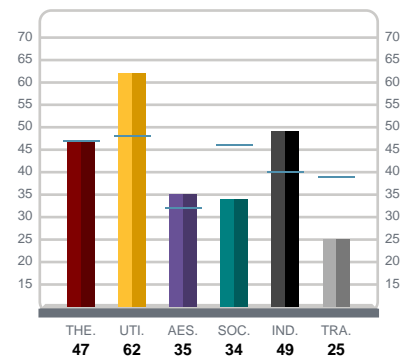
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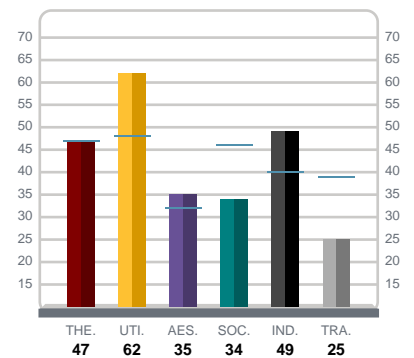
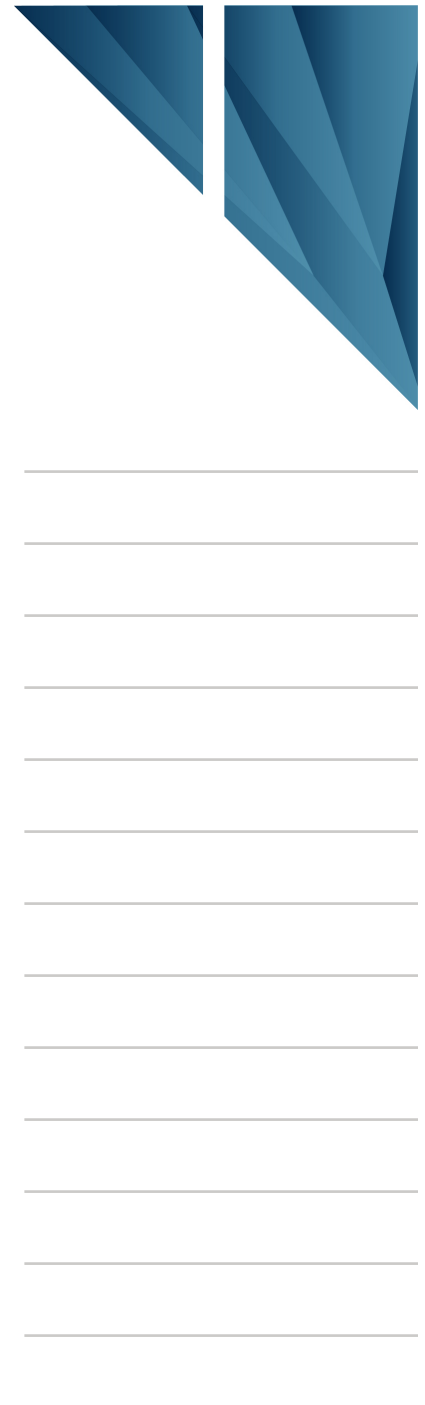




# Aesthetic

A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent has talents in creative artistry. It indicates a primary interest in the artistic episodes of life.

- There could be a specific area that is of great interest to him. For instance, he may be appreciative of the natural beauty of mountains and streams, but may not be overly impressed by the works of Picasso or Rembrandt.
- Jon may desire fine things for his spouse or family members.
- At times Jon will look for the beauty in all things.
- The need for the appreciation of beauty is determined on an individual basis and is not generalized in terms of the total world around him.

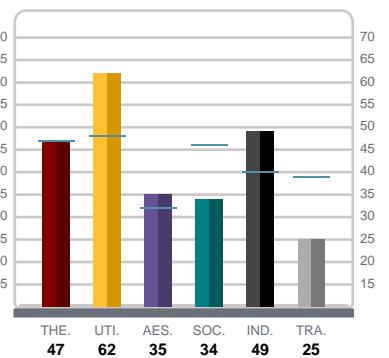




# Social

*Those who score very high for this motivator have an inherent love of people. The social person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. Compared to the Individualistic motivator, the Social person regards helping others as the only suitable form for human relationships. Research indicates that in its purest form, the Social interest is selfless.*

- Jon's passion in life will be found in one or two of the other dimensions discussed in this report.
- He will not normally allow himself to be directed by others unless it will enhance his own self-interest.
- Jon is willing to help others if they are working as hard as possible to achieve their goals.
- Believing that hard work and persistence is within everyone's reach - he feels things must be earned, not given.
- Jon will be torn if helping others proves to be detrimental to him.
- He will be firm in his decisions and not be swayed by unfortunate circumstances.





# Traditional

*The highest interest for this motivator may be called "unity," "order," or "tradition." Individuals with high scores for this motivator seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.*

- Jon's passion in life will be found in one or two of the other dimensions discussed in this report.
- Traditions will not place limits or boundaries on Jon.
- He will work within a broadly defined set of beliefs.
- In many cases, Jon will want to set his own rules which will allow his own intuition to guide and direct his actions.
- It may be hard to manipulate Jon because he has not defined a philosophy or system that can provide immediate answers to every situation.
- Jon can be creative in interpreting other systems or traditions and selective in applying those traditions.
- He will not be afraid to explore new and different ways of interpreting his own belief system.

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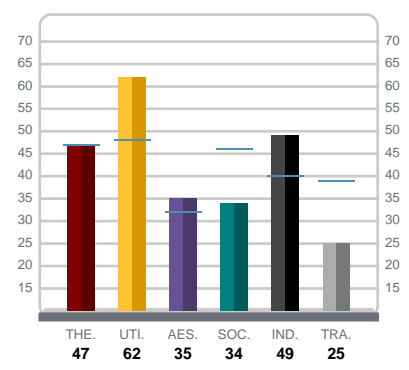
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# Navigating Situations Outside Your Comfort Zone

The information on this page will highlight areas in which you may struggle relating to based on your lowest motivator. The information will teach you how to manage your way through discussions focusing on your number six motivator.

Tips for Communicating with "High Traditional" utilizing your Utilitarian.

As you read through the communication tips, think about the following questions:

*How does the mindset of a high Traditional contribute to today's workforce?*

*How do Traditionals contribute to the world, your professional life and your personal life?*

A high Traditional seeks a system for living and wants others to follow the system of his or her choice.

- Position the Traditional in a way where people want to align with the principles of the organization, as long as these principles are providing the desired return to the bottom-line.
- If principles are being adhered to that detract from the results the organization is looking for, provide factual, data-driven information as to why and how the standards should be adjusted.

Once a Traditional has made up his or her mind on an issue, he or she will rarely change this opinion even if logic indicates he or she is wrong.

- Look for the value of the belief system the Traditional team member possesses. Is there a way to yield a return based on the belief system and how it applies to business goals?
- It's important to understand the biases the Traditional has and determine if it's worth the return of trying to change the belief. When dealing purely with a bias, the discovery of other commonalities is necessary in order to maintain a positive relationship.

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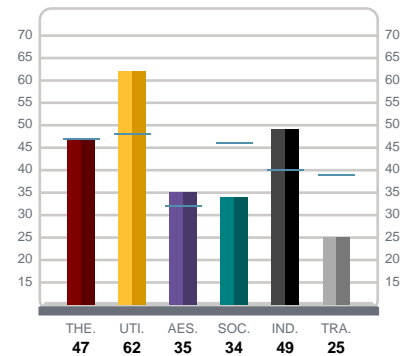
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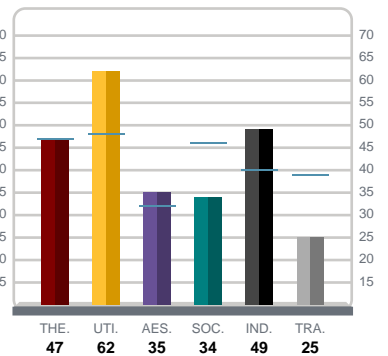
# Navigating Situations Outside Your Comfort Zone

At times a high Traditional can be overly rigid in evaluating others against his or her standard.

- The preferred standard is based on the size of the return. However, the Traditional looks at the system as the standard. Ask questions as to how to achieve the desired return and meet the standards.
- People will often feel judged by the high Traditional. How can the amount of return generated be utilized to depersonalize the judgment and bring the conversation back to the bottom-line?

For a high Traditional, following proven procedures is more important than quick fixes.

- The proven way will not always yield the largest return. Ask questions to determine what approach will yield maximum results. Convince the high Traditional that the right fix will preserve the integrity of the foundational principles of the organization.
- Often times, the quick fix will work and will provide a return. Explain why this is the choice and communicate that although the tried and true is correct, a better result will be accomplished with the quick fix.





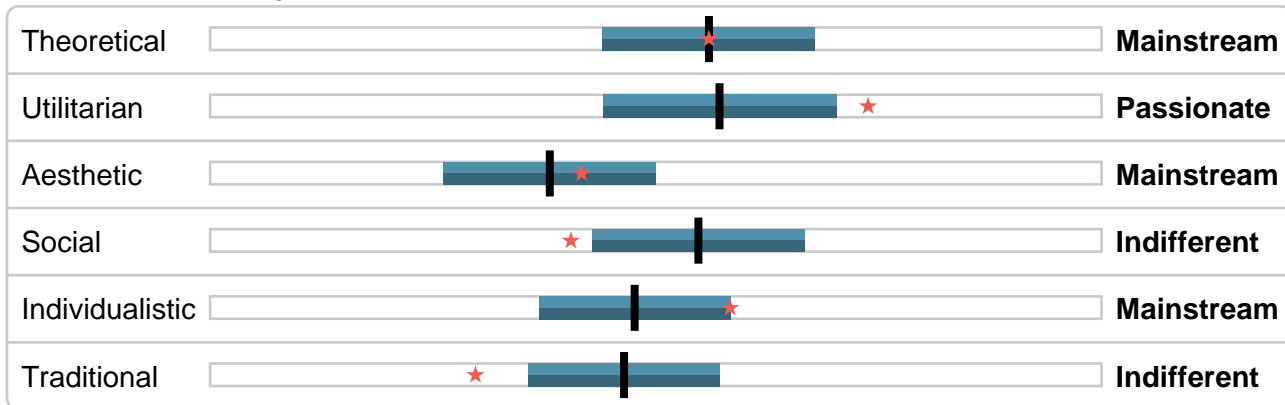
# Motivators - Norms & Comparisons

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people whose motivators are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict. **When confronted with this type of situation you can:**

- Change the situation.
- Change your perception of the situation.
- Leave the situation.
- Cope with the situation.

**This section reveals areas where your motivators may be outside the mainstream and could lead to conflict.** The further away you are from the mainstream on the high side, the more people will notice your passion about that motivator. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that motivator. The shaded area for each motivator represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

## Norms & Comparisons Table - Norm 2014



- 68 percent of the population - national mean - your score

**Mainstream** - one standard deviation of the national mean  
**Passionate** - two standard deviations above the national mean  
**Indifferent** - two standard deviations below the national mean  
**Extreme** - three standard deviations from the national mean



## Motivators - Norms & Comparisons

Areas in which you have strong feelings or passions compared to others:

- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.

Areas where others' strong feelings may frustrate you as you do not share their same passion:

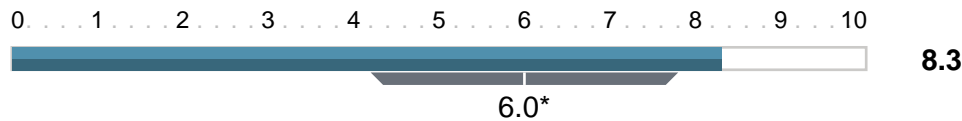
- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.



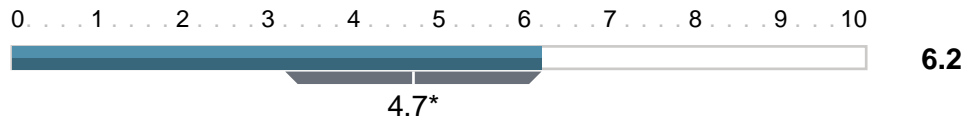
# Motivators Hierarchy

Your motivation to succeed in anything you do is determined by your underlying values. You will feel energized and successful at work when your job supports your personal values. They are listed below from the highest to the lowest.

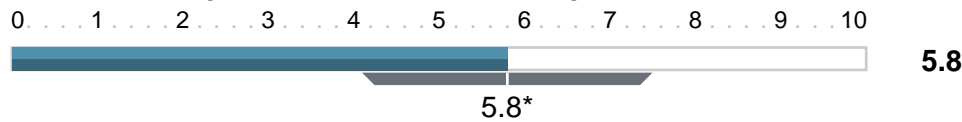
**1. Utilitarian/Economic** - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



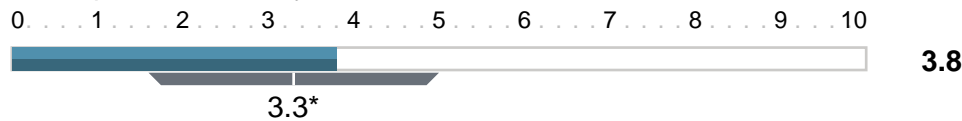
**2. Individualistic/Political** - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



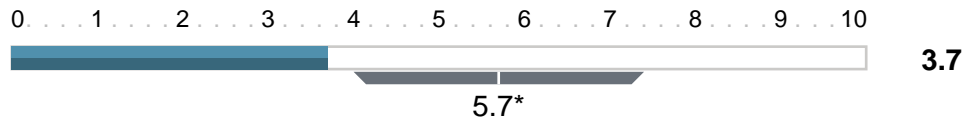
**3. Theoretical** - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



**4. Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



**5. Social** - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

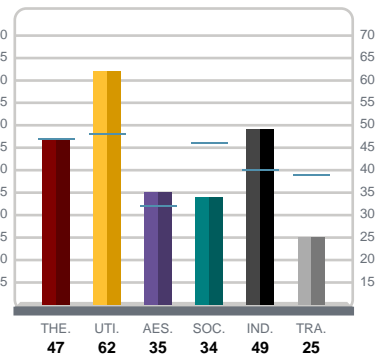


**6. Traditional/Regulatory** - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



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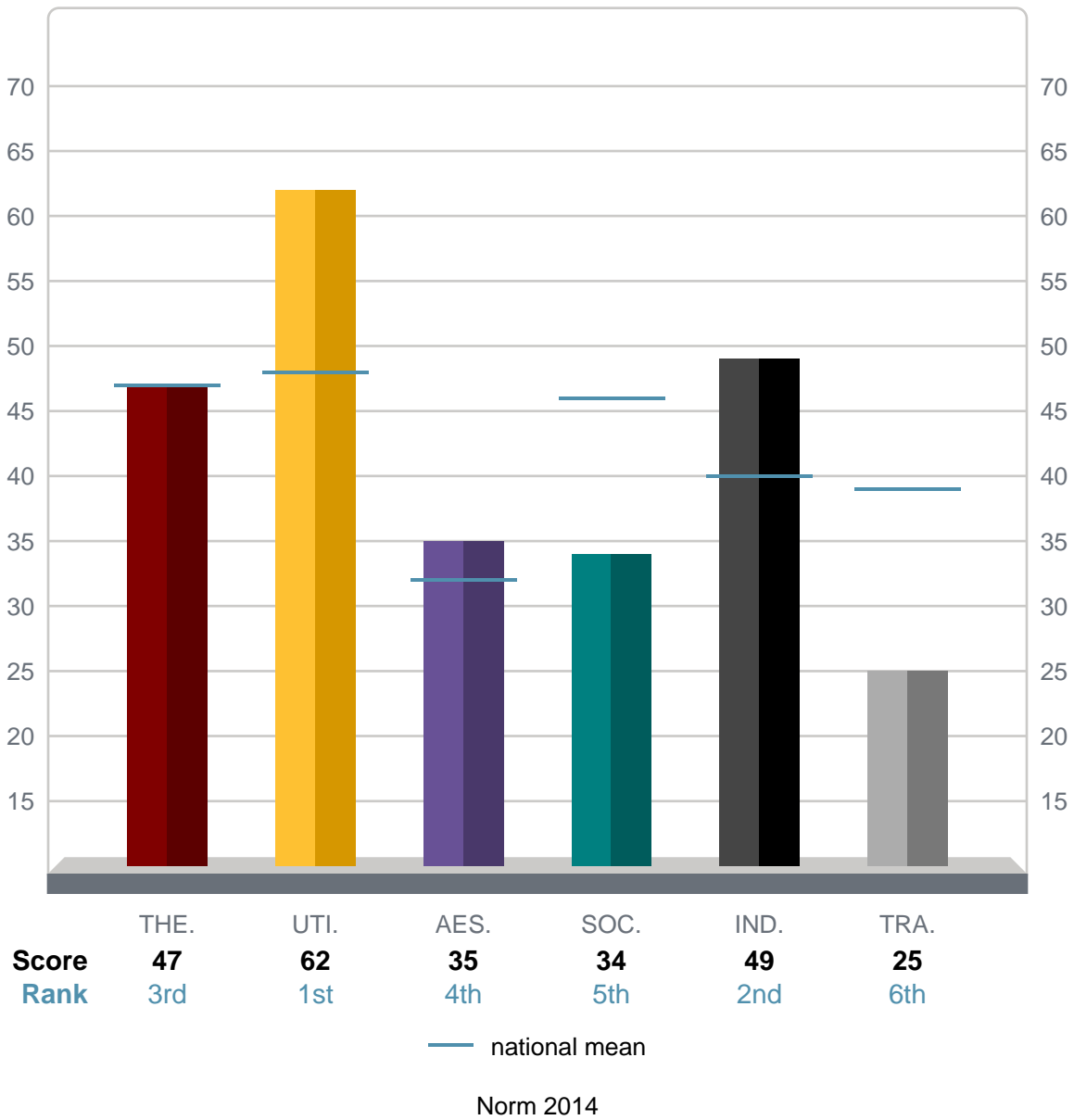
\* 68% of the population falls within the shaded area.





# Motivation Insights® Graph

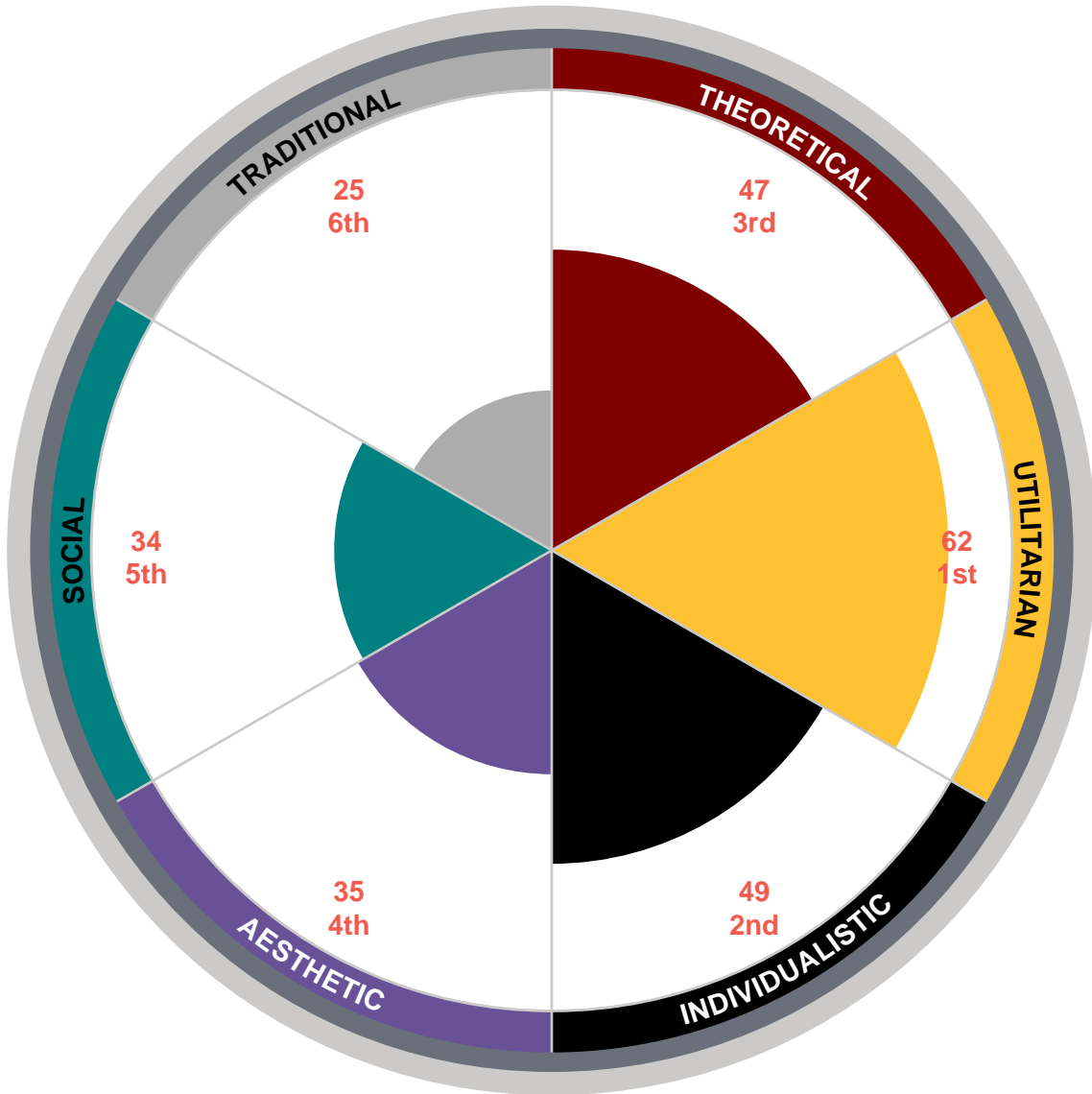
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# Motivators Wheel™

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## Introduction Integrating Behaviors and Motivators Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and motivators. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

### In this section you will find:

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



# Potential Behavioral and Motivational Strengths

*This section describes the potential areas of strengths between Jon's behavioral style and top two motivators. Identify two to three potential strengths that need to be maximized and rewarded in order to enhance on-the-job satisfaction.*

- Wants to maximize time and resources now, as opposed to later.
- Very creative in solving problems.
- Seeks the challenge and opportunity to win.
- Bottom-line focused when leading others.
- Brings enthusiasm to practical situations.
- Sees the positive in all resources and will want to use resources accordingly.
- Motivates others to be the best they can be.
- Positively promote the image of the organization.

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# Potential Behavioral and Motivational Conflict

*This section describes the potential areas of conflict between Jon's behavioral style and top two motivators. Identify two to three potential conflicts that need to be minimized in order to enhance on-the-job performance.*

- Will override other variables for the sake of an investment.
- May offend others with too much discussion of results.
- Takes on too much, too soon, too fast to maintain control.
- Can set personal standards too high.
- May not recognize increased risk associated with bigger rewards.
- May overlook details when weighing results.
- He may overestimate his authority.
- May only interact with those he feels compliment his goals.

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## Ideal Environment

*This section identifies the ideal work environment based on Jon's basic style and top two motivators. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Jon enjoys and also those that create frustration.*

- Freedom of movement.
- Assignments with a high degree of people contacts.
- Freedom from controls, supervision and details.
- People-oriented returns are rewarded higher than task-oriented returns.
- Key performance measured on results and efficiency rather than people and process.
- An environment where direct, bottom-line efforts are appreciated.
- Management that appreciates and rewards powerful risk-taking.
- An environment where he can "lead the parade".
- A "can-do" environment filled with optimistic people.

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# Keys to Motivating

*This section of the report was produced by analyzing Jon's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Jon and highlight those that are present "wants."*

## Jon wants:

- A friendly work environment.
- Control of his own destiny.
- Power and authority to take the risks to achieve results.
- Recognition for solid use of resources and investments.
- Freedom to get desired results through efficiency and a "can do" attitude.
- Opportunities for achieving things faster that are bigger and of more value.
- A manager and a team that understands the value of short-term and fast-moving ideas and results.
- A podium to express ideas, vision and experiences.
- To lead people toward his vision.

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## Keys to Managing

*In this section are some needs which must be met in order for Jon to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Jon and identify 3 or 4 statements that are most important to him. This allows Jon to participate in forming his own personal management plan.*

### Jon needs:

- Better organization of record keeping.
- To know results expected and to be evaluated on the results.
- To negotiate commitment face-to-face.
- To manage enthusiasm in order to be an effective listener.
- To assess the risk and rewards of each decision.
- To understand that not all people are driven by return and challenges.
- Help in limiting interruptions because of the desire to be involved in too many projects.
- A manager that recognizes his need for public recognition of accomplishments.
- To minimize his natural way of under informing of details when delegating or giving instruction.

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# Action Plan

## Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

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2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

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3. When I make changes to these behaviors, they will have the following impact on my career:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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# Action Plan

## Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

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2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

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3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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