



TTI
SUCCESS
INSIGHTS®

Talent Insights®
Management-Staff

Andrew Doe
Manager
4-26-2013

Sample Company
17785 N Pacesetter Way
Scottsdale, AZ
(480) 443-1077

Generated by Patent Number 5,551,880





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.

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 which are true and areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.



General Characteristics

Based on Andrew'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 Andrew's natural behavior.

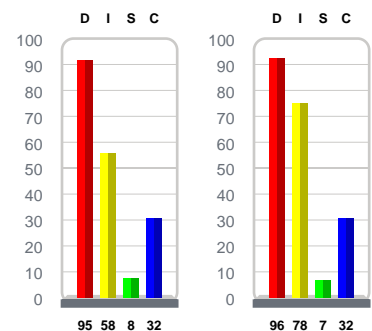
Andrew is goal-oriented and driven by results. He is the team member who will try to keep the others on task. He has the ability to question people's basic assumptions about things. He prides himself on his creativity, incisiveness and cleverness. He displays a high energy factor and is optimistic about the results he can achieve. The word "can't" is not in his vocabulary. Many people see him as a self-starter dedicated to achieving results. Some would see Andrew as an initiator. He is a dominant, forceful and direct person who wants to be seen as an individualist. He is a goal-oriented individual who believes in harnessing people to help him achieve his goals. He needs people with other strengths on his team. He is often frustrated when working with others who do not share the same sense of urgency. He is deadline conscious and becomes irritated if deadlines are delayed or missed. Andrew is forward-looking, aggressive and competitive. His vision for results is one of his positive strengths. He has high ego strengths and may be viewed by some as egotistical.

Andrew is goal-oriented and driven by results. He is the team member who will try to keep the others on task.



Adapted Style

Natural Style





General Characteristics Continued

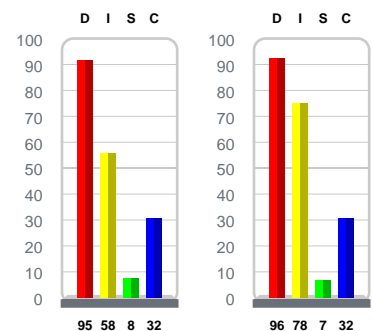
Andrew will work long hours until a tough problem is solved. After it is solved, Andrew may become bored with any routine work that follows. Sometimes he may be so opinionated about a particular problem that he has difficulty letting others participate in the process. When faced with a tough decision, he will try to sell you on his ideas. He is a good problem solver and troubleshooter, always seeking new ways to solve old problems. Andrew finds it easy to share his opinions on solving work-related problems. He should realize that at times he needs to think a project through, beginning to end, before starting the project. He has the unique ability of tackling tough problems and following them through to a satisfactory conclusion. He likes to make decisions quickly.

Andrew 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 should exhibit more patience and ask questions to make sure that others have understood what he has said. 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. He tends to be intolerant of people who seem ambiguous or think too slowly. Andrew may lack the patience to listen and communicate with slower acting people. He likes people who present their case effectively. When they do, he can then make a quicker assessment or decision. He tends to influence people by being direct, friendly and results-oriented. He may sometimes mask his feelings in friendly terms. If pressured, Andrew's true feelings may emerge.



Adapted Style

Natural Style





Value to the Organization

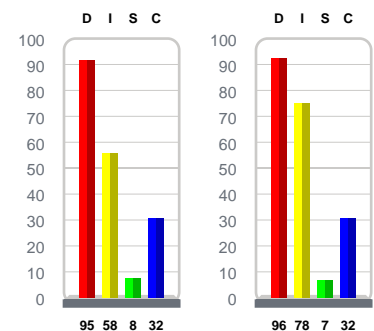
This section of the report identifies the specific talents and behavior Andrew brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Ability to handle many activities.
- Ability to change gears fast and often.
- Challenge-oriented.
- Good mixer.
- Tenacious.
- Change agent--looks for faster and better ways.
- Will join organizations to represent the company.



Adapted Style

Natural Style





Checklist for Communicating

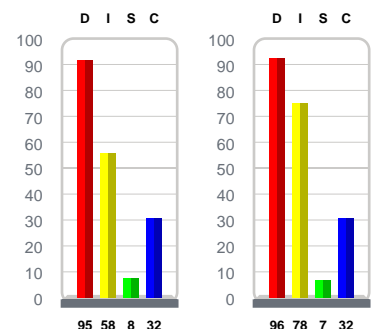
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Andrew. Read 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 Andrew most frequently.

Ways to Communicate

- Put projects in writing, with deadlines.
- Support and maintain an environment where he can be efficient.
- Be clear, specific, brief and to the point.
- Verify that the message was heard.
- Give strokes for his involvement.
- Support the results, not the person, if you agree.
- Provide questions, alternatives and choices for making his own decisions.
- Be open, honest and informal.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide time for fun and relaxing.
- Motivate and persuade by referring to objectives and results.

Adapted Style

Natural Style





Ineffective Communication

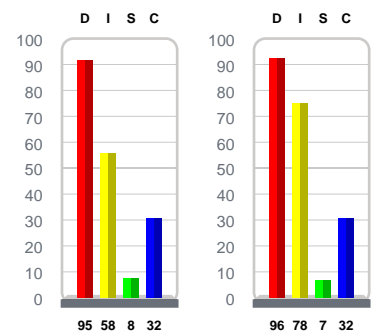
This section of the report is a list of things NOT to do while communicating with Andrew. Review each statement with Andrew and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Ways NOT to Communicate

- Ramble on, or waste his time.
- Dictate to him.
- Forget to follow-up.
- Use paternalistic approach.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from business.
- Come with a ready-made decision, or make it for him.
- Be redundant.
- Be put off by his "cockiness."
- Try to build personal relationships.
- Assume he heard what you said.
- Direct or order.
- Try to convince by "personal" means.
- Let him change the topic until you are finished.

Adapted Style

Natural Style





Communication Tips

This section provides suggestions on methods which will improve Andrew'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, Andrew 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 Andrew's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Andrew to project the image that will allow him to control the situation.

Self-Perception

Andrew 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

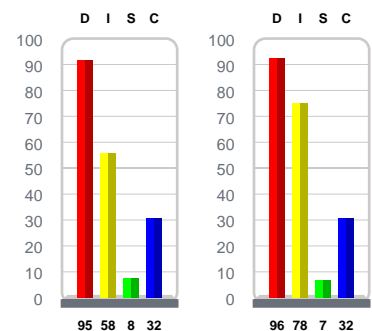
Others' Perception - extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated

Adapted Style

Natural Style





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.

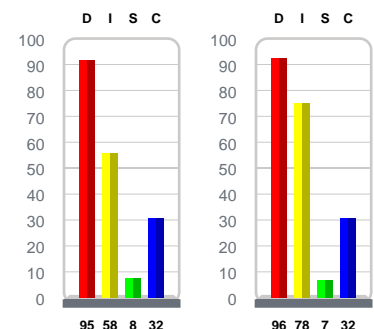
- Avoid positions that revolve around routine work.
- Avoid projects that require constant focus without any room for variance in task.
- The need for juggling many tasks at once may jeopardize quality.

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.

- Understand and recognize that the avoidance of delegation may have a negative impact long-term.
- When working on a team, the need for collaboration before moving forward can be a deterrent.
- Recognize that others may move at a slower pace.

Adapted Style

Natural Style





Descriptors

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



Natural and Adapted Style

Andrew'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

Andrew 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. Andrew will attack problems and likes a position with authority and work that will constantly challenge him to perform up to his ability.

Adapted

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

People - Contacts

Natural

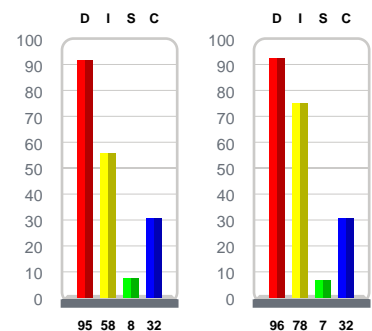
Andrew is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. Andrew is trusting and also wants to be trusted.

Adapted

Andrew feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.

Adapted Style

Natural Style





Natural and Adapted Style Continued



Pace - Consistency

Natural

Andrew 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

Andrew 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.

Procedures - Constraints

Natural

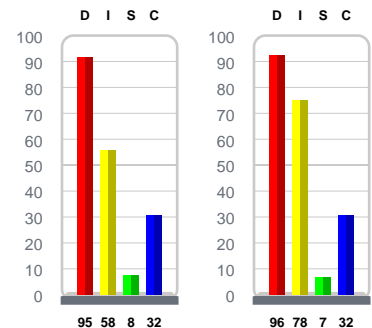
Andrew is independent by nature and feels comfortable in situations where the constraints are few and far between. He will follow rules as long as he feels that the rules are his. He has a tendency to rebel from rules set by others and wants input into any constraints.

Adapted

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

Adapted Style

Natural Style





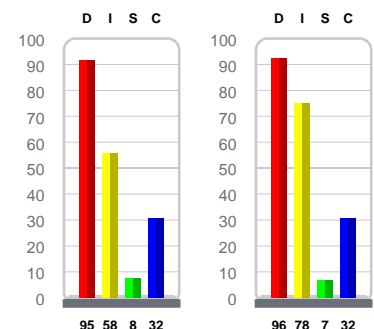
Adapted Style

Andrew 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.

- Dealing with a wide variety of work activities.
- Exhibiting an active and creative sense of humor.
- Acting without precedent, and able to respond to change in daily work.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Anticipating and solving problems.
- Skillful use of vocabulary for persuasive situations.
- Questioning the status quo, and seeking more effective ways of accomplishment.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- A competitive environment, combined with a high degree of people skills.
- Meeting deadlines.
- Handling a variety of activities.
- Persistence in job completion.
- Moving quickly from one activity to another.

Adapted Style

Natural Style





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.

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

Firefighting

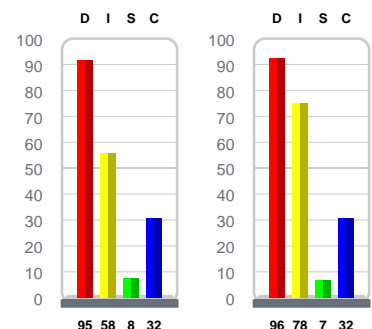
Firefighting is often defined as being pulled away from priority tasks to answer questions, offer solutions, delegate or solve problem-related minor issues. These issues usually "flare up" quickly and are "put out" quickly.

Possible Causes:

- Desire to solve problems quickly and sometimes without adequate information
- Lack of delegation
- Lack of standard operating procedures

Adapted Style

Natural Style





Time Wasters Continued

- 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

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

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





Time Wasters Continued

- 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

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

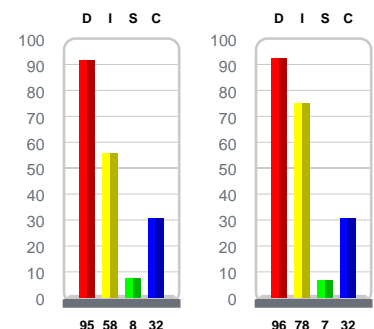
Possible Solutions:

- 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



Adapted Style

Natural Style





Areas for Improvement

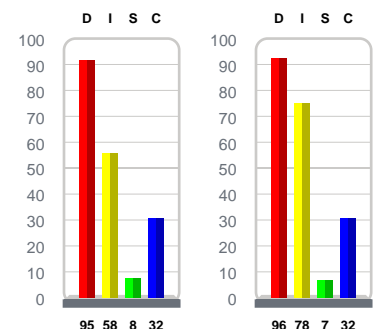
In this area is a listing of possible limitations without regard to a specific job. Review with Andrew and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Andrew 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.
- Make "off the cuff" remarks that are often seen as personal prods.
- Be explosive by nature and lack the patience to negotiate.
- Have difficulty finding balance between family and work.
- Blame, deny and defend his position--even if it is not needed.
- Have no concept of the problems that slower-moving people may have with his style.
- Keep too many balls in the air, and if his support is weak he will have a tendency to drop some of those balls.
- Resist participation as part of the team, unless seen as a leader.

Adapted Style

Natural Style

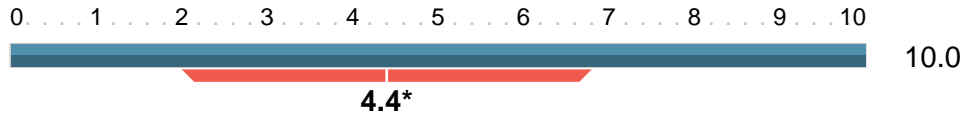




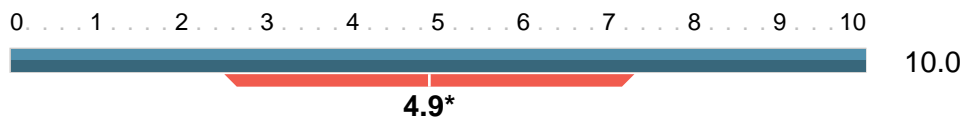
Behavioral Hierarchy

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.

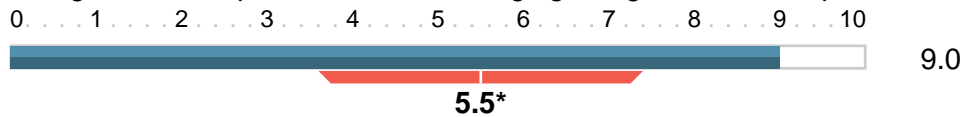
1. Urgency - Decisiveness, quick response and fast action.



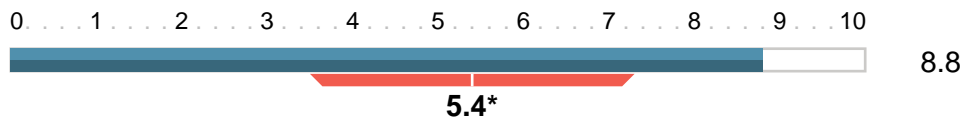
2. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



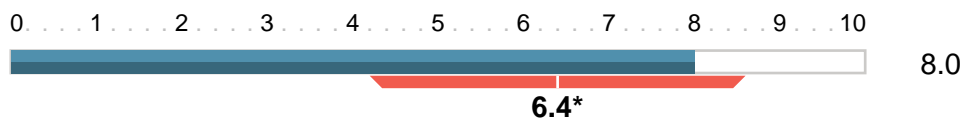
3. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



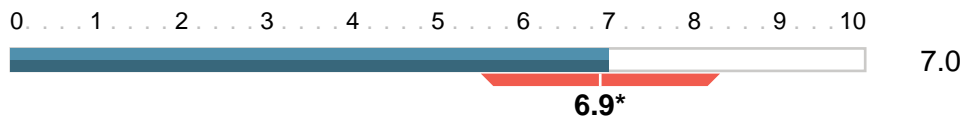
4. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



5. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

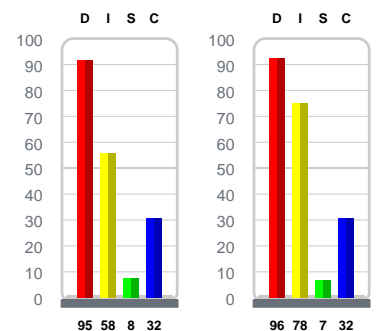


6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



Adapted Style

Natural Style



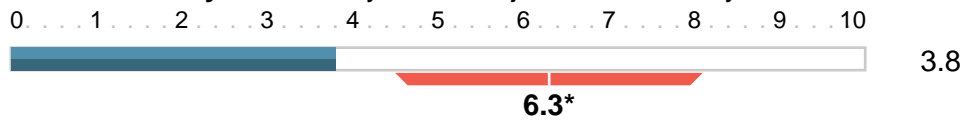


Behavioral Hierarchy

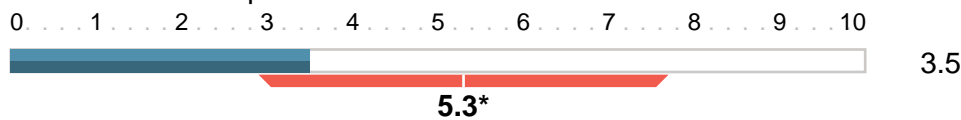
7. Customer Relations - A desire to convey your sincere interest in them.



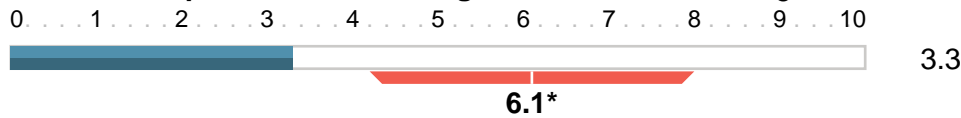
8. Consistency - The ability to do the job the same way.



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



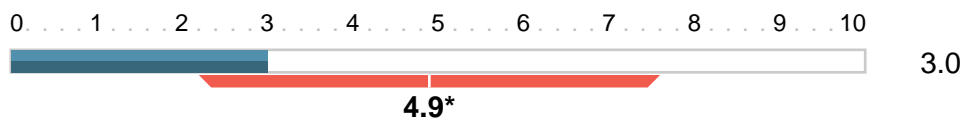
10. Follow Up and Follow Through - A need to be thorough.



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

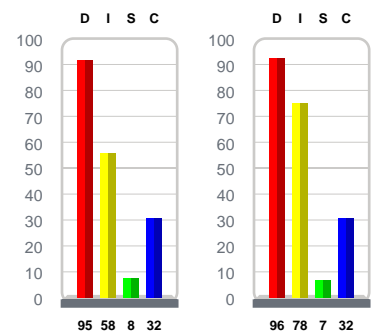


12. Organized Workplace - Systems and procedures followed for success.



Adapted Style

Natural Style



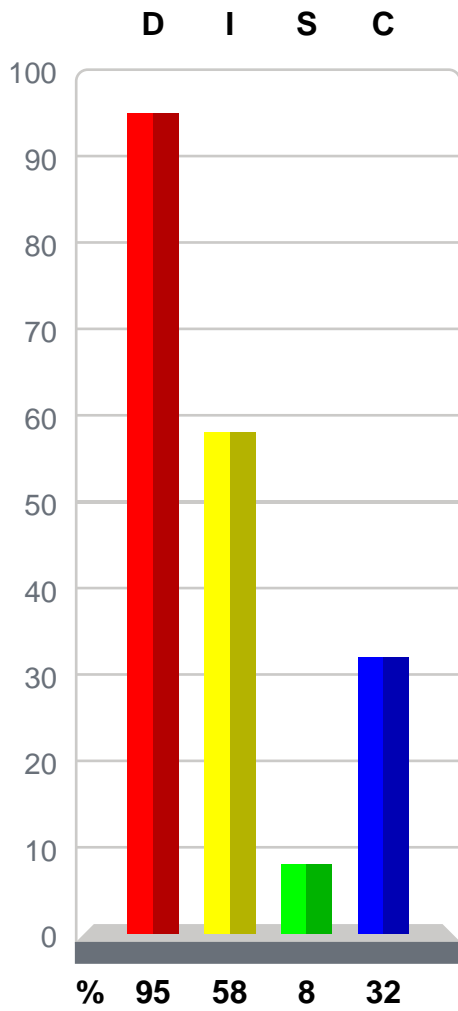
SIA: 95-58-08-32 (11) SIN: 96-78-07-32 (11)
* 68% of the population falls within the shaded area.



Style Insights® Graphs

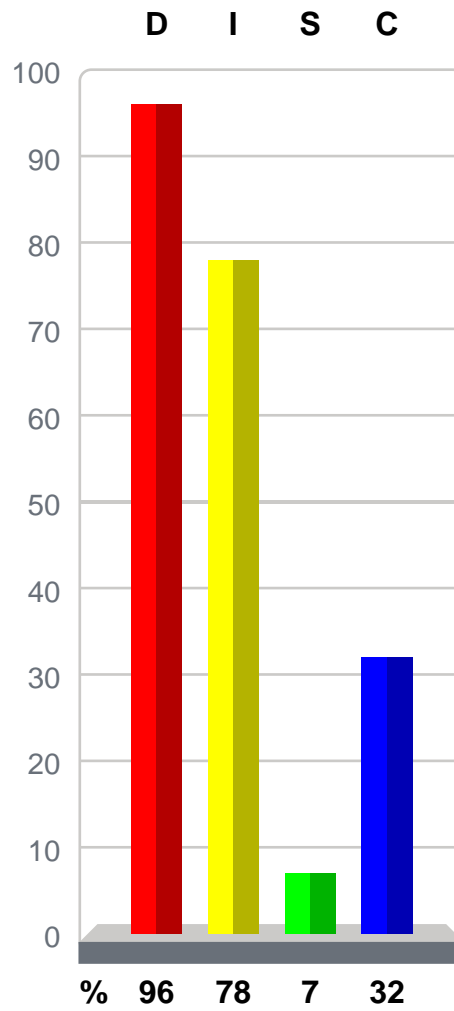
Adapted Style

Graph I



Natural Style

Graph II



Norm 2012 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:

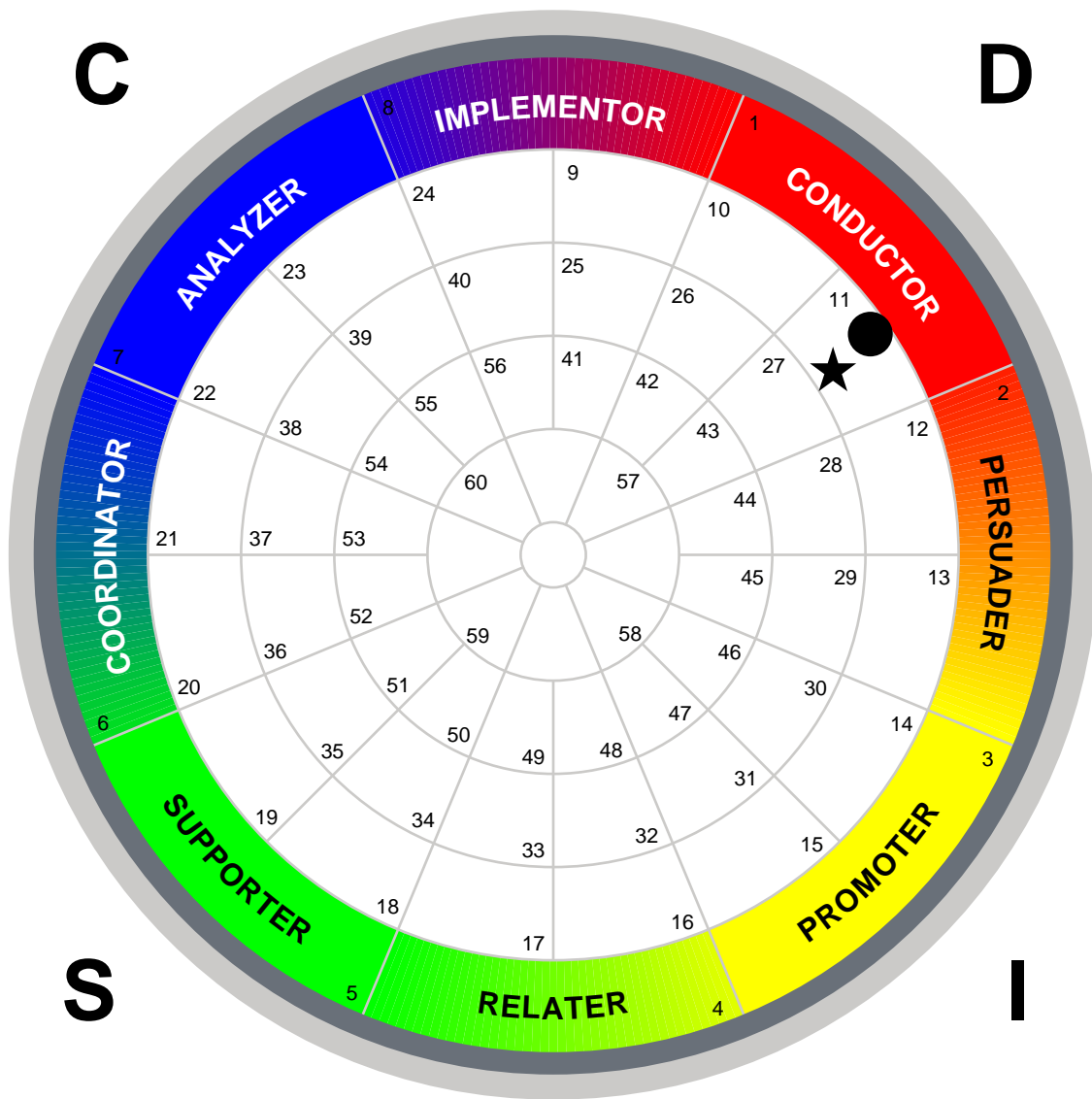
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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



Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (11) PERSUADING CONDUCTOR

Norm 2012 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.

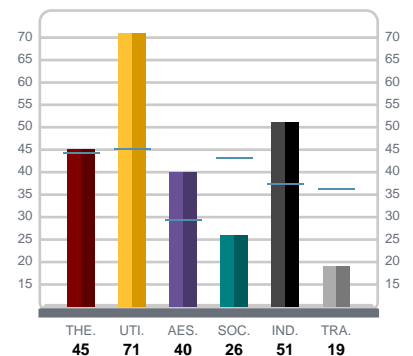
Your Personal Motivators Ranking		
1st	Utilitarian	Strong
2nd	Individualistic	Strong
3rd	Theoretical	Situational
4th	Aesthetic	Situational
5th	Social	Indifferent
6th	Traditional	Indifferent



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.

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

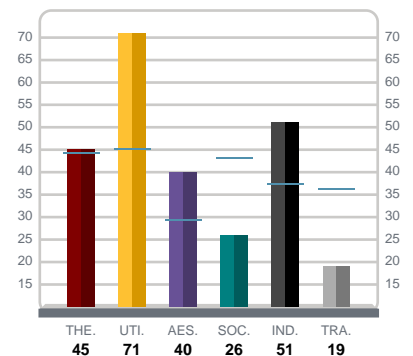




Individualistic

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.

- Andrew believes "when the going gets tough, the tough get going."
- Maintaining individuality is strived for in relationships.
- If necessary, Andrew will be assertive in meeting his own needs.
- Andrew takes responsibility for his actions.
- People who are determined and competitive are liked by Andrew.
- Andrew 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 wants to control his own destiny and display his independence.
- He believes "if at first you don't succeed try, try again."
- Andrew has the desire to assert himself and to be recognized for his accomplishments.

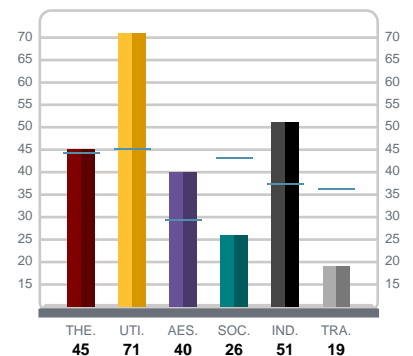




Theoretical

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.

- If Andrew 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, Andrew will have a tendency to rely on his intuition or practical information in this area.
- Andrew will usually have the data to support his convictions.
- Andrew has the potential to become an expert in his chosen field.
- Andrew will seek knowledge based on his needs in individual situations.
- In those areas where Andrew has a special interest he will be good at integrating past knowledge to solve current problems.
- A job that challenges the knowledge will increase his job satisfaction.

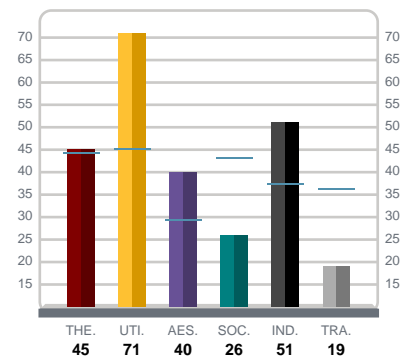




Aesthetic

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.

- Andrew may desire fine things for his spouse or family members.
- 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.
- At times Andrew will look for the beauty in all things.
- 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.

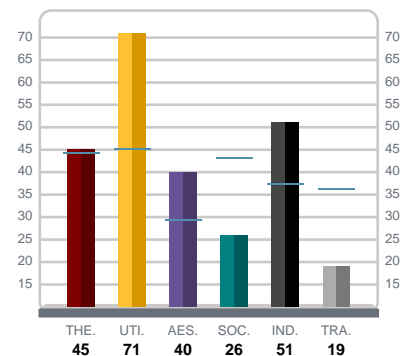




Social

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.

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

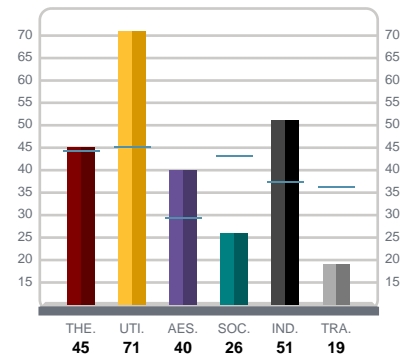




Traditional

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.

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





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?

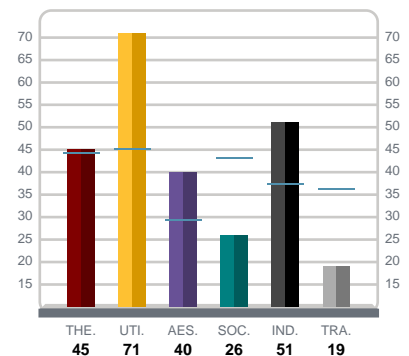
How do Traditionals contribute to the world, your professional life and your personal life?

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.





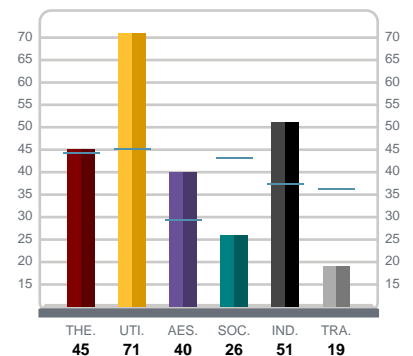
Navigating Situations Outside Your Comfort Zone

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.





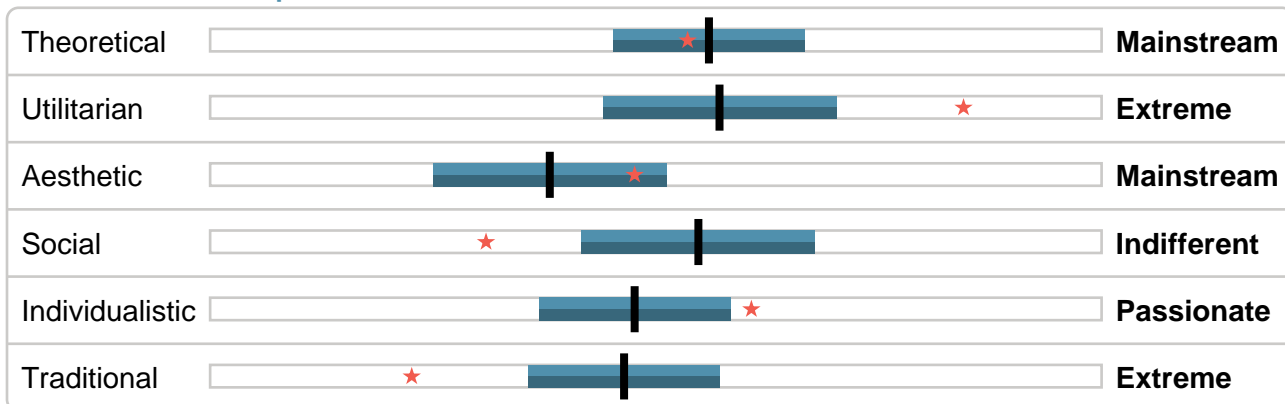
Motivators - Norms & Comparisons

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 2012



- 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.
- You have a strong desire to lead, direct and control your own destiny and the destiny of others. You have a desire to lead and are striving for opportunities to advance your position and influence. Others may believe you are jockeying for position and continually stepping "over the line." They may believe that you form relationships only to "move ahead" and gain an advantage.

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

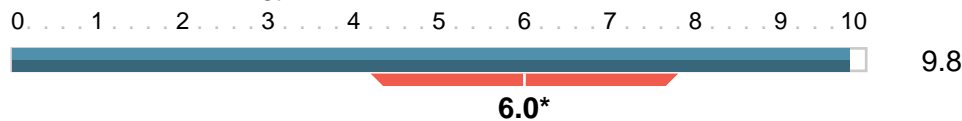
- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.



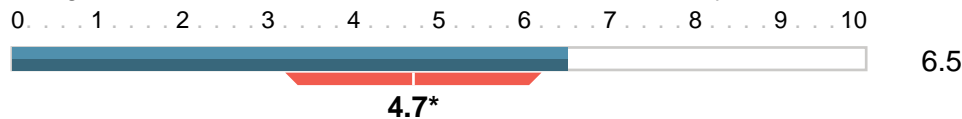
Motivators Hierarchy

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.

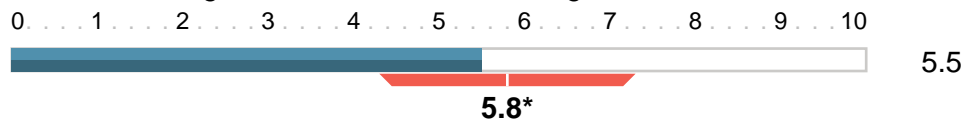
1. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



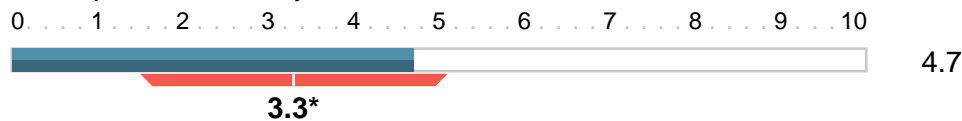
2. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



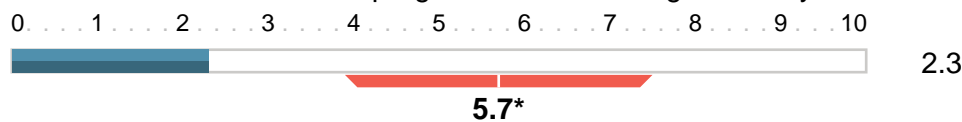
3. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



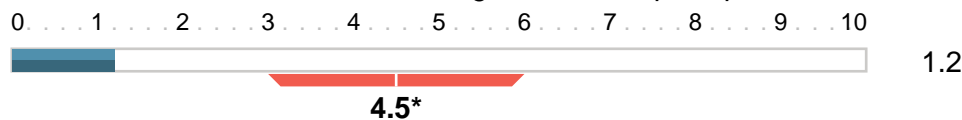
4. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



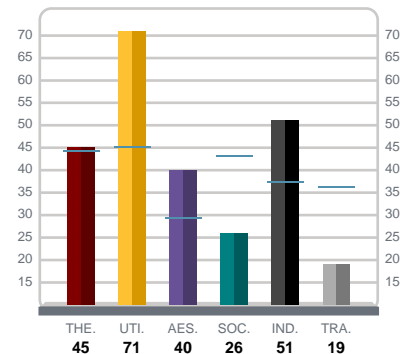
5. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



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

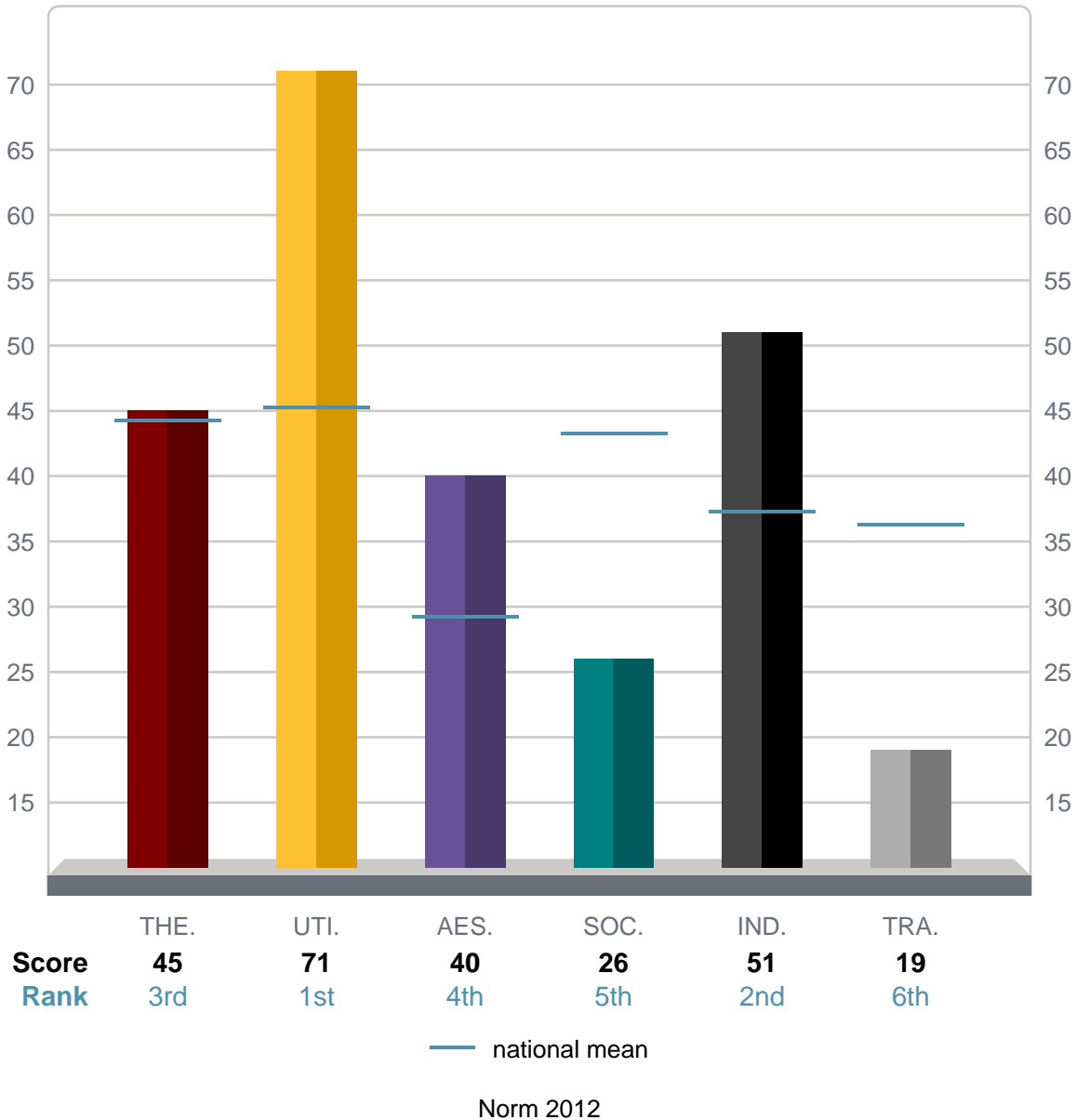


Motivation Insights: 45-71-40-26-51-19 (THE.-UTI.-AES.-SOC.-IND.-TRA.)
* 68% of the population falls within the shaded area.



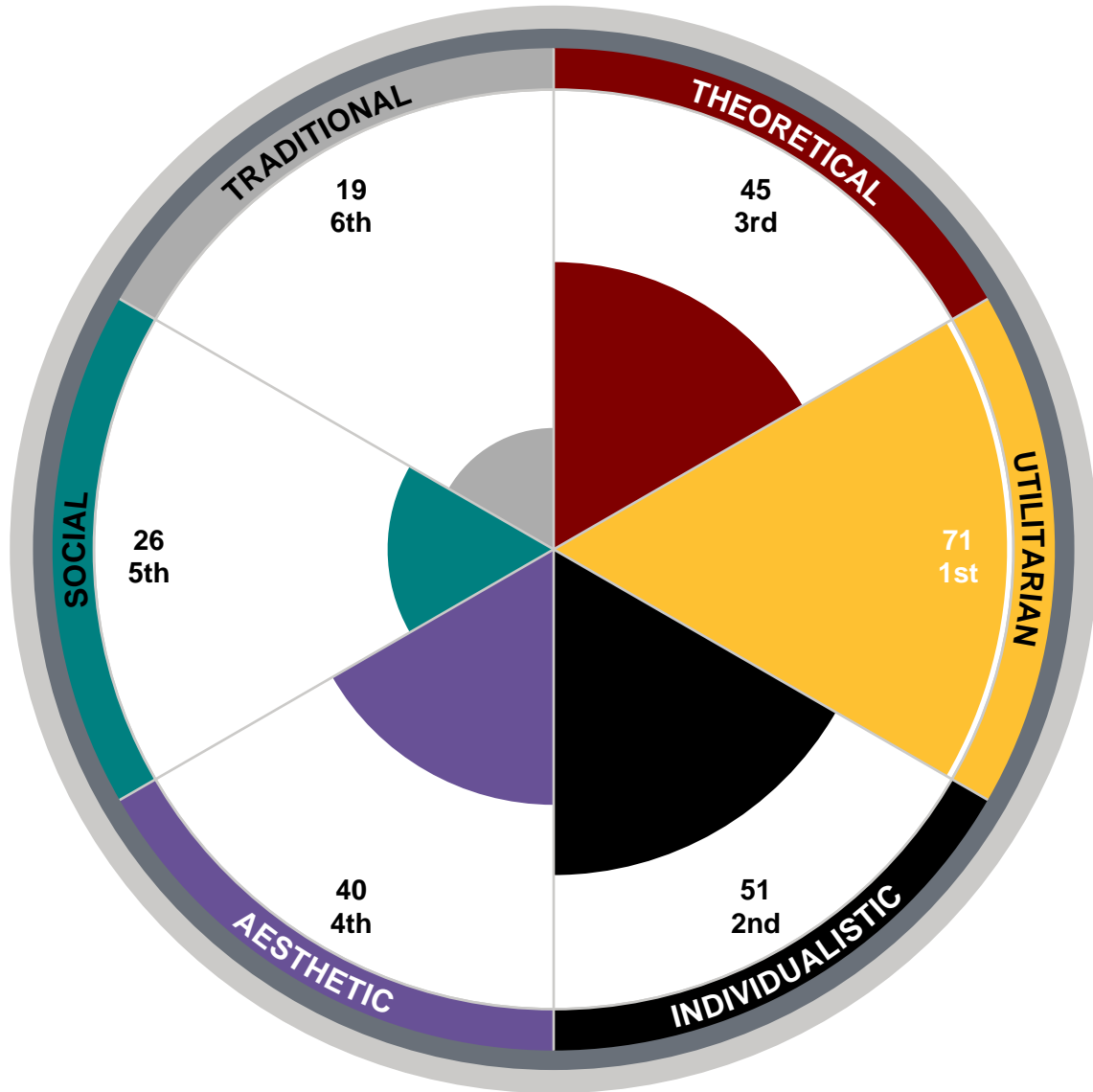


Motivation Insights® Graph





Motivators Wheel™





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 Andrew'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.

- Has an entrepreneurial mindset.
- Very creative in solving problems.
- Innovative with strategies for success.
- Seeks the challenge and opportunity to win.
- Sees the positive in all resources and will want to use resources accordingly.
- Tends to be futuristic and entrepreneurial in attaining results.
- Willing to be the spokesperson for the team.
- Capable of addressing conflict for a win-win scenario.



Potential Behavioral and Motivational Conflict

This section describes the potential areas of conflict between Andrew'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.

- Tends to think bigger is always better.
- May make a quick decision that results in a bad investment and/or wasted time.
- Has to be big player if not the leader and may miss out on beneficial role-playing opportunities.
- May always want to display his superiority through problems or challenges.
- May overlook details when weighing results.
- Efficiency is diminished with small talk.
- May struggle with hearing and applying constructive criticism.
- Can disclose their agenda to the wrong people.



Ideal Environment

This section identifies the ideal work environment based on Andrew'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 Andrew enjoys and also those that create frustration.

- An innovative and futuristic-oriented environment.
- Tasks involving motivated groups and establishing a network of contacts.
- Assignments with a high degree of people contacts.
- The experience is seen as a part of the desired return on investment.
- People-oriented returns are rewarded higher than task-oriented returns.
- Rewards for being quicker, faster, better.
- An environment to express ideas to influence people.
- Continual opportunity to challenge and win.
- A forum to celebrate successes as an individual.



Keys to Motivating

This section of the report was produced by analyzing Andrew'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 Andrew and highlight those that are present "wants."

Andrew wants:

- Opportunity to verbalize his ideas and demonstrate his skills.
- Flattery, praise, popularity and strokes.
- Opportunity for rapid advancement.
- Public recognition of financial rewards for returns and efficiency.
- Freedom to include others in the celebration of achievements.
- The ability to express accomplishments to others at a large scale.
- Public recognition of power and prestige.
- New and difficult challenges that lead to prestige and status.
- Opportunities for advancement and new experiences.

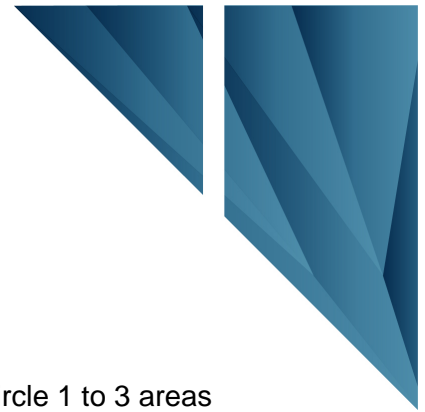


Keys to Managing

In this section are some needs which must be met in order for Andrew 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 Andrew and identify 3 or 4 statements that are most important to him. This allows Andrew to participate in forming his own personal management plan.

Andrew needs:

- To display empathy for people who approach life differently than he does.
- Help on controlling time and setting priorities.
- A program for pacing work and relaxing.
- Help balancing the desire for return and the need for people interactions.
- To manage enthusiasm in order to be an effective listener.
- To be an active listener instead of dominating the discussion.
- To understand that others need "air-time" during meetings to share their own ideas.
- Assistance in staying on task when he is not the leader of the project.
- To set realistic goals that can be accomplished without disrupting the organizational objectives.



Action Plan

The following are examples of areas in which Andrew may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

Communicating (Listening)
Delegating
Decision Making
Disciplining

Evaluating Performance
Education
Time Management
Career Goals

Personal Goals
Motivating Others
Developing People
Family

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____