Talent Insights®
Management-Staff

Sally Sample
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Competitive Edge, Inc.
1-17-2012

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Competitive Edge Inc.
"Be Daring, Be First, Be Different"

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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 into 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
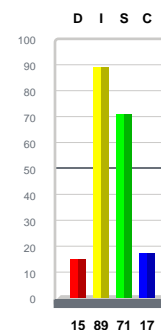
General Characteristics

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

Sally is good at creating enthusiasm in others. She likes to develop people and build organizations. She can be friendly with others in many situations, but primarily with groups of established friends and associates. She is sociable and enjoys the uniqueness of each human being. She, as a manager, supervisor or group leader can use her people skills to build group involvement and increase participation from the group. Sally influences most people with her warmth. She can combine and balance enthusiasm and patience. She is optimistic and usually has a positive sense of humor. She tends to trust people and may be taken advantage of because of her high trust level. Her goal is to have and make many friends. At work, she is good at maintaining friendly public relations. She can be seen as a person of good will.

Sally prefers not disciplining people. She may sidestep direct disciplinary action because she wants to maintain the friendly relationship. Because of her trust and willing acceptance of people, she may misjudge the abilities of others. She is good at solving problems that deal with people. She is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust her and to see her as receptive and helpful. Sally likes working for managers who make quick decisions. When she has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner. She likes to participate in decision making.

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Natural Style

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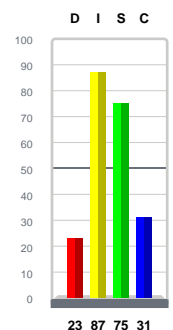
Sally is good at negotiating conflict between others. Sally feels that "if everyone would just talk it out, everything would be okay!" She usually uses many gestures when talking. She is people-oriented and verbally fluent. She judges others by their verbal skills and warmth. Sally has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of her decisions and actions. She is positive in her approach to dealing with others. She may not understand why everyone doesn't see life as she does! She is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, Sally will attempt to put them at ease. She has the ability to sense what people want to hear. She then tends to tell people what she thinks they want to hear.

Adapted Style   Natural Style

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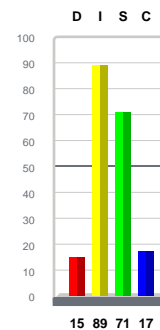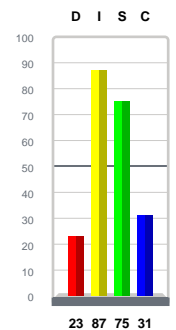
Value to the Organization

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

- Verbalizes her feelings.

- Turns confrontation into positives.

- Negotiates conflicts.

- Flexible.

- Optimistic and enthusiastic.

- Respect for authority and organizational structure.

- Creative problem solving.

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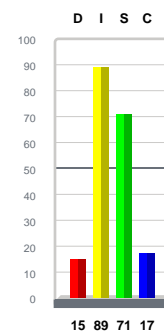
Checklist for Communicating

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 Sally. Read each statement and identify the 3 or 4 statements which are most impo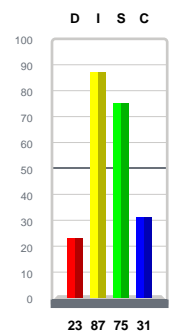rtant to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Sally most frequently.

Ways to Communicate

☐ Provide testimonials from people she sees as important.

☐ Support your communications with correct facts and data.

☐ Read the body language for approval or disapproval.

☐ Leave time for relating, socializing.

☐ Be prepared.

☐ Provide ideas for implementing action.

☐ Provide a warm and friendly environment.

☐ Use enough time to be stimulating, fun-loving, fast-moving.

☐ Take your time and be persistent.

☐ Offer special, immediate and continuing incentives for her willingness to take risks.

☐ Talk about her, her goals and the opinions she finds stimulating.

☐ Take time to be sure that she is in agreement and understands what you said.

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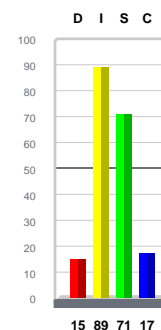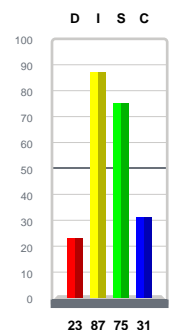
Checklist for Communicating Continued

This section of the report is a list of things NOT to do while communicating with Sally. Review each statement with Sally 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

☐ Drive on to facts, figures, alternatives or abstractions.

☐ Be curt, cold or tight-lipped.

☐ "Dream" with her or you'll lose time.

☐ Leave decisions hanging in the air.

☐ Take credit for her ideas.

☐ Be dictatorial.

☐ Give your presentation in random order.

☐ Push too hard or be unrealistic with deadlines.

☐ Talk down to her.

☐ Be haphazard.

☐ Legislate or muffle—don't overcontrol the conversation.

☐ Make promises you cannot deliver.

☐ Talk to her when you're extremely angry.

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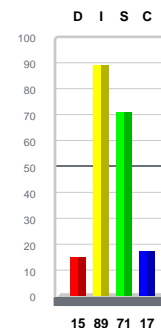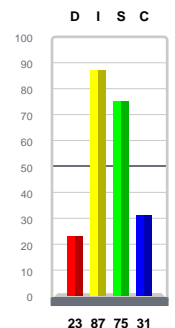
Communication Tips

This section provides suggestions for methods which will improve Sally's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Sally will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. 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, non-threateningly.
- 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 Sally's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Sally to project the image that will allow her to control the situation.

Self-Perception

Sally usually sees herself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic
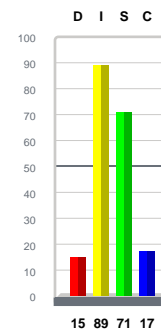
Others' Perception - Extreme

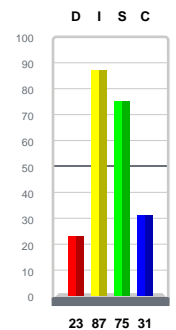*Under extreme pressure, stress or fatigue, others may see her as being:*

- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter

Adapted Style

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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.

- Needs a manager or accountability partner that can appreciate the need for reflective problem solving but can also manage the time spent on each situation.

- Needs meeting and planning sessions with pre-disclosed agenda items in order to feel prepared.

- Needs a manager or work-team that has the ability to extract information as opposed to being required to volunteer information.

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

- Seek positions that do not require a strong need for self-starting.

- Seek partnership when forced to make decisions that do not have a procedure or set precedence.

- Share feelings faster and more often.

Adapted Style   Natural Style

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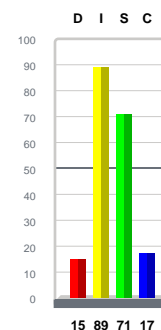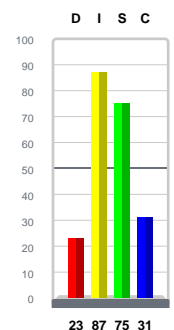
Descriptors

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

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	**Enthusiastic**	Patient	Exacting
Strong-Willed	**Persuasive**	Possessive	Systematic
Determined	**Convincing**	**Predictable**	Accurate
Competitive	**Poised**	**Consistent**	Open-Minded
Decisive	**Optimistic**	**Steady**	Balanced Judgment
Venturesome	**Trusting**	**Stable**	Diplomatic
Dominance	**Influencing**	**Steadiness**	**Compliance**
Calculating	Reflective	Mobile	**Firm**
Cooperative	Factual	Active	**Independent**
Hesitant	Calculating	Restless	**Self-Willed**
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Natural and Adapted Style

Sally'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

Sally is cautious in her approach to problem solving and does not attempt to demand that her view, or opinion, be accepted at face value. Sally likes to solve problems within the framework of a team environment. She will look for a compromise as opposed to a win-lose situation.

Adapted

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

People - Contacts

Natural

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

Adapted

Sally sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Adapted Style

Natural Style

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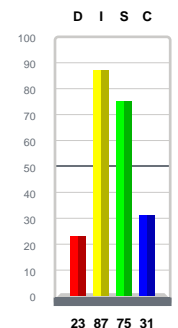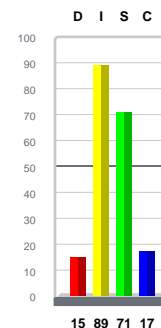
Pace - Consistency

Natural

Sally is comfortable in an environment in which there is a relaxed demeanor or one in which patience is looked at as a virtue. She prefers to complete one task before starting the next and prefers an environment that is predictable.

Adapted

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

Procedures - Constraints

Natural

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

Adapted

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

Adapted Style

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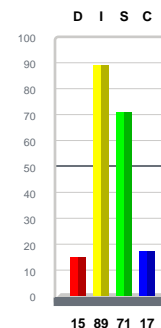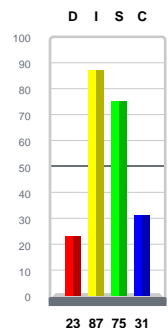
Adapted Style

Sally sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Undemanding of others' time and attention.

- Obtaining results through people.

- Optimistic, future-oriented outlook.

- Flexibility.

- Being cordial and helpful when dealing with new clients or customers.

- Positive, outgoing, friendly behavior.

- Making tactful decisions.

- Being a good "team player."

- Participative decision making.

- Being cooperative and supportive.

- Presenting a practical, proven approach to decision making.

- Motivating people to take action by using persuasive skills.

- Contacting people using a variety of modes.

Adapted Style

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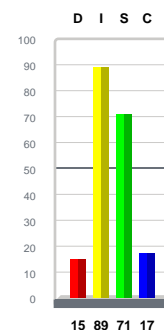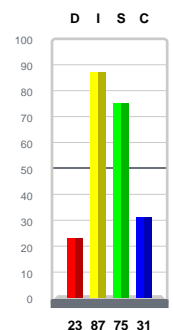
Time Wasters

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.

Cluttered Desk

A cluttered desk is one that is overloaded by papers, supplies and equipment to the point of impacting the ability to be productive.

Possible Causes:

- See organizing and filing activities as a waste of time
- Want everything at fingertips
- Do not conceptualize a system for grouping information and materials
- Have not established a timeline for tasks or projects

Possible Solutions:

- Handle each piece of mail only once, i.e. pitch it, file it or delegate it
- Set up (or have someone else set up) an information storage and retrieval system
- Get off mailing lists that are of no interest to you
- Remind yourself that the time it takes to open "junk" mail robs you of time for more important tasks
- Establish a time limit for certain projects and only have current project material on your desk

Long Lunches

Long lunches are those that extend beyond the normal time for eating. They could be kept within a specific time frame but are not.

Possible Causes:

- Get involved in the excitement of conversation and forget about time
- See long lunches as a networking opportunity
- Like doing business in a social, non-threatening environment
- Use long lunches as a way to avoid unpleasant tasks, people or the work environment

Adapted Style   Natural Style

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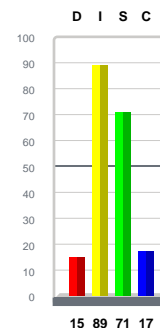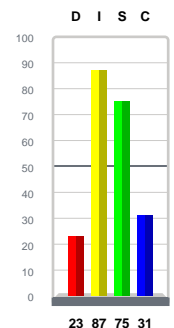
Possible Solutions:

- Set a specific time for lunch and STICK TO IT
- Have meetings in the office
- Set meetings right after lunch
- Have working lunches

Open Door Policy

An open door policy in this context refers to giving unlimited and unmonitored access to anyone who wishes to see you.

Possible Causes:

- Want to be seen as supportive and available
- Want the social interaction of people dropping by
- Have a difficult time saying "no"
- Use people interruptions as a way of procrastinating or justifying missed deadlines

Possible Solutions:

- Set aside time to "close your door" and work on projects
- Set aside time to interact with co-workers
- Learn to prioritize activities and say "no" to low priorities
- Place your desk so that it is not always in "view" of those who pass by
- Avoid eye contact with people who walk by your desk or office

Inability To Say No

The inability to say no is when you are unable to or feel powerless to refuse any request.

Possible Causes:

- Have many interests and want to be involved
- Confuse priorities

Adapted Style | Natural Style

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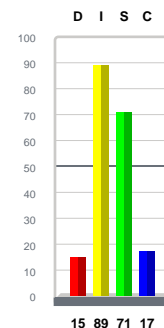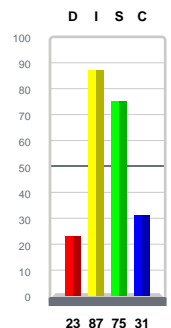
Time Wasters Continued

- Fail to set priorities
- Do not want to hurt others' feelings
- Do not want to refuse a superior's request
- Do not feel comfortable giving "real" reason and doesn't want to lie

Possible Solutions:

- Realistically evaluate how much time is available
- Understand limitations and what can be done well
- Set daily and long-term priorities
- Learn to say no to those people and tasks that do not support daily and long-term priorities

Desire To Be Involved With Too Many People

The desire to be involved with too many people is involvement that extends beyond business interactions to the point of interfering with work. Beyond being friendly, it is excessive socializing.

Possible Causes:

- Have many interests
- Want to be seen as one of the gang
- Need praise and approval from others

Possible Solutions:

- Recognize your time constraints
- Be selective in getting involved in activities
- Monitor energy level
- Keep personal and job related priorities in view

Adapted Style   Natural Style

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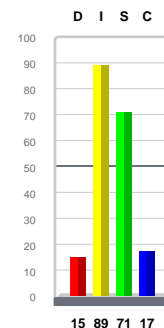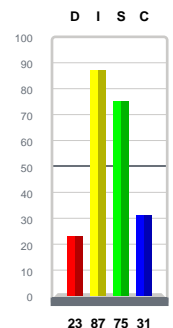
Time Wasters Continued

Poor Filing System

A poor filing system is one that has no predetermined method for subject matter grouping. It is one that you may understand but is not usable by others who may need to retrieve information from your files.

Possible Causes:

- Have not determined or prioritized subject matter groupings
- Categorize by emotions

Possible Solutions:

- Set up a cataloging system that you AND others can use easily
- Have someone assist you in setting up a system
- Use cross-referencing indexes
- Computerize information

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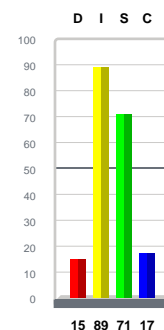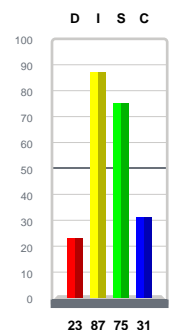
Areas for Improvement

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

Sally has a tendency to:

- Make decisions based on surface analysis.

- Be so enthusiastic that she can be seen as superficial.

- Be unrealistic in appraising people—especially if the person is a "friend."

- Be too verbal in expressing criticism.

- Act impulsively—heart over mind, especially if her security is not perceived to be threatened.

- Take information at face value without validation or substantial investigation.

- Be inattentive to detail unless that detail is important to her or if detail work is of a short duration.

- Be optimistic regarding possible results of her projects or the potential of her people.

Adapted Style   Natural Style

D I S C   D I S C

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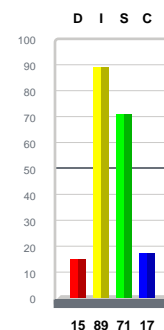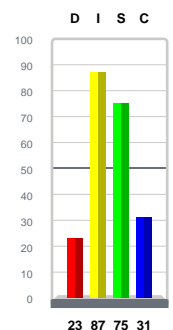
Behavioral Hierarchy

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.

1. People-Oriented - Build rapport with a wide range of individuals.

0 10 20 30 40 50 60 70 80 90 100

95

64*

2. Interaction - Frequently engage and communicate with others.

0 10 20 30 40 50 60 70 80 90 100

90

58*

3. Customer-Oriented - Identify and fulfill customer expectations.

0 10 20 30 40 50 60 70 80 90 100

88

69*

4. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100

68

67*

5. Following Policy - Adhere to rules, regulations, or existing methods.

0 10 20 30 40 50 60 70 80 90 100

68

69*

6. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100

65

63*

7. Versatile - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100

60

52*

8. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100

55

53*

Adapted Style	Natural Style
D I S C	D I S C
15 89 71 17	23 87 75 31

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

Behavioral Hierarchy

9. Competitive - Want to win or gain an advantage.

0   10   20   30   40   50   60   70   80   90   100

30

50*
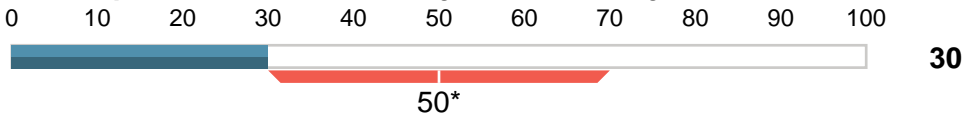
10. Urgency - Take immediate action.

0   10   20   30   40   50   60   70   80   90   100

25

46*
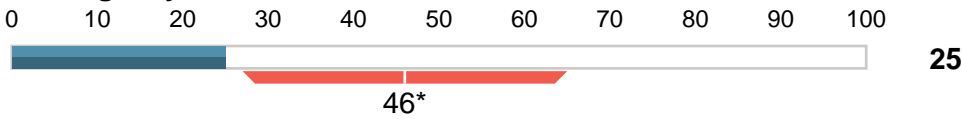
11. Organized Workplace - Establish and maintain specific order in daily activities.

0   10   20   30   40   50   60   70   80   90   100

25

52*
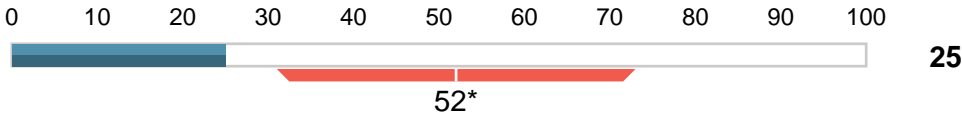
12. Analysis - Compile, confirm and organize information.

0   10   20   30   40   50   60   70   80   90   100

25

52*

Adapted Style

Natural Style

D   I   S   C

D   I   S   C
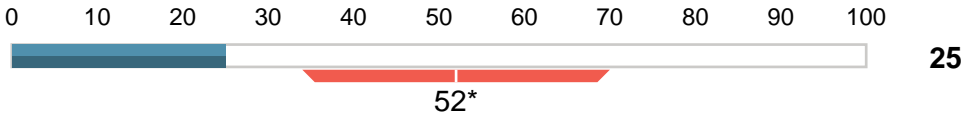
15 89 71 17

23 87 75 31

SIA: 15-89-71-17 (15)   SIN: 23-87-75-31 (16)
* 68% of the population falls within the shaded area.

Sally Sample

Style Insights® Graphs

Adapted Style

Graph I

	D	I	S	C
	15	89	71	17

Natural Style

Graph II

	D	I	S	C
	23	87	75	31

Norm 2011 R4

T: 8:22

Sally Sample
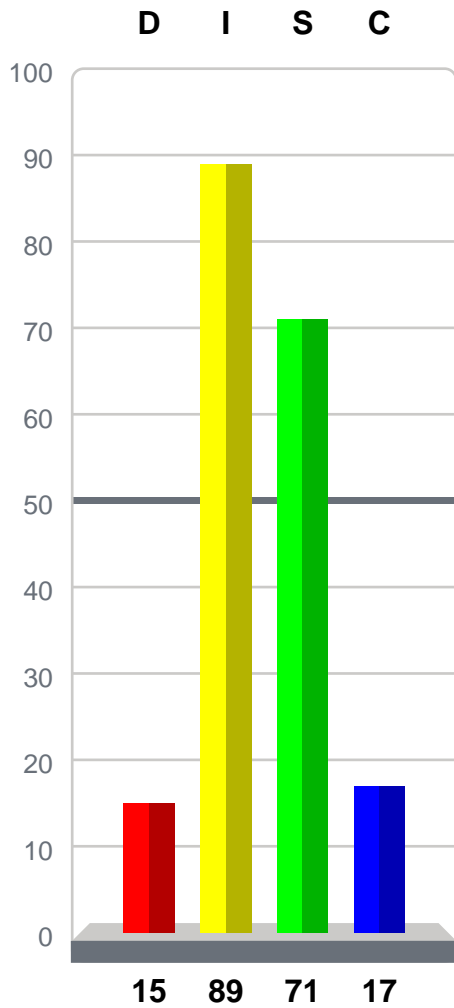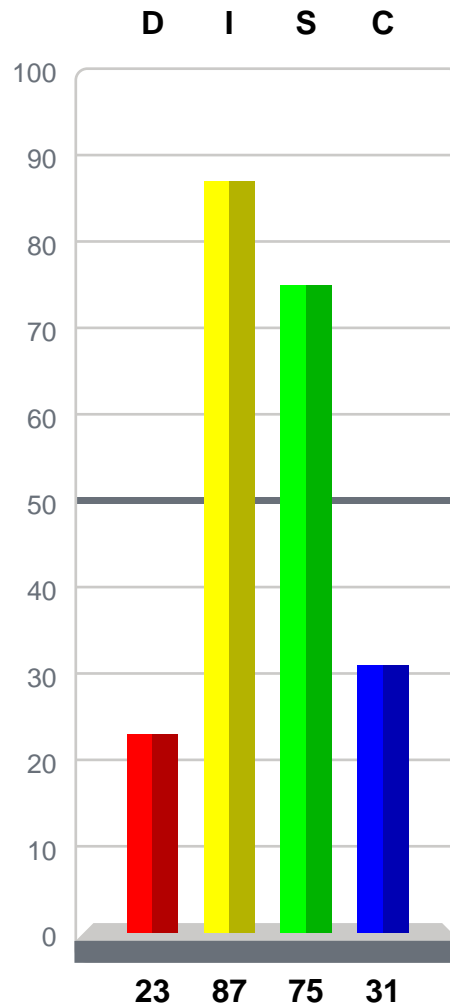
The Success Insights® Wheel

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.

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
1-17-2012
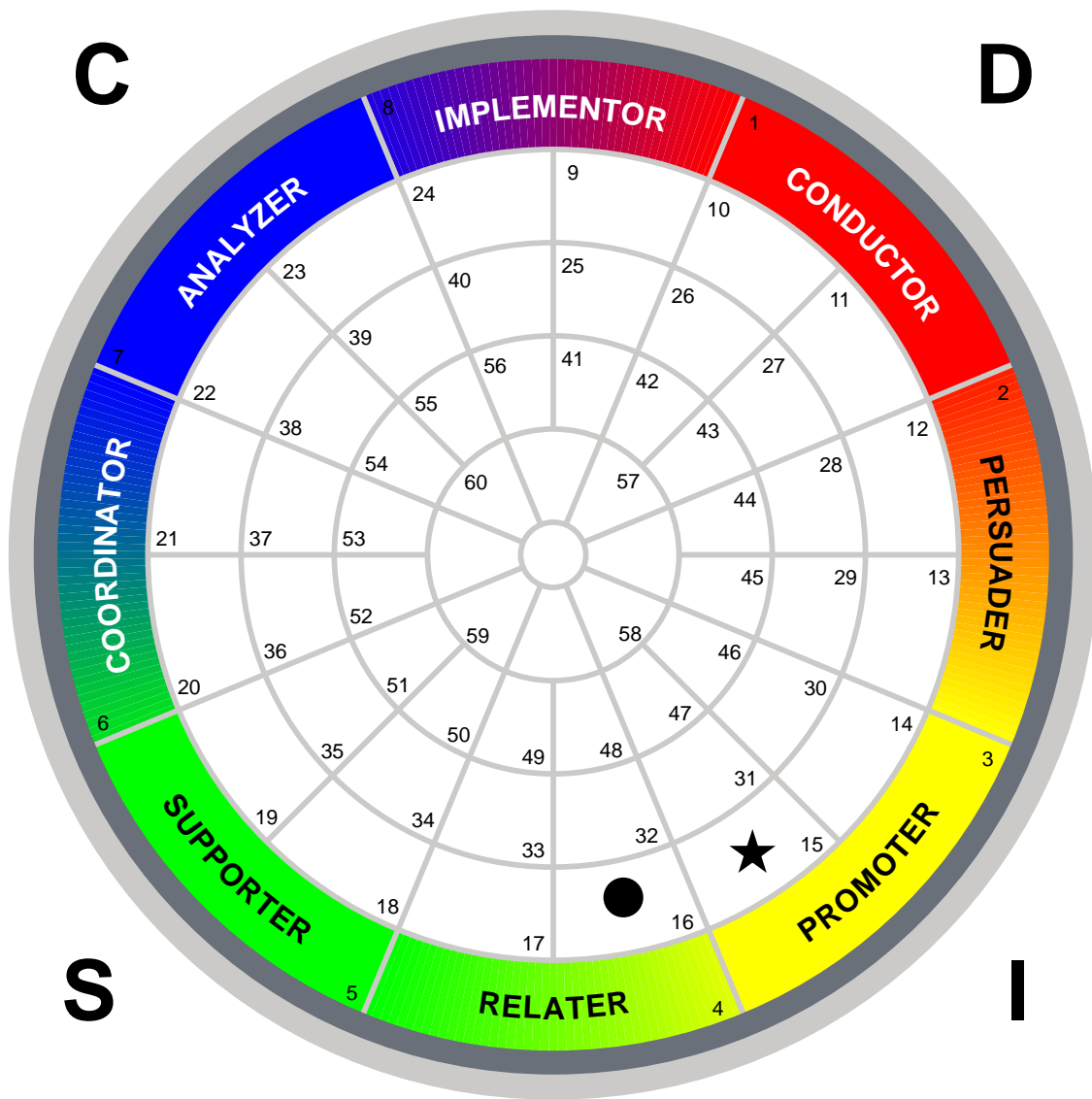
Adapted: ★ (15) RELATING PROMOTER
Natural: ● (16) PROMOTING RELATER

Norm 2011 R4

T: 8:22

Competitive Edge, Inc.
Tel: (770) 487-6460
support@CompetitiveEdgeInc.com

Sally Sample

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	Social	**Strong**
3rd	Aesthetic	**Situational**
4th	Individualistic	**Situational**
5th	Theoretical	**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.

- Sally tends to give freely of time and resources, but will want and expect a return on her investment.

- She will work long and hard to satisfy her needs.

- She may use wealth as a yardstick to measure her work effort.

- Sally is good at achieving goals.

- She evaluates things for their utility and economic return.

	THE.	UTI.	AES.	SOC.	IND.	TRA.
	25	72	68	70	47	18
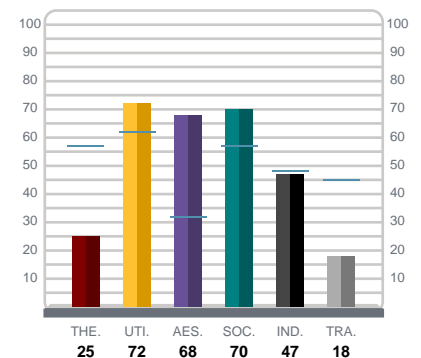
Social

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.

- Sally is patient and sensitive to others.

- Saying "no" is difficult when others need her time or talent.

- Helping the homeless may be one of her concerns.

- She is generous with her time, talent and resources for those in need.

- She believes charities should be supported.

THE.	UTI.	AES.	SOC.	IND.	TRA.
25	72	68	70	47	18
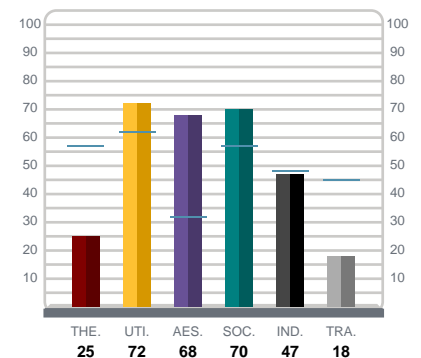
Aesthetic

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.

- Sally may desire fine things for her spouse or family members.

- There could be a specific area that is of great interest to her. For instance, she may be appreciative of the natural beauty of mountains and streams, but may not be overly impressed by the works of Picasso or Rembrandt.

- At times Sally 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 her.

THE.	UTI.	AES.	SOC.	IND.	TRA.
25	72	68	70	47	18
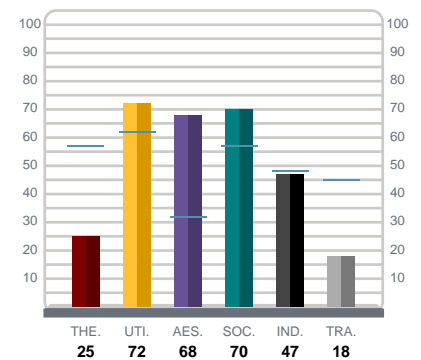
Individualistic

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.

- She will evaluate each situation individually and determine how much or how little control she will want to exercise.

- At times Sally can be very competitive.

- The amount of control she attempts will increase if she has strong feelings about the issues involved with the situation. If, however, she has little interest in the issues involved, she will not see the need for exercising control.

- Sally can be assertive in meeting her needs.

THE.	UTI.	AES.	SOC.	IND.	TRA.
25	72	68	70	47	18
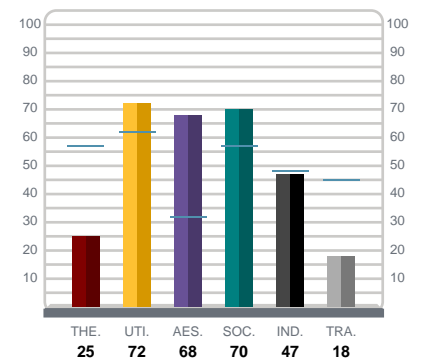
Theoretical

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.

- She may have a hobby or special interest that drives the need to know everything about a particular subject, such as computers, baseball scores, etc.

- Sally will only read books that relate to her chosen field or special interests.

- For Sally, personal experiences are a key factor in decision making.

- Sally can be turned off by people who talk about things in detail if she has no interest in the subject.

- When required, Sally will seek knowledge to better understand a particular situation.

- She will attempt to take the practical approach and not over-analyze the process.

- Sally will not seek knowledge based on curiosity or just for the sake of knowledge.

- Sally will use an instinctual approach to problem-solving.

- Sally will have a tendency to read only the articles in newspapers or magazines that appeal to her special interests.

THE.	UTI.	AES.	SOC.	IND.	TRA.
25	72	68	70	47	18
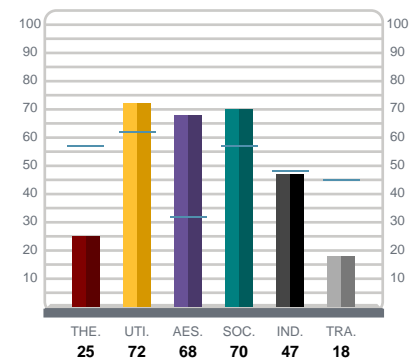
Traditional

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.

- In many cases, Sally will want to set her own rules which will allow her own intuition to guide and direct her actions.

- Traditions will not place limits or boundaries on Sally.

- Sally's passion in life will be found in one or two of the other dimensions discussed in this report.

- She will not be afraid to explore new and different ways of interpreting her own belief system.

- She will work within a broadly defined set of beliefs.

- Sally can be creative in interpreting other systems or traditions and selective in applying those traditions.

- It may be hard to manipulate Sally because she has not defined a philosophy or system that can provide immediate answers to every situation.

THE.	UTI.	AES.	SOC.	IND.	TRA.
25	72	68	70	47	18
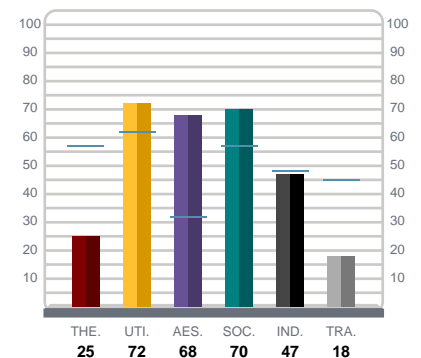
Navigating Situations Outside Your Comfort Zone

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 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 her mind on an issue, she will rarely change this opinion even if logic indicates she is/are 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.

| THE.	UTI.	AES.	SOC.	IND.	TRA.
25	72	68	70	47	18

Sally Sample
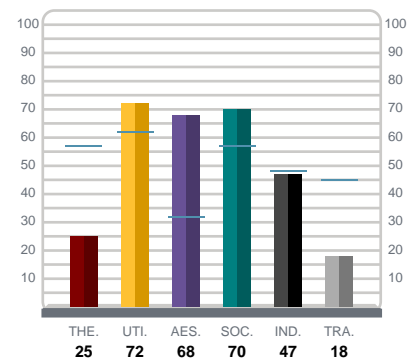
Navigating Situations Outside Your Comfort Zone

At times a high Traditional can be overly rigid in evaluating others against 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.

- Oftentimes, 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.

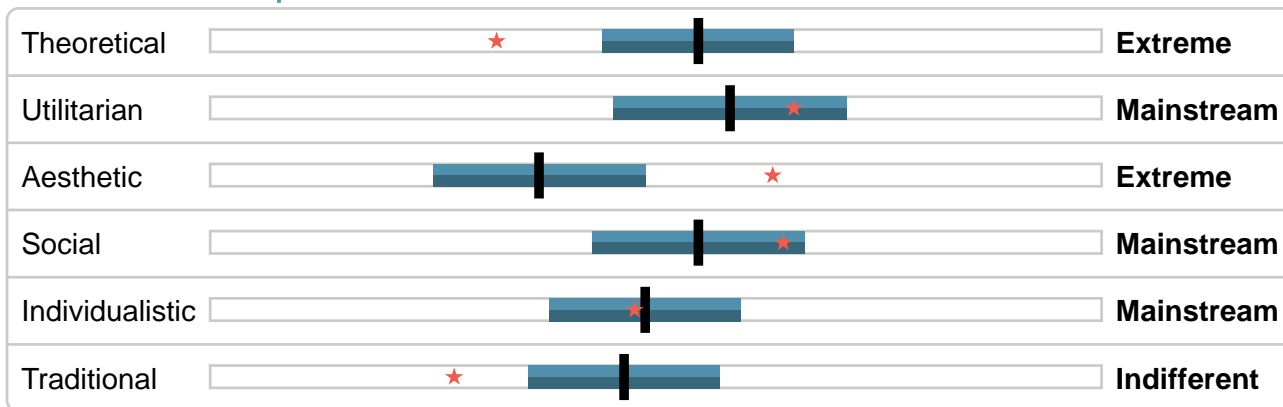| THE.	UTI.	AES.	SOC.	IND.	TRA.
25	72	68	70	47	18
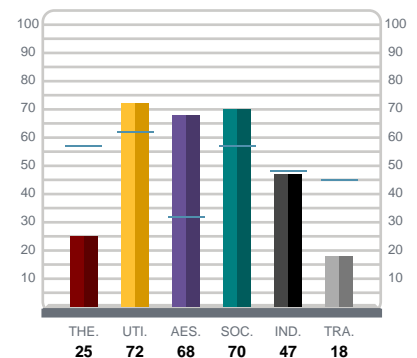
Motivators - Norms & Comparisons

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 2011

Motivator		Level
Theoretical		**Extreme**
Utilitarian		**Mainstream**
Aesthetic		**Extreme**
Social		**Mainstream**
Individualistic		**Mainstream**
Traditional		**Indifferent**

■ - 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 have a strong desire to become all you can be (self-actualization). You will tend to strive for balance, form and harmony in all areas of your life. Others may not understand your subjective way of reasoning and may feel you are somewhat unrealistic. Your appreciation of the world around you and the environment may appear extreme to them.

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

- The amount of time and resources others spend in learning new things may frustrate 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.

0   10   20   30   40   50   60   70   80   90   100

72

62*
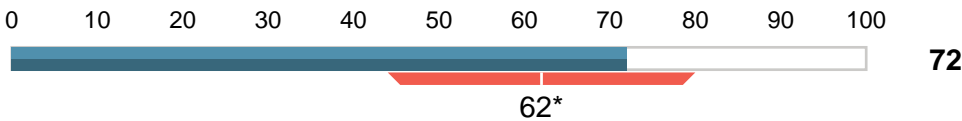
2. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.

0   10   20   30   40   50   60   70   80   90   100

70

57*
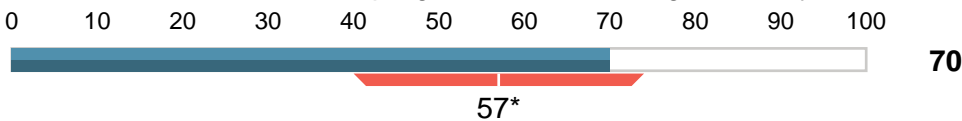
3. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.

0   10   20   30   40   50   60   70   80   90   100

68

32*
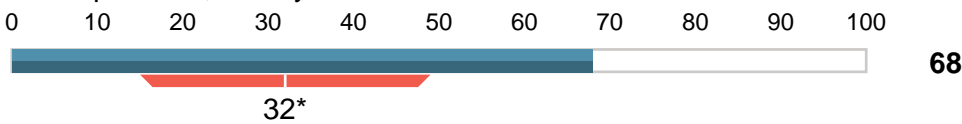
4. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.

0   10   20   30   40   50   60   70   80   90   100

47

48*
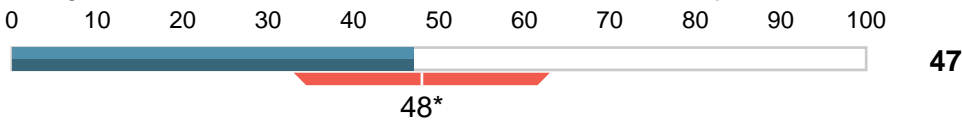
5. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

0   10   20   30   40   50   60   70   80   90   100

25

57*
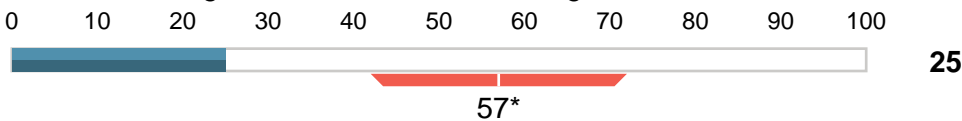
6. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.

0   10   20   30   40   50   60   70   80   90   100

18

45*

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

	THE.	UTI.	AES.	SOC.	IND.	TRA.
	25	72	68	70	47	18

Sally Sample
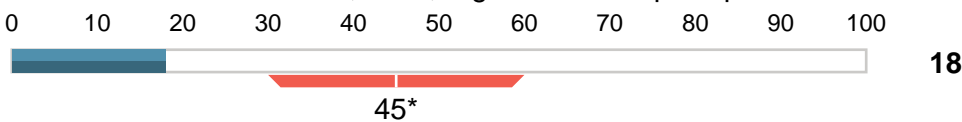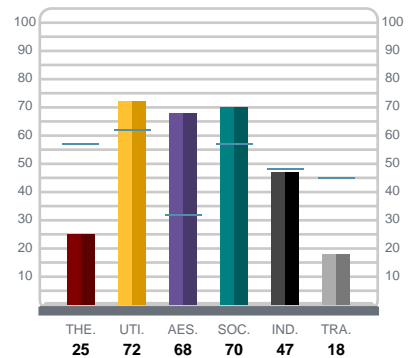
Motivation Insights® Graph
1-17-2012

	THE.	UTI.	AES.	SOC.	IND.	TRA.
Score	25	72	68	70	47	18
Rank	5th	1st	3rd	2nd	4th	6th

—— national mean

Norm 2011

T: 4:59

Sally Sample

The Motivators Wheel shows six dimensions with the following scores and rankings:

- **TRADITIONAL** — 18, 6th
- **THEORETICAL** — 25, 5th
- **UTILITARIAN** — 72, 1st
- **INDIVIDUALISTIC** — 47, 4th
- **AESTHETIC** — 68, 3rd
- **SOCIAL** — 70, 2nd

T: 4:59

Sally Sample
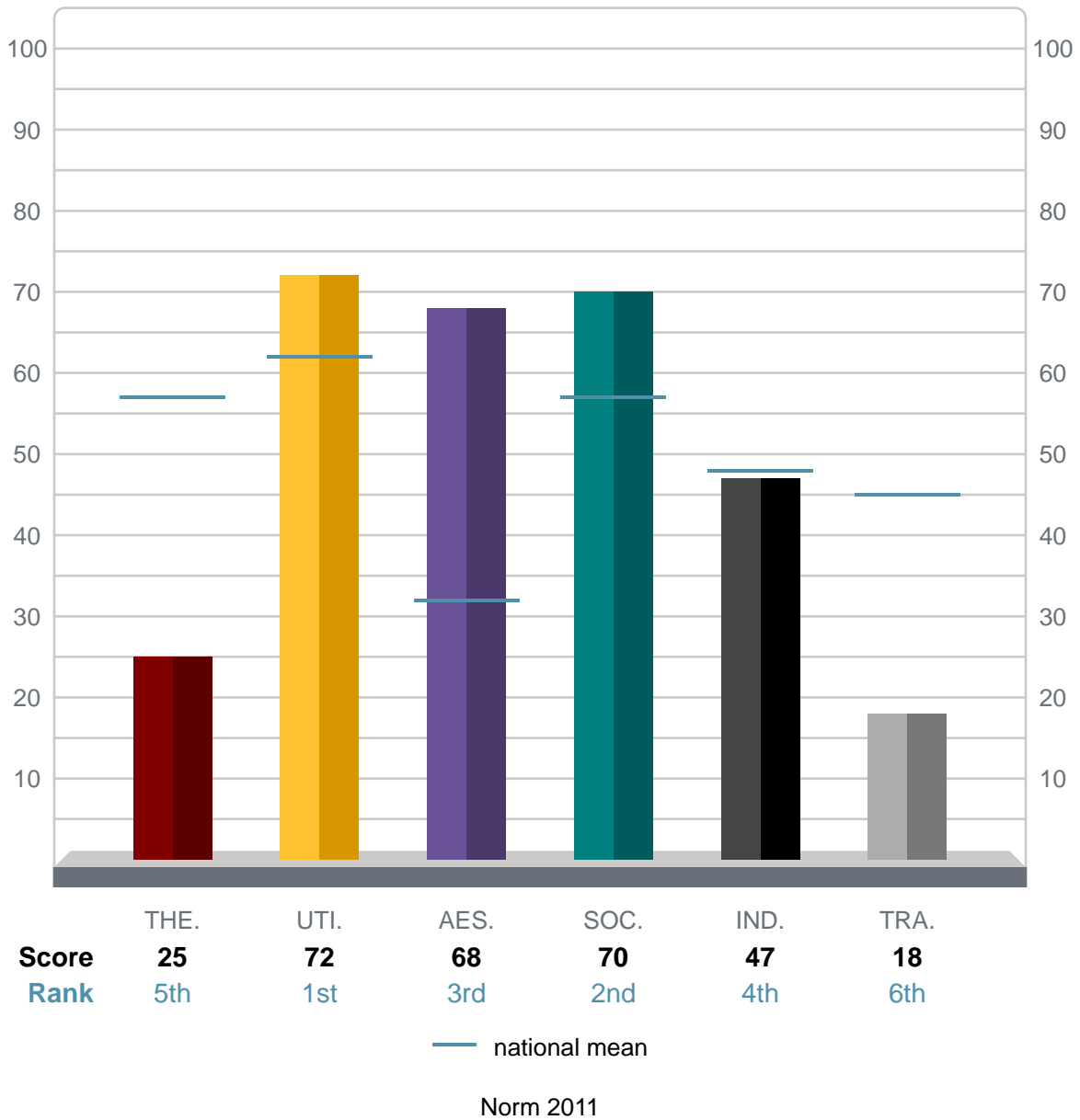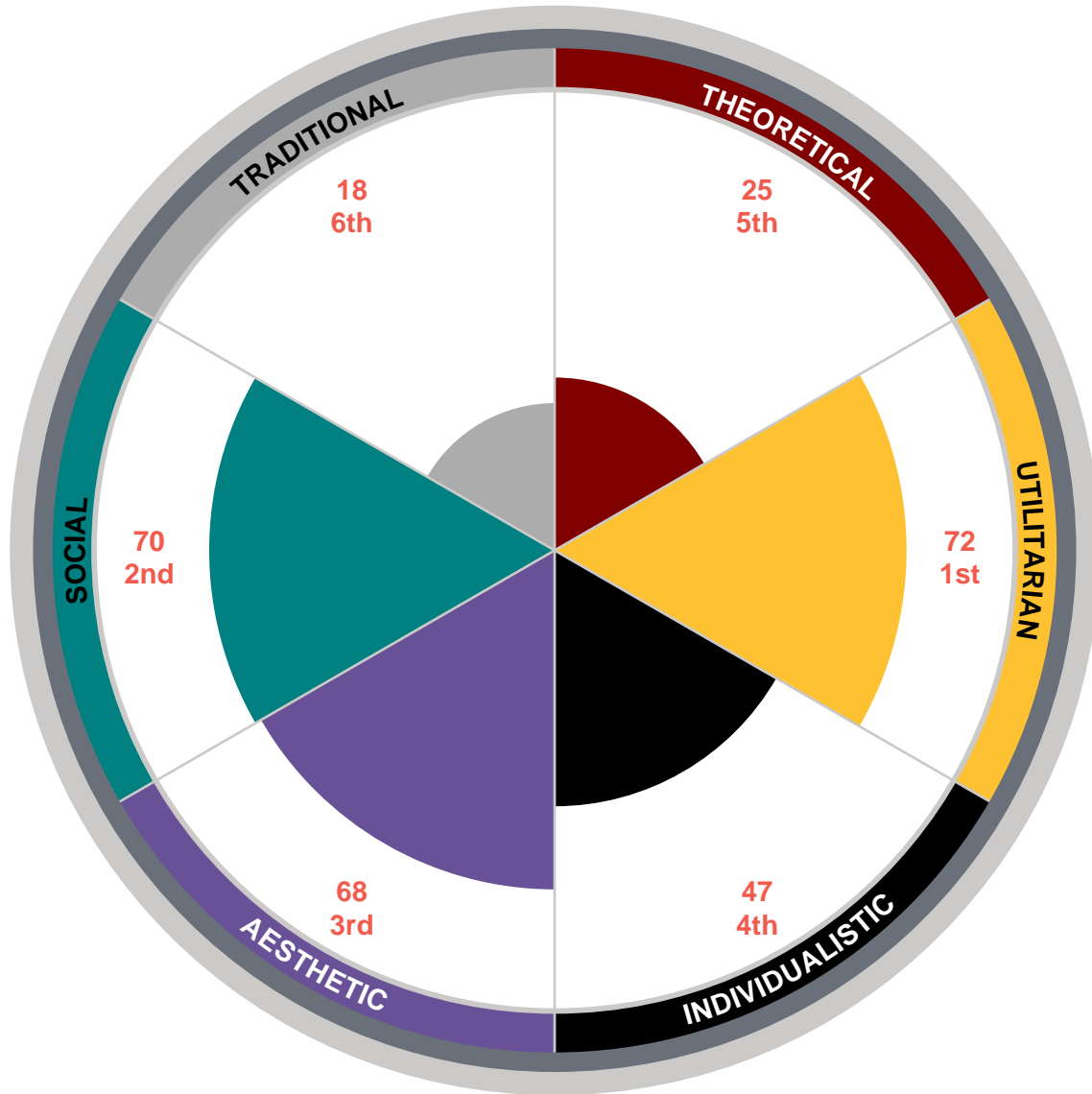
Introduction Integrating Behaviors and Motivators Section

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 Sally'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.

- Resourceful and influential in creating effective results.

- Promotes efficiency and results.

- Always willing to offer her time and perspective.

- Wants to be seen as a leader in humanitarian issues.

- Takes a methodical approach to implementing changes that will increase return on investment.

- Supports a leader and a cause.

- Able to be a strong listener, who can become a lifelong friend.

- Will be persistent about moving toward the greater cause.

Potential Behavioral and Motivational Conflict

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

- Overestimates what others will contribute.

- Struggles balancing financial advice with actual results.

- High trust and a desire to help could lead to being taken advantage of.

- When helping others, she may talk too much about herself.

- Puts all her "eggs in one basket".

- Could miss out on opportunities by not acting swiftly.

- Can take a long time in addressing sensitive issues that could help others.

- Struggles with putting her foot down, as she doesn't want to hurt others.

Ideal Environment

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

- A stable and predictable environment.

- Democratic supervisor with whom she can associate.

- An environment in which she may deal with people on a personal, intimate basis.

- Rewards for a methodical and persistent drive for results.

- Behind-the-scene-work is appreciated as a part of the return on investment.

- The experience is seen as a part of the desired return on investment.

- To be partnered with sincere and genuine co-workers, all going for the same cause.

- Work on a team that has common interests and desires.

- An environment where interacting with others in an effort to help each person is rewarded.

Keys to Motivating

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

Sally wants:

- Recognition for loyalty and long service.

- Identification with fellow workers.

- To be trusted.

- The understanding from management that rewards come in different shapes and sizes as well as speed.

- Opportunity to celebrate successes on her own terms.

- Public recognition of financial rewards for returns and efficiency.

- Consistency in ways she can contribute to people, the organization and causes.

- To be the "doer" of helping the cause and the organization, not the spokesperson.

- To be a part of the team that contributes to causes and helping others.

Keys to Managing

In this section are some needs which must be met in order for Sally to perform at an optimum level. Some needs can be met by herself, 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 Sally and identify 3 or 4 statements that are most important to her. This allows Sally to participate in forming her own personal management plan.

Sally needs:

- A warm and friendly work environment.

- Help on controlling time and setting priorities.

- Capable associates with which to work.

- Be a part of the team exploring future investments for the organization.

- Support in speaking out when returns may be compromised.

- Help balancing the desire for return and the need for people interactions.

- Support in not being taken advantage of by others.

- Assistance in helping others with changes, in order to help her adopt changes faster.

- To help balance socialization and tangible assistance for others.

Action Plan

Professional Development

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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)

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____

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

_____

_____

_____