



TTI  
SUCCESS  
INSIGHTS®

**Talent Insights®**  
Management-Staff

**Jeff Jones**  
Business Development  
Sample Co.  
10-15-2013

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.**

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 Jeff'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 Jeff's natural behavior.*

Jeff wants to be liked by everyone and to be recognized for his willingness to help others in time of need. He likes public recognition for his achievements. One of his motivating factors is recognition and "strokes." He influences most people with his warmth. He prefers working for a participative manager. He does his best work in this kind of environment. Jeff likes freedom from many controls. He is driven by status and power. He likes to develop people and build organizations. He tries to influence others through a personal relationship and many times will perform services to develop this relationship. Jeff is optimistic and usually has a positive sense of humor. He is gregarious and sociable. He will be seen as a good mixer both on or off the job.

Jeff likes working for managers who make quick decisions. He usually makes decisions after gathering some facts and supporting data. He makes quick decisions. He tends to make snap judgments or impulsive decisions. Sometimes he will seek the quick and simple decision. His aversion to detailed work motivates his desire for simplicity. He may leap to a favorable conclusion without considering all the facts. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He believes rules exist to serve rather than to be followed by him.




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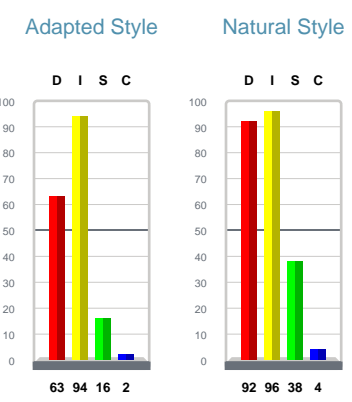
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## General Characteristics Continued

Jeff is good at negotiating conflict between others. Jeff feels that "if everyone would just talk it out, everything would be okay!" He may have a tendency to oversell certain styles. He can get emotional about any subject in which he believes. He is highly excited by what influences him. Jeff has a tendency, which he regards as an ability, to talk smoothly, readily and at length. He will optimistically interact with people in an assured, diplomatic and poised manner. Communication can extend from friendly to argumentative discourse. He tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports.

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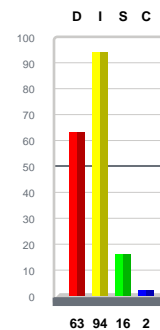
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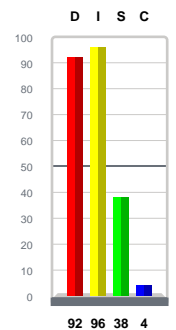
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Adapted Style



Natural Style





# Value to the Organization

*This section of the report identifies the specific talents and behavior Jeff 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.*

- Optimistic and enthusiastic.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Pioneering.
- Negotiates conflicts.
- Bottom line-oriented.
- Can support or oppose strongly.
- Accomplishes goals through people.
- People-oriented.
- Self-reliant.

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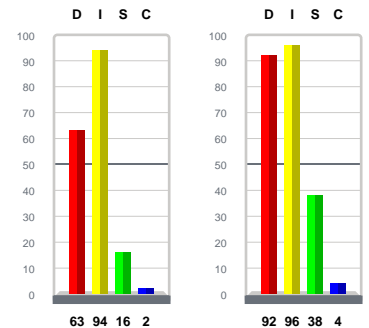
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Adapted Style

Natural Style







## Checklist for Communicating Continued

*This section of the report is a list of things NOT to do while communicating with Jeff. Review each statement with Jeff 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.
- Let him overpower you with verbiage.
- Hesitate when confronted.
- Be dictatorial.
- Leave decisions hanging in the air.
- Drive on to facts, figures, alternatives or abstractions.
- Waste time trying to be impersonal, judgmental or too task-oriented.
- "Dream" with him or you'll lose time.
- Be curt, cold or tight-lipped.
- Legislate or muffle--don't overcontrol the conversation.
- Be paternalistic.
- Give him your opinion unless asked.

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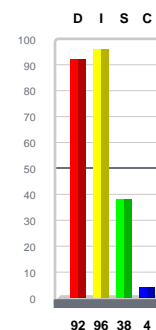
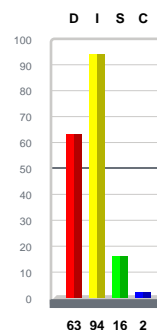
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Adapted Style

Natural Style







# Communication Tips

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

### Self-Perception

Jeff usually sees himself as being:

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

### Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

### Others' Perception - Extreme

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

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




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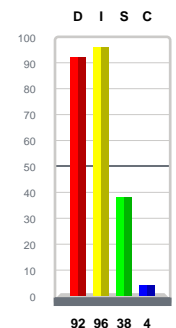
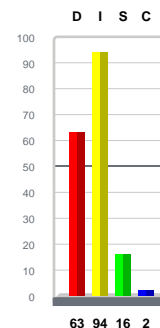
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Adapted Style

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 situations where the lack of fear is the driving force versus the return for the organization.
- Avoid working environments where risk taking is not rewarded or encouraged.
- Avoid work environments requiring constant diplomacy, as they may cause stress.

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

- Stress is demonstrated through body language; be sure to send the same message verbally and physically.
- Breaking rules that others must follow, will be seen as reckless and haphazard.
- The desire to be seen as a unique person may detract from the ideal outcome.

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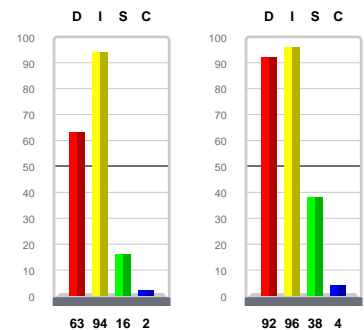
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Adapted Style      Natural Style





# Descriptors

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



# Natural and Adapted Style

*Jeff'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

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

### Adapted

Jeff sees the need to be competitive, results-oriented and a little innovative in his approach to problem solving. He has a tendency to evaluate the risk before rushing into solving a problem.




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## People - Contacts

### Natural

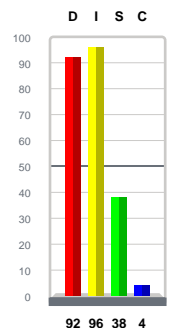
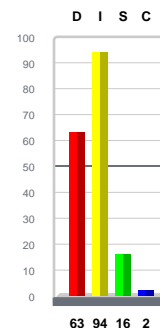
Jeff's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtues of his personality and verbal skills. He will convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost any project.

### Adapted

Jeff sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

Adapted Style

Natural Style





## Natural and Adapted Style *Continued*



### Pace - Consistency

**Natural**

Jeff likes mobility and the absence of routine does not traumatize him. He feels comfortable juggling different projects and is able to move from one project to another fairly easily.

**Adapted**

Jeff seeks a wide scope of activities in an environment that is constantly changing. Timetables, deadlines and schedules can be constantly shuffled without obvious consternation. Even electronic communication may not move fast enough for him.

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### Procedures - Constraints

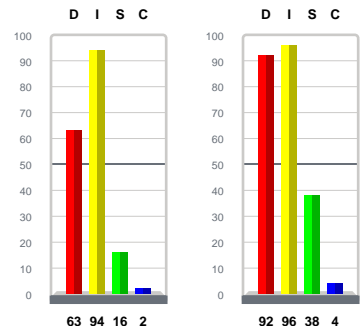
**Natural**

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

**Adapted**

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

Adapted Style      Natural Style



# Adapted Style

Jeff 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.

- Willing to take risks when others may be hesitant.
- Contacting people using a variety of modes.
- Dedicated to "going it alone" when necessary.
- Responding well to challenges: "You say I can't do it? Just watch me!"
- Optimistic, future-oriented outlook.
- Flaunting independence.
- Being independent and innovative.
- Firm commitment to accomplishments.
- Making tactful decisions.
- Using a direct, forthright and honest approach in his communications.
- Maintaining an ever-changing, friendly, work environment.
- Flexibility.




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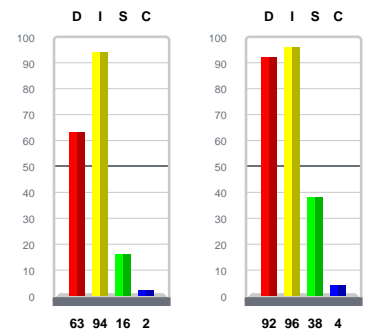
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Adapted Style      Natural Style





# 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.*

## 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

## 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

### Possible Solutions:

- Set a specific time for lunch and STICK TO IT



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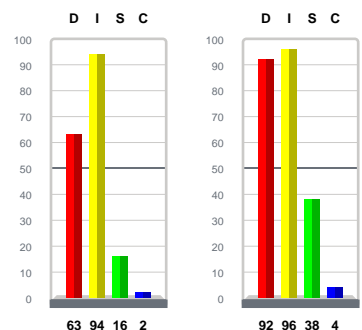
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Adapted Style      Natural Style







## Time Wasters *Continued*

- Have meetings in the office
- Set meetings right after lunch
- Have working lunches

## Procrastination

*Procrastination is the process of delaying action. It is also the inability to begin action.*

### Possible Causes:

- Priorities have not been set
- Do not see projects or tasks clearly
- Overwhelmed with commitments
- Hope that time will solve or eliminate the problem
- Fear of failure

### Possible Solutions:

- Set goals and establish priorities
- Break large projects into small steps and do one at a time
- Agree to follow established priorities
- Consider consequences if it doesn't get done
- Remind yourself that you will avoid the stress of putting something off until the last minute

## 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




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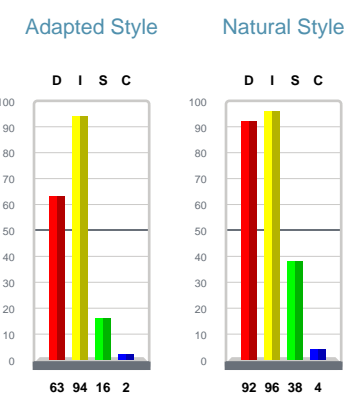
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## Time Wasters Continued

### 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

### 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

### 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




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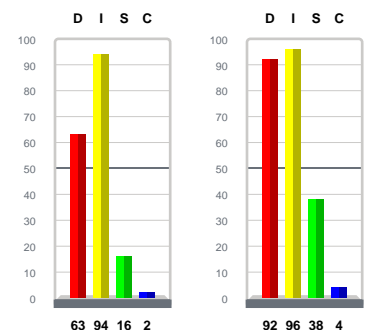
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Adapted Style      Natural Style





# Time Wasters Continued

- 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




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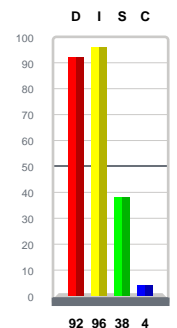
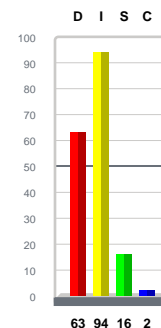
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Adapted Style

Natural Style





# Areas for Improvement

*In this area is a listing of possible limitations without regard to a specific job. Review with Jeff 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.*

## Jeff has a tendency to:

- Underinstruct and overdelegate--will rely on personality as opposed to a disciplined approach to follow-up.
- Be optimistic regarding possible results of his projects or the potential of his people.
- Be overly enthusiastic about his own shortcomings (weaknesses) and the shortcomings of others.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Be too verbal in expressing criticism.
- Be inattentive to details--only attentive to results: "Don't ask how I did it, just if I succeeded."
- Be unrealistic in appraising people--especially if the person is a "friend."




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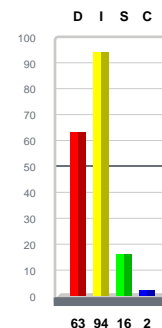
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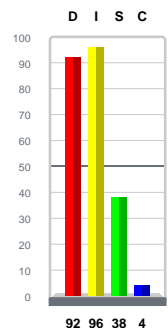
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Adapted Style



Natural Style

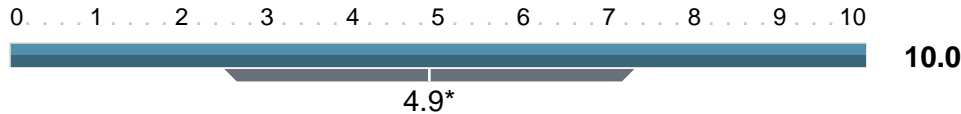




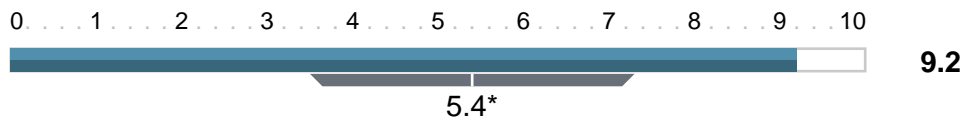
# Behavioral Hierarchy

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



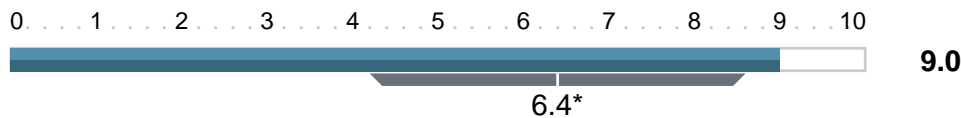
**2. Frequent Change** - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



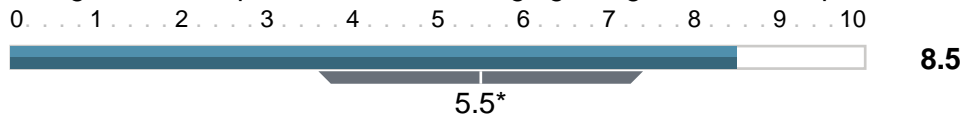
**3. Urgency** - Decisiveness, quick response and fast action.



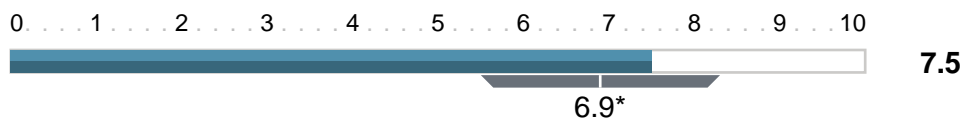
**4. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



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



**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.



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




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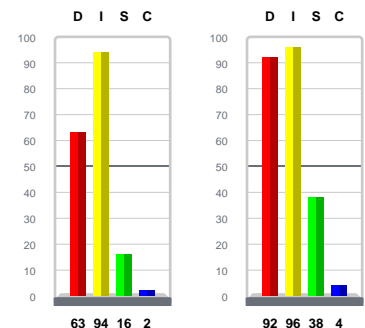
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Adapted Style      Natural Style

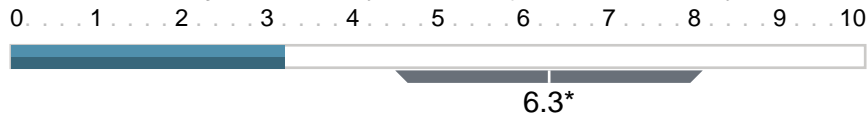


\* 68% of the population falls within the shaded area.



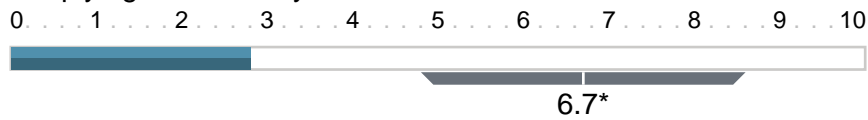
# Behavioral Hierarchy

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



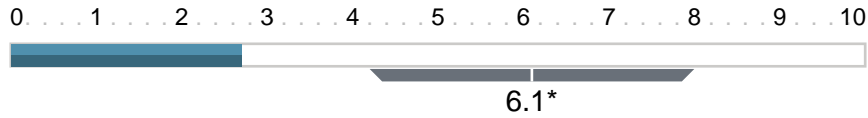
3.2

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



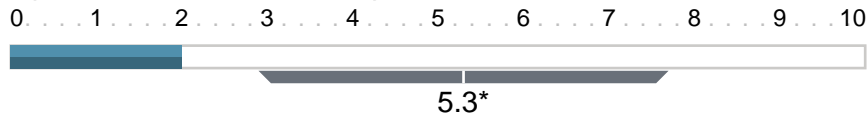
2.8

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



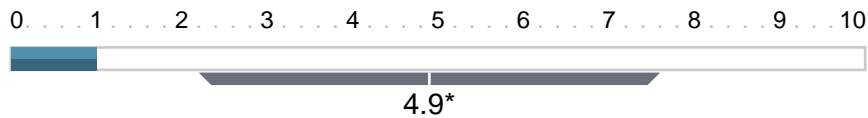
2.7

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



2.0

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

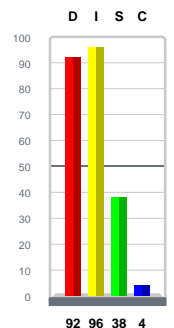
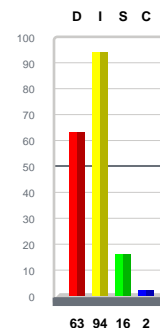


1.0



Adapted Style

Natural Style



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

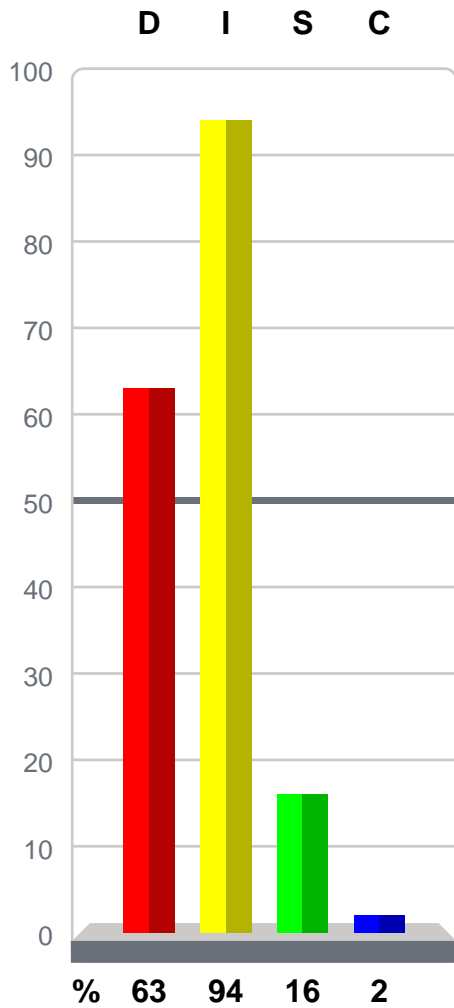


# Style Insights® Graphs

10-15-2013

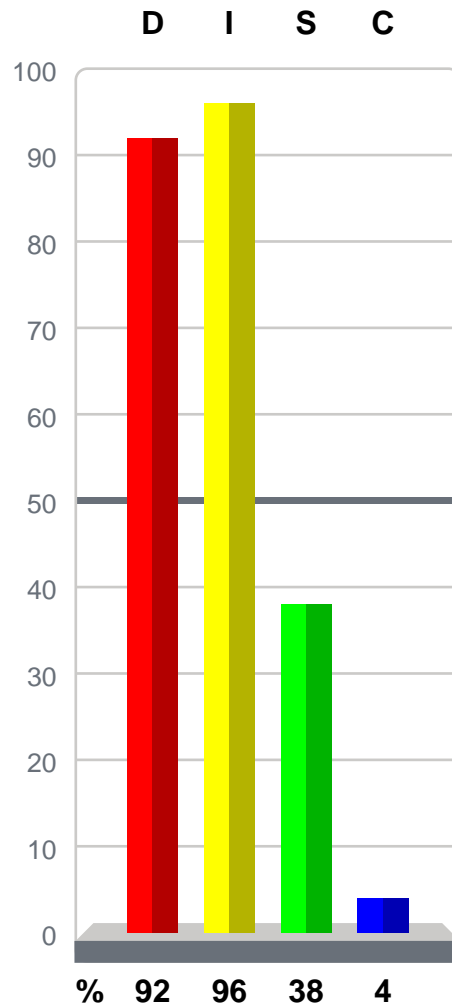
Adapted Style

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.

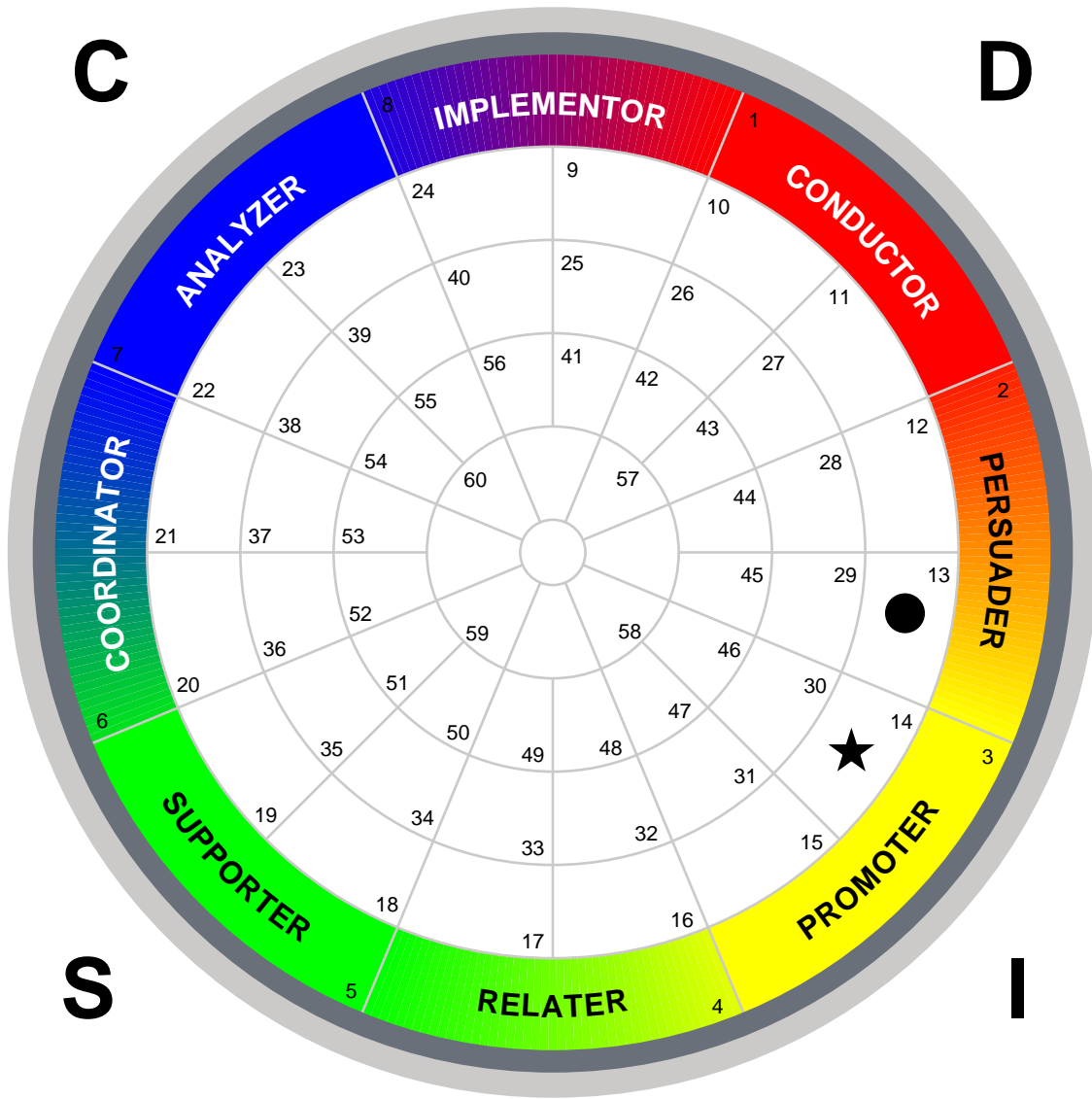
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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





# The Success Insights® Wheel

10-15-2013



Adapted: ★ (14) PERSUADING PROMOTER  
 Natural: ● (13) PROMOTING PERSUADER

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.

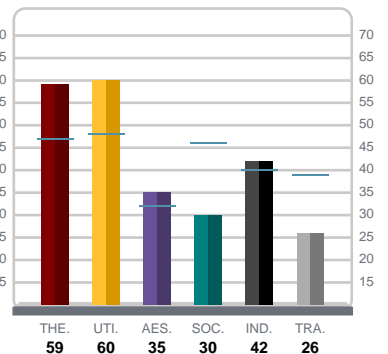
Your Personal Motivators Ranking		
1st	Utilitarian	<b>Strong</b>
2nd	Theoretical	<b>Strong</b>
3rd	Individualistic	<b>Situational</b>
4th	Aesthetic	<b>Situational</b>
5th	Social	<b>Indifferent</b>
6th	Traditional	<b>Indifferent</b>



# Utilitarian

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

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

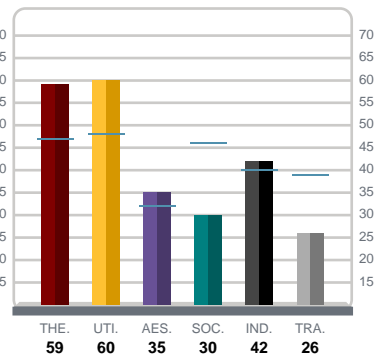




# Theoretical

*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.*

- He will usually have the data to support his convictions.
- Jeff is very good at integrating past knowledge to solve present problems.
- Jeff is comfortable around people who share his interest for knowledge and especially those people with similar convictions.
- A comfortable job for Jeff is one that challenges his knowledge.
- He may have difficulty putting down a good book.
- Jeff has the potential to become an expert in his chosen field.





## 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.

- At times Jeff can be very competitive.
- Jeff can be assertive in meeting his needs.
- The amount of control he attempts will increase if he has strong feelings about the issues involved with the situation. If, however, he has little interest in the issues involved, he will not see the need for exercising control.
- He will evaluate each situation individually and determine how much or how little control he will want to exercise.




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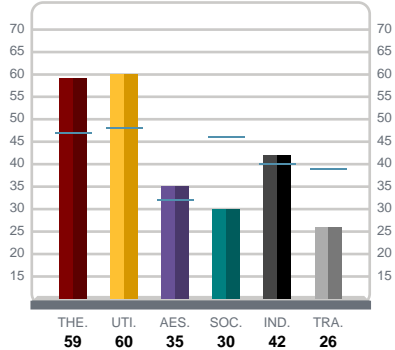
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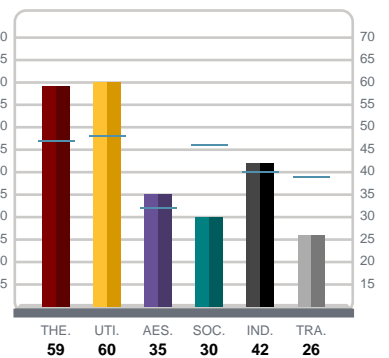
Jeff Jones



## 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.*

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



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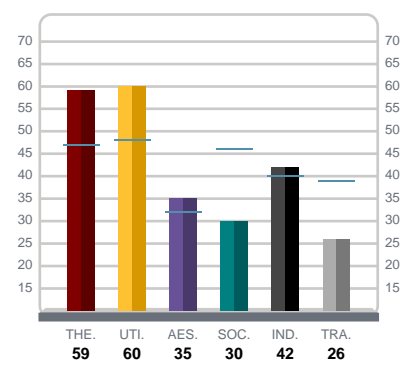
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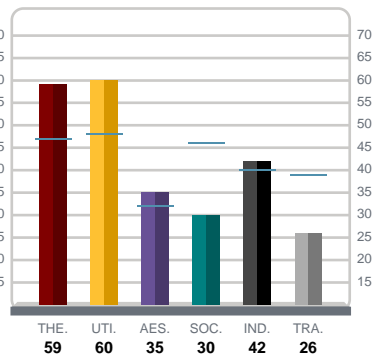
Jeff Jones



# 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.*

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







# 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?*

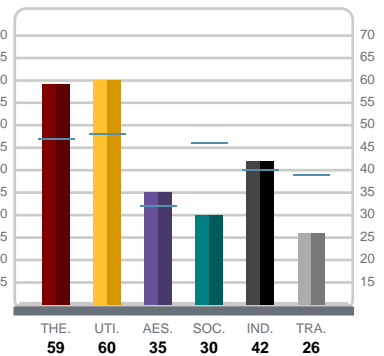
*How do Traditionals contribute to the world, your professional life and your personal life?*

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.





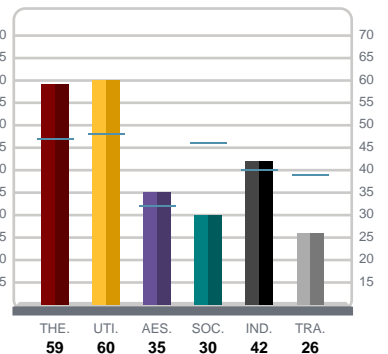
# Navigating Situations Outside Your Comfort Zone

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.





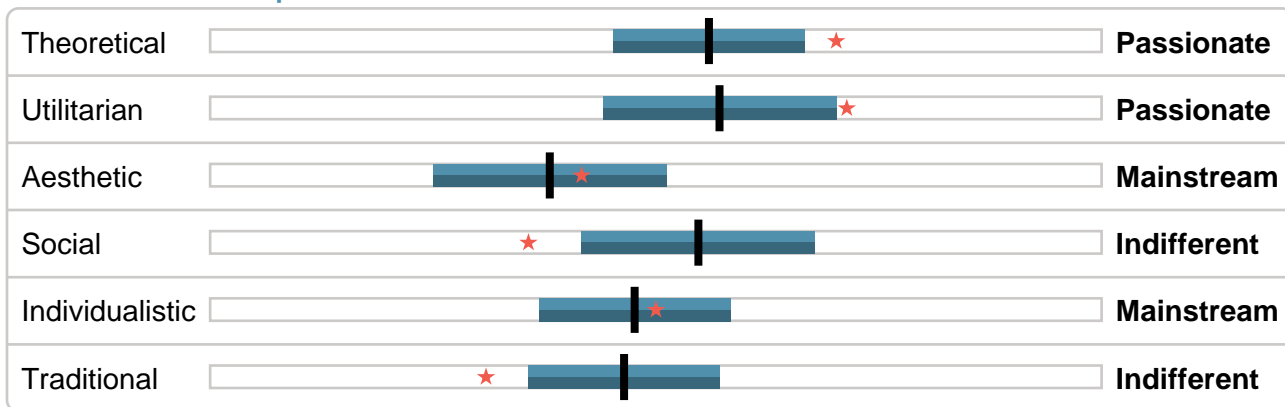
# Motivators - Norms & Comparisons

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 have an intense passion for learning new things, always searching for opportunities to advance your knowledge. Others may struggle with the amount of time and resources you are willing to invest to learn new things. They might think you should stop learning and start doing.
- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.

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

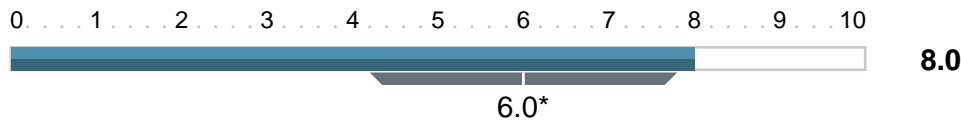
- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.



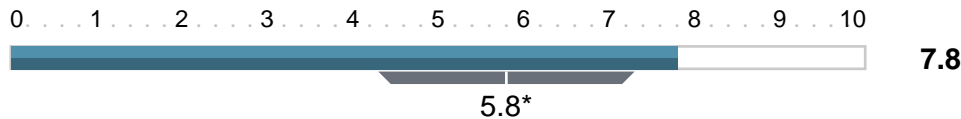
# Motivators Hierarchy

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

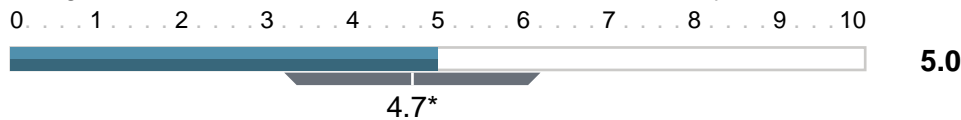
**1. Utilitarian/Economic** - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



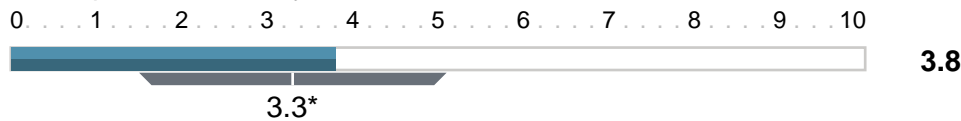
**2. Theoretical** - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



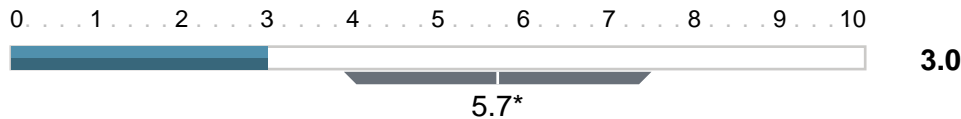
**3. Individualistic/Political** - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



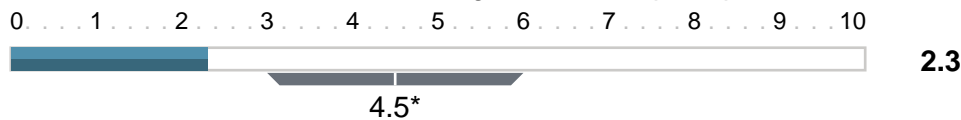
**4. Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



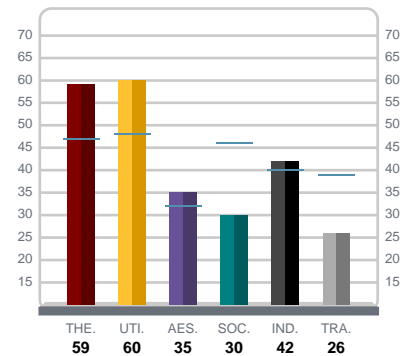
**5. Social** - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



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



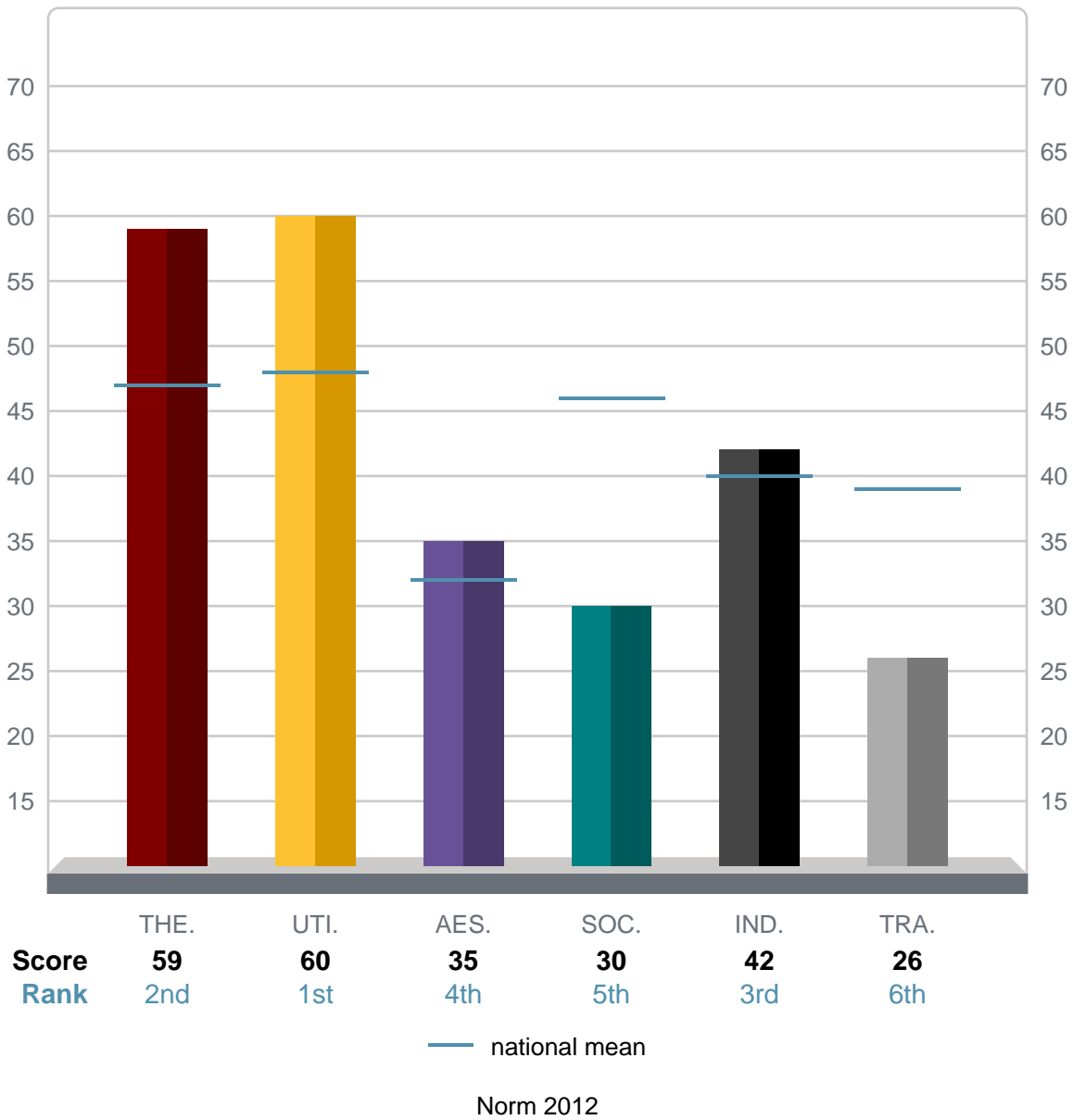
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\* 68% of the population falls within the shaded area.





# Motivation Insights® Graph

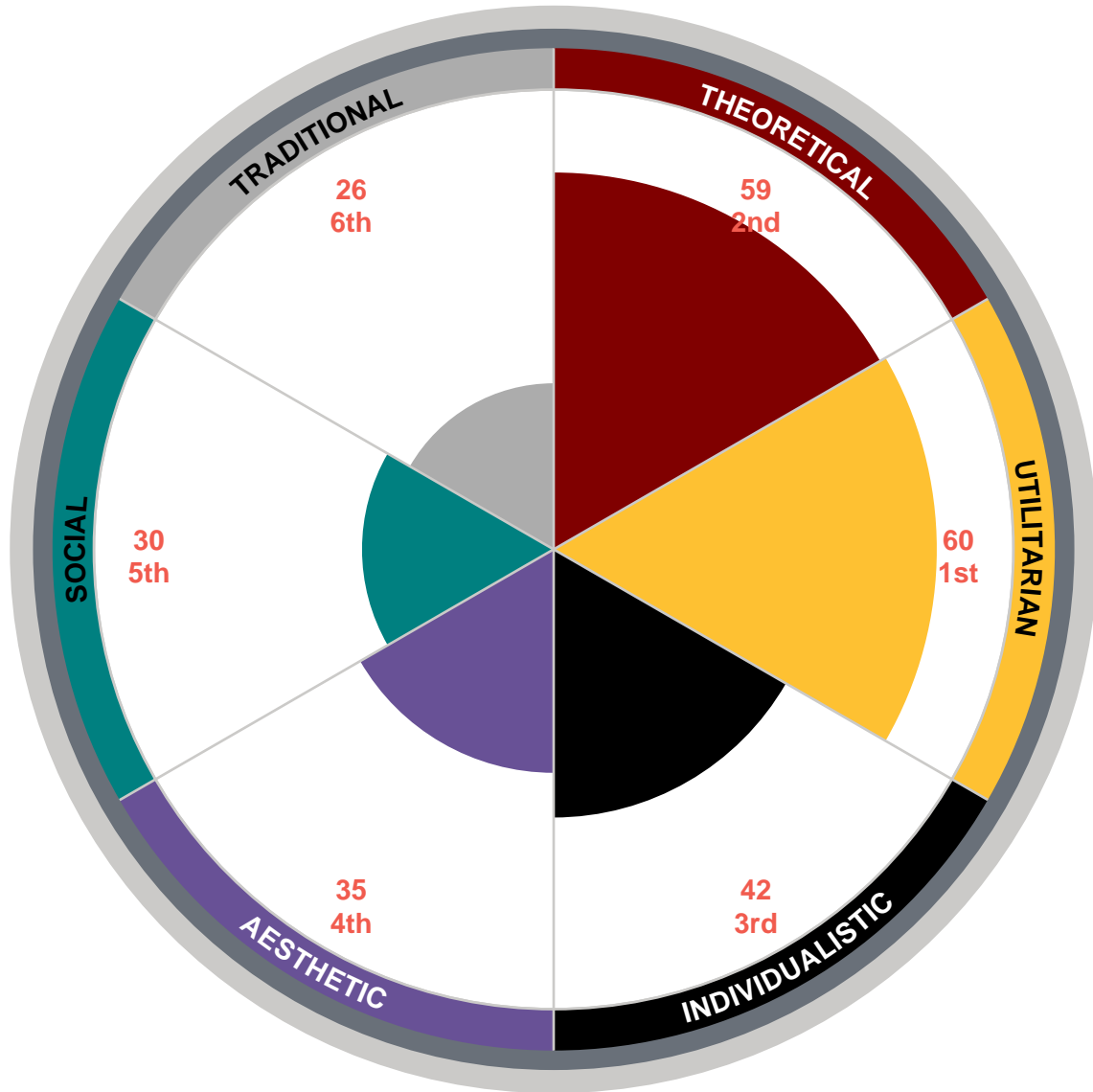
10-15-2013





# Motivators Wheel™

10-15-2013





## 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 Jeff'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.*

- Promotes efficiency and results.
- Optimistic in process improvement.
- Motivates others to continue education.
- Thinks outside of the box when gathering information.
- Very creative in solving problems.
- Wants to maximize time and resources now, as opposed to later.
- Demonstrates a forward-looking approach to old questions.
- Initiates action to get questions answered.

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# Potential Behavioral and Motivational Conflict

*This section describes the potential areas of conflict between Jeff'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.*

- Struggles balancing financial advice with actual results.
- Struggles with balancing efficiency and interaction with others.
- A desire to share information can impede his ability to listen and learn.
- May overlook vital details in his pursuit of information.
- Tends to think bigger is always better.
- May take high risk for high reward too often.
- Impatient when gathering information.
- Ability to communicate knowledge in a tactful way will be hindered when frustrated with the knowledge level of others.

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# Ideal Environment

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

- Freedom of movement.
- Work tasks that change from time to time.
- Tasks involving motivated groups and establishing a network of contacts.
- A forum to be curious about the discovery of new information.
- Flexibility to attend tradeshow and seminars in order to gain information and share with others.
- Active problems that require researched-based solutions.
- Rewards based-on challenging the status quo resulting in a return to the organization.
- People-oriented returns are rewarded higher than task-oriented returns.
- An environment where direct, bottom-line efforts are appreciated.




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## Keys to Motivating

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

### Jeff wants:

- To be trusted.
- To be seen as a leader.
- Public recognition of his ideas and results.
- Praise for his knowledge base and research capabilities.
- To be able to seek out new information that will be valuable to share with others.
- Necessary information at his fingertips in order to conquer challenges.
- Focus on results and rewards, not the process or journey.
- Recognition for solid use of resources and investments.
- Opportunities for achieving things faster that are bigger and of more value.



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# Keys to Managing

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

## Jeff needs:

- To be informed of things which affect him.
- To be confronted when in disagreement, or when he breaks the rules.
- Help on controlling time and setting priorities.
- Seek out ways to organize thoughts in order to effectively convey the desired information.
- To understand that others do not share the same excitement for new ideas as he does.
- To understand that others possess information he may not.
- The opportunity to receive rewards based on results achieved.
- To manage enthusiasm in order to be an effective listener.
- To understand that not all people are driven by return and challenges.

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# Action Plan

## Professional Development

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

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

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

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

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# Action Plan

## Personal Development

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

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

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

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

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